



MENARID's "Cross-cutting Monitoring and Evaluation and Knowledge Management for Integrated Natural resources Management" Project

Terminal Evaluation Report

Final Version

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Table of Contents

List of Acronyms	4
Project Identification Table	5
Executive Summary	6
1. Introduction and Background of the Project.....	11
2. Scope and Methods of the Terminal Evaluation.....	15
3. Project Performance and Impact	18
3.1. Assessment of Project Results	18
3.1.1. Assessment of results of Component 1	18
3.1.2. Assessment of results of Component 2	21
3.1.3. Assessment of results of Component 3.....	23
3.1.4. Assessments of criteria related to the Project's results.....	25
3.2. Assessment of Risks to Sustainability of Project Outcomes	30
3.3. Catalytic Role	31
3.4. Assessment of M&E System including long-term changes	32
3.4.1. M&E design	32
3.4.2. M&E plan implementation	32
3.4.3. Budgeting and Financing for M&E activities.....	34
3.4.4. Contribution to establishment of long-term monitoring system	34
3.5. Assessment of processes affecting attainment of project results.....	36
3.5.1. Financial Planning	36
3.5.2. Co-financing	38
3.5.3. GEF Agency supervision and backstopping	39
3.5.4. Stakeholders involvement.....	40
4. Conclusions and Rating	41
5. Lessons Learned	43
5.1. Project design: a rigorous but ambitious framework	43
5.2. Adaptive management: key shortcomings in Project implementation.....	44
5.3. The MENARID M&E & KM Platform: an innovative and promising tool	45
6. Recommendations	47
6.1. Developing strategic and operational frameworks for M&E and KM needs.....	47

6.2. Sustaining the MENARID Gateway to strengthen the M&E and KM needs for INRM ..	48
6.3. MENARID M&E experience to enhance the IFAD RIMS's Second-level indicators.....	48
Annexes	50
Annex 1. Terms of Reference of the Evaluation.....	51
Annex 2. List of intervieweesand respondents to evaluation questionnaire	56
Annex 3. List of documents reviewed/ consulted	62
Annex 4. M&E Matrix of the MENARID programme	63
Annex 5. Summary of co-finance and project expendituresinformation	71
Annex 6. Expertise of the evaluator (brief CV)	75

List of Acronyms

AWP/BP	Annual Work Plans/Budget Plans
BD	Biodiversity
CC	Climate Change
FA	Focal Area
GEF	Global Environment Facility
GIZ	German International Cooperation
HS	Highly Satisfactory
HU	Highly Unsatisfactory
ICARDA	International Center for Agricultural Research in the Dry Areas
IFAD	International Fund for Agricultural Development
INRM	Integrated Natural resources Management
IW	International Waters
KM	Knowledge Management
L	Likely
LD	Land Degradation
M&E	Monitoring and Evaluation
MENA	Middle East and North Africa
MENA	Middle East and the North Africa
MENARID	Integrated NRM in the Middle East and the North Africa Region
ML	Moderately Likely
MS	Moderately Satisfactory
MU	Moderately Unsatisfactory
MU	Moderately Unlikely
OP	Operational Programme
PY	Project Year
RBB	Results-Based Budgeting
RBM	Results-Based Management
RIMS	Results and Impact Management System
S	Satisfactory
TE	Terminal Evaluation
TER	Terminal Evaluation Report
U	Unsatisfactory
U	Unlikely
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNEP	United Nations Environment programme
UNFCCC	United Nations Framework Convention for Climate Change
WB	World Bank

Project Identification Table

Table 1. Project Identification

Project Title	Cross-cutting Medium Size Project on Monitoring and Evaluation and Knowledge Management for Integrated Natural Resource Management		
GEF Project ID:	3628	<u>At endorsement (US\$):</u>	
Country:	Regional (Iran, Jordan, Yemen, Tunisia, Algeria, Morocco)	GEF financing:	US\$ 667,000
Focal Area/Strategic Priority (FA/SP) ¹ :	LD-SP1 IW-SP3 CC-SP6 BD-SP3, SP4, SP5	Total co-financing:	US\$ 1,600,000
Executing Agency:	IFAD	Total Project Cost:	US\$ 2,267,000
Implementing Agency:	ICARDA	Date of Effectiveness	18 May 2010
Mid-Term Evaluation:	Not Effectuated	Completion Date:	30 June 2014

¹ GEF's Focal Areas and Strategic Programmes:

- LD-SP1: Land Degradation (LD) – Support the policy and institutional reforms necessary to mainstream INRM in national policies, plans and legislation (SP1)
- IW- SP3: International Waters (IW) – Support the capacity building policy and institutional reforms necessary to address overuse and conflicting uses of surface and groundwater resources (SP3)
- BD-SP3: Biodiversity (BD) – Support to terrestrial PA systems (SP3),
- BD-SP4: Biodiversity – Develop capacity and support the establishment and effective implementation of policies, laws and regulations that integrates the sustainable use and conservation of biodiversity into INRM (SP4)
- BD-SP5: Biodiversity- Develop cost effective, market-based instruments to provide financial incentives for biodiversity conservation (SP5)
- CC-SP6: Climate Change- Management of land use, land use change and forestry (LULUCF) as a means to protect carbon stocks and reduce GHG emissions (SP6)

Executive Summary

Situating the Project within the MENARID Programme Framework

This Terminal Evaluation (TE) covers the project for “Cross-cutting Monitoring and Evaluation (M&E) and Knowledge Management (KM) for Integrated Natural Resource Management (INRM)”, referred to as the “Project” in this report.

This Project is one of the projects under the GEF “Integrated Natural Resource Management in the Middle East and the North Africa Region (MENARID)” programme framework, which was initiated by IFAD in 2007 at the outset of GEF 4 as a programmatic approach to enable GEF to maximize synergies in targeting its resources on the priority issues in the Middle East and the North Africa (MENA) region where its contribution can have the highest impact in terms of achieving the desired outcomes for the different focal areas.

The Project constitutes the back-bone of **Component IV of the MENARID Programme Framework, addressing “knowledge management, sharing and up scaling of best practices”**. It is designed to ensure that MENARID operations are monitored and evaluated in a coherent and systematic manner. The key barriers and bottlenecks addressed in this Project are related to knowledge management, institutional limitations, and sectoral (cross-sectoral) integration.

Description of the Project

The Project aims at providing timely and useful information on progress being made on INRM across MENARID projects portfolio through a results-based cross-cutting M&E system. This information will be channeled to key decision-makers involved in individual projects, the overall MENARID programme, and the broader INRM agenda. The results-based M&E system provides a tool that will generate a basis for investment and programme improvement, mutual learning, accountability purposes, and will enhance stakeholder participation.

The Project's goal is as follows: **“to establish an integrated knowledge-base approach through cross-cutting Monitoring and Evaluation (M&E) functions and Knowledge management (KM) for INRM within the MENARID programme framework”**.

In order to achieve its goal, the Project was structured around 3 interlinked components/outcomes; the proposed Project's outcomes and outputs are presented in the Table below.

Proposed Project's outcomes and outputs

Outcomes/Component	Outputs
Component 1. Tools and approaches for streamlined M&E functions for INRM within the MENARID framework	<ul style="list-style-type: none">– Harmonized MENARID M&E tools– Aligned M&E approaches & processes– Systematic M&E data aggregation and analysis
Component 2. Tools and approaches for streamlined KM platform for INRM within the MENARID framework	<ul style="list-style-type: none">– Operational knowledge management platform– Updated information on INRM in MENA region– Increased knowledge flow between MENARID projects
Component 3. Strategy for disseminating best & successful INRM practices in the MENA region	<ul style="list-style-type: none">– Adopted and implemented regional strategy for dissemination of best INRM practices– Effective monitoring and documentation of best practices– Innovative practices and approaches for INRM promoted

Purpose and methodology of the Evaluation

This report covers the Terminal Evaluation of the Project, and is conducted according to the IFAD and GEF guidelines for the preparation of a Terminal Evaluation Report (TER) as per the Terms of Reference of the Evaluation. The evaluation was conducted between May and July 2015, i.e. 1 year after the completion of the Project.

The methodology of the evaluation followed IFAD and GEF guidelines for Terminal Evaluation; and included the following tools:

- (i) **desk review** of available documentation,
- (ii) **interviews** with the key Project's stakeholders and
- (iii) **a questionnaire** addressed to all the MENARID projects which were involved in the Project's activities.

Summary description of the evaluation criteria and ratings

As requested by GEF and IFAD, the evaluation has conducted a detailed assessment of the Project based on a set of defined evaluation criteria and which is provided in the TER. The ratings for specific evaluation criteria of the TE and a summary description of all the evaluation criteria are consolidated below.

Evaluation Areas	Criteria & Rating	Rating Scale
Assessment of Project Results	<u>Project Outcomes and Objectives: MU</u>	Highly Satisfactory (HS) Satisfactory (S) Moderately Satisfactory (MS) Moderately Unsatisfactory (MU) Unsatisfactory (U) Highly Unsatisfactory (HU)
The Project didn't reach its targets for Components 1&3. Processes adopted in the implementation of these components were not based on in-depth assessment of needs and did not allow a strategic approach for the implementation of activities and monitoring of impacts.		
Assessment of Project Results	<u>Relevance: MS</u>	
By the time the Project was initiated, the Project design was not relevant to the MENARID projects and the Project's implementation strategy has not been adapted to respond to the evolving M&E context and needs. However, for KM aspects, although the Project did not develop a strategic framework for the establishment and operation of its KM Platform, the tools and activities developed by the Project were found relevant by the MENARID stakeholders.		
Assessment of Project Results	<u>Effectiveness: MU</u>	
The Project has not provided effective results with regards to the M&E support to the MENARID projects and to the overall GEF focal areas. It is also not possible to measure the effectiveness of the KM tools developed by the Project due to lack of impact monitoring.		
Assessment of Project Results	<u>Efficiency: S</u>	
KM Platform was established and operational in 2012, M&E Platform much later in 2014. Still both were well received by all stakeholders and was accompanied with needed guidelines and training for their use. Efficient linkages with the UNESCO-HIP and planning of joint regional workshops. Timely launching of the M&E Platform and deployment of needed M&E technical assistance is questioned.		
Assessment of Risks to Sustainability of Project Outcomes	<u>Likelihood of sustainability of outcomes: U</u>	Likely (L) Moderately Likely (ML) Moderately Unlikely (MU) Unlikely (U)
Sustainability is by far the most problematic aspect of this Project. The sustainability of the Project has been rated as Moderately Unlikely by most stakeholders. The Project did not create strong and sustainable linkages with the MENARID programme implementing agencies or with new partners and with new projects based on the Project's results and deliverables. Some aspects of the Project have a potential basis for the sustainability but there are no concrete		

sustainability mechanisms in place, promising sustainability aspects include the M&E Platform has been developed in a user-friendly and with interesting functions which allow processing and report generation depending on the type of users; similarly the KM Platform includes a template to aggregate and analyze best practices in INRM.		
Catalytic Role	The Project was catalytic mainly in mobilizing MENARID projects and other institutions in its KM development and dissemination interventions. Several examples of “South-South” sharing and learning experiences illustrate the catalytic potential of the Project. Other collaboration has been also established with active institutions and complementary interventions were conducted.	
Assessment of M&E System	<u>M&E design: S</u>	Highly Satisfactory (HS) Satisfactory (S) Moderately Satisfactory (MS) Moderately Unsatisfactory (MU) Unsatisfactory (U) Highly Unsatisfactory (HU)
The M&E design can thus be considered as a comprehensive and adequate one and have taken into account the specificity of the Project as an umbrella Project, serving the M&E requirements of the different MENARID projects and at the same time having to respond to GEF's and the implementing agency (IFAD in this case) requirements.		
	<u>M&E plan implementation: MU</u>	
M&E implementation was not in line with the M&E plan designed as part of the Project and was not delivering required information to allow adequate monitoring of the Project's activities.		
	<u>Budgeting and Financing for M&E activities: MS</u>	
It is not possible for the TE to identify the budget which was deployed on the internal M&E system of the Project although it can thus be estimated that not more than 50% of the initially planned budget for the internal M&E system of the Project was committed to M&E activities.		
Monitoring of long-term changes	The Project had an important component aiming at establishing a long-term monitoring system for INRM. However the M&E interventions did not provide the MENARID projects tailored response to the M&E requirements of the GEF and of the implementing agencies. Although the Project has succeeded in developing a user-friendly M&E Platform with important functions, the basis of this Platform, which is the M&E Matrix was not aligned with the MENARID projects needs or with the existing institutional M&E systems, and as such did not contribute to the establishment of a long-term monitoring system.	
Assessment of processes affecting attainment of project results :	Financial Planning: The Project did not use the AWP/BP as a basis for project planning or as a management tool (with substantive missing resources remaining unplanned). It was also not possible for the TE to confirm if the Project's budget has been deployed according to the Project's initial strategy and budget plan. Project's expenditures, these were very low in the first 2 years of the Project (0% in 2010 and 18% in 2011), however, the Project has disbursed its total budget.	
Assessment of processes affecting attainment of project results	Co-financing: The co-financing mobilized by the Project was adequate and was around 70% of the planned co-financing as the Project was able to mobilize various resources to support the planned activities.	
Assessment of processes affecting attainment of	GEF Agency supervision and backstopping: The Project is implemented by IFAD which has followed up normal procedures in backstopping and support to the project. While technical reporting has been fulfilled through	

project results	yearly PIRs submitted by the Project to IFAD in line with the GEF requirements, the audited financial reports were according to IFAD's requirements but not GEF's financial reporting.
Assessment of processes affecting attainment of project results	Stakeholder involvement: Overall, stakeholders revealed satisfactory ratings of the Project except in the case of its sustainability which confirms the interest and involvement of the MENARID projects and regional stakeholders in the Project.

Lessons Learned

The Terminal Evaluation has identified major shortcoming in the implementation of the Project which cannot be all attributed to the implementation modalities of the Project but are also linked to the project design which might have contributed to these shortcomings. It also provided some promising approaches in M&E and KM practices which are presented in the TER and include:

- **Project design: a rigorous but ambitious framework**
- **Adaptive management: key shortcomings in Project implementation**
- **The MENARID M&E & KM Platform: an innovative and promising tool**

Recommendations

The recommendations of the TER build upon the main shortcomings and successes of the Project which were identified in the "Lessons Learned" and provide suggestions for future action based on the Project's experience and deliverables and include the following:

1. Developing strategic and operational frameworks for M&E and KM needs

The Project's stakeholders have all confirmed the importance of the project's concept and support it provide from its interventions, M&E and KM constitute a recurrent challenge to development projects as a whole and in terms of prioritization of the planning and implementation of such activities in specific.

The TE has flagged the disconnection between the Project's M&E interventions and the actual support needed by the MENARID projects for M&E. The TER has concluded that support to M&E should be aligned with the latest approaches and guidelines of the GEF and the implementing agencies and it should build upon the specific tools used by the projects to develop and implement their M&E systems.

The TER indicated that the M&E Platform has been developed in a user-friendly and with interesting functions which allow processing and report generation depending on the type of users. This Platform can be further developed to include in addition to the current indicators and functions available within the existing M&E Matrix, additional functions can be added as needed and can be developed in a way they can respond to the specific M&E projects needs.

The TER also indicated that the KM Platform has provided Fact Sheets building upon the MENARID projects and developed a template to aggregate and analyze best practices in INRM and simplifies the collection of stories (in the form of innovations, good practices, technologies) from INRM projects. This is a model which can be used in other projects to identify key factors for consolidating innovations and best practices related to INRM. This guideline document is available online, and can be further used in future projects.

2. Sustaining the MENARID Gateway to strengthen the M&E and KM needs for INRM

The TER indicated that GEF and the GEF implementing agencies can benefit from sustaining the MENARID Gateway to strengthen the M&E and KM requirements within programs or projects related to INRM. While ICARDA can continue to act as administrator of the MENARID Gateway, given its mandate and capacity to maintain and support this facility, other modalities could be identified for integrating the Platform within on-going initiatives and programmes in light of further developing and operating such a facility.

As such, The TER recommended to mobilize needed resources through the GEF implementing agencies for identifying a group of projects or programs which could benefit from the MENARID Gateway in view of restructuring the M&E and KM systems proposed within the Platform.

This could be particularly applicable to the case of IFAD which has established a long-term cooperation with ICARDA, in view of linking research activities currently funded by IFAD through ICARDA to the IFAD-funded projects and more specifically the M&E systems of these projects.

This can also be further investigated based on the emerging experience from on-going initiatives which confirm this potential and importance of similar activities such as the WOCAT (through GIZ/UNCCD), CACILM (through IFAD/ICARDA) and MENA-DELP (through WB/GEF).

3. MENARID M&E experience to enhance the IFAD RIMS's Second-level indicators

The TER has presented IFAD's progress in RBM and related M&E systems for INRM activities and has identified that some of the RIMS Second-level indicators are reflecting "Results at Output-level" as opposed to "Results at Outcome-level". As such, the TER recommended to build upon the MENARID experience to identify more specific approaches for measuring results at Outcomes level in line with more recent experience in GEF and IFAD funded projects.

The TER has provided examples of common Results-Based Indicators which can be adopted in the context of IFAD projects related to INRM and which can be used as part of the RIMS list of Second-level indicators to enhance Outcome monitoring. The proposed indicators are structured according to the GEF Focal Areas for easy reference but could also be adopted as an integral part of any cross-sectoral project with a focus on INRM. The detailed list of indicators is provided in the Project's publication: "Adoption of Results-Based Management (RBM) in Integrated Natural resources Management (INRM): Experience from IFAD-MENARID projects. ICARDA, 2014. Unpublished". The proposed outcome indicators were identified in the following Focal Areas:

- **SLM and Biodiversity conservation**
- **Water management**
- **Economic improvements and market transformation through INRM**
- **Adaptation to Climate Change**
- **Capacity development for INRM**

The TER also provided examples and case studies from the MENARID projects or the establishment of a baseline studies related to the different Focal Areas and which could be used to provide examples for establishing the baseline and targets for indicators and to measure results at outcome level.

1. Introduction and Background of the Project

Situating the Project within the MENARID Programme Framework

This Terminal Evaluation (TE) covers the project for “Cross-cutting Monitoring and Evaluation (M&E) and Knowledge Management (KM) for Integrated Natural Resource Management (INRM)”, referred to as the “Project” in this report.

This Project is one of the projects under the GEF “Integrated Natural Resource Management in the Middle East and the North Africa Region (MENARID)” programme framework, which was initiated by IFAD in 2007 at the outset of GEF 4 as a programmatic approach to enable GEF to maximize synergies in targeting its resources on the priority issues in the MENA region where its contribution can have the highest impact in terms of achieving the desired outcomes for the different focal areas.

MENARID was driven by a combination of GEF-4’s strategic priorities (objectives and programmes) and country needs - as expressed in their UNCCD National Action Plans (NAPs), Millennium development Goals (MDG) reports, National Communications to the UNFCCC, National Biodiversity and Action Plans (NBSAPs), etc. MENARID has accordingly addressed different thematic areas under the GEF-4 Focal Areas on Land Degradation (LD), International Waters (IW), Biodiversity (BD), and Climate Change (CC).

Although the primary thrust of the MENARID programme is INRM, the programme aimed initially at addressing the LD Strategic Objectives. The overall objective of the MENARID programme is two-fold:

- i. promoting INRM in the production landscapes of the MENA region and
- ii. improving the economic and social well-being of the targeted communities through the restoration and maintenance of ecosystem functions and productivity.

In order to meet its objective, the MENARID programme was organized into four closely-integrated components:

- Component 1: Coordination and harmonization of approaches to INRM investments at national and local levels.
- Component 2: Mainstreaming and promoting enabling environments for INRM.
- Component 3: Restoration of arid and semi-arid ecosystem integrity and improved livelihoods, including increased adaptation to climate change.
- Component 4: Knowledge management, sharing and up-scaling of best practices.

Through its proposed components, the MENARID programme aims at mainstreaming INRM, improving the governance of natural and water resources and coordinating investments that promote enabling environments to mainstream the INRM agenda at national and regional scales, and that generate mutual benefits for the global environment and local livelihoods through catalyzing INRM investments for large-scale impact.

The different projects under the MENARID programme

At the time of its design in 2007, the MENARID programme was planned to include 13 different projects under different GEF implementing agencies; however, only 11 of these projects were approved for funding by the GEF. The MENARID projects operated in six different countries, namely Algeria, Iran, Jordan, Morocco, Tunisia and Yemen, and covered several GEF Focal Areas (FA) and Strategic Programmes (SP) including LD, IW, BD, CC, and SPA, as shown in Table 2 below.

The MENARID projects are implemented by different agencies, namely IFAD, UNDP, UNEP and the World Bank. Most of the MENARID projects have been initiated between 2008 and 2010, with the exception of two projects which were initiated in 2013. The majority of the MENARID projects will be completed by 2015, with the exception of two late starting projects which will continue till 2018-2019.

Table 2. Overview of the MENARID Projects in 2014

Country	Project title	GEF FA-SP	Start date	End date	GEF Funding (mil US\$)
Executing agency: IFAD					
Jordan	Mainstreaming Sustainable Land and Water Management Practices in Jordan	LD-SP1 IW-SP3	August 2008	June 2015	6.44
Morocco	Participatory Control of Desertification and Poverty Reduction in the Arid and Semi Arid High Plateau Ecosystems of Eastern Morocco	LD-SP1 IW-SP 3	Jan 2009	Jan 2014	6.98
Tunisia	Support to Sustainable Land Management in the Siliana Governorate	LD-SP1 BD-SP3	Sept 2008	Dec 2014	5.88
Regional	Cross-cutting project on Monitoring and Evaluation and Knowledge Management for INRM	LD-SP1 IW-SP3 CC-SP6 BD-SP4	May 2010	June 2014	0.67
Executing agency : UNDP					
Algeria	Conservation of globally significant biodiversity and sustainable use of ecosystem services in Algeria's cultural parks	BD- SP3 LD- SP1	July 2011	July 2018	5.38
Iran	Institutional Strengthening and Coherence for Integrated Natural Resources Management	LD-SP1 IW-SP3 CC-SP6 BD-SP4	Sept 2010	Aug 2015	4.89
Morocco	A Circular Economy Approach to Agro-biodiversity Conservation in the Souss-Massa Drâa Region of Morocco	BD-SP4 BD-SP5	June 2014	June 2019	2.91
Executing agency : UNEP					
Regional	Reducing risks to the sustainable management of the North West Sahara Aquifer System (NWSAS)	IW-SP3	Jan 2009	Dec 2011	1.1
Executing agency: World Bank					
Tunisia	Second Natural Resources Management Project – Land and Water Optimization Project	IW-SP2 LD-SP1 LD-SP2 SPA	Sept 2010	May 2015	10.24
Tunisia	Ecotourism and Conservation of Desert Biodiversity	BD-SP3 LD-SP1 LD-SP3	May 2013	Dec 2018	4.69
Yemen	Adaptation to climate change using agro-biodiversity resources in the rain fed highlands of Yemen	CC-SP6	Aug 2010	Aug 2014	4.6

Fit of the Project within the MENARID Programme Framework

As per its project document, the Project relates to **Component IV of the MENARID Programme Framework, addressing “knowledge management, sharing and up scaling of best practices”**. It is designed to ensure that MENARID operations are monitored and evaluated in a coherent and systematic manner. The key barriers and bottlenecks addressed in this Project are related to knowledge management, institutional limitations, and sectoral (cross-sectoral) integration.

The Project aims at providing timely and useful information on progress being made on INRM across MENARID projects portfolio through a results-based cross-cutting M&E system. This information will be channeled to key decision-makers involved in individual projects, the overall MENARID programme, and the broader INRM agenda. The results-based M&E system provides a tool that will generate a basis for investment and programme improvement, mutual learning, accountability purposes, and will enhance stakeholder participation.

Results from the Project will also contribute to the GEF's Focal Areas by demonstrating the added-value of MENARID for system wide change, successful up-scaling practices, and improved knowledge on INRM. They will also provide additional tools for MENARID to be able to promote cross-focal area synergies. By targeting sustainable integrated management of natural resources as whole, the Project will contribute to cross-focal area strategies and particularly facilitate linkages between SLM, integrated water resource management, biodiversity and climate change.

In addition to their direct application to the projects under MENARID umbrella, results from the crosscutting M&E system under this Project will also contribute to the growing global knowledge on INRM, land degradation and desertification processes. In particular, this will allow reporting on the costs and effectiveness of the institutional model for INRM, desertification control, and the requirements for up-scaling these procedures to other countries in the MENA region and beyond.

As such, the Project is meant to adopt an overarching strategy covering all the M&E systems of all the MENARID projects under the MENARID programme framework and improving knowledge management across the MENARID projects and GEF as a whole.

Key information about the Project

With the above perspective, the Project was developed under GEF-4 as a Medium-Size Project (MSP) with GEF financing of US\$ 667,000 and the co-financing estimated to be around US\$ 1,600,000, as such the total Project Cost is US\$ 2,267,000.

With its regional scope under the MENARID framework, the Project covered the different projects of the MENARID Programme which were based in several countries namely Iran, Jordan, Yemen, Tunisia, Algeria, Morocco and it covered several GEF **Strategic Programmes and under different Focal Areas and which included** Land Degradation (LD), International Waters (IW), Biodiversity (BD), and Climate Change (CC).

The Project's Executing Agency is IFAD and it is implemented by ICARDA. The Project was initiated in 2010, with a “Date of Effectiveness” of 18 May 2010 and its Completion Date was set on 30 June 2014.

The Project's goal was determined as follows: ***“to establish an integrated knowledge-base approach through cross-cutting Monitoring and Evaluation (M&E) functions and Knowledge management (KM) for INRM within the MENARID programme framework”***.

The goal was further delineated into 2 specific objectives which are the following:

- ***Objective 1: Generate tools for systematic cross-cutting & aligned M&E functions throughout the MENARID framework.***
- ***Objective 2: Develop a user-friendly knowledge management (KM) platform, information dissemination, harmonization & dissemination mechanisms of INRM best practices throughout the MENARID portfolio linked to existing networks.***

Both the goal and objectives have been accompanied with a set of impact indicators presented in Table 3 below and which will be further used in the context of this TE to identify how the Project was able to meet its goal/objectives.

Table 3. Goal & objectives of the Project and their indicators

Goal & objectives	Impact indicators
Goal: Establish an integrated knowledge-base approach through cross-cutting Monitoring and Evaluation (M&E) functions and Knowledge management (KM) for INRM within the MENARID programme framework	<ul style="list-style-type: none"> - Number and % of projects aligning their ME functions by PY2 and PY4. - Number of lessons shared and up-scaled throughout the MENARID portfolio and beyond by PY4.
Objective 1: Generate tools for systematic cross-cutting & aligned M&E functions throughout the MENARID framework	<ul style="list-style-type: none"> - Number & effectiveness of INRM best practices in view of agencies applying M&E in INRM projects - Extent & number of personnel per project trained and aware of M&E requirements for MENARID (at least 1 by project by PY1) - Number and % of indicators that are used by more than 5 MENARID sub-projects by PY2 and PY4
Objective 2: Develop a user-friendly knowledge management (KM) platform, information dissemination, harmonization & dissemination mechanisms of INRM best practices throughout the MENARID portfolio linked to existing networks	<ul style="list-style-type: none"> - Number & coverage of information systems on INRM (60 % by PY3) - Number & effectiveness of INRM best practices in view of agencies applying KM in INRM projects - Flow of information exchange between projects (in number and quality)

In order to achieve its goal, the Project was structured around 3 interlinked components/outcomes; the detailed outputs and activities are provided in the project document and will be further assessed in the context of this TE; the proposed Project's outcomes and outputs are presented in Table 4 below.

Table 4. Proposed Project's outcomes and outputs

Outcomes/Component	Outputs
Component 1. Tools and approaches for streamlined M&E functions for INRM within the MENARID framework	<ul style="list-style-type: none"> - Harmonized MENARID M&E tools - Aligned M&E approaches & processes - Systematic M&E data aggregation and analysis
Component 2. Tools and approaches for streamlined KM platform for INRM within the MENARID framework	<ul style="list-style-type: none"> - Operational knowledge management platform - Updated information on INRM in MENA region - Increased knowledge flow between MENARID projects
Component 3. Strategy for disseminating best & successful INRM practices in the MENA region	<ul style="list-style-type: none"> - Adopted and implemented regional strategy for dissemination of best INRM practices - Effective monitoring and documentation of best practices - Innovative practices and approaches for INRM promoted

2. Scope and Methods of the Terminal Evaluation

Purpose and timing of the Evaluation

This report covers the Terminal Evaluation of the Project, and is conducted according to the IFAD and GEF guidelines for the preparation of a Terminal Evaluation Report (TER) as per the Terms of Reference of the Evaluation which are attached in **Annex 1** of this report.

The evaluation was conducted between May and July 2015, i.e. 1 year after the completion of the Project. A draft Terminal Evaluation Report was provided to ICARDA and IFAD for comment on 6 September 2015. The final Terminal Evaluation Report (TER) addresses all the comments received and includes all required annexes.

Methodology of the Evaluation

The methodology of the evaluation followed IFAD and GEF guidelines for Terminal Evaluation; and included the following tools:

- (iv) **desk review** of available documentation,
- (v) **interviews** with the key Project's stakeholders and
- (vi) **a questionnaire** addressed to all the MENARID projects which were involved in the Project's activities.

The lists of interviewees and of the persons who have been solicited to fill in the questionnaire as well as a sample questionnaire are provided in **Annex 2** of the report.

In general, interviews were sought from key project partners (ICARDA, IFAD and GEF) as well as the IFAD/MENARID projects which were closely involved in the Project's M&E component in its last year of operation. In total, only 5 institutions/projects were interviewed out of 7 identified as priority partners and included the following:

- i. IFAD
- ii. ICARDA
- iii. GEF IW-LEARN
- iv. IFAD/MENARID Project in Morocco - Participatory Control of Desertification and Poverty Reduction in the Arid and Semi Arid High Plateau Ecosystems of Eastern Morocco
- v. IFAD/MENARID Project in Tunisia - Support to Sustainable Land Management in the Siliana Governorate

Two other key stakeholders could not be reached for interview in this TE and are the following:

- i. IFAD/MENARID Project in Jordan - Mainstreaming Sustainable Land and Water Management Practices
- ii. UNESCO

Despite the lack of 2 interviewees, the overall number of interviews can be considered to be representative of the key Project's partners and thus provide needed feed-back to the evaluation, especially that other tools were also used as part of this TE and provided needed data for validation of findings. The full contact details of the interviewees of the Terminal Evaluation are available in Annex 2.

With regards to the questionnaire, all MENARID projects were solicited to respond to the questionnaire for the exception of 2 projects which had not been responsive to the Project from the outset and it was decided that they would not be able to contribute to the Project's Terminal Evaluation.

The questionnaire was sent to all potential project staff which has been in touch with the Project throughout its duration and in the context of different collaboration, in order to secure a high level of response to the questionnaire.

In total, out of the 9 projects solicited to fill in the questionnaire, 6 have responded to the evaluation and provided their feed-back. This result represents around 70% of the projects of the MENARID programme (which were actively involved in the Project's implementation) and can thus be considered as an adequate representation of the Project's evaluation.

Table 5 below provides a clear indication of the MENARID projects which responded to the questionnaire, the full contact details of the respondents to the questionnaire are available in Annex 2.

Table 5. Respondents to the evaluation questionnaire

Country	Project title/Institution	Response to the questionnaire
Executing agency: IFAD		
Jordan	Mainstreaming Sustainable Land and Water Management Practices in Jordan	Yes
Morocco	Participatory Control of Desertification and Poverty Reduction in the Arid and Semi Arid High Plateau Ecosystems of Eastern Morocco	Yes
Tunisia	Support to Sustainable Land Management in the Siliana Governorate	Yes
Regional	Cross-cutting project on Monitoring and Evaluation and Knowledge Management for INRM	Yes
Executing agency : UNDP		
Algeria	Conservation of globally significant biodiversity and sustainable use of ecosystem services in Algeria's cultural parks	Not solicited
Iran	Institutional Strengthening and Coherence for Integrated Natural Resources Management	Yes
Morocco	A Circular Economy Approach to Agro-biodiversity Conservation in the Souss-Massa Drâa Region of Morocco	No
Executing agency : UNEP		
Regional	Reducing risks to the sustainable management of the North West Sahara Aquifer System (NWSAS)	Not solicited
Executing agency: World Bank		
Tunisia	Second Natural Resources Management Project - Land and Water Optimization Project	No
Tunisia	Ecotourism and Conservation of Desert Biodiversity	Yes
Yemen	Adaptation to climate change using agro-biodiversity resources in the rain fed highlands of Yemen	No

In the case of both the interviews and questionnaire, the TE provided general information to stakeholders about the Project to the evaluation participants in order to ensure a clear context of the evaluation given that the evaluation is conducted 1 year after the completion of the Project.

The information provided included the Project's Identity (as per Sections 1 of the questionnaire) and a Summary of the Project's achievements (as per Sections 1 of the questionnaire) which provides a clear overview of the Project to the participants.

The interviews and questionnaires focused on seeking clarifications and a "Rating" of the evaluation criteria set by IFAD and GEF and any related comments to the evaluation criteria and provided guiding questions for each criteria in order to facilitate the rating process. These criteria are presented in Section 3 of the questionnaire and covered the main criteria which are used as a basis of the evaluation.

Given the short timelines of the evaluation, the interviews were focused on either obtaining basic information related to the Project and its deliverables or on validating the responses obtained in the questionnaires related to the key evaluation criteria and their rating. This was used as a means of triangulation of information and to capture any potential misunderstanding which might have arisen from the questionnaire.

As such, the evaluation criteria and guiding questions covered in the interviews and questionnaire focused on the following key evaluation criteria:

- **Relevance:** Is the project consistent with the needs and the challenges of the national MENARID projects? Were the selected approaches and resources relevant to achieving the planned outcomes?
- **Effectiveness:** Did the project contribute towards the stated outcomes? Did it set dynamic processes that move towards the long-term outcomes? Did the project achieve the expected results and outputs? To what extent have they been reached by the project?
- **Efficiency:** Has the project been implemented in a timely manner? Did the project take prompt actions to solve any implementation issues? Did the project focus on the activities which produce the most significant results?
- **Sustainability:** Was the project designed to have sustainable results given the identifiable risks? Did the project include an exit strategy? Did the project ensure proper scaling up of successful initiatives?
- **Other comments or suggestions** based on the experience with the Project or other specific needs.

It should also be noted that the questionnaire was prepared in English and French in order to facilitate its use by the different projects of the MENARID Programme.

In addition to the interviews and questionnaire, extensive documentation was obtained and was reviewed as part of the evaluation. The list of documents reviewed/consulted is provided in **Annex 3** of the report.

3. Project Performance and Impact

3.1. Assessment of Project Results

This section provides analytical information of the Project's results compared to the planned outputs and indicators at the level of each component. The section does not provide a comprehensive analysis of all activities, but rather an analysis of the processes, deliverables and results and which will be further assessed according to the evaluation criteria in the following sections.

3.1.1. Assessment of results of Component 1

The main thrust of this component is the establishment of **"Harmonized MENARID M&E tools"** which would be followed by at least 90% of the MENARID projects by PY4. The component also calls upon the establishment of **"Systematic M&E data aggregation and analysis"** whereby required data would be covered and managed properly through M&E approaches and reports reflecting proper data analysis on cross-sectoral basis (project impacts, focal areas, ecosystems ... etc) by at least 70 % of the MENARID projects. The full list of targets for this component as well as of the achievements of the Project at the level of this component is presented in Table 6 below.

Table 6. Summary of achievements of Component 1 compared to planned outputs and indicators

Outcome 1. M&E system for INRM within the MENARID framework	
Outputs/Indicators	Key achievements
1.1. Harmonized MENARID M&E tools <ul style="list-style-type: none"> - % of projects that follow MENARID's M&E requirements systematically (at least 90 % by PY4) - Availability & quality of set of core indicators & MENARID indicators database & tracking system - Availability & quality of best practices guidelines for INRM M&E 	<ul style="list-style-type: none"> - The "MENARID M&E Matrix" including a set of indicators, measurement and monitoring methodology and mean of verification, was developed based on a consultative approach with MENARID partners was finalized in December 2013 (PY3). - Based on the "MENARID M&E Matrix", a common M&E and KM Platform, including a set of indicators, database, analytical tools, and reporting formats for INRM projects was made operational by PY4 on the MENARID website: https://menarid.icarda.org/MAE/SitePages/Home.aspx. - Capacity building support in M&E was provided to MENARID projects, including the use of the online platform, trainings in RBM, RBB and M&E, in order to extend the M&E system to all stakeholders (details of events below). - A publication on "Adopting Results-Based Management in Integrated Natural Resources Management: Experience from the IFAD/MENARID projects" was prepared in PY4. - An assessment of the M&E operations in MENARID projects was conducted by ICARDA in PY4.
1.2. Aligned M&E approaches & processes <ul style="list-style-type: none"> - Extent of annual increase of involvement of MENARID's relevant stakeholders in project M&E functions (at least 70 % of involvement rate by PY2) - Extent of improvement of the quality of M&E practices in the MENARID framework 	
1.3. Systematic M&E data aggregation and analysis <ul style="list-style-type: none"> - % of required data covered and managed properly through M&E approaches(at least 70%by PY3) - Number & quality of reports reflecting proper data analysis on cross-sectoral basis (project impacts, focal areas, ecosystems ... etc) (at least 70 % by PY3) - Number & quality of financial flow data reporting (disbursement rates, co-financing etc) 	

While the Project's targets were very ambitious in terms of establishing and adopting an "aligned and harmonized M&E system for all MENARID projects", in practice, the Project established a "**MENARID M&E Matrix**" which included a range of indicators by end of 2013, i.e. by PY3. The M&E Matrix is presented in **Annex 4** of this report and will be further assessed in the context of the TE.

This M&E Matrix was used as a basis for developing the web-based M&E system, referred to as "**M&E Platform**" and which was put in place and made operational by mid-2014, i.e. by PY4.

In order to establish the M&E Matrix and Platform, the Project has conducted **an extensive number of regional meetings**, as well as a "**consultancy to develop the MENARID M&E Matrix**" and provided **training on M&E system. The regional meetings and trainings included the following:**

- i. "Monitoring and Evaluation (M&E) an overview", MENARID inception workshop, 16 February 2011, Aleppo by Alessandra Galie, ICARDA. 51 people participated (21 MENARID members), 6 MENARID projects were represented.
- ii. "Results-oriented M&E knowledge and experiences", 18 June 2012, Rabat by Dr. Thomas Otter, consultant & "M&E tools, approaches and processes", 18 June 2012, Rabat, by Dr. Mohamed Bakarr, GEF; 31 people participated (16 MENARID members), 7 MENARID projects were represented.
- iii. MENARID learning workshop on managed aquifer recharge, Amman, December 2012 (co-organized with UNESCO);
- iv. "Cross-cutting M&E functions in MENARID", 24 March 2013, Hammamet, by Hugo Remaury, ICARDA; 24 people participated (15 MENARID members), 9 MENARID projects were represented.
- v. "Planning meeting of the 2014 activities of MENARID", covering M&E and KM activities, 11 November, Agadir, by Hugo Remaury, ICARDA; 22 people participated (8 MENARID members), 4 projects were represented.
- vi. A series of two on-site trainings conducted in 9 MENARID projects in September 2013 and in March 2014.

The project also provided continuous online and on-site technical backstopping to project teams and national stakeholders to undertake M&E activities. Trainings and online support to enter data on the M&E systems and to fill Project Implementation Reports templates have been offered and provided when needed. Specific M&E support was also provided to the projects in selected M&E aspects including baseline assessments and support to the projects' M&E tools.

However, as per the assessment of the M&E operations in MENARID projects which was conducted in PY4, it was not possible to identify how the M&E Matrix has influenced the M&E systems of the MENARID projects, no clear linkages could be identified between the indicators identified in the M&E Matrix and the M&E systems of the different projects. As indicated in the assessment, "During the scope of the assessment, it was not possible to obtain a comprehensive analysis of the M&E operations and systems established at the level of the different MENARID projects. While ICARDA had been in contact with all projects throughout the duration of the ICARDA/MENARID project, the type of information needed for the assessment of the M&E systems within the different MENARID projects was not readily available at the level of ICARDA".

In fact, ICARDA has assumed that the different MENARID projects should be able to use the M&E Matrix once the indicators have been agreed upon, but did not ensure that this was the case, as according to ICARDA2, "The role of the project was to provide capacity development and create the platform for experiential learning which was done; but the project had no administrative instruments to enforce behavioral change in the MENARDA program". However, this assumption is not in line with the set targets of this component which calls for a real uptake by the different MENARID projects of a common M&E system.

² Personal communication from ICARDA, 17/9/2015

As such, it can be concluded that the Project did not reach its targets which are set for this component and which included the following:

- 90% of projects that follow MENARID's M&E requirements systematically by PY4;
- 70 % increase of involvement of MENARID's relevant stakeholders in project M&E functions by PY2;
- 70% required data covered and managed properly through M&E approaches by PY3;
- 70 % of the reports reflecting proper data analysis on cross-sectoral basis (project impacts, focal areas, ecosystems ... etc) by PY3.

In fact, although all projects have participated in the development of the cross-cutting M&E matrix and were provided with training on these indicators and process of acquiring and recording the indicators, limited uptake of these indicators could be observed within the different MENARID projects and the baseline studies needed to track these indicators were also not conducted in a systematic ways as per the conclusions of the Assessment of the M&E system report (ICARDA, 2014).

Moreover, the M&E Platform was only established by the end of the Project and despite extensive efforts deployed by the Project to encourage the MENARID projects to fill and use the Platform, limited information is made available at the level of this Platform regarding M&E data.

Despite the fact that all projects participated in the cross-cutting M&E matrix and made an efforts to fill in the needed information, and that all of the projects were given training both on and offsite on indicators and process of acquiring and recording the indicators, **it can be concluded that the M&E Platform has not been able to influence the M&E responsibilities of the MENARID projects.**

3.1.2. Assessment of results of Component 2

The main thrust of this component is the establishment of an “**Operational knowledge management platform**” which would be followed by at least 60% of the MENARID projects by PY3. The component also calls upon continuous “**Updated information on INRM in MENA region**” and “**Increased knowledge flow between MENARID projects**” measured by the extent of use & quality of data available in guidelines, fact sheets & formats on INRM themes in MENARID and level of MENARID GEF projects managers/stakeholders participating in bi-annual meetings. The full list of targets for this component as well as the key achievements at the level of this component is presented in Table 7 below.

Table 7. Summary of achievements of Component 2 compared to planned outputs and indicators

Outcome 2.KM platform for INRM within the MENARID framework	
Outputs/Indicators	Key achievements
2.1. Operational knowledge management platform <ul style="list-style-type: none"> - % of INRM projects that follow KM requirements systematically (60 % by PY3) - Distribution, extent of use & quality of KM portal for serving MENARID projects (70 % by PY3) - Availability & quality of best practices guidelines for INRM KM approaches - Number & extent of projects showing coherent performance following KM platform requirements (at least 40 % by PY3) 	<ul style="list-style-type: none"> - The “MENARID Knowledge Management Platform” was launched in December 2012 and continues to be fully operational. A system development team was formed by ICARDA’s IT group and professional consultants to develop the system requirements and create this KM portal. All MENARID stakeholders received training on operating the portal during the MENARID learning workshop on managed aquifer recharge, Amman, December 2012. A “user manual” is available online in French and English (refer to details below). - Eight face-to-face meetings have been organized for MENARID projects to support KM on INRM best practices across MENARID projects; these have been collected and uploaded on the website. An “innovation sharing” section allows users to fill a template, and to create additional knowledge fact sheets (refer to details below). - Nineteen Knowledge Fact Sheets developed and available online, in English and French. These Fact Sheets were summarized in a Working Paper “Capturing and disseminating lessons learned from INRM projects in the MENA region” and in a user-friendly brochure “Stories of success”. - Four 1-minute and one 4-minute videos produced on specific technologies developed by the MENARID projects.
2.2. Updated information on INRM in MENA region <ul style="list-style-type: none"> - Distribution, extent of use & quality of data available in guidelines, fact sheets & formats on INRM themes in MENARID - Frequency and number of updated inputs (by year) 	
2.3. Increased knowledge flow between MENARID projects <ul style="list-style-type: none"> - Number & extent of use of stakeholders exchanging relevant information in the MENARID framework by PY2 and PY4 - Number & level of MENARID GEF projectsmanagers/stakeholders participating in bi-annual meetings - Number & level of support to KM systems of relevantINRM projects in MENARID framework 	

Under this component, **several regional meetings and training sessions** have been organized for MENARID stakeholders to ensure a proper understanding and use of the KM platform, these included the following:

- Training by Ahmed Al-Mously, of ICARDA, during the “Launch of the MENARID platform”, 9 December 2012, Amman.
- On-site backstopping has been provided to MENARID projects during visits in February 2013, September 2013 and March 2014 to help gathering information about MENARID projects, in addition to those already provided by MENARID projects. The KM portal has been upgraded with these initial data and information accordingly.

- In addition, regular phone calls and emails by the project team to the MENARID stakeholders gave additional information to stakeholders to use the platform.

In addition, 8 face-to-face events have been used as an opportunity to cover the KM Platform; these include the following:

- Inception meeting, Aleppo, February 2011;
- MENARID learning workshop on traditional knowledge, Yazd, February 2012 (co-organized with UNESCO);
- Programmatic Framework Learning Workshop, Rabat, June 2012;
- MENARID learning workshop on managed aquifer recharge, Amman, December 2012 (co-organized with UNESCO);
- MENARID Knowledge Exchange workshop, Hammamet, March 2013;
- MENARID learning workshop in groundwater economics, Agadir, November 2013 (co-organized with UNESCO);
- MENARID/ICARDA working meeting on M&E systems, Beirut, May 2014.
- Final Workshop for GEF MENARID Projects, Beirut, June 2014 (co-organized with UNESCO).

Through this component, **the Project has been able to mobilize all the MENARID projects (with the exception of the Algeria project) in contributing and exchanging on the KM Platform**; this momentum is captured online through the KM Platform as well as through publications and videos (refer to Figure 1 below). **As such, it can be considered that this component has been able to meet the set targets, such as:**

- **At least 60 % of INRM projects follow KM requirements systematically by PY3**
- **Availability of best practices guidelines for INRM KM approaches**
- **High distribution, use and quality of data available in guidelines, fact sheets & formats on INRM themes in MENARID**



Figure 1. MENARID publication and brochure on best practices in INRM

3.1.3. Assessment of results of Component 3

The main thrust of this component is the development of “**Regional dissemination and technology transfer and diffusion strategies for INRM**” which would have wide geographic coverage through the organization of regional seminars on local knowledge for INRM & adaptation for climate change. The component also calls upon “**Identifying and disseminating best practices as well as innovative practices for INRM**” measured through the up-scaling of best practices, both within & outside the MENARID countries and the development of documents, including guidelines, relating to these best practices.

The full list of targets for this component as well as the key achievements of the Project at the level of this component is presented in Table 8 below.

Table 8. Summary of achievements of Component 3 compared to planned outputs and indicators

Outcome. 3 Strategy for disseminating best & successful INRM practices throughout the MENARID framework	
Outputs/Indicators	Achievements
<p>3.1. Developing regional dissemination and technology transfer and diffusion strategies for INRM</p> <ul style="list-style-type: none"> - Availability & quality of a regional strategy for disseminating best practices by PY2 - Number & geographic coverage of regional seminars on local knowledge for INRM & adaptation for climate change - Number & levels of participants from MENARID countries in the regional seminars <p>3.2. Identifying and disseminating best practices for INRM</p> <ul style="list-style-type: none"> - Extent & quality of monitoring the implementation & up-scaling of best practices (at least 40 % by PY3) - Extent of geographic coverage of best practices both within & outside the MENARID countries (at least 60 % by PY3) - Number & quality of documents, including guidelines, produced & distributed relating to best practices by PY 2 and PY4 <p>3.3. Identifying and disseminating innovative practices for INRM</p> <ul style="list-style-type: none"> - Number & coverage of seminars on lessons learned on use of innovative approaches & techniques - Number, distribution & level of stakeholders participating in the seminars By PY2 and PY4 	<ul style="list-style-type: none"> - A regional communication strategy for MENARID projects has been established based on the key elements: <ul style="list-style-type: none"> ➢ the website, ➢ regular face-to-face meetings, ➢ ICARDA’s communication department included MENARID-related topics in its newsletter sent to decision makers, scientists and NGOs. - Exchange between MENARID projects was established, namely the IFAD/MENARID projects in Morocco and Jordan on the Vallerani technology, and the IFAD/MENARID project in Jordan and the UNDP/MENARID project in Iran to plan an “exposure visit”. - Outreach to the local communities using the KM tools provided to MENARID stakeholders in hard copies (e.g., working paper, stories for success document, knowledge fact sheets). - Linkages between “ICARDA’s learning alliances” and the Morocco MENARID project were established. - Knowledge products of MENARID have been disseminated in key events, such as: <ul style="list-style-type: none"> ➢ ICARDA’s International Conference on Water and Food Security in Dry Areas organized in June 2013, ➢ FAO’s Land and Water Days in Amman, December 2013. - Linkages with WB’s MENA DELP initiative have been established. - Collaboration with GEF and UNESCO on the regional seminars, notably the series of water-related learning workshops, offered an opportunity to discuss INRM best practices.

According to the Project Document, the Project was expected to develop a regional strategy for disseminating best practices by PY2 through this component. In practice, although the Project established the KM Platform by PY2, it did not develop a regional strategic framework for KM as requested in the Project Document; instead, it implemented its dissemination activities based on the following key elements:

- the website,
- regular face-to-face meetings,
- ICARDA's communication department which included MENARID-related topics in its newsletter sent to decision makers, scientists and NGOs.

According to ICARDA³, the strategy of dissemination adopted consisted of three main elements:

- (1) first, to promote the sharing of good INRM practices,
- (2) then, to help project teams to document these practices in a succinct and direct way, and
- (3) finally, to create an accessible platform to share globally.

Through this strategy, the Project produced 19 best practices which were prepared according to clear guidelines and were published in several forms (online, as a publication and as a brochure), in addition to a brochure about the MENARID Platform both in English and French (refer to Figure 2 below). The Project also establish extensive linkages among the MENARID projects; and disseminated the Project's KM tools outside the MENARID partners at the level of various institutions, as indicated in the Table X above.

Despite the approach adopted for KM, the Project did not establish a clear strategy for disseminating best practices on the basis of an assessment of information and KM needs at the level of the concerned stakeholders and partially fell short in addressing common issues related to a KM platform: i.e. interactivity, participation, community.

Therefore, it is not possible to measure how the Project's has met the targets set at the level of this component, such as:

- monitoring the implementation & up-scaling of best practices,
- geographic coverage of best practices both within & outside the MENARID countries,
- production and distribution of documents related to best practices in INRM.

While an extensive number of best practices were prepared with the Project's support and were disseminated at exchange meetings and made available at the KM platform, the up-scaling of these best practices within the MENARID programme was limited to 2 cases, namely the IFAD/MENARID projects in Morocco and Jordan on the Vallerani technology, and the IFAD/MENARID project in Jordan and the UNDP/MENARID project in Iran to plan an "exposure visit". And although exchange and dissemination of these case studies was conducted through other agencies and institutions, the uptake of these case studies outside the MENARID programme was not identified.

Moreover, the Project did not plan nor implement aspects related to community participation and involvement in the uptake of these case studies.

As such, It can be concluded that the KM processes adopted in the implementation of this component were not based on a strategic approach for the dissemination of relevant information as well as monitoring of the impacts of such dissemination efforts.

³ Personal communication by ICARDA. 17/9/2015



Figure 2. MENARID Platform brochure in English in French

Based on the above, and as requested by GEF and IFAD, the rating for the evaluation criteria of the Project Outcomes and Objectives is Moderately Unsatisfactory (MU).

3.1.4. Assessments of criteria related to the Project's results

This section provides an assessment of the Project's results based on the criteria requested by GEF and IFAD in the context of a Terminal Evaluation, namely the following: relevance, effectiveness and efficiency.

3.1.4.1. Relevance

In 2007, when the Project was designed, it was the first year of GEF-4, and at that time, the GEF Council approved the adoption of RBM approaches. The RBM framework of the GEF was built on the strategic programming for GEF-4 focal areas' strategies and their associated indicators. The framework outlined the conceptual and methodological building blocks of how the GEF as an institution intends to measure progress toward results. RBM was first implemented during GEF-4, incorporating monitoring and reporting at three levels: institutional (organization); programmatic (focal area); and project.

In 2010, when the Project was initiated, the revision of the GEF's M&E policy has put greater emphasis on RBM, including establishment of baselines and targets and ensuring alignment with the results frameworks of the focal areas. The GEF's RBM framework under GEF-5 had thus revised the M&E policy and laid out the blueprint for how the GEF tracks results, and are based on the alignment of objectives and indicators with GEF focal strategies and goals.

In parallel with the GEF's adoption of RBM approaches, development agencies have also moved towards results-oriented approaches and aimed to improve their focus on development changes and real improvements in people's lives; as such most development agencies have adopted a RBM approach for planning, monitoring and evaluation. RBM systems were adopted by all key development agencies, including the implementing agencies of the MENARID programme; i.e. IFAD, UDP, UNEP and World Bank.

As such, by 2010 when the MENARID programme was initiated, the development agencies acting as GEF implementing agencies had already adhered to GEF's guidelines for RBM and many of them had developed their own guidelines and procedures in addition to those of GEF.

The above developments were detailed in the report prepared by the Project in PY4⁴ which indicated that the Project was no longer relevant in terms of developments of RBM guidelines, but needed instead to support the first the MENARID programme to conduct a retrofitting exercise for aligning their M&E system with latest GEF's and implementing agencies' M&E system which is based on RBM approaches.

While the programmatic (rather than single project) M&E functions which was envisaged in the Project's design and which led to the cross-cutting M&E activities were also still relevant, a realignment of the Project's strategy and intervention would have required an in-depth assessment of the current M&E framework required by the GEF and by the different implementing agencies as well as an assessment of the M&E needs at the level of the different MENARID projects.

However, despite the extensive discussions conduct by the Project regarding the M&E system during the various regional meeting, an in-depth assessment of the M&E needs of the MENARID projects was only conducted at the end of the Project through an "Assessment of the M&E system of the MENARID projects and of ICARDA's M&E and Knowledge Sharing Facility" (ICARDA, 2014). The assessment showed that while ICARDA had been in contact with all the MENARID projects throughout the duration of the Project, the type of information needed for such an assessment was not readily available at the level of ICARDA; important information regarding the M&E modalities used by the projects to respond to their M&E requirements were missing such as:

- The availability of baseline assessments of impact and outcome indicators
- Updated GEF Tracking Tools at project design;
- The latest GEF/PIRs reports
- Related information to M&E requirements of the different implementing agencies of the project (UNDP/UNEP/WB/IFAD)
- Related information to M&E requirements of the national/regional M&E systems in place.

The assessment thus showed a disconnection between the M&E needs of the MENARID projects and the M&E support deployed by the Project and this was identified at the following levels:

- i. the M&E Matrix and the M&E Platform have not been able to influence the M&E responsibilities of the MENARID projects
- ii. the technical assistance provided by ICARDA to support baseline studies for the MENARID projects were not integrated as part of the M&E systems of these projects by the end of the Project. In fact, during the implementation process, the Project realized the level of M&E weaknesses and made effort to address that at individual project level and three cases can be singled out and include: the Iran project NRM adoption study, the baseline study in Morocco; and the Jordan project gender study. This support did not cover all the MENARID projects and was only completed by end the end of the Project.

According to GEF's guidelines, Relevance is measured through the following questions: Is the project consistent with the needs and the challenges of the national MENARID projects? Were the selected approaches and resources relevant to achieving the planned outcomes?

⁴ ICARDA, 2014. Adopting Results-Based Management in Integrated Natural Resources Management: Experience from the IFAD/MENARID projects.

With regards to the relevance of the M&E results, the TE concludes that by the time the Project has been initiated, the initial Project design was not aligned with the MENARID projects' needs and the Project's implementation strategy has not been able to adapt the Project's intervention strategy to respond to the evolving M&E context and needs.

In the case of the KM aspects of the Project, a similar constraint to the of the M&E aspects can be noted, whereby the Project's design might have evolved and the project did not conduct an in-depth assessment of information and KM needs of the MENARID projects and of existing sources of information and KM tools related to INRM in the region. Such an assessment could have contributed to the development of a regional KM strategy as called upon by the Project and could have allowed a more targeted implementation and monitoring of the KM activities.

Despite lack of the KM assessment and strategic framework, the Project has been able to develop relevant KM tools based on common guidelines; and which have been shared and applied among the MENARID projects.

At a more regional level, the Project has also ensured to develop linkages with key regional initiatives which have included the following:

- **Linkages between "ICARDA's learning alliances"** and the Morocco MENARID project were established.
- **Knowledge products of MENARID have been disseminated in key events**, such as:
 - ICARDA's International Conference on Water and Food Security in Dry Areas organized in June 2013,
 - FAO's Land and Water Days in Amman, December 2013.
- **Linkages with WB's MENA DELP initiative** have been established.
- **Collaboration with GEF and UNESCO** on the regional seminars, notably the series of water-related learning workshops, offered an opportunity to present and discuss INRM best practices.

As such, with regards to the KM aspects, although the Project did not develop a strategic framework for the establishment and operation of its KM Platform, the tools and activities which were developed by the Project have been supported by the MENARID projects as well as the regional stakeholders and confirm their relevance to the expectations of the Project's stakeholders.

Based on the above, and as requested by GEF and IFAD, the rating for the evaluation criteria of the Project's Relevance is Moderately Satisfactory (MS).

3.1.4.2. Effectiveness

According to GEF's guidelines, Effectiveness is measured through the following guiding questions: Did the project contribute towards the stated outcomes? Did it set dynamic processes that move towards the long-term outcomes? Did the project achieve the expected results and outputs? To what extent have they been reached by the project?

As in the case of its relevance, the Project has not reflected satisfactory effective results with regards to the M&E support to the MENARID projects and to the overall GEF focal areas as planned in the project's conceptual design.

As indicated in the Section 3.1.2.1. "Relevance" above, **the M&E Platform and its M&E Matrix has not significantly contributed to the M&E system of the MENARID projects, and as such was not effective in supporting the M&E system of the MENARID projects.**

The Project has also provided specific M&E support to some of the MENARID project in selected areas related to INRM in view of scaling up this support and integrating it as part of an overall M&E system, this support included the following studies:

- A baseline survey of the UNDP/MENARID “A circular Economy Approach to Agro-biodiversity Conservation in the Souss Massa Draa region of Morocco” project in Morocco.
- An impact evaluation of the UNDP/MENARID “Institutional Strengthening and Coherence for Sustainable Land Management” project in Iran.
- A Gender study of the IFAD/MENARID project “Mainstreaming Sustainable Land and Water Management Practices in Jordan”.
- An impact evaluation of the livestock activities implemented in the IFAD/MENARID “Mainstreaming Sustainable Land and Water Management Practices in Jordan” project in Jordan.

However, these studies were finalized by the end of the Project and it is not clear if their results were possible to include as part of the M&E system of the specific beneficiary projects or within an overall M&E system, given that the “Assessment of the M&E system of the MENARID projects and of ICARDA’s M&E and Knowledge Sharing Facility” (ICARDA, 2014) was not provided as detailed analysis of these studies at the time it was conducted. Although it can be noted that the Project supported the development of missing Tracking Tools (TTs) of the IFAD/MENARID projects given that at project design, the TTs were not mandatory. As such, the missing TTs for the 3 IFAD/MENARID projects were developed by the Project and were used to establish a list of impact indicators for these projects and a basis for measurement of the indicators as well as for integrating the indicators as part of the reporting process of the projects, specifically within the PIRs of the projects.

While the Project was able to prepare the ground for the PIRs of 2014 in a way they can include impact/results indicators and baseline studies needed by the projects, **it is not clear if such reporting systems were prepared on the agreed basis; it was also not possible to extend similar type of support systematically to all MENARID project as needed during the life of the Project.**

With regards to the effectiveness of KM system established by the Project, it is also not possible to measure the effectiveness of the KM tools developed by the Project beyond the examples of collaboration identified between the MENARID projects and the specific collaboration with other institutions which were promoted by the Project during the Project’s implementation.

To measure the use of the KM Platform at a broader level, the Project has developed a tool that measures the weekly utilization of the KM Platform (Google Analytics). As an example, during the first week of May 2014, 999 pages were viewed, 64 users visited the website, stayed in average 6min53sec on the website. Among the visitors, 37.8% were new to the MENARID KM Platform. The Google analytics tool allowed collecting data on the characteristics of collaboration taking place between the Platform users. Moreover, statistics about the website’s traffic are published online - see “Visitors Counter” item in the website. As of today, more than 6,000 visitors were recorded by the MENARID website.

Due to the lack of a KM strategy and clear targets, it is not possible to identify if the KM tools and the results obtained from the interactions with the KM Platform were in line with the needs and targets, and if they have responded effectively to the MENARID projects’ expected outcomes.

Based on the above, and as requested by GEF and IFAD, the rating for the evaluation criteria of the Project’s Effectiveness is Moderately Unsatisfactory (MU).

3.1.4.3. Efficiency

According to GEF's guidelines, Efficiency can be measured through the following guiding questions: Has the project been implemented in a timely manner? Did the project take prompt actions to solve any implementation issues? Did the project focus on the activities which produce the most significant results?

The Project has efficiently established an M&E and KM Platform which has been well received by all stakeholders and was accompanied with needed guidelines and training for its use. The Project was also efficient in linking up with the UNESCO-HIP office and plan jointly regional workshop, which permitted major savings and allowed the planning of a large number of regional workshops despite the limited Project budget.

However, the timely launching of the M&E Platform is questioned as well as the timely deployment of needed M&E technical assistance such as conducting an assessment of the M&E needs of the MENARID projects, provision of guidance on Results-Based Management and the implementation of other technical assistance for supporting the M&E system as all of this support was only deployed on the last year of the Project.

The KM Platform was more timely as it was launched in 2012 and could be used throughout the duration of the Project by the different stakeholders. The Project also has developed a template to aggregate and analyze best practices in INRM. This document simplifies the collection of stories (in the form of innovations, good practices, technologies) from INRM projects. Its goal is to help identify key factors when implementing innovations in terms of INRM. This guidelines document has been made available online, and has been distributed to all MENARID's stakeholders.

Moreover, a working paper "Capturing and disseminating Lessons learned from INRM projects in the MENA" has been published that documents the live review process that the Project undertook to extract knowledge from the MENARID projects. The project focused on quantifying the impact, results and costs of the 19 INRM best practices that have been identified through the MENARID program. Available numbers have been gathered from stakeholders, and are available on the knowledge fact sheets.

Thanks to the live review exercise at the MENARID Knowledge Exchange Workshop, 19 INRM knowledge fact sheets have been published on the MENARID website. Finally, a feature has been added to the website for people wishing to share their best practices and extract lessons learned in order to promote them globally, using a similar format to the best practice template (refer to Figure 3 below).

Based on the above, and as requested by GEF and IFAD, the rating for the evaluation criteria of the Project's Efficiency is Satisfactory (S).



Figure 3. Home page of the KM Platform

3.2. Assessment of Risks to Sustainability of Project Outcomes

Sustainability is by far the most problematic aspect of this Project. The sustainability of the Project has been rated as Moderately Unlikely by many stakeholders, although the Projects have considered the overall performance of the project to be satisfactory on most fronts. Most stakeholders have called for an extension of the Project to cover the completion of the MENARID project and were critical regarding the lack of continuity of the Project's activities.

The views of the Project's stakeholders regarding the limited sustainability of the Project is mainly due to a lack of clear understanding of the initial sustainability strategy of the Project.

GEF defines the sustainability criterion with the following questions: *Was the project designed to have sustainable results given the identifiable risks? Did the project include an exit strategy? Did the project ensure proper scaling up of successful initiatives?* The overall response of the evaluation report to these questions indicate that the project did not plan for sustainable results, neither included an exit strategy, nor ensured proper scaling up of successful initiatives.

In Fact, according to its design, this Project was developed with the following potential for sustainability:

- The Project will provide added value to the MENARID projects by promoting their outputs, thus encouraging sister agencies to support its continuity.
- The project will build its knowledge network among diverse partners based on the existing relevant networks and platforms. This will also enhance project sustainability through sharing roles and responsibilities among the different stakeholders as well as benefits.
- The M&E and KM systems will be designed and implemented in a very open and flexible manner in a way to incorporate new partners and new projects. This will increase the chances of expanding the programme in the region to incorporate additional initiatives and accordingly additional resources.

While an exit strategy of the Project has not been developed and the likelihood of sustainability of outcomes is not probable, as the Project did not create strong and sustainable linkages with the implementing agencies as well as with new partners and with new projects, some aspects of the Project can be considered to provide a potential basis for the sustainability of some of the Project's results and should be considered in future.

The M&E Platform has been developed in a user-friendly and with interesting functions which allow processing and report generation depending on the type of users. As such, as a project manager, the user may call upon the following functions:

- Entering project's indicators data
- Configuration of scheduled reports for a project
- Getting a sample report before it is sent off
- Adding/Editing dashboard for a project homepage

As an anonymous user, the following functions are available:

- Viewing/analyzing graphical and tabular data on dashboards
- Filtering data in user reports where filters are present
- Visiting all M&E project pages of related programme where they are shared for public use
- Viewing shared M&E documents of related programme where they are shared for public use

The Project has also developed a User's Manual and conducted training for the MENARID project manager as part of its hand-over of the M&E Database to the users of the MENARID Gateway, the Manual as well as the data provided by the different MENARID users are now available for future use.

With regards to the KM Platform, the Project has developed a template to aggregate and analyze best practices in INRM. This document simplifies the collection of stories (in the form of innovations, good practices, technologies) from INRM projects.

However, beyond hosting the M&E and KM Platform on ICARDA's website, the Project has not been able to secure the continuous development and analysis of the information generated on this Platform or its integration within other regional or international initiatives, nor within the implementing agencies of the MENARID programme.

Based on the above, and as requested by GEF and IFAD, the rating for the evaluation criteria of the Project's Likelihood of sustainability of outcomes is Unlikely (U).

3.3. Catalytic Role

The Project has proven a catalytic mainly at the level of mobilizing MENARID projects and other institutions in its KM development and dissemination interventions. Several examples of "South-South" sharing and learning experiences illustrate the potential of the Project. Other collaboration has been also established with active institutions where complementary interventions could be identified.

Key examples include the following:

- **Exchange between MENARID projects was established**, namely the IFAD/MENARID projects in Morocco and Jordan on the Vallerani technology, and the IFAD/MENARID project in Jordan and the UNDP/MENARID project in Iran to plan an "exposure visit".
- **Outreach to the local communities** using the KM tools provided to MENARID stakeholders in hard copies (e.g., working paper, stories for success document, knowledge fact sheets).
- **Linkages between "ICARDA's learning alliances"** and the Morocco MENARID project were established.
- **Knowledge products of MENARID have been disseminated in key events**, such as:
 - ICARDA's International Conference on Water and Food Security in Dry Areas organized in June 2013,
 - FAO's Land and Water Days in Amman, December 2013.
- **Linkages with WB's MENA DELP initiative** have been established.

Collaboration with UNESCO on the regional seminars, notably the series of water-related learning workshops, offered an opportunity to present and discuss INRM best practices; this involved the organization of a series of learning workshops on different aspects of groundwater management for GEF MENARID Project Managers and M&E Officers. These workshops were organized by UNESCO-IHP in cooperation with ICARDA and other partners and constituted an important scope for collaboration with related regional activities and institutions (refer to Figure 4 below).



Figure4. The Project's series of learning workshops on groundwater management organized by UNESCO-IHP in cooperation with ICARDA

3.4. Assessment of M&E System including long-term changes

3.4.1. M&E design

At Project's design, the Project was expected to establish an M&E Plan based on the project logical framework and in line with GEF's and IFAD M&E guidelines. The key M&E activities were planned in the Project Document to include the following:

- consolidation and monitoring of benchmark and baseline data at project inception;
- half-yearly data collection and reporting of activity and output targets and achievements;
- annual project implementation reviews (PIRs);
- a mid-term review; and
- a final completion assessment.

The Project's design also called upon engaging the implementing agencies of the different MENARID projects as well as regional and national partner institutions and beneficiaries in the M&E plan of the Project. This would ensure that each implementing or partner agency will have clear M&E responsibilities with specific inputs to M&E activities and allow them to be actively involved in presenting and discussing the findings of the monitoring exercise.

The M&E plan of the Project was expected to be linked to the project rationale, logical framework, annual work plans and budget as well as to the MENARID umbrella programme M&E plan. It was thus planned to ensure that the findings of the Project's M&E can be used to take corrective or enhancing measures at the level of project management.

The Project has been accompanied by a logical framework which provided indicators at the level of its goal, objectives, and outputs. Although GEF did not require to set indicators at Output level, these could be used as targets for the attainment of the outputs and hence the outcomes/components. The indicators at goal and objective level included a range of impact as well as process indicators and were adapted to the monitoring of the Project's results and impact as will be confirmed in the following section.

Finally, the M&E plan budget was set at \$52,000, i.e. around 8% of the total GEF financing of \$667,000 for the Project.

The M&E design can thus be considered as a comprehensive and adequate one and have taken into account the specificity of the Project as an umbrella Project, serving the M&E requirements of the different MENARID projects and at the same time having to respond to GEF's and the implementing agency (IFAD in this case) requirements.

Based on the above, and as requested by GEF and IFAD, the rating for the evaluation criteria of the Project's Likelihood of the M&E design is Satisfactory (S).

3.4.2. M&E plan implementation

It is not clear to the TE why the Project's inception phase did not establish the requested M&E plan as called upon in the Project design, although an important inception meeting including key Project's stakeholders was held in the first year of the Project and discussed the alignment of the MENARID projects M&E plans with those of GEF and of their respective implementing agencies.

The TE can assume that the Project was more concerned with the establishment of an M&E system for the MENARID projects as called upon under Component 1 of the Project and has not initiated the implementation of the M&E activities planned at Project design (in the Project Document in Part V. Monitoring and Evaluation) , although these were closely linked to the achievement of the overall goal and objective of the Project itself as well as to the support needed by the MENARID projects with regards to M&E.

As such, the following can be reported with regards to the M&E responsibilities requested from the Project (in the Project Document in Part V. Monitoring and Evaluation):

- With regards to consolidation and monitoring of benchmark and baseline data at project inception: this was not done in a systematic manner based on a clear set of indicators.
- With regards to half-yearly data collection and reporting of activity and output targets and achievements: reporting was made at outputs level and was not related to indicators.
- With regards to annual project implementation reviews (PIRs): these were prepared on regular basis and were reporting on activities and outputs.
- With regards to a mid-term review: this was not conducted and can be justifiable as an MSP, this is not a GEF requirement.
- With regards to a final completion assessment: the TE was conducted 1 year after the completion of the Project.

M&E implementation was therefore not in line with the M&E plan designed as part of the Project and was not delivering required information to allow adequate monitoring of the Project's activities. In fact, if a retrofitting exercise was to be conducted for the impact indicators of the Project at the Goal and Objective level, as presented in Table 9 below, it would have allowed the Project to clearly show what it was expected to meet based on its goal/objectives and the targets it would have been set to do so.

Based on the above, and as requested by GEF and IFAD, the rating for the evaluation criteria of the Project's Likelihood of the M&E plan implementation is Moderately Unsatisfactory (MU).

Table 9. Goal & objectives of the Project and their indicators and expected measurements

Impact indicators	Expected measurement of impact indicators
Goal: Establish an integrated knowledge-base approach through cross-cutting Monitoring and Evaluation (M&E) functions and Knowledge management (KM) for INRM within the MENARID programme framework	
<ul style="list-style-type: none"> - Number and % of projects aligning their ME functions by PY2 and PY4. - Number of lessons shared and up-scaled throughout the MENARDI portfolio and beyond by PY4. 	<ul style="list-style-type: none"> - No target set at project's initiation, no Projects aligned their ME functions - No target set at project's initiation, 19 lessons learned produced and up-scaled
Objective 1: Generate tools for systematic cross-cutting & aligned M&E functions throughout the MENARID framework	
<ul style="list-style-type: none"> - Number & effectiveness of INRM best practices in view of agencies applying M&E in INRM projects - Extent & number of personnel per project trained and aware of M&E requirements for MENARID (at least 1 by project by PY1) - Number and % of indicators that are used by more than 5 MENARID sub-projects by PY2 and PY4 	<ul style="list-style-type: none"> - No target set at project's initiation, M&E Matrix and M&E support cannot be considered as best practices - No target set at project's initiation, Training was conducted but not aligned with M&E responsibilities of the MENARID projects - No target set at project's initiation, such an analysis was not conducted by the Project
Objective 2: Develop a user-friendly knowledge management (KM) platform, information dissemination, harmonization & dissemination mechanisms of INRM best practices throughout the MENARID portfolio linked to existing networks	
<ul style="list-style-type: none"> - Number & coverage of information systems on INRM (60 % by PY3) - Number & effectiveness of INRM best practices in view of agencies applying KM in INRM projects - Flow of information exchange between projects (in number and quality) 	<ul style="list-style-type: none"> - No target set at project's initiation, all MENARID projects were involved - No target set at project's initiation, such an analysis was not conducted by the Project - No target set at project's initiation, such an analysis was not conducted by the Project

3.4.3. Budgeting and Financing for M&E activities

It is not possible for the TE to identify the budget which was deployed on the internal M&E system of the Project, given that the Project budget is consolidated under the budget lines of IFAD and is not tracked according to the Project components and activities, as will be further described in the section below. As such, it is not possible to indicate the proportion of the initially planned M&E plan budget of \$52,000 which was allocated to the M&E activities.

However, given that the Project did not establish a baseline for its own indicators, nor conducted specific assessments to track the impacts of the indicators, nor conducted a Mid-Term Evaluation, it is foreseen that limited financial resources have been allocated to the M&E system.

These can be restricted to the following:

- Preparation of the half-yearly Progress reports and the annual PIR reports according to the IFAD and GEF requirements,
- Conducting the Terminal Evaluation of the Project.

It can thus be concluded that not more than 50% of the initially planned budget for the internal M&E system of the Project were allocated by the end of the Project's life.

Based on the above, and as requested by GEF and IFAD, the rating for the evaluation criteria of the Project's Budgeting and Financing for M&E activities is Moderately Satisfactory (MS).

3.4.4. Contribution to establishment of long-term monitoring system

Despite the shortcoming in the establishment of an internal M&E system for the project, the Project had an important component in establishing a long-term monitoring system for INRM and had planned several activities to support this aspect. The details of the accomplishments delivered under Component 1 of the Project for the establishment of an M&E system and the sustainability of this system have been described in the sections above.

This section will assess the contribution of the Project to a long-term M&E system by assessing the basis of the system established by the Project, namely the M&E Matrix.

In practice, the M&E Matrix included indicators at Outcome and Output levels and served as a basis for establishing the M&E Platform through a web-based system, as part of the MENARID Platform (www.menarid.icarda.com). The M&E Matrix of the MENARID Platform provided a large spectrum of outcome and output indicators related to INRM, including **a set of 78 indicators related to INRM and which were distributed along the GEF Focal Areas covered by the MENARID projects** namely:

- **Component 1:** Approaches to INRM investments at national and local levels- technical assistance and investments coordinated and harmonized
- **Component 2.1:** Enabling environments for INRM-technical assistance and investments mainstreamed and promoted in **climate change**
- **Component 2.2:** Enabling environments for INRM-technical assistance and investments mainstreamed and promoted in **land degradation**
- **Component 2.3:** Enabling environments for INRM-technical assistance and investments mainstreamed and promoted in **International Waters**
- **Component 2.4:** Enabling environments for INRM-technical assistance and investments mainstreamed and promoted in **biodiversity**
- **Component 3.1:** Investment in **Land Degradation**- Arid and semi-arid ecosystems integrity restored and livelihoods improved, including increased adaptation to climate change.
- **Component 3.2:** Investment in **International Waters**- Arid and semi-arid ecosystems integrity restored and livelihoods improved, including increased adaptation to climate change.

- **Component 3.3:** Investment in **Biodiversity** Arid and semi-arid ecosystems integrity restored and livelihoods improved, including increased adaptation to climate change.
- **Component 4:** Knowledge Management, sharing and up-scaling of best practices fostered

However, it should be noted that the M&E Matrix did not make best use of existing M&E systems related to the MENARID projects and which include the following:

- i. Although the indicators proposed in the M&E Matrix were derived from the projects and stakeholders have contributed, discussed and agreed upon, they indicators did not take into consideration the actual needs to revise some of their indicators to include impact and outcome indicators as requested by the GEF. The List of indicators was based on the list provided in the Project Document and this did not constitute an appropriate basis by the time the list of indicators was developed in 2013, i.e. 6 years after project conception in 2007 and 3 years after its launching in 2010.
- ii. The M&E Matrix did not take into account that the M&E systems requested as part of the GEF have mainly called for the identification and measurement of indicators at the level of the Objective (Impact Indicators) and the Components (Outcome Indicators); while Output indicators are not mandatory as part of the GEF's M&E system. It would have been opportune for the M&E Matrix to focus only on the Impact and Outcome level indicators and provide a less restrained list of indicators than the 78 indicators proposed in its actual version.
- iii. The M&E Matrix has adopted the structure of the MENARID programme as a basis for the M&E Matrix rather than the GEF Operational Programmes and Focal Areas. As such, the indicators did not reflect the GEF indicators identified in GEF's Tracking Tools for the different Focal Areas and specifically the following Tracking Tools which cover the MENARID projects:
 - Land Degradation Tracking Tool
 - Management Efficiency Tracking Tool
 - Mainstreaming Biodiversity Conservation in Production Landscapes/Seascapes and Sectors Tracking Tool
 - International Water Tracking Tool
 - Climate Change Adaptation Tracking Tool
- iv. Although the M&E matrix was developed in full collaboration with the projects, The M&E Matrix did not take into account the M&E systems specific to the MENARID implementing agencies. As an example, in the case of IFAD, the "Results and Impact Management System (RIMS)" is used as a framework for measuring and reporting the results and impact of the projects it finances since 2007 and looks at three levels of results and hence at 3 different types of indicators: activity (First-level), outcome (Second-level) and impact (Third-level). Moreover, the RIMS was updated in 2014, whereby a rating-based approach for reporting Second-level results has been introduced. The ratings should be supported by a flexible mix of evidence, gathered through qualitative and/or quantitative methodologies, including RIMS second level indicators. Updates of the RIMS have also been made to reflect changes in the IFAD portfolio incorporating the increasing work IFAD in natural resources and climate-change related risk management. IFAD has also provided its projects a list of First-level and Second-level indicators related to Natural resources (land and water) proposed in the RIMS.

Based on the above, it can be concluded that by the time the M&E Matrix was developed by the Project (end 2013), it was already outdated and it did not reflect the GEF or the implementing agencies requirements for M&E. Given its extensive nature, the M&E Matrix did not support the MENARID projects in providing tailored response to the requirements of the GEF and of the implementing agencies. Although the Project has succeeded in developing a user-friendly M&E Platform with highly important function, the basis of this Platform, which is the M&E Matrix was not aligned with the MENARID projects needs or with the existing institutional M&E systems, and as such did not contribute to the establishment of a long-term monitoring system.

3.5. Assessment of processes affecting attainment of project results

3.5.1. Financial Planning

Annual Work Plans/Budget Plans

During the life of the Project, only two Annual Work Plans/Budget Plans (AWP/BP) have been submitted by the Project, the first AWP/BP was prepared in 2010 covering the years 2010/2011 and the second was prepared in 2013 and covered the years 2013/2014.

As presented in Table 10 below, the Project's AWP/BP did not cover the total Project budget, the AWP/BP covered 4425,000 out of the total budget of \$667,000, i.e. 64% of the budget; and it is estimated that the remaining budget was not covered in any planning exercise.

It should also be indicated that the AWP/BP did not follow the initial budget allocations by component, whereby the planned budget was exceeded for Component 1 (with 52% planned budget compared to 34% in the initial allocation for Component 1) and the planning was below the initial allocation for Component 2 (with 21% planned budget compared to 34% in the initial allocation for this Component).

As such, it can be concluded that the AWP/BP has not been used as a basis for project planning or as a management tool (with substantive missing resources remaining unplanned). It is also noted that the AWP/BP were not aligned with the initial budget allocation in the project document, and no justification was provided for diverging from the initial budget planning in the project document.

Table 10. Project's AWP/BP compared to initial allocations by component

	Total (US\$)	% initial allocation by component	AWP/BP of 2010	AWP/BP of 2013	Total budget covered in AWP/BP	% planned budget by component
Component 1	227,000	34	109,000	110,000	219,000	52
Component 2	227 ,000	34	30,000	60,000	90,000	21
Component 3	146,000	22	29,000	40,000	69,000	16
Project management	67,000	10	47,000		47,000	11
Total	667,000	100	215,000	210,000	425,000	100

Financial reporting

For the financial reporting, ICARDA has presented yearly audited financial statements (presented in Annex 4), according to the requirements of IFAD, the Project's expenditures in these financial statements were compiled according to the IFAD budget lines (namely TA, travel, equipment, indirect costs), and not by component/output as per the AWP/BP, as shown in Table 11 below.

Given that ICARDA followed IFAD budget lines in financial reporting as reporting by component was not required, the financial reporting according to these budget lines does not allow to identify alignment of the expenditures with the initial Project's budget and effective allocations by Project component, it was also

not possible in the context of the evaluation to identify the actual expenditures by component, as the available information does not allow such a retrofitting exercise.

The TE can only conclude that an important part of the budget was allocated to “Consultant/technical assistance” with a total of 60% of the budget allocated to this budget line and the remaining Project’s budget was equally allocated to the remaining budget lines (Travel, Training and workshop, Equipment), however, this cannot be linked to the planned Project’s budget allocations nor to the planned Project’s results.

According to ICARDA⁵, the components have significant overlap in their implementation, for example a workshop event or training event may contain all the three components and the expenditures which are reported in the IFAD financial format are split across the project components as they are implemented based on the original project budget design.

However, given available information, it is not possible for the evaluation to confirm if the Project’s budget has been deployed according to the Project’s initial strategy and budget plan or if it was aligned with the Project’s AWP/BP. It is also not possible for the TE to confirm how this budget has served the different components of the Project.

Table 11. Project expenditures by budget line

	2010	2011	2012	2013	2014	Total	%
Expenditures by Budget Line							
Consultant/technical assistance		62,117	68,495	146,344	123,065	400,021	60
Travel	949	5,204	33,156	25,418	6,290	71,017	11
Training and workshop		43,566	47,691	-7,457	13,090	96,890	15
Equipment		0	16,561	14,868	642	32,071	5
Indirect costs	105	12,386	18,531	20,013	15,967	67,002	10
Total expenditures	1,054	123,273	184,434	199,186	159,054	667,001	
% expenditures of total budget	0%	18%	28%	30%	24%	100%	

Status of Project’s budget at its completion date

The yearly audited financial statements provided the yearly expenditures of the Project and confirmed that the Project has disbursed its total budget as presented in Table 11 above.

Table 11 also shows the trends in Project’s expenditures, these were very low in the first 2 years of the Project (0% in 2010 and 18% in 2011), and as such the TE has considered 2011 to constitute the Year 1 of the project, despite the fact that the “Date of Effectiveness” of the Project was May 2010.

⁵ Personal communication by ICARDA. 17/9/2015

Another aspect related to the financial management of the project and which can also be noted within the Terminal Evaluation is that the AWP/BP were disconnected from project's requests of funds whereby AWP/BP were prepared in 2010 and 2013 and their dates and values were different from the dates and values of funds received from IFAD as shown in Table 12 below. In fact, ICARDA has only received 2 payments to cover its Project's activities, the first payment was issued in 2010 at the Project's start, and the second payment was received at the completion of the Project.

While the number of payments is an internal financial management to ICARDA and does not affect GEF resources or IFAD's management, it confirms that the Project's expenditures were disconnected from the financial planning of the project (through the AWP/BP).

In fact, this aspect should take into account the fact that ICARDA pre-finances all project agreements and the projects expenditures are not hindered by the payment schedule of the donor and as such payment requests do not affect project implementation.

Table 12. Project budget balance

	2010	2011	2012	2013	2014	Total	%
AWP/BP	215,000	0	0	210,000	0	425,000	64
Received funds from IFAD	167,783	0	0	0	340,164	667,001	
Total expenditures	1,054	123,273	184,434	199,186	159,054	667,001	100

3.5.2. Co-financing

The status of co-financing is presented in Annex 4 of the TER according to GEF's requirements. It shows that the **total planned co-financing is equivalent to \$1,600,000**; however, neither the Project document nor the implementing agency provided indications on the planned sources of co-financing.

The actual co-financing was estimated to be around \$1,008,803, i.e. equivalent to 67% of the planned total and to be generated from 2 sources:

- i. **Governments implementing the different MENARD projects were estimated to have contributed at least \$25,000 through each project** towards the Project's activities, as such a total of \$250,000 is estimated from Governments' contribution from the 10 MENARID projects
- ii. **ICARDA's co-financing was estimated to be equivalent to \$825,803**; this was based on ICARDA's core staff time, and the generation and exchange of Knowledge products from similar projects implemented by ICARDA. As such, ICARDA has promoted synergies and complementarities between the Project and several projects under its implementation including the following:
 - Integrated Crop-Livestock Conservation Agriculture for Systems in North Africa and Central Asia Programme,
 - Knowledge Management in CACILM II,
 - Development of Conservation Cropping Systems in the Drylands of Northern Iraq Phase III,
 - Adapting Conservation Agriculture for Rapid Adoption by Smallholder Farmers in Northern Africa.

The co-financing mobilized by the Project was adequate and was around 70% of the planned co-financing and Project was able to mobilize various resources to support the planned activities.

3.5.3. GEF Agency supervision and backstopping

The Project is implemented by IFAD which has followed up normal procedures in backstopping and support to the project.

Although the TE could not obtain copies of the supervision missions conducted by IFAD, it was possible to identify IFAD's support to the Project which has been deployed through the guidance and participation to the various regional meetings as well as through bilateral meetings and communications between ICARDA and IFAD.

Reports of the meetings confirm the technical support provided by IFAD as well as GEF in the planning and delivery of the regional meetings, the Project has sustained continuous communications with IFAD, GEF's IW:LEARN as well as UNESCO throughout the project life, and until the final workshop.

In fact, the first regional Project meeting which was held in February 2011 was considered as the inception meeting, with an extensive and technical agenda and the involvement and participation of all concerned GEF agencies in the delivery and setting the next steps of the Project (refer to Figure x below).

Several regional meetings were further organized with the support of IFAD and the continuous cooperation with GEF's IW:LEARN and UNESCO and included the following:

- Analysis of GEF MENARID project learning needs and first MENARID learning workshop on traditional knowledge. February 2012, Yazd, Iran
- MENARID Programmatic Framework Learning Workshop. June 2012, Rabat, Morocco
- Lessons learned from Integrated Natural Resource Management in the Middle East and North Africa region. March, 2013, Tunisia.
- MENARID Planning Meeting. December, 2013, Jordan

The final project workshop was held in June 2014 jointly with UNESCO and was a platform for disseminating the Project's results and served as a closing meeting of the Project (refer to Figure 5 below).



Figure 5. First MENARID Regional Workshop; 16-17 February 2011 and Final MENARID Regional Workshop. 16-18 June 2014.

It is also noted that IFAD has aligned the Project with its requirements as well as GEF's requirements in terms of technical but not for financial reporting.

As such, technical reporting has been fulfilled through yearly PIRs submitted by the Project to IFAD in line with the GEF requirements and audited financial reports according to IFAD's requirements. Although technical as well as financial reporting have not reflected rigorous quality and good project management practices as indicated in the sections before, it is not sure to what extent IFAD could improve these aspects within the Project.

3.5.4. Stakeholders involvement

The Project has clearly mobilized the MENARID projects stakeholders in a continuous basis through the regional workshops which reflected a high level of participation and succeeded to bring on-board all project's stakeholders. According to the Project Completion Report, *"Despite the great emphasize made by the project in organizing face-to-face meetings such as knowledge sharing workshops and working meetings, and in setting-up a functional exchange platform, stakeholders were not sufficiently active in sharing information."* This has led the Project to adopt a strategy of close communication with stakeholders and of organizing learning events which overcame progressively this challenge.

Despite the challenging nature of the project, the results of the TE through the questionnaire and the interview with stakeholders has revealed satisfactory ratings by the MENARID projects stakeholders except in the case of its sustainability and confirm the interest and involvement of the MENARID projects stakeholders in the Project.

As shown in Table 13 below, the Project is perceived relevant to project stakeholders, more specifically, the workshops and the outputs of the projects were considered relevant to their activities. The Project's efficiency and effectiveness were also rated as satisfactory, despite views by some stakeholders that the lack of alignment of the Project's timelines with that of the MENARID projects led them to considered that the Project "did not meet its objective" and "was not completed", although the M&E and KM Platform was considered as an important tool for exchange of information. The Project's stakeholders have raised their concern mainly with regards to the sustainability of the Project, whereby the Project's sustainability has been equally rated as "Moderately Likely" and "Moderately Unlikely". The Project's stakeholders were critical due to the lack of an exit strategy and the fact that no options were put in place for the continuation of the M&E and KM Platform.

In general, all Project's stakeholders called upon an extension of the Project to allow the consolidation of the Project's results and ensure the continuous operation of the M&E and KM Platform. Although these views have been gathered 1 year after the completion and closure of the Project, it is interesting to note that the Project's stakeholders remained interested in the M&E and KM created through the project.

Table 13. Results of the questionnaires of the MENARID projects' stakeholders*

Criteria of the evaluation	Basis of rating	Rating
1. Relevance	<ul style="list-style-type: none"> – Highly Satisfactory (HS) – Satisfactory (S) – Moderately Satisfactory (MS) – Moderately Unsatisfactory (MU) – Unsatisfactory (U) – Highly Unsatisfactory (HU) 	<ul style="list-style-type: none"> – 1 HS – 4 S – 1 MS
2. Efficiency	<ul style="list-style-type: none"> – Highly Satisfactory (HS) – Satisfactory (S) – Moderately Satisfactory (MS) – Moderately Unsatisfactory (MU) – Unsatisfactory (U) – Highly Unsatisfactory (HU) 	<ul style="list-style-type: none"> - 4 S - 1 MS -1 MU
3. Effectiveness	<ul style="list-style-type: none"> – Highly Satisfactory (HS) – Satisfactory (S) – Moderately Satisfactory (MS) – Moderately Unsatisfactory (MU) – Unsatisfactory (U) – Highly Unsatisfactory (HU) 	<ul style="list-style-type: none"> – 1 HS – 4 S – 1 MU
4. Sustainability	<ul style="list-style-type: none"> – Likely (L) – Moderately Likely (ML) – Moderately Unlikely (MU) – Unlikely (U) 	<ul style="list-style-type: none"> – 3 ML – 3 MU

**Results of the questionnaires of the MENARID projects only, other respondents were excluded from this analysis*

4. Conclusions and Rating

As requested by GEF and IFAD, the requested ratings for the evaluation criteria of the Project and a summary description of all the evaluation criteria are consolidated below.

Evaluation Areas	Criteria & Rating	Rating Scale
Assessment of Project Results	<u>Project Outcomes and Objectives: MU</u>	Highly Satisfactory (HS) Satisfactory (S) Moderately Satisfactory (MS) Moderately Unsatisfactory (MU) Unsatisfactory (U) Highly Unsatisfactory (HU)
The Project didn't reach its targets for Components 1&3. Processes adopted in the implementation of these components were not based on in-depth assessment of needs and did not allow a strategic approach for the implementation of activities and monitoring of impacts.		
Assessment of Project Results	<u>Relevance: MS</u>	
By the time the Project was initiated, the Project design was not relevant to the MENARID projects and the Project's implementation strategy has not been adapted to respond to the evolving M&E context and needs. However, for KM aspects, although the Project did not develop a strategic framework for the establishment and operation of its KM Platform, the tools and activities developed by the Project were found relevant by the MENARID stakeholders.		
Assessment of Project Results	<u>Effectiveness: MU</u>	
The Project has not provided effective results with regards to the M&E support to the MENARID projects and to the overall GEF focal areas. It is also not possible to measure the effectiveness of the KM tools developed by the Project due to lack of impact monitoring.		
Assessment of Project Results	<u>Efficiency: S</u>	
KM Platform was established and operational in 2012, M&E Platform much later in 2014. Still both were well received by all stakeholders and was accompanied with needed guidelines and training for their use. Efficient linkages with the UNESCO-HIP and planning of joint regional workshops. Timely launching of the M&E Platform and deployment of needed M&E technical assistance is questioned.		
Assessment of Risks to Sustainability of Project Outcomes	<u>Likelihood of sustainability of outcomes: U</u>	Likely (L) Moderately Likely (ML) Moderately Unlikely (MU) Unlikely (U)
Sustainability is by far the most problematic aspect of this Project. The sustainability of the Project has been rated as Moderately Unlikely by most stakeholders. The Project did not create strong and sustainable linkages with the MENARID programme implementing agencies or with new partners and with new projects based on the Project's results and deliverables. Some aspects of the Project have a potential basis for the sustainability but there are no concrete sustainability mechanisms in place, promising sustainability aspects include the M&E Platform has been developed in a user-friendly and with interesting functions which allow processing and report generation depending on the type of users; similarly the KM Platform includes a template to aggregate and analyze best practices in INRM.		
Catalytic Role	The Project was catalytic mainly in mobilizing MENARID projects and other institutions in its KM development and dissemination interventions. Several examples of "South-South" sharing and learning experiences illustrate the catalytic potential of the Project. Other collaboration has been also established	

	with active institutions and complementary interventions were conducted.	
Assessment of M&E System	<u>M&E design: S</u>	Highly Satisfactory (HS) Satisfactory (S) Moderately Satisfactory (MS) Moderately Unsatisfactory (MU) Unsatisfactory (U) Highly Unsatisfactory (HU)
The M&E design can thus be considered as a comprehensive and adequate one and have taken into account the specificity of the Project as an umbrella Project, serving the M&E requirements of the different MENARID projects and at the same time having to respond to GEF's and the implementing agency (IFAD in this case) requirements.		
	<u>M&E plan implementation: MU</u>	
M&E implementation was not in line with the M&E plan designed as part of the Project and was not delivering required information to allow adequate monitoring of the Project's activities.		
	<u>Budgeting and Financing for M&E activities: MS</u>	
It is not possible for the TE to identify the budget which was deployed on the internal M&E system of the Project although it can thus be estimated that not more than 50% of the initially planned budget for the internal M&E system of the Project was committed to M&E activities.		
Monitoring of long-term changes	The Project had an important component aiming at establishing a long-term monitoring system for INRM. However the M&E interventions did not provide the MENARID projects tailored response to the M&E requirements of the GEF and of the implementing agencies. Although the Project has succeeded in developing a user-friendly M&E Platform with important functions, the basis of this Platform, which is the M&E Matrix was not aligned with the MENARID projects needs or with the existing institutional M&E systems, and as such did not contribute to the establishment of a long-term monitoring system.	
Assessment of processes affecting attainment of project results :	<ul style="list-style-type: none"> - Financial Planning: The Project did not use the AWP/BP as a basis for project planning or as a management tool (with substantive missing resources remaining unplanned). It was also not possible for the TE to confirm if the Project's budget has been deployed according to the Project's initial strategy and budget plan. Project's expenditures, these were very low in the first 2 years of the Project (0% in 2010 and 18% in 2011), however, the Project has disbursed its total budget. 	
Assessment of processes affecting attainment of project results	<ul style="list-style-type: none"> - Co-financing: The co-financing mobilized by the Project was adequate and was around 70% of the planned co-financing as the Project was able to mobilize various resources to support the planned activities. 	
Assessment of processes affecting attainment of project results	<ul style="list-style-type: none"> - GEF Agency supervision and backstopping: The Project is implemented by IFAD which has followed up normal procedures in backstopping and support to the project. While technical reporting has been fulfilled through yearly PIRs submitted by the Project to IFAD in line with the GEF requirements, the audited financial reports were according to IFAD's requirements but not GEF's financial reporting. 	
Assessment of processes affecting attainment of project results	<ul style="list-style-type: none"> - Stakeholder involvement: Overall, stakeholders revealed satisfactory ratings of the Project except in the case of its sustainability which confirms the interest and involvement of the MENARID projects and regional stakeholders in the Project. 	

5. Lessons Learned

The Terminal Evaluation has identified major shortcoming in the implementation of the Project which cannot all be attributed to the implementation modalities of the Project but are also linked to the project design which might have contributed to these shortcomings. It also provided some promising approaches in M&E and KM practices which are presented in this section.

5.1. Project design: a rigorous but ambitious framework

While the Project design is strategic and clearly aligned with the MENARID programme, its objectives and budget do not match, especially with ambitious targets it has set at the level of its different components (refer to Box 1 below for the targets of Component 1). In fact the Project has aimed to address 2 major bottlenecks in development projects, namely M&E and KM, and established a clear and detailed methodology for improving the related systems within all the MENARID projects.

This was defined in the logical framework, delineated around 3 main components with specific outputs and targets, and further detailed in technical annexes. However, the technical design did not allocated needed financial resources to respond to the requested results and the total Project budget, when the management costs and M&E costs are deducted, would reach \$540,000 as shown in Table 14 below. In order to cover a programme of 10 projects with a total budget over \$50 million, the task was already very challenging for addressing M&E and KM, it is very difficult when the budget accounts for 1% of the total programme budget.

It would have been possible to conceive such a programme with a total value of around 5% of the total MENARID programme budget given an economy of scale for M&E in such a case which would not require 10% of the budget to be allocated to M&E.

As such, had this Project been allocated a budget of around \$2.5 million, chances would have been higher for it to reach its objectives. This being said, the Project design provides a very coherent and solid structure and can be used as a model for future similar activities.

Table 14. Summary of the Project's framework

Component	Outputs	Total (US\$)
Component 1. Tools and approaches for streamlined M&E functions for INRM within the MENARID framework	<ul style="list-style-type: none">– Harmonized MENARID M&E tools– Aligned M&E approaches & processes– Systematic M&E data aggregation and analysis	227,000
Component 2. Tools and approaches for streamlined KM platform for INRM within the MENARID framework	<ul style="list-style-type: none">– Operational knowledge management platform– Updated information on INRM in MENA region– Increased knowledge flow between MENARID projects	227,000
Component 3. Strategy for disseminating best & successful INRM practices in the MENA region	<ul style="list-style-type: none">– Adopted and implemented regional strategy for dissemination of best INRM practices– Effective monitoring and documentation of best practices– Innovative practices and approaches for INRM promoted	146,000
Project management		67,000
Total		667,000

Box 1. Targets of Component 1. Tools and approaches for streamlined M&E functions for INRM within the MENARID framework

- At least 90 % of projects that follow MENARID's M&E requirements systematically by PY4)
- Availability & quality of set of core indicators & MENARID indicators database & tracking system
- Availability & quality of best practices guidelines for INRM M&E
- At least 70 % of involvement of MENARID's relevant stakeholders in project M&E functions by PY2
- Extent of improvement of the quality of M&E practices in the MENARID framework
- 70% of required data covered and managed properly through M&E approaches PY3
- At least 70 % of reports reflecting proper data analysis on cross-sectoral basis (project impacts, focal areas, ecosystems ... etc) by PY3
- Number & quality of financial flow data reporting (disbursement rates, co-financing etc)

5.2. Adaptive management: key shortcomings in Project implementation

Given the challenging nature of the Project in term of financial constraints to meet its ambitious objectives and the difficulties faced by IARDA in mobilizing the Project's stakeholders to contribute to the Project's activities and their follow up, an adaptive management approach was required to respond to the various challenges facing the Project.

As described throughout the TER, the Project did not adopt such an approach and the following can be summarized as follows:

- **In terms of planning**, the TE concluded that the AWP/BP has not been used as a basis for project planning or as a management tool (with substantive missing resources remaining unplanned). It is also noted that the AWP/BP were not aligned with the initial budget allocation in the project document, and no justification was provided for diverging from the initial budget planning in the project document. It was also not clear how the Project's budget has served the different components of the Project.
- **In terms of monitoring and reporting**, the TE concluded that M&E implementation was therefore not in line with the M&E plan designed as part of the Project and was not delivering required information to allow adequate monitoring of the Project's activities. The Project did not adopt a set of indicators with clear a benchmark and baseline at project inception. No a mid-term review was conducted and although this is justifiable as this is not a GEF requirement for an MSP, however, an MTR could have identified shortcomings at an early stage of Project implementation. Progress reports and Annual Project Implementation Reviews (PIRs) were prepared on regular basis however they were reporting on activities and outputs and were not based on the AWP/BP no on impact indicators.
- **In terms of implementation approach**, an in-depth assessment of the M&E systems and needs of the MENARID projects was only conducted at the project, while no such assessment was made for KN aspects. As such, the project has proceeded with the implementation of activities without an in-depth assessment or a clear strategic framework.

The TE has indicated that the Project was a very ambitious one and that by the time it was initiated, some aspects of the initial Project design were not relevant to the MENARID projects. However, given the lack of an adaptive management approach in the Project's implementation strategy, the Project has not been able to realign the Project's intervention strategy to respond to the evolving M&E and KM context and needs.

5.3. The MENARID M&E & KM Platform: an innovative and promising tool

The MENARID partners have confirmed that the web-based M&E & KM Platform under the MENARID Gateway can provide a practical tool for enhancing M&E systems within projects and can support project's management and reporting requirements. Moreover, and despite difficulties to mobilize stakeholders in the Project's activities, it was also possible to engage all MENARID projects in the development of KM tools to populate the Platform.

The M&E Platform has been developed in a user-friendly and with interesting functions which allow processing and report generation depending on the type of users.

As a project manager, the user may call upon the following functions:

- Entering project's indicators data
- Configuration of scheduled reports for a project
- Getting a sample report before it is sent off
- Adding/Editing dashboard for a project homepage

As an anonymous user, the following functions are available:

- Viewing/analyzing graphical and tabular data on dashboards
- Filtering data in user reports where filters are present
- Visiting all M&E project pages of related programme where they are shared for public use
- Viewing shared M&E documents of related programme where they are shared for public use

The Project has also developed a User's Manual and conducted training for the MENARID project managers as part of its hand-over of the M&E Database to the users of the MENARID Gateway, the Manual as well as the data provided by the different MENARID users are available online for future use.

In addition to the current indicators and functions available within the existing M&E Database, additional functions can be added as needed including the following:

- Selecting/Adding relevant indicators as needed,
- Establishing a baseline/target for the indicators,
- Establishing the sequence required for the measurement of the indicators,
- Responding to the Implementing Agencies Requirements: Annual Work Plans /Regular Reports/ RIMS Reports,
- Responding to the GEF Requirements for the different Focal Areas by producing the GEF Project Implementation Report (PIR) and related Tracking Tools.

For the KM Platform, the Project also developed a template to aggregate and analyze best practices in INRM. This document simplifies the collection of stories (in the form of innovations, good practices, technologies) from INRM projects. Its goal is to help identify key factors when implementing innovations in terms of INRM. This guidelines document has been made available online, and has been distributed to all MENARID's stakeholders.

Moreover, the Project organized a live review exercise at the MENARID Knowledge Exchange Workshop; this has allowed the MENARID projects to develop 19 INRM knowledge fact sheets which have been published on the MENARID website. Finally, a feature has been added to the website for people wishing to share their best practices and extract lessons learned in order to promote them globally, using a similar format to the best practice template.

The Project has posted all the Fact Sheets online, and made them available in English and French. These Fact Sheets were consolidated into a **Working Paper "Capturing and disseminating lessons learned from INRM projects in the MENA region"** and in a user-friendly **brochure "Stories of success"**. **Four 1-minute and one 4-minute videos** were also produced on specific technologies developed by the MENARID projects and posted on the MENARID Platform.


The following knowledge fact sheets have been produced (refer to Figure 6 for an example from Jordan):

1. Back from the brink: rescuing the Bargou peach in Tunisia
2. Building climate change resilience in rangeland systems in Uzbekistan
3. Carbon emission decrease by solar water heating in Iran
4. Community empowerment strengthens rehabilitation efforts in Yemen
5. Direct planting: a potential means of raising the productivity of dry land agriculture (Tunisia)
6. Encouraging local communities to conserve their natural environments (Tunisia)
7. Exploiting geo-thermal water to sustain intensive irrigation in dryland areas of Tunisia
8. Income-generating activities for women and young graduates (Tunisia)
9. Initiating and maintaining income generating activities for Jordanian women
10. A new approach for mapping and assessing degraded lands (Tunisia)
11. 'Participatory mapping' for land and water management (Iran)
12. Regenerating rangelands in eastern Morocco
13. Rehabilitating irrigation canals and olive trees boosts farmer income in Jordan
14. Improving pastoral management in highland eastern Morocco
15. Replenishing depleted aquifers in arid areas (Tunisia)
16. Villages develop strategies to adapt to climate change (Uzbekistan)
17. Small-scale water desalination increases farm-level food security and income in the driest areas (Tunisia)
18. Water harvesting increases productivity of degraded range in Morocco
19. Zero-tillage boosts returns to cereals in Morocco

INITIATING AND MAINTAINING INCOME GENERATING ACTIVITIES FOR JORDANIAN WOMEN

Small-scale enterprises led by women in the dryland regions of southern Jordan have the potential to reduce poverty and boost rural incomes

An initiative targeting women in southern Jordan is tapping traditional knowledge and the sustainable use of local resources to initiate small-scale enterprises capable of generating monthly incomes of 250 USD. These activities have the potential to raise household incomes, improve livelihoods, and strengthen the independence of women.



A modest investment in dairy production can reap significant returns, helping to boost incomes and reduce poverty in target areas

Source: "pictures from project managers"

Purpose

This briefing describes preliminary work on a project that is providing income-generating opportunities for women in southern Jordan. It is aimed at policymakers, donors, and other potential partners and supporters.

Suitability

This intervention is suited for dry land areas where funding is available for the financing of small-scale income-generating activities.

The project in numbers

- Number of women receiving training: 1300
- Number of women establishing enterprises: 400
- Total investment in enterprises: 1.5 million USD
- Cost of each enterprise: 500 – 5000 JD

Partners

Agriculture Credit Cooperative (ACC)
Mu'tah University

Figure 6.Excerpts from a MENARID Knowledge Fact Sheet: Initiating and maintaining income generating activities for Jordanian women

6. Recommendations

The recommendations of the TER build upon the main shortcomings and successes of the Project which were identified in the previous section “Lessons Learned” to provide suggestions for future action based on the Project’s experience and deliverables.

6.1. Developing strategic and operational frameworks for M&E and KM needs

The Project’s stakeholders have all confirmed the importance of the project’s concept and support it provide from its interventions, M&E and KM constitute a recurrent challenge to development projects as a whole and in terms of prioritization of the planning and implementation of such activities in specific.

The TE has flagged the disconnection between the Project’s M&E interventions and the actual support needed by the MENARID projects for M&E. The TER has concluded that support to M&E should be aligned with the latest approaches and guidelines of the GEF and the implementing agencies and it should build upon the specific tools used by the projects to develop and implement their M&E systems. In the case of the MENARID project, the following important information regarding the M&E modalities used by the projects to respond to their M&E requirements were used as basis for assessment of M&E needs:

- The availability of baseline assessments of impact and outcome indicators
- Updated GEF Tracking Tools and at project design;
- The latest GEF/PIRs reports
- Related information to M&E requirements of the different implementing agencies of the project (UNDP/UNEP/WB/IFAD)
- Related information to M&E requirements of the national/regional M&E systems in place.

To follow up on the lessons learned, the M&E Platform has been developed in a user-friendly and with interesting functions which allow processing and report generation depending on the type of users. This Platform can be further developed to include in addition to the current indicators and functions available within the existing M&E Matrix, additional functions can be added as needed and can be developed in a way they can respond to the specific M&E projects needs.

Important tools and functions which can be included in the M&E Matrix and which would benefit the M&E systems at projects’ level include the following:

- Selecting/Adding relevant indicators as needed,
- Establishing a baseline/target for the indicators,
- Establishing the sequence required for the measurement of the indicators,
- Responding to the Implementing Agencies Requirements: Annual Work Plans /Regular Reports/ RIMS Reports,
- Responding to the GEF Requirements for the different Focal Areas by producing the GEF Project Implementation Report (PIR) and related Tracking Tools.

With regards to KM tools, and despite the lack of a strategic framework for the development of the KM interventions of the Project, the TER has proven the interest and needs for KM tools and dissemination across development projects as well as across development agencies.

In the case of the Project, positive response and cooperation was concretized with various projects and institutions including the following:

- Exchange between MENARID projects,
- Outreach to the local communities,
- Linkages with “ICARDA’s learning alliances”,
- Linkages with WB’s MENA DELP initiative.
- Collaboration with GEF IW:LEARN and UNESCO-HIP

To follow up on the lessons learned, the KM Platform has provided Fact Sheets building upon the MENARID projects and developed based on a template to aggregate and analyze best practices in INRM. The Project also developed four 1-minute and one 4-minute videos. Although these tools were relevant, additional KM tools can be identified in future developments and based on a more strategic assessment of needs for KM tools across related development projects and institutions.

As part of the KM Platform, the Project developed a template to aggregate and analyze best practices in INRM. This document simplifies the collection of stories (in the form of innovations, good practices, technologies) from INRM projects. This is a model which can be used in other projects to identify key factors for consolidating innovations and best practices related to INRM. This guideline document is available online, and can be further used in future projects.

6.2. Sustaining the MENARID Gateway to strengthen the M&E and KM needs for INRM

GEF and the GEF implementing agencies can benefit from sustaining the MENARID Gateway to strengthen the M&E and KM requirements within programs or projects related to INRM. While ICARDA can continue to act as administrator of the MENARID Gateway, given its mandate and capacity to maintain and support this facility, other modalities could be identified for integrating the Platform within on-going initiatives and programmes in light of further developing and operating such a facility.

As such, it is important to mobilize needed resources through the GEF implementing agencies for identifying a group of projects or programs which could benefit from the MENARID Gateway in view of restructuring the M&E and KM systems proposed within the Platform. This could be particularly applicable to the case of IFAD which has established a long-term cooperation with ICARDA, in view of linking research activities currently funded by IFAD through ICARDA to the IFAD-funded projects and more specifically the M&E systems of these projects.

This can also be further investigated based on the emerging experience from on-going initiatives which confirm this potential and importance of similar activities such as the WOCAT (through GIZ/UNCCD), CACILM (through IFAD/ICARDA) and MENA-DELP (through WB/GEF).

In fact, major similarities can be noted between the MENARID Gateway and MENA-DELP website, and the MENA-DELP program can greatly benefit from the information and experience generated through the MENARID program and more specifically the MENARID Gateway. While MENARID has aimed at promoting INRM, the MENA-DELP regional project has been designed to support national projects in the countries of the MENA region to strengthen networks between the selected countries by sharing experiences and knowledge on sustainable management of desert ecosystems. For the exception of Egypt, all remaining four countries which are involved in MENA-DELP (Algeria, Jordan, Morocco and Tunisia) were also part of MENARID.

6.3. MENARID M&E experience to enhance the IFAD RIMS's Second-level indicators

The Project has conducted an analysis of IFAD's progress in RBM and related M&E systems for INRM activities, and has identified that some of the RIMS Second-level indicators are reflecting "Results at Output-level" as opposed to "Results at Outcome-level". As such, it is possible to build upon the MENARID experience to identify more specific approaches for measuring results at Outcomes level in line with more recent experience in GEF and IFAD funded projects.

The analysis has provided examples of common Results-Based Indicators which can be adopted in the context of IFAD projects related to INRM and which can be used as part of the RIMS list of Second-level indicators to enhance Outcome monitoring. The proposed list of Outcome indicators can complement the current Second-level indicators of the RIMS and are accompanied by practical examples and case studies from the IFAD/MENARID projects to provide concrete applications for ways which can be adopted in establishing the baseline and measurements of Results-Based Indicators for other IFAD projects in the field of INRM.

The proposed indicators are structured according to the GEF Focal Areas for easy reference but could also be adopted as an integral part of any cross-sectoral project with a focus on INRM. The detailed list of indicators is provided in the Project's publication: "Adoption of Results-Based Management (RBM) in Integrated Natural resources Management (INRM): Experience from IFAD-MENARID projects. ICARDA, 2014. Unpublished". The proposed outcome indicators were identified in the following Focal Areas:

- **SLM and Biodiversity conservation**
- **Water management**
- **Economic improvements and market transformation through INRM**
- **Adaptation to Climate Change**
- **Capacity development for INRM**

The analysis also provided examples and case studies from the MENARID projects or the establishment of a baseline studies related to the different Focal Areas and which could be used to provide examples for establishing the baseline and targets for indicators and to measure results at outcome level as shown in Box 2 below.

Box 2. Using a Livestock Impact Study to track status of rangelands. Case study from a joint study conducted by ICARDA and the Jordan/MENARID project.

Objectives of the Study :

- To assess the impact of project activities on production and profitability of livestock farmers
- To gain knowledge for planning future activities (e.g. education in new technologies, processing of dairy products etc.)
- To continue supporting improvements in farm production and livelihoods

Methodology

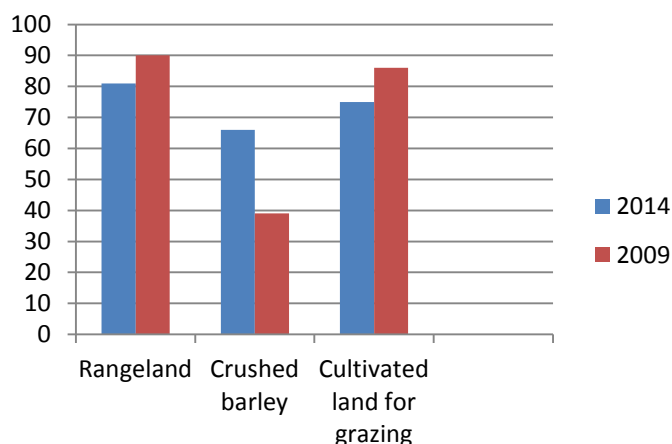
- Collaboration between the project (data collection and entry) and ICARDA (Data analysis)
- Accounted for previous survey in 2009
- 186 farmers were surveyed in 5 units in Karak, Ma'an and Tafila governorates of Jordan
- 130 participants matched from both surveys in 2009 and 2014
- Data Collected in the Questionnaire covered Breeder and Household, Herd, Management and Health, Feed and Production

Trends in Production and Economic Activities

- Mean herd size has increased by around 60 head since 2009 (from 120 to 180)
- In 2009, 74% of households sold milk and/or milk products compared with 98% in 2014
- Milk and jameed production has more than doubled between 2009 and 2014
- Ghee production has tripled between 2009 and 2014

Trends in Farming Systems and impacts on SLM

- Grazing in rangelands and in cultivated lands has decreased while the use of crushed barley has increased.
- This shows the gradual change from extensive grazing systems to higher producing fixed farm systems, which rely on grain feed.



Annexes

Annex 1. Terms of Reference of the Evaluation

Purpose

The purpose of this consultancy is to conduct Terminal Evaluation of the IFAD funded project titled “Cross-cutting Medium Size Project on Monitoring and Evaluation and Knowledge Management for Integrated Natural Resource Management” in short MENARID which is an IFAD Grant Agreement GEF-MSP-20-ICARDA (GEF ID number 3628) and was implanted by ICARDA during December 2010 to December 2014. The evaluation of the project will follow IFAD guidelines. The consultant considered here is Dr. Lamia Mansour (CV attached) who is identified by IFAD as resource person in project evaluation and has long experience in working and evaluating projects for IFAD, specifically IFAD and GEF projects dealing with natural resources and environmental management. Dr. Mansour is also familiar with the project during her inputs as a consultant in conducting Mid-Term Reviews and assessments of the M&E systems of the GEF-supported national projects under MENARID (specifically the IFAD/MENARID projects Tunisia, Morocco and Jordan). Dr. Mansour’s familiarity with these projects and former assessments that she has undertaken will make this undertaking more efficient.

Deliverables:

The deliverables of this consultancy are:

1. **Methodology document –end April:**

This document will describe the methodological approach that the evaluation will apply and a plan of the consultancy work; it will include criteria and indicators for the evaluation and sources of data and methods of collecting them, such as interviews, and surveys; and an outline of the evaluation report. The methodology may include meetings with Project Manager (Aden Aw-Hassan) in Beirut or Amman, phone interview with the previous project coordinator (Hugo Remaury), phone interview with the implementing agency (IFAD), phone interviews with the 3 IFAD/MENARID projects (Tunisia-Siliana, Jordan and Morocco), and a questionnaire to all the MENARID projects which were involved in this project's activities. The methodology document will be sent to ICARDA for comments who will also share with IFAD for additional comments. The methodological approach will closely follow IFAD guidelines for writing the Terminal Evaluation Report (TER); these include evaluation design, desk review, visits, presentation of initial findings, finalization of TER (inclusion of feedback); (see attached document below). This process will be completed by end of April.

2. **Evaluation draft report–end May:**

The evaluation report will follow the evaluation outline developed in step 1 above and make full assessment on the degree to which project objectives were achieved, going through different components of the projects, and discussing the constraints of achieving project objectives, lessons learned for improving the performance of similar projects in the future. This draft evaluation report will be submitted to ICARDA and IFAD by 31 May.

3. **Final report –15 June:**

ICARDA and IFAD will provide comments on the draft evaluation report back to the consultant within 1 week of receipt of the draft report, possibly by 8 June. The final report considering all the comments will be submitted to ICARDA and IFAD within 1 week of receipt of the comments from both institutions, by 15 June. The final evaluation report will include all required annexes.

Duration

The duration of this consultancy is 20 working days within the period of 20 April to 20 June 2015.

Responsibilities

The consultant Dr. Lamia Mansour will be responsible for the day to day management of the evaluation process and Project Manager Dr. Aden Aw-Hassan (ICARDA) and Mr. Tareq Bremer (ICARDA Project Office) will provide guidance to the evaluation process and backstopping whenever required. Dr. Rami Salman (IFAD Focal point) will also be consulted and provide guidance and feed-back on the evaluation as needed.

Example of Terms of Reference for Terminal Evaluation of IFAD-GEF Projects⁶

Contents

1. PROJECT BACKGROUND	52
2. OBJECTIVE AND SCOPE OF THE EVALUATION	52
3. METHODS	52
4. RESPONSIBILITIES	52
5. EVALUATION REPORT FORMAT AND REVIEW PROCEDURES	53
6. REVIEW OF THE DRAFT EVALUATION REPORT	53
7. SUBMISSION OF FINAL TERMINAL EVALUATION REPORTS	53
8. EVALUATION MISSION TEAM QUALIFICATIONS	53
9. RESOURCES AND SCHEDULE OF THE EVALUATION	53
Annex 1: Terminal Evaluation Report Outline	53

1. PROJECT BACKGROUND

2. OBJECTIVE AND SCOPE OF THE EVALUATION

- Objective (s) and specific task (s) of the Terminal Evaluation
- Contribution to the IFAD's ENRM Policy and Climate Change Strategy⁷

NOTE: Objectives should be concise and clear and should cover both accountability and learning dimension of the evaluation.

3. METHODS

The evaluation will follow IFAD⁸ and GEF⁹ evaluation guidelines.

- Evaluation design
- Desk review
- Visits
- Presentation of initial findings
- Finalization of TER (inclusion of feedback)

NOTE: Methods of data collection should be robust and comprehensive. Furthermore the evaluation methodology and the source of such methodology should be explicitly mentioned.

4. RESPONSIBILITIES

NOTE: State very clear who would be managing the evaluation day to day, providing guidance to the evaluation process and backstopping whenever required

⁶ Please note that this template should be considered as reference (draft) to be shared with IEO for further inputs.

⁷ http://www.ifad.org/climate/policy/enrm_e.pdf

<http://www.ifad.org/climate/strategy/e.pdf>

⁸ http://www.ifad.org/evaluation/process_methodology/doc/manual.pdf

⁹ <http://www.thegef.org/gef/Evaluation%20Policy%202010>

5. EVALUATION REPORT FORMAT AND REVIEW PROCEDURES

Report format

- The Terminal Evaluation Report (TER) should not exceed 50 pages excluding Annexes
- Evidence, findings, conclusions and recommendations should be presented in a complete and balanced manner.
- The TER shall be written in English, and use numbered paragraphs.
- The evaluation will rate the overall implementation success of the project and provide individual ratings as described in this TOR.
- TER will also include any formal response/ comments from the project management team and/ or the country focal point regarding the evaluation findings or conclusions as an annex to the report

6. REVIEW OF THE DRAFT EVALUATION REPORT

The team leader will present the preliminary evaluation findings to relevant national counterparts to obtain their views, clarifications and (dis)agreements. A revised TER will be submitted to the CPM and the RCE who will share it with the Independent Office of Evaluation of IFAD (IOE¹⁰) for final review and comments.

They may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions that should be taken into consideration in preparing the final version of the report. The feedback will be communicated to the evaluator(s) for their consideration in preparing the final report.

7. SUBMISSION OF FINAL TERMINAL EVALUATION REPORTS

The final report shall be submitted in electronic form (Word format) and should be sent directly to the Regional Division (CPM) and to the Environment and Climate Division (RCEs).

ECD will submit the final report to the Independent Office of Evaluation of IFAD (IOE) and to the GEF Independent Evaluation Office.

The final Terminal Evaluation report will be available on the ECD website <https://xdesk.ifad.org/sites/gef/gef/Reporting/Forms/AllItems.aspx>

Subsequently, the report will be sent to the GEF Office of Evaluation for their review, appraisal and inclusion on the GEF website. The final Terminal Evaluation report will be a public document.

8. EVALUATION MISSION TEAM QUALIFICATIONS

9. RESOURCES AND SCHEDULE OF THE EVALUATION

- Appointment of TER mission team members
- Time frame

Annex 1: Terminal Evaluation Report Outline

- I. **Project Identification Table:** Identify: (1) Project ID, (2) Title, (3) Location, (4) Start and End Date, (5) Mid-Term Evaluation (if applicable), (6) Executing and Implementing Agencies, and Partners, and (7) Budget;
- II. **Executive Summary** (no more than 3 pages): providing a brief overview of the main conclusions and recommendations of the evaluation;
- III. **Introduction and Background:** giving a brief overview of the evaluated project, for example, the objective and status of activities; The GEF Monitoring and Evaluation Policy, 2006, requires that a

¹⁰ IOE will not supervise the evaluation exercise; it would only carry out quality assurance at specific stage (s) in the form of peer review.

TE report will provide summary information on when the evaluation took place; places visited; who was involved; the key questions; and, the methodology;

- IV. **Scope, Objective and Methods:** presenting the evaluation's purpose, the evaluation criteria used and questions to be addressed, the key questions and the methodology;
- V. **Project Performance and Impact¹¹:** providing *factual evidence* relevant to the questions asked by the evaluator and interpretations of such evidence. This is the main substantive section of the report. The evaluator should provide a commentary and analysis on the following areas:

Evaluation Areas	Criteria	Rating
Assessment of Project Results	<u>Project Outcomes and Objectives</u> Criteria: Relevance Effectiveness Efficiency	Highly Satisfactory (HS) Satisfactory (S) Moderately Satisfactory (MS) Moderately Unsatisfactory (MU) Unsatisfactory (U) Highly Unsatisfactory (HU)
Assessment of Risks to Sustainability of Project Outcomes	<u>Likelihood of sustainability of outcomes</u> 4 dimensions of risks to sustainability: Financial risks Socio-political risks Institutional Framework and governance risks Environmental risks	Likely (L) Moderately Likely (ML) Moderately Unlikely (MU) Unlikely (U)
Catalytic Role		No rating required
Assessment of M&E System	<u>M&E design</u> <u>M&E plan implementation</u> <u>Budgeting and Financing for M&E activities</u>	Highly Satisfactory (HS) Satisfactory (S) Moderately Satisfactory (MS) Moderately Unsatisfactory (MU) Unsatisfactory (U) Highly Unsatisfactory (HU)
Monitoring of long-term changes	Contribution to establishment of long-term monitoring system Accomplishment/shortcoming Sustainability of system Use of the system as intended	(descriptive)
Assessment of processes affecting attainment of project results	<u>Preparation and readiness</u> <u>Country ownership/drivenness</u> <u>Stakeholder involvement</u> <u>Financing Planning</u> <u>GEF Agency supervision and backstopping</u> <u>Co-financing</u> <u>Delays</u>	(descriptive)

¹¹ The Evaluation Team should refer to Guidelines for GEF Agencies in Conducting Terminal Evaluations (2008) for more details.

- VI. **Conclusions and Rating:** of project implementation success giving the evaluator's concluding assessments and ratings of the project against given evaluation criteria and standards of performance. The ratings should be provided with a brief narrative comment;
- VII. **Lessons (to be) Learned:** presenting general conclusions from the standpoint of the design and implementation of the project, based on good practices and successes or problems and mistakes.
- VIII. **Recommendations:** suggesting *actionable* proposals for improvement addressing IFAD and other development partners. *Prior to each recommendation*, the issue(s) or problem(s) to be addressed by the recommendation should be clearly stated.
- IX. **Annexes** should include:
1. The Evaluation Terms of Reference (**TOR**);
 2. A **list of interviewees**, and evaluation timeline;
 3. A **list of documents** reviewed/ consulted;
 4. Summary of **co-finance information** and a **statement of project expenditure by activity**;
 5. Comprehensive list of knowledge products and URLs for accessing them
 6. The expertise of the evaluator (brief CV).

Annex 2. List of interviewees and respondents to evaluation questionnaire

List of institutions solicited for interviews and respondents*

Institution/Project	Name	Function	Contact
IFAD	Mr. Rami Salman	Regional Climate and Environment Specialist	r.salman@ifad.org
ICARDA	Dr. Aden Aw-Hassan	Project Manager ICARDA/SEPRP Director	A.AW-HASSAN@cgiar.org
ICARDA	Mr. Hugo Remaury	Project Coordinator	hugo.remaury@gmail.com
GEF IW-LEARN	Mish Hamid	Project Manager of the GEF MENARID IW:LEARN project until 2014	mish@iwlearn.org
UNESCO	Lucilla Minelli	International Water Division	l.minelli@unesco.org
Morocco MENARID - Participatory Control of Desertification and Poverty Reduction in the Arid and Semi Arid High Plateau Ecosystems of Eastern Morocco	Mr. Abderrahim BOUTALEB Mrs. Laila Annouri	Project Manager M&E Officer	aboutaleb59@yahoo.fr
Tunisia MENARID - Support to Sustainable Land Management in the Siliana Governorate	Mr. Adel Loueti	Project Manager	adeloueti@yahoo.com
MENARID - Mainstreaming Sustainable Land and Water Management Practices	Mr. Mamoon Al Adaileh	GEF Project Manager	mamoon.adaileh@yahoo.com

* Non-respondents highlighted in grey

List of institutions/projects solicited to fill the questionnaire and respondents*

Project Title	Name	Position	Email
UNDP-Iran (EA for MENARID-Iran project)	Mr. Ali Farzin		ali.farzin@undp.org
Iran -MENARID - Institutional Strengthening and Coherence for Integrated Natural Resources Management	Mrs. Sara TorabiDastgerdouei Mr. ArdeshirSayah	M&E Officer Nominated by project manager	ee.menarid@gmail.com ardeshir.sayah@gmail.com
UNDP-Morocco (EA for Morocco Circular Economy)	Mohamed Fouad Bergigui YassirBenabdallaoui JihaneRoudias		mohamed.bergigui@undp.org yassir.benabdallaoui@undp.org jihane.roudias@undp.org
Morocco -MENARID - A circular Economy Approach to Agro-biodiversity Conservation in the Souss Massa Draa region of Morocco	Mme TARAJI Nissrine Mr SAYDI Abdessalam Meryem Andaloussi	M&E Officer Nominated by project manager	n.taraji@ada.gov.ma aa.saydi@ada.gov.ma sg.felus@gmail.com M.Andaloussi@ada.gov.ma
Tunisia WB (EA for Tunisia PGRN2)	Taoufiq BENNOUNA		tbennouna@worldbank.org
Tunisia -MENARID - PGRN2 / Land and Water Optimization Project	Mrs. Lamia Jemeli Mrs. Sana Smida	Project Manager M&E Officer	jemalilam@gmail.com sanaselma@gmail.com pfn.cbd@mineat.gov.tn laroui_meat@yahoo.fr pfn.cbd@mineat.gov.tn
WB AE for Yemen and Tunisia ecotourism	Mr. Garry Charlier		Gcharlier@worldbank.org
Tunisia MENARID - Ecotourism and Conservation of Desert Biodiversity	MmeAwatef LARBI Mme Samia HLEL Chkhouk	Nominated by project manager	awatef.messai@yahoo.fr samia_kchouk@yahoo.fr
Yemen MENARID - Adaptation to climate change using agro-biodiversity resources in the rainfed highlands of Yemen	Mrs. BilquisSattar	Project Manager	bilquissattar@yahoo.com
IFAD	Mr. Rami Salman	Regional Climate and Environment Specialist	r.salman@ifad.org

Morocco MENARID - Participatory Control of Desertification and Poverty Reduction in the Arid and Semi Arid High Plateau Ecosystems of Eastern Morocco	Mr. Abderrahim BOUTALEB Mrs. Laila Annouri	Project Manager M&E Officer	aboutaleb59@yahoo.fr
Tunisia MENARID - Support to Sustainable Land Management in the Siliana Governorate	Mr. Adel Loueti	Project Manager	adelloueti@yahoo.com
Jordan MENARID - Mainstreaming Sustainable Land and Water Management Practices	Mr. Mamoon Al Adaileh	GEF Project Manager	mamoon.adaileh@yahoo.com
ICARDA	Mr. Hugo Remaury	Project Coordinator	hugo.remaury@gmail.com
GEF IW-LEARN	Mish Hamid	Project Manager of the GEF MENARID IW:LEARN project until 2014	mish@iwlearn.org
UNESCO	Lucilla Minelli	International Water Division	l.minelli@unesco.org

* Non-respondents highlighted in grey

Sample of Terminal Evaluation Questionnaire

This questionnaire will be used as part of the Terminal Evaluation of the ICARDA/MENARID Project. All information will remain confidential in order to ensure independence of the evaluation. The Sections 1 and 2 of this questionnaire provide general information about the Project. Section 3 includes the evaluation criteria used as a basis of the evaluation. **Participants to the evaluation questionnaire are only asked to fill the last column of Section 3 (Highlighted for easy reference).**

Section 1. Project Identity

Title	Cross-cutting Medium Size Project on Monitoring and Evaluation and Knowledge Management for Integrated Natural Resource Management (INRM)		
Programme	MENARID	Country	Iran, Jordan, Yemen, Tunisia, Algeria, Morocco
GEF ID Number	3628	GEF Grant Amount	USD \$ 667,000
Executing Agency	IFAD	Implementing agency	ICARDA
Date of Effectiveness	18 May 2010	Estimated closing date	30 June 2014

Section 2. Project Framework and summary of project's achievements

Project goal	Establish an integrated knowledge-based approach through crosscutting Monitoring and Evaluation (M&E) functions and Knowledge Management (KM) for integrated natural resource management (INRM) within the MENARID program framework.
Project components and expected outcomes	Main achievements at the level of each Component
Component 1. M&E system for INRM within the MENARID framework 7. Harmonized MENARID M&E tools 8. Aligned M&E approaches & processes 9. Systematic M&E data aggregation and analysis	2. A common Knowledge Management platform, including a set of indicators, database, analytical tools, and reporting formats for INRM project on the MENARID website: https://menarid.icarda.org/MAE/SitePages/Home.aspx . 3. Guidelines for the design, implementation of Results Based Management (RBM), Results Based Budgeting (RBB) and M&E for INRM projects. 4. Capacity building support of MENARID staff in M&E, including the use of the online platform, trainings in RBM, RBB and M&E, in order to extend the M&E system to all stakeholders. 5. An evaluation of the M&E operations in MENARID projects conducted by ICARDA.
Component 2. KM platform for INRM within the MENARID framework 10. Operational knowledge management platform 11. Updated information on INRM in MENA region 12. Increased knowledge flow between MENARID projects	1. The MENARID Knowledge Management platform is fully operational and online and on-site backstopping is provided. MENARID stakeholders have been trained to use the platform autonomously. 2. Information on INRM best practices across MENARID and on the MENARID projects have been collected and uploaded on the website. An "innovation sharing" section allows users how to fill a template, and how to create additional knowledge fact sheets. 3. Nineteen Knowledge Fact Sheets developed and available online, in English and French. These Fact Sheets were summarized in a Working Paper "Capturing and disseminating lessons learned from INRM projects in the MENA region" and in a user-friendly document "Stories of success". 4. Four 1-minute and one 4-minute videos produced on specific technologies developed by the MENARID projects. 5. Eight face-to-face meetings have been organized for MENARID projects.

Component. 3 Strategy for disseminating best & successful INRM practices throughout the MENARID framework	<ol style="list-style-type: none"> 1. A regional communication strategy for MENARID projects has been established: ICARDA's communication department included MENARID-related topics in its newsletter being sent to decision makers, scientists and NGOs. 2. Knowledge products of MENARID have been disseminated during the International Conference on Water and Food Security in Dry Areas organized by ICARDA, in June 2013, and during the FAO Land and Water Days in Amman, December 2013. 3. In order to reach the local communities with the knowledge generated in this project, ICARDA has printed and provided MENARID stakeholders with hard copies of MENARID publications (e.g., working paper, stories for success document, knowledge fact sheets). 4. Linkages have been established with MENA DELP initiative, a knowledge management project launched by the World Bank. 5. Regional seminars, notably the series of water-related learning workshops organized in collaboration with GEF and UNESCO have been an opportunity to present and discuss INRM best practices. 6. The MENARID projects in Morocco have been linked to a "learning alliances" led by ICARDA. 7. Exchange between the Moroccan project in Eastern Plateaux and the Jordanian project on the Vallerani technology. The project has linked the Jordanian project with the Iranian project to facilitate an "exposure visit".
13. Developing regional dissemination and technology transfer and diffusion strategies for INRM	
14. Identifying and disseminating best practices for INRM	
15. Identifying and disseminating innovative practices for INRM	

Section 3. Evaluation criteria and Ratings

Criteria of the evaluation	Guiding questions	Basis of rating	Indicated Rating and comments
1. Relevance	Is the project consistent with the needs and the challenges of the national MENARID projects? Were the selected approaches and resources relevant to achieving the planned outcomes?	<ul style="list-style-type: none"> – Highly Satisfactory (HS) – Satisfactory (S) – Moderately Satisfactory (MS) – Moderately Unsatisfactory (MU) – Unsatisfactory (U) – Highly Unsatisfactory (HU) 	Rating: Comment:
2. Efficiency	Has the project been implemented in a timely manner? Did the project take prompt actions to solve any implementation issues? Did the project focus on the activities which produce the most significant results?	<ul style="list-style-type: none"> – Highly Satisfactory (HS) – Satisfactory (S) – Moderately Satisfactory (MS) – Moderately Unsatisfactory (MU) – Unsatisfactory (U) – Highly Unsatisfactory (HU) 	Rating: Comment:
3. Effectiveness	Did the project contribute towards the stated outcome? Did it set dynamic processes that move towards the long-term outcomes? Did the project achieve the expected results and outputs? To what extent have they been reached by the project?	<ul style="list-style-type: none"> – Highly Satisfactory (HS) – Satisfactory (S) – Moderately Satisfactory (MS) – Moderately Unsatisfactory (MU) – Unsatisfactory (U) – Highly Unsatisfactory (HU) 	Rating: Comment:

4. Sustainability	Was the project designed to have sustainable results given the identifiable risks? Did the project include an exit strategy? Did the project ensure proper scaling up of successful initiatives?	– Likely (L) – Moderately Likely (ML) – Moderately Unlikely (MU) – Unlikely (U)	Rating: Comment:
Other comments or suggestions based on your experience with the project or needs			
Name of Institution/Project filling the Questionnaire:			

Thank you for your valuable contribution to the evaluation.
 Pls send the filled questionnaire NOT later than **8 June 2015** to:
 Dr. Lamia Mansour
 Independent Consultant
 E-mail: lamiamansour1@gmail.com
 Tel : +961 3 777 134
 Skype :lamiamansour

Annex 3. List of documents reviewed/ consulted

- ICARDA, 2011. MENARID Progress Report July – December 2011
- ICARDA, 2012. MENARID Progress Report May 2010- December 2012
- ICARDA, 2013. MENARID Progress Report July - December 2013
- ICARDA, 2013. Working Paper 18. Capturing and disseminating Lessons Learned from Integrated Natural Resource Management Projects in the Middle East and North Africa
- ICARDA, 2014. Adopting Results-Based Management in Integrated Natural Resources Management: Experience from the IFAD/MENARID projects.
- ICARDA, 2014. Assessment of the M&E system of the MENARID projects and of ICARDA's M&E and Knowledge Sharing Facility.
- ICARDA, 2014. Monitoring and Evaluation Tool. User Manual
- ICARDA, 2014. Stories of Success. Strengthening and scaling up integrated natural resource management in the Middle East and North Africa.
- ICARDA, 2014. Adoption of Results-Based Management (RBM) in Integrated Natural resources Management (INRM): Experience from IFAD-MENARID projects. Unpublished
- ICARDA, 2014. Grant completion report: December 2010 to June 2014. Cross-cutting Medium Size Project on Monitoring and Evaluation and Knowledge Management for Integrated Natural Resource Management Project.
- ICARDA. Brochure on MENARID. Information Resources. Monitoring and Evaluation. Project Validation and Synthesis.
- ICARDA. Brochure on MENARID. Strengthening and scaling up integrated natural resource management in the Middle East and North Africa.
- IFAD, 2008. Emerging good practice in Managing for Development Results.
- IFAD, 2013. ICARDA/MENARID PIR 2013
- IFAD, 2013. MTR report of the project Mainstreaming Sustainable Land and Water Management Practices in Jordan.
- IFAD, 2013. MTR report of the project Participatory Control of Desertification and Poverty Reduction in the Arid and Semi Arid High Plateau Ecosystems of Eastern Morocco.
- IFAD, 2014. ICARDA/MENARID PIR 2014
- IFAD, 2014. MTR report of the project Support to Sustainable Land Management in the Siliana Governorate.
- IFAD, 2014. Results and Impact Management System (RIMS)
- IFAD/GEF, 2009. Project Document. Cross-cutting Medium Size Project on Monitoring and Evaluation and Knowledge Management for Integrated Natural Resource Management Project.
- OECD, 2008. Joint Venture on Managing for Development Results.
- OSS, 2013. Rapport Final provisoire sur la composante «pilotes de démonstration agricole» du projet SASS III.
- UNDG, 2011. Result Based Management handbook
- UNDP, 2009. Handbook on Planning, Monitoring and Evaluating for Development Results
- UNDP, 2013. Annual Progress Report of the project "Institutional Strengthening and Coherence for Integrated Natural Resources Management in Iran".
- World Bank, 2012. Designing a Results Framework for Achieving Results: a How-To Guide
- World Bank, 2013. Manual on M&E prepared as part of the World Bank/MENARID project "Ecotourism and Conservation of Desert Biodiversity in Tunisia"

Annex 4. M&E Matrix of the MENARID programme

Program Goal and Strategic Objectives	Performance questions	Indicators	Data to be collected to be able to calculate indicators	Source and Method of Collection	Frequency of collection of data	Responsibility
A	B	C	D	E	F	G
Goal: The economic and social well-being of the targeted communities improved through the promotion of Integrated Natural Resources Management in the MENA region and the restoration of ecosystem functions and productivity	Has there been increase in income and assets?	1. Increase in income and assets	% of HH reporting increase in cash income Amount of monthly cash expenditure Monthly value of own food consumed Number of income sources Main and second sources of income Asset Index % increase in land users income	Impact evaluation survey questionnaire and focus group and key informant interview. Annual GIS data	Baseline and End-of-the-Project Surveys	MENARID National Project offices in Jordan Iran, Yemen, Tunisia, Algeria and Morocco.
	Has there been improved food security as a result of the project in MENARID program area?	2. Reduction in hunger season	Nb. of meals consumed Nb. of month insufficient in food (cereals) Nb. of months where quantity consumed decreased.			
	Has there been improvement in the access and availability of water due to the program?		Height and weight of children under the age of 5 years			
	Has there been improvement in land degradation in the program area as a result of the program?	3. Reduced child malnutrition	Production/cubic meter of water used			
	Has there been improvement in biodiversity in the project areas as a result of the program?	4. Water use efficiency index				
		5. Level/depth of the groundwater table (or wells or drill)				
		6. Soil quality evolution 7. Sustainable Land Management technique	Soil evolution time series data % of farmers reporting the use of sustainable land management techniques promoted by the program			
		8. Increase in flora and fauna in the program areas	Percentage increase in flora and fauna in the program areas			
	STRATEGIC OBJECTIVES &PROGRAM COMPONENTS					
Program Outreach	How many households or families received project services?	9. Number of households receiving project services.	Number of persons receiving project services and hence per person one household served.	Project MIS and records	Annual	National Project Office

Program Goal and Strategic Objectives	Performance questions	Indicators	Data to be collected to be able to calculate indicators	Source and Method of Collection	Frequency of collection of data	Responsibility
Component - 1: Approaches to INRM investments at national and local levels- technical assistance and investments coordinated and harmonized	What is the number of projects in a country that is operating INRM interventions?	Outcome: 10. Number of INRM operations coordinated and promoted at national and local/provincial level.	<ul style="list-style-type: none"> Nb. Of INRM projects operated % reduction in transaction costs and duplications 	From project MIS and Progress reports.	Annual	National Project Office
	Has there been reduction in transactions costs and duplication?	11. Rate of reduction in transition costs and duplications				
	What is the extent of joint activities undertaken within and between countries?	Output: 12. Nb. of joint activities between involved institutions (disaggregated at country and multi-country levels)	<ul style="list-style-type: none"> List of joint activities by project and by country Transaction cost data and schedule variance 	Project MIS and Progress Reports	Annual	National Project Office
	Has the MENARID program achieved reduction in time and costs while implementing the program in target countries?	13. Reduction in transactions time and costs achieved under MENARID				
Component 2.1: Enabling environments for INRM-technical assistance and investments mainstreamed and promoted in <u>climate change</u>	Have communities developed climate change adaptation and coping strategy? What is the number of participants in climate change adaptation activities?	Outcome: 14. Number of communities who developed a climate change adaptation coping strategy 15. Number of participants to Climate Change adaptation activities (experiments, tests, pilots) in the project areas) 16. Number of institutional plans promoting climate change adaptation concluded thanks to project activities 17. Amount of carbon sequestration into soil. Outputs: 18. Number of rural communities covered by an information system on climate change. 19. Area under climate change adaptation or mitigation activities implemented by the	Number of communities Number of participation Climate Change adaptation activities. Institutional plans Data on amount of carbon sequestered in the soil. Coverage of communities by information system on climate change Production data from alternative energy sources.	Project reports, National Soil research labs involved in the project areas.	Annual	National Project Office

Program Goal and Strategic Objectives	Performance questions	Indicators	Data to be collected to be able to calculate indicators	Source and Method of Collection	Frequency of collection of data	Responsibility
		<p>project.</p> <p>20. Total capacity of production from alternative energy sources.</p>				
<p>Component 2.2: Enabling environments for INRM-technical assistance and investments mainstreamed and promoted in <u>land degradation</u></p>	<p>Has there been an enabling environment for sustainable rained crop production and rangeland management? What is the extent of harmonization of relevant policies and adoption of national land use policies for SLM mainstreaming? What is the extent of capacity building undertaken by the program?</p> <p>What are the different incentives leading to INRM?</p>	<p>Outcome:</p> <p>21. Percentage of project staffs reporting enabling environment for sustainable rained crop production and rangeland management.</p> <p>22. Number of relevant policies harmonized and/or national land use policies for SLM mainstreaming adopted.</p> <p>23. Percentage increase of national/local institutions that use INRM</p> <p>24. Percentage increase in allocation of resources to sectorial ministries dealing with natural resources</p> <p>Output</p> <p>25. Number of functional community organizations involved in project achievement</p> <p>26. Number of staff, persons and institutions capacitated (through workshops training or awareness programs) to sustainably promote INRM techniques/activities.</p> <p>27. Number of agreements signed between the project and community organizations for INRM activities</p>	<ul style="list-style-type: none"> Views of project staff Policies harmonized and national policies mainstreamed for SLM in each MENARID target countries. Resource (financial) allocation in all the MENARID countries for NRM by sector ministries Nb. Of trainings and exposure visits, conference and seminars attended by staff Country specific type of incentives for undertaking interventions in INRM. <p>Data on community organizations involved in project achievement Data on training of staff, persons, institutions on sustainable promotion of INRM activities</p> <p>Data on agreements signed by project and communities for INRM activities</p>	<p>National Governments and Ministries Annual Reports</p> <p>Annual Reports of National Project Offices in respective countries.</p>	Annual	National Project Office

Program Goal and Strategic Objectives	Performance questions	Indicators	Data to be collected to be able to calculate indicators	Source and Method of Collection	Frequency of collection of data	Responsibility
		28. Number of educational institutions involved in INRM activities (universities, schools, extension services) 29. Number of INRM activities included in development plans (locally, regionally and internationally) 30. Number of institutional development plan for promoting INRM 31. Number of meetings held between government institutions and local communities. 32. Number of capacity building programs undertaken 33. Number of local level investment done to mainstream INRM initiatives undertaken by the program. 34. Type and number of incentive mechanisms leading to INRM 35. Number of farmers reporting production/yield increase 36. Number of farmers adopting Sustainable Land Management techniques	Data on educational institutions involved in INRM activities. Data on number of activities in the development plans at the local, regional and international levels. Data on institutional development plans for INRM Data on different types of meetings held between government institutions and communities. Data on program capacity building Investment data for mainstreaming INRM initiatives under the program Data on the type and number of incentives for leading INRM activities. Data on production and yield at the farmer's level. Data on farmers' adoption of SLM technologies.			
Component 2.3: Enabling environments for INRM-technical assistance and investments mainstreamed and promoted in <u>International</u>	What is the number of institutions and reforms introduced by respective governments to implement policies for basin-scale IWRM and increased water used efficiency? Have there been political	Outcome 37. Number of political and legal commitments made to utilize IWRM 38. Number of Institutions and reforms introduced to catalyze implementation of policies for basin-scale IWRM and increased water use efficiency	<ul style="list-style-type: none"> Revenue/quantity of water consumed=gross margin per cubic meter Data on institutions and reforms introduced for implementation of basin-scale IWRM and to increase water use efficiency. Data on type and benefits 	GIS Data Project Reports Project MIS	Quarterly and biannual	National Project Office

Program Goal and Strategic Objectives	Performance questions	Indicators	Data to be collected to be able to calculate indicators	Source and Method of Collection	Frequency of collection of data	Responsibility
Waters	<p>and legal commitments made to utilize IWRM?</p> <p>What is the number of communities covered by the information system on international water resources?</p> <p>What is the local water infrastructure created and rehabilitated?</p> <p>Has the water logging levels reduced?</p> <p>What are the policy level committees, meetings, and basin IWRM plans supported?</p> <p>What extent is the water use efficiency and water re-use reported by institutions?</p>	<p>39. Number and type of benefits from access to water-related benefits in tests of innovative demonstrations of balancing water use.</p> <p>Outputs</p> <p>40. Number of rural communities and area covered by an information system on international water resources</p> <p>41. Number of water supply points created and rehabilitated by the project.</p> <p>42. Water logging levels in soil</p> <p>43. Water rent ability</p> <p>44. Number of trees planted to limit erosion</p> <p>45. Number of inter-ministerial committees, action programs and basin IWRM plans supported.</p> <p>46. Number of sectorial policies related to integrated water resource management promoted</p> <p>47. Percentage / number of institutions reporting implementation of water use efficiency and water re-use.</p>	<p>from access to water.</p> <ul style="list-style-type: none"> Data on coverage of rural communities by information system Data on water points Data on water logging on soil. Trees plantation record Data on different types of meetings held. Data on sector policies developed to support basin-scale IWRM plans. Data and reports on water use efficiency and re-use 			
Component 2.4: Enabling environments for INRM-technical assistance and investments mainstreamed and promoted in biodiversity	<p>What are the different policies and regulatory frame work for conservation and sustainable use of bio-diversity?</p> <p>Has there been markets created for environmental services and are they functioning?</p>	<p>Outcome:</p> <p>48. Number of policy and regulatory frameworks governing sectors outside the environment sector (e.g. tourism) incorporate measures to conserve and</p>	<p>Information on policy frameworks governing conservation and sustainable bio-diversity use.</p> <p>Data on environmental service markets.</p> <p>Use of tracking tool or the extent of its use.</p>	<p>Project Reports</p> <p>Project MIS</p>	Quarterly or biannually	National Project Office

Program Goal and Strategic Objectives	Performance questions	Indicators	Data to be collected to be able to calculate indicators	Source and Method of Collection	Frequency of collection of data	Responsibility
	<p>What is the total hectare of land protected and rehabilitated?</p> <p>What is the hectare of land under bio-diversity in the production environment?</p> <p>What is the area covered by the zoning plans and under the biodiversity action plans?</p> <p>What is the number of participants in Bio-diversity activities?</p> <p>What are the number and type of eco-tourists activities?</p>	<p>sustainably use bio-diversity.</p> <p>49. Number of markets created and functioning for environmental services.</p> <p>50. Management of effective tracking tool</p> <p>Outputs</p> <p>51. Number of hectares of protected areas created or rehabilitated by the project</p> <p>52. Number of hectares dealing with biodiversity in the production environment</p> <p>53. Number of hectares covered by a zoning plan that adequately reflect biodiversity considerations</p> <p>54. Number of Access and Benefit Sharing agreements finalized</p> <p>55. Number of participants to Biodiversity activities (experiments, tests, pilots) in the project area</p> <p>56. Number of national and international visitors in community promoting ecotourism</p> <p>57. Number of tourist structures created or renovated by the</p>	<p>Data on hectare of protected areas and rehabilitated area</p> <p>Data on hectares covered under biodiversity activities falling under production area.</p> <p>Data on hectares covered under zoning plans</p> <p>Data on access and benefits sharing agreements</p> <p>Data on participants in bio-diversity activities.</p> <p>Data on national and international tourist visitors</p> <p>Data on tourist structures created or rehabilitated</p>			

Program Goal and Strategic Objectives	Performance questions	Indicators	Data to be collected to be able to calculate indicators	Source and Method of Collection	Frequency of collection of data	Responsibility
		project (point of sale, Eco-museum, welcome centers, guestroom,)				
Component 3.1:Investment in Land Degradation- Arid and semi-arid ecosystems integrity restored and livelihoods improved, including increased adaptation to climate change.	<p>What is the extent of investment in selected ecosystem /productivity management systems?</p> <p>What is the number of sustainable livelihoods activities promoted?</p> <p>What is the increase in income and yield as a result of improved land use practices?</p>	<p>Outcomes</p> <p>58. % of planned investment in selected ecosystems/productivity landscapes and natural eco-systems restored and managed in an integrated way</p> <p>59. Number of sustainable livelihoods systems promoted in target areas</p> <p>60. Increase income of land users</p> <p>61. Increase in yield of land users</p> <p>Outputs</p> <p>62. Number of people benefiting from production enhancement activities.</p> <p>63. Number of jobs generated by the project</p> <p>64. Number of small and medium enterprises still operating and created by the project.</p> <p>65. Number of people benefiting from financial incentives to implement INRM activities or techniques.</p> <p>66. Amount of hectares of land impacted by SLM investment</p> <p>67. Roads created or rehabilitated</p> <p>68. Number of people benefiting from an improved access to infrastructure.</p> <p>69. Number of meetings held between government</p>	<p>Data on investments made for integrated eco-system restoration and management</p> <p>Data on sustainable livelihoods promoted in project area</p> <p>Data on sources and amount of income from improved land use activities</p> <p>Data on yield of areas which have adopted improved land use activities.</p> <p>Number of people benefiting from production enhancement</p> <p>Data on jobs, number of SME</p> <p>Data on people receiving financial incentives to implement INRM activities.</p> <p>Data on area impacted by SLM</p> <p>Number of people benefiting from infrastructure created under the project</p> <p>Number of meetings held between government and communities.</p>	<p>GIS</p> <p>Project Reports</p> <p>Research Reports</p>	<p>Biannually</p>	<p>National Project Offices</p>

Program Goal and Strategic Objectives	Performance questions	Indicators	Data to be collected to be able to calculate indicators	Source and Method of Collection	Frequency of collection of data	Responsibility
		institutions and local communities.				
Component 3.2: Investment in <u>International Waters</u> - Arid and semi-arid ecosystems integrity restored and livelihoods improved, including increased adaptation to climate change.	What is the number of communities reporting benefits from access to water resources? What is the number of aquifers being recharged? What is the number of reservoirs created and rehabilitated under the program? What is the total irrigated area created or renovated and used by farmers?	Outcome: 70. Number of communities reporting benefits from access to water resources. 71. Number of ground water resources /aquifers being recharged Outputs 72. Number of reservoirs created or total capacity rehabilitated 73. Number of Irrigated areas created or rehabilitated by the project and used by farmers.	Data on communities benefiting from access to water resources Data on recharge of aquifers and ground water reserves Data on reservoirs created and rehabilitated under the projects. Data on new areas irrigated and areas rehabilitated.	Project MIS and reports.	Biannual	National Project Offices.
Component 3.3: Investment in <u>Biodiversity</u> Arid and semi-arid ecosystems integrity restored and livelihoods improved, including increased adaptation to climate change.	Has the GEF Bio-diversity tracking tool been used?	74. Aggregation of results from Bio-diversity tracking tools.	Data on biodiversity.	Project Reports and MIS	Annual	National Project office
Component 4: Knowledge Management, sharing and up-scaling of best practices fostered	What is the number of knowledge sharing events held under the program? What is the number of knowledge sharing products and documents produced under the program?	Output: 75. Number of knowledge sharing meetings held (group discussions, project reviews, field visits and meetings with communities). 76. Number of knowledge sharing documents created and widely disseminated to promote INRM techniques.	Data on the knowledge sharing events. Data on the type and number of KM products.	Project Reports and MIS	Biannual	National Project Offices and ICARDA

Annex 5. Summary of co-finance and project expenditures information

Table A4.1. Status of Co-financing

(Type/Source)	IA own Financing (mil US\$) IFAD		Government (mil US\$)		ICARDA (mil US\$)		Total Disbursement (mil US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants				252,000*		825,803**		1,010,803
Loans/ Concessional								
In-kind support								
Other								
Total				250,000		825,803	1,600,000	1,008,803
% of Total								67%

*All the governments implementing the MENARD projects are estimated to have contributed at least \$25,000 on the Project, as such a total of **\$250,000** is estimated as Government contribution. Activities that governments supported were learning workshops and M&E learning & implementing activities, as well as production of knowledge products.

** ICARDA co-financing covered two areas:

1. Part of ICARDA core staff time, estimated at 10% of the Project budget, i.e. **\$67,000**
2. Generation and exchange of Knowledge products of similar projects, whereby four projects were identified as co-financing with MENARID with a **total of \$758,803** as follows:
 - IFAD: I-R-1393-ICARDA Integrated Crop-Livestock Conservation Agriculture for Systems in North Africa and Central Asia Programme. Total budget is 1,470,000, related expenses were \$913,953 and 5% considered as co-financing, i.e. **\$45,698**
 - IFAD: I-R-1427-ICARDA Knowledge Management in CACILM II. Total budget is \$1,400,000, related expenses were \$592,775, and 10% considered as co-financing, i.e. **\$59,278**
 - ACIAR: Development of Conservation Cropping Systems in the Drylands of northern Iraq Phase III. Total budget is \$5,794,907, related expenses were \$4,433,144 and 10% considered as co-financing, i.e. **\$443,314**
 - ACIAR: Adapting Conservation Agriculture for Rapid Adoption by Smallholder Farmers in Northern Africa. Total budget is \$2,344,658, related expenses were \$1,403,421, and 15% considered as co-financing, i.e. **\$210,513**

Table A4.2. Copies of Project Expenditure information from audit reports

International Center for Agricultural Research in the Dry Areas (A nonstock, not-for-profit organization)		
Statement of Receipts and Expenditures Research Grant Funded by the International Fund for Agricultural Development for the Project "Cross-Cutting M&E Functions and Knowledge Management for INRM within the Menarid Programme Framework" (All amounts in US Dollars)		
	Note	For the period 18 May to 31 December 2010
Receipts		
Grants	1	US\$167,783
Expenditures		
Consultant/technical assistance		-
Travel		949
Training and workshop		-
Equipment		-
Indirect costs		105
Total expenditures		1,054
Excess of receipts over expenditure		166,729
Fund balance, beginning		-
Fund balance, ending		US\$166,729

INTERNATIONAL CENTER FOR AGRICULTURAL REASEARCH IN THE DRY AREAS Donor : IFAD Project: Cross-Cutting M&E Functions and Knowledge Management for INRM within the MENARID Programme frame work Grant No : GEF-MSP - 20 - ICARDA STATEMENT OF RECEIPTS AND EXPENDITURE Year ended 31 December 2011		
	2011	For the period 18 May 2010 to 31 December 2010
	USD	USD
Receipts	-	167,783
Expenditure		
Consultant/Technical Assistance	62,117	-
Travel	5,204	949
Training and Workshop	43,566	-
Equipment	-	-
Indirect Cost	12,386	105
Total Expenditure	123,273	1,054
Excess of Receipts Over Expenditure/(Expenditure over Receipts)	(123,273)	166,729
Fund Balance as at 1 January	166,729	-
Fund Balance as at 1 December	43,456	166,729

Statement of Receipts, Expenditures and Fund Balance
Research Grant Funded by International Fund for Agricultural Development
(IFAD) for the Project Entitled "Cross-Cutting
M&E Functions and Knowledge Management for INRM within
the MENARID Programme Framework"
For the year ended 31 December 2012 and 2011
Amounts in US Dollars

	31 December 2012	31 December 2011
Receipts		
Grants	-	-
Expenditures		
Consultant/Technical Assistance	68,495	62,117
Travel	33,156	5,204
Training and Workshop	47,691	43,566
Equipment	16,561	-
Indirect Cost	18,531	12,386
Sub-total	184,434	123,273
Excess (Shortage) of Receipts over Expenditures	(184,434)	(123,273)
Beginning Fund Balance	43,456	166,729
Ending Fund Balance	(140,978)	43,456

Statement of Receipts, Expenditures and Fund Balance
Research Grant Funded by International Fund for Agricultural
Development (IFAD) for the Project Entitled "Cross-Cutting
M&E Functions and Knowledge Management for INRM
within the MENARID Programme Framework"
For the year ended 31 December 2013 and 2012
Amounts in US Dollars

	31 December 2013	31 December 2012
Receipts		
Grants	-	-
Expenditures		
Consultant/Technical Assistance	146,344	68,495
Travel	25,418	33,156
Training and Workshop	(7,457)	47,691
Equipment	14,868	16,561
Indirect Cost	20,013	18,531
Sub-total	199,186	184,434
Excess (Shortage) of Receipts over Expenditures	(199,186)	(184,434)
Beginning Fund Balance	(140,978)	43,456
Ending Fund Balance	(340,164)	(140,978)

Statement of Receipts, Expenditures and Fund Balance
Research Grant Funded by International Fund for Agricultural Development
(IFAD) for the Project Entitled "Cross-Cutting
M&E Functions and Knowledge Management for INRM within
the MENARID Programme Framework"
For the period ended 01 January 2014 and 30 June 2014
Amounts in US Dollars

	30 June 2014	31 December 2013
Receipts		
Grants	340,164	-
Expenditures		
Consultant/Technical Assistance	123,065	146,344
Travel	6,290	25,418
Training and Workshop	13,090	(7,457)
Equipment	642	14,868
Indirect Cost	15,967	20,013
Sub-total	159,054	199,186
Excess (Shortage) of Receipts over Expenditures	181,110	(199,186)
Beginning Fund Balance	(340,164)	(140,978)
Ending Fund Balance	(159,054)	(340,164)

Annex 6. Expertise of the evaluator (brief CV)

Dr. Lamia Mansour¹²

Key qualifications:

- **Masters Degree in Environmental Pollution Control and Doctorate** in Weathering of Oil Spills in Marine Environment
- **Native Arabic speaker with excellent English and French language skills**
- Excellent reporting skills as demonstrated through submission of technical and managerial reports related to the different assignments undertaken to date
- **Over 20 years** of professional experience in **environmental governance and policy-making, covering the sustainable development agenda in Lebanon and at the international level**
- **Solid and practical expertise in M&E through short- and long-term assignments in M&E** with different international agencies. Worked since 2006 as M&E expert and conducted several mid-term evaluations, final evaluations and outcome evaluations in many countries. Worked also as long-term M&E expert for several ambitious programmes such as the Tassili-Ahagar Parks Project in Algeria and the Sustainable Land Management Project in Djibouti.
- Extensive technical expertise in **the management and delivery of TA in the context of complex programmes and projects, in Lebanon and the Mediterranean region**, in the fields of ecosystems management, mitigation and adaptation to climate change and disaster risks reduction. This included the **management and coordination of the MedWetCoast Project with a total budget of US\$15 million from 1999 – 2003** and the **management of the “Environmental Fund for Lebanon” project, as a response to the 2006 war on Lebanon, with a budget of €8.5 million from 2007 - 2013.**
- Supported the development and implementation of **strategic assessments and policy frameworks** in the field of environmental management such as the **Policy for Industrial Waste water Management in Lebanon (2013), Regional SCP Action Plan for the Mediterranean (2014), National Sustainable Development Strategy for Lebanon (2015), Strategic Environmental Assessment for the Solid Waste Management Strategy, etc...**
- **Worked since 1992 for multilateral and bilateral agencies**, including EU, UNDP, IFAD, UNEP, GIZ, WB in several countries in the Middle East, Central Asia and Europe and ensured **partnerships and interagency coordination** in delivering professional responsibilities

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