Support the 2014 World Parks Congress: Parks, People, Planet: Protected areas as inspiring solutions to global challenges

Global

GEF Agency: United Nations Development Programme
Executing Entities: UNDP, World Conservation Union (IUCN)
GEF Biodiversity Focal Area; GEF Project ID: 5656
UNDP PIMS: 5320; UNDP Atlas Project ID: 00089840

Terminal Evaluation Report
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Acronyms

APR	Annual Project Report
CBD	Convention on Biological Diversity
GEF	Global Environment Facility
Ha	hectares
KM	Kilometers
M&E	Monitoring and Evaluation
NGO	Non-governmental Organization
PIMS	Project Information Management System
PIR	Project Implementation Report
PSC	Project Steering Committee
TOR	Terms of Reference
UNDP	United Nations Development Programme
USD	United States dollars

I. Executive Summary

Table 1 Project Summary Data

Project Title:	*Parks, People, Planet: Protected areas as inspiring solutions to global challenges*			
GEF Project ID:	5656		*at endorsement (Million US$)*	*at completion (Million US$)*
UNDP Project ID:	5320	GEF financing:	$1,826,484	$1,826,484
Country:	Global	IA/EA own:	$500,000	$515,500
Region:	Global	Government:	$0	0$
Focal Area:	Biodiversity	Other:	$4,000,000	$4,060,914
FA Objectives, (OP/SP):	BD-1: Improve Sustainability of Protected Area Systems; Outcome 1.1 Improved management effectiveness of existing and new protected areas; Output 3: Sustainable financing plans	Total co-financing:	$4,500,000	$4,576,414
Executing Entity:	IUCN, UNDP	Total Project Cost:	$6,326,484	$6,401,898
Other Partners involved:	Parks Australia, Parks New South Wales, multiple others	ProDoc Signature (date project began):		June 12, 2014
		Operational Closing Date:		June 30, 2017

PROJECT DESCRIPTION AND OVERVIEW

1. The Parks, People, Planet project is a GEF-funded medium-sized project working to strengthen the capacity of key stakeholder for effective management and equitable governance of an ecologically representative global network of protected areas. The project officially began June 12, 2014, and is planned for operational completion June 30, 2017. The project is within the GEF biodiversity focal area. The project has $1.83 million USD in GEF financing, and planned co-financing of $4.50 million USD, for a total project cost of $6.33 million USD. The project is implemented primarily by the International Union for the Conservation of Nature (IUCN) as a Civil Society Organization (CSO) under UNDP's CSO implementation modality ($1.58 million USD). A small part of the project ($0.25 million USD) was also implemented directly by UNDP under the Direct Implementation (DIM) modality. UNDP is the GEF Agency, responsible for oversight of delivery and agreed outputs as per agreed project work plans, financial management, and for ensuring project cost-effectiveness. The Project Board also provided oversight and strategic guidance.

2. As stated in the Project Document, the long-term goal of the project was *"to enhance the policy impact of the World Parks Congress 2014 as a 'strategic platform for development & learning'."* The project objective is *"to strengthen the capacity for effective management and equitable governance of an ecologically representative global network of protected areas."* The project sought to reach three primary outcomes in order to achieve the objective:

- **Outcome 1:** Knowledge uptake on PAs, facilitated by the 'strategic platform for development & learning' provided by the World Parks Congress 2014, as well as through training provided via learning networks, enhances and accelerates the implementation of the PoWPA and CBD Strategic Plan for Biodiversity
- **Outcome 2:** Global learning and technical content development on key protected area issues are enhanced and contribute to practical solutions to current and emerging challenges worldwide.

- **Outcome 3:** Protected areas assume a more prominent role and position within the development policy, economic strategies and human well-being respective agendas.

According to GEF and UNDP evaluation policies, terminal evaluations are required practice for GEF funded medium-size projects (MSPs), and the terminal evaluation was a planned activity of the monitoring and evaluation (M&E) plan of the PPP project. As per the evaluation Terms of Reference (TORs) the terminal evaluation reviews the actual performance and progress toward results of the project against the planned project activities and outputs, based on the standard evaluation criteria: relevance, efficiency, effectiveness, results and sustainability. The evaluation assesses progress toward project results based on the expected objective and outcomes, as well as any unanticipated results. The evaluation identifies relevant lessons for other similar projects in the future, and provides recommendations as necessary and appropriate. The evaluation methodology was based on a participatory mixed-methods approach, which included two main elements: a) a desk review of project documentation and other relevant documents; and b) interviews with Key Informants. As the project had no site-based activities (other than the World Parks Congress in Sydney, Australia in 2014) there was no evaluation field mission. The evaluation is based on evaluative evidence from the project development phase through June 12, 2017, when the terminal evaluation data collection phase was completed. The desk review was begun in April 2017, and Key Informant interview were conducted through May and into early June 2017.

FINDINGS AND CONCLUSIONS ON THE MAIN EVALUATION CRITERIA

3. With respect to **relevance**, the project is considered ***relevant / satisfactory***, as the project addresses multiple global priorities and strategies related to protected areas, and biodiversity conservation more broadly. The project is in-line with the GEF-5 strategic priorities for the biodiversity focal area. Further, the project clearly supports relevant multilateral environmental agreements, including the CBD, the World Heritage Convention, the Ramsar Convention, and others.

4. Project **efficiency** is rated ***satisfactory***. The project's adaptive management and stakeholder engagement approach are highlights. Project management costs are expected to be approximately 5.6% of GEF funding, significantly less than the originally budgeted amount. Financial management procedures are in-line with international norms, and conform to UNDP and IUCN policies and procedures. Project co-financing is on-track with 101.7% of co-financing reported as of the terminal evaluation, and actual non-tracked co-financing is likely to be much higher. The project team is highly professional and has demonstrated good planning, reporting, and financial management. One significant shortcoming is the six-month period required for UNDP and IUCN internal approval for start-up following GEF Approval, when the project timeline was so critically tied to the World Parks Congress.

5. The PPP project has achieved the project objective and mostly achieved the three planned outcomes. The project **effectiveness** is rated ***satisfactory*** while project **results / achievement of overall outcomes** is also rated ***satisfactory***. The project met (or is likely to meet), or exceeded, 10 of 14 results indicator targets. Key results achieved with project support include:

- World Parks Congress successfully delivered

- ~6,000 attendees (~2X more than originally planned)
- ~120 sponsored contributors from GEF-eligible countries, in particular LDCs and SIDS (approximately 1/3rd of sponsored participants)
- 8 thematic streams and 4 cross-cutting themes strategically delivered "state of the art" on global protected areas agenda
- "Promise of Sydney" as the overall cumulative output of the WPC, which has maintained its relevance as evidenced by references in multiple subsequent conservation forums and policy statements

- Key ongoing global initiatives and workstreams boosted as part of WPC include:
  - IUCN Green List Standard for Protected Areas
  - Panorama Solutions Web Platform
  - 2016 Protected Planet Report, with updated data from WDPA
  - PAs Governance Guidelines
  - Adapting to Climate Change for PA Managers and Planners
  - Healthy Parks, Healthy People Initiative
  - Strategic Framework for Capacity Development in Protected Areas and Other Conserved Territories
  - Scientific articles published on PA effectiveness and outcomes
  - Ongoing trainings and available webinars (14), and e-courses (17)
- Other important results the project contributed to:
  - Various contributions to support for achievement of Aichi Target 11 on global protected areas coverage, particularly for MPAs
  - Post-Aichi Targets Dialogue
  - Inputs to World Conservation Congress (2016), and CBD workshops, UN Oceans Conference - multiple citations of Promise of Sydney in documents from these events
  - Setting the program of work for IUCN World Commission on Protected Areas
  - Young professional / youth engagement in PAs and wider conservation agenda
  - Concrete catalytic result: 3.4 million euro project (funded from German IKI) on PA solutions for biodiversity and climate change in 4 countries

6. The GEF Evaluation Office and UNDP require a rating on project impact, which in the context of the GEF biodiversity focal area, relates to actual change in status in the components of biodiversity (i.e. species, ecosystems). The impact rating is not highly relevant in the context of the Parks, People, Planet project, given that based on the project's scope and theory-of-change, any impacts the project contributes to cannot be easily linked to project outputs and outcomes. However, an impact rating is provided as required, and within the life of the project impact is rated as negligible.

7. The risks to sustainability of the project results are limited, and overall **sustainability** is considered **moderately likely**.

8. Gender equality and mainstreaming has been well-addressed under the project, although some aspects of this have not been well documented. A good practice undertaken by the project was to conduct a gender assessment at the beginning of the project, and then to develop a gender equality and mainstreaming action plan via a series of recommendations for project implementation.

RECOMMENDATIONS

9. The recommendations of the terminal evaluation are listed below, with the primary target audience for each recommendation following in brackets.

10. ***Key Recommendation 1:*** Any project specifically linked to an event with a set timeframe should begin implementation at least 12 months prior to the linked event. [GEF Secretariat, UNDP, IUCN]

11. ***Key Recommendation 2:*** Strategic Results Framework indicator targets should be clearly rationalized and contextualized [UNDP]

12. ***Key Recommendation 3:*** All GEF projects, but especially projects with an extended logic-chain, should explicitly identify and describe their theory-of-change, and describe the assumptions and impact drivers necessary to achieve the planned objectives and outcomes [GEF Secretariat, UNDP]

13. ***Key Recommendation 4:*** Particularly in the field of PA management effectiveness, knowledge products should be produced in a form that is concise, practical, concrete, and illustrated (to the extent possible), in order to be most useful and promote uptake at the field level. There is a great deal of information about PA management, but it is mostly not sufficiently organized in an accessible way or in a practical format for end-users. [IUCN]

14. ***Key Recommendation 5:*** Knowledge products should by default be budgeted to be produced in at least English, French and Spanish [IUCN, UNDP, GEF Secretariat]

15. ***Key Recommendation 6:*** A project of this nature should have additional focus on capturing and effectively synthesizing the content from the event for ex-post availability to a wider audience. [IUCN, UNDP]

16. ***Key Recommendation 7:*** After the event the event website should be turned into an easily accessible repository of the content from the event, with electronic presentations available for download, and where relevant links to video presentations, etc. Content should be search optimized for Google and other main search engines. [IUCN]

17. ***Key Recommendation 8:*** Any future similar event should assess the feasibility of much more effectively leveraging technology to conduct a smaller (and cheaper) “in-person” event, with much wider “virtual participation” through live-streaming, social media, and other recent technological developments [IUCN]

18. ***Key Recommendation 9:*** An effort to mainstream PAs (and biodiversity conservation in general) into the wider development agenda should more specifically focus on this issue in order to make substantive inroads on this issue; it is useful for the issue to be in all conservation and development discussions, but to achieve significant results is likely to require a focused effort [GEF Secretariat, UNDP, IUCN]

19. ***Key Recommendation 10:*** Even within the PA community there is a need for further cross-fertilization of thematic topics, and efforts to do this should seek to apply innovative methods of presenting information and engaging audiences, rather than just having PPT presentations [IUCN]

20. ***Key Recommendation 11:*** To institutionalize the Young Professionals theme within the WCPA, IUCN should establish at least two annual internships within the WCPA that will be focused entirely on developing the Young Professionals theme, through membership outreach, development of a program of work, communications such as an active social media presence, seeking and publishing professional and funding opportunities for young professionals, and other activities. [IUCN]

PARKS, PEOPLE, PLANET PROJECT TERMINAL EVALUATION SUMMARY RATINGS TABLE

Evaluation Ratings:			
1. Monitoring and Evaluation	**Rating**	**2. Implementation & Execution**	**Rating**
M&E Design at Entry	MU	Quality of UNDP Implementation	S
M&E Plan Implementation	S	Quality of Execution - Executing Agency	S
Overall Quality of M&E	MS	Overall Quality of Implementation / Execution	S
3. Assessment of Outcomes	**Rating**	**4. Sustainability**	**Rating**
Relevance	S	Financial Resources	ML
Effectiveness	S	Socio-political	ML
Efficiency	S	Institutional Framework and Governance	L
Overall Project Outcome Rating	S	Environmental	L
5. Impact	**Rating**	Overall Likelihood of Sustainability	ML
Environmental Status Improvement	N		
Environmental Stress Reduction	N		
Progress Toward Stress/Status Change	N	**Overall Project Results**	S

Standard UNDP-GEF Ratings Scale

Rating Criteria	**Rating Scale**
Relevance	• **Relevant (R)** • **Not-relevant (NR)**
Effectiveness, Efficiency, Results, GEF principles, other lower-level ratings criteria, etc.	• **Highly satisfactory (HS):** There were no shortcomings in the achievement of objectives in terms of effectiveness or efficiency • **Satisfactory (S):** There were minor shortcomings in the achievement of objectives in terms of effectiveness or efficiency • **Moderately satisfactory (MS):** There were moderate shortcomings in the achievement of objectives in terms of effectiveness or efficiency • **Moderately unsatisfactory (MU):** There were significant shortcomings in the achievement of objectives in terms of effectiveness or efficiency • **Unsatisfactory (U):** There were major shortcomings in the achievement of objectives in terms of effectiveness or efficiency • **Highly unsatisfactory (HU):** There were severe shortcomings in the achievement of objectives in terms of effectiveness or efficiency
Sustainability	• **Likely (L):** Negligible risks to sustainability, with key outcomes expected to continue into the foreseeable future • **Moderately Likely (ML):** Moderate risks, but expectations that at least some outcomes will be sustained • **Moderately Unlikely (MU):** Substantial risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on • **Unlikely (U):** Severe risk that project outcomes as well as key outputs will not be sustained

Impact	• **Significant (S):** The project contributed to impact level results (changes in ecosystem status, etc.) at the scale of global benefits (e.g. ecosystem wide, significant species populations, etc.) • **Minimal (M):** The project contributed to impact level results at the site-level or other sub-global benefit scale • **Negligible (N):** Impact level results have not (yet) been catalyzed as a result of project efforts
Other	• **Not applicable (N/A)** • **Unable to assess (U/A)** • **Not specified (N/S)**

II. Parks, People, Planet Project Terminal Evaluation Approach

21. The terminal evaluation is initiated by UNDP, which is the GEF Agency for the project, in line with the monitoring and evaluation plan of the project. The evaluation was carried out as a collaborative and participatory exercise, and identifies key lessons and any relevant recommendations necessary to ensure the achievement and sustainability of project results.

A. Terminal Evaluation Purpose, Objectives and Scope

22. The **purpose** of the evaluation is to provide an independent external view of the progress of the project at its approximate completion, and to provide feedback and recommendations to UNDP and project stakeholders that can help strengthen the project and ensure its success following completion.

23. The **objective** of the terminal evaluation is to:

- Identify potential project design issues;
- Assess progress toward achievement of expected project results;
- Identify and document lessons that can both improve the sustainability of benefits from this project and aid in the overall enhancement of similar UNDP and GEF programming in the future; and
- Make recommendations regarding specific actions that should be taken to enhance the results of the project.

24. The **scope** of the evaluation is briefly indicated in the Terms of Reference for the evaluation, and covers the following aspects, integrating the GEF's Operational Principles, as appropriate:

- Project design, development (including decision-making and gender mainstreaming), risk assessment / management, and preparation
- Country ownership and drivenness
- Project timing and milestones
- Implementation and execution arrangements, including GEF Agency oversight
- Stakeholder participation and public awareness
- Communications
- Partnership approach
- Work planning, financial management/planning, co-financing
- Flexibility and adaptive management
- Progress toward results outcomes and impacts
- Gender integration and mainstreaming in implementation
- Sustainability
- Catalytic role: Replication and up-scaling
- Monitoring and evaluation (project and results levels) compliance with UNDP and GEF minimum standards, including SMART criteria for indicators
- Lessons learned
- Impact and Global Environmental Benefits

25. In addition, the UNDP requires that all evaluations assess the **mainstreaming of UNDP programming principles**, which include:

- UN Development Assistance Framework (UNDAF)/Country Program Action Plan (CPAP) / Country Programme Document (CPD) Linkages (as relevant)
- Poverty-Environment Nexus / Sustainable Livelihoods
- Disaster Risk Reduction / Climate Change Mitigation / Climate Change Adaptation
- Crisis Prevention and Recovery
- Gender Equality / Mainstreaming
- Capacity Development
- Rights-based Approach

26. Evaluative evidence was assessed against the main UNDP and GEF evaluation criteria, as identified and defined in Table 2 below:

Table 2. GEF and UNDP Main Evaluation Criteria for GEF Projects

Relevance
• The extent to which the activity is suited to local and national development priorities and organizational policies, including changes over time. • The extent to which the project is in line with the GEF Operational Programs or strategic priorities under which the project was funded. • Note: Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances.
Effectiveness
• The extent to which an objective has been achieved or how likely it will be achieved.
Efficiency
• The extent to which results have been delivered with the least costly resources possible; also called cost-effectiveness or efficacy.
Results
• The positive and negative, foreseen and unforeseen changes to and effects produced by a development intervention. • In GEF terms, results include direct project outputs, short to medium-term outcomes, and longer-term impact including global environmental benefits, replication effects and other local effects.
Sustainability
• The likely ability of an intervention to continue to deliver benefits for an extended period of time after completion: financial risks, socio-political risks, institutional framework and governance risks, environmental risks • Projects need to be environmentally, as well as financially and socially sustainable.

B. Principles for Design and Execution of the Evaluation

27. The evaluation was conducted in accordance with the GEF M&E Policy,[1] which includes the following principles for evaluation: Credibility, Utility, Impartiality, Transparency, Disclosure, and Participation. The evaluation was also conducted in line with United Nations Evaluation Group norms and standards.[2]

C. Evaluation Approach and Data Collection Methods

28. As further described in later Section III.D.i on project implementation arrangements, this project was structured in two parts, with one part executed by IUCN, and one part executed by UNDP. The UNDP portion was only 13.7% of the total GEF funding, and both parts of the project had the same objective and expected outcomes. The project was divided into two separate PRODOCS due to UNDP administrative requirements that there could only be one implementing entity per PRODOC. Therefore, for the purposes of this evaluation the two PRODOCS have been treated as a single project, and the project has been evaluated as a single project.

29. The TE evaluation matrix, describing the indicators and standards applied with respect to the evaluation criteria, is attached as Annex 3 to this report. The interview guide used to provide a framework for qualitative data collection is included as Annex 4 to this evaluation report. The standard UNDP-GEF rating tables and rating scale applied is included as Annex 5 to this report. The evaluation commenced April 24th, 2017 with the signing of the evaluation contract, and was completed in June 2017. The desk review was begun in April 2017, and Key Informant Interviews were conducted in May and into early June 2017. The list of Key Informants contacted and interviewed is included as Annex 6 to this report. As the project had no site-based activities (other than the World Parks Congress in Sydney, Australia in 2014) there was no evaluation field mission.

30. The evaluation was carried out in accordance with the guidance outlined in the UNDP Handbook on Planning, Monitoring and Evaluating for Development Results,[3] and in accordance with the evaluation guidance as outlined in the GEF M&E Policy.

31. The collection of evaluative evidence was based on two primary data collection methodologies:

1. Desk review of relevant documentation (list of documents reviewed included as Annex 7 to this report).
2. Semi-structured interviews with Key Informants

32. As such, the terminal evaluation process involved four main steps, some of which overlapped temporally:

1. Desk review of project documentation
2. Organization and completion of Key Informant interviews
3. Analysis of data, follow-up to address any data gaps, and drafting of the evaluation report, then circulation to evaluation participants for additional feedback and input

[1] See http://www.thegef.org/gef/Evaluation%20Policy%202010.

[2] See http://www.uneval.org/normsandstandards/index.jsp?doc_cat_source_id=4.

[3] See http://www.undp.org/evaluation/handbook.

4. Finalization of the evaluation report and follow-up with the project team and stakeholders

33. Key Informants targeted for interviews were intended to represent the main project stakeholders, partners and beneficiaries, and those most knowledgeable about various aspects of the project. The evaluation also sought to include a representative sample covering all different types of stakeholders, including national and local government, civil society, local communities, and the private sector.

D. Limitations to the Evaluation

34. All evaluations face limitations in terms of the time and resources available to adequately collect and analyze evaluative evidence. For the Parks, People, Planet project terminal evaluation, the main limitation was not being able to collect data from a larger number of stakeholders, participants, Key Informants, and others who might have been able to provide useful input with respect to the project. This was a global project, and it engaged literally thousands of people around the world in various respects. The number of people who had a direct role in activities specifically funded by the project is likely in the hundreds. Nonetheless, it has been possible to triangulate data from the Key Informants who were interviewed, along with the various documents reviewed during the desk study, to provide a sufficient picture of the project to be able to assess the main evaluation criteria. Considering the time and resources available for the evaluation, one lesson from the project's M&E implementation process is that the terminal evaluation would have been aided by specific structured data collection processes put in place early in the project – for example, a survey of World Parks Congress participants, or at least a survey of individuals supported by the project to participate in the World Parks Congress.

35. One other limitation to the evaluation is that the project's Theory-of-Change is inherently diffuse and far removed from the impact level. In addition, at the global scale targeted by the project, the project's contributions become highly diluted amongst many other global activities, initiatives, and influences. Therefore it is difficult to develop SMART indicators, especially quantitative indicators. The project Strategic Results Framework was significantly lacking in this regard. The evaluation has attempted to overcome these challenges to some extent by applying a theory-based evaluative approach, to at least verify and validate the project's Theory-of-Change and associated assumptions and impact drivers.

36. Altogether the evaluation challenges were manageable, and the evaluation is believed to represent a fair and accurate assessment of the project.

III. Project Overview

A. Parks, People, Planet Project Development Context

37. This section contains a brief description of the project development context. It draws mainly from the project document, which contains more extensive and detailed information.

38. Protected areas are the cornerstone for conserving biodiversity and related ecosystem services that enhance human well-being. Protected areas designated by governments cover 12.7% of the world's terrestrial area and 1.6% of the global ocean area. They store 15% of the global terrestrial carbon stock, assist in reducing deforestation, habitat and species loss, and

support the livelihoods of over one billion people. A much greater area is conserved through indigenous peoples' territories, local communities, private organizations and individuals and sacred natural sites, and cumulatively, the coverage of protected areas represents one of the world's most prominent forms of natural resource governance.

39. There is increasing recognition that protected areas provide humanity with fundamental ecosystem functions and services such as water, food, fuel, medicines and carbon storage. They are places for humans to connect with the natural world for their physical, mental and spiritual health. Countries and communities, NGOs and businesses have begun to work closely together to make protected areas relevant for both people and conservation, based on their economic and social value. Considerable further progress is required in order to make the case for sustainable funding and part of this concerns ensuring that protected areas are fully recognized as contributing cost-effective natural solutions to global challenges, and demonstrating how this can be achieved through integration in development frameworks, and practical action at site level.

40. The project used the World Parks Congress, held in Australia in November 2014, as a 'strategic platform for development & learning' – including the preparations to and the aftermath of the event – for achieving the goal of strengthening the capacity of key stakeholder for effective management and equitable governance of an ecologically representative global network of protected areas. At the heart of the proposed project are the CBD Aichi targets, especially Target 11 on Protected Areas (PAs).

41. Recognizing the importance of protected areas, a number of international conferences, conventions and agreements have over the past 40 years set ambitious protected area targets for the international community. In 2004, the CBD Conference of Parties adopted the Programme of Work on Protected Areas (PoWPA), inspired by the 2003 IUCN World Parks Congress in Durban, South Africa. While there has been great progress, implementation of the PoWPA has been slower than expected in respect to many of the 16 goals. At COP 10 in Nagoya, the CBD adopted the Strategic Plan for Biodiversity 2011–2020, including a set of 20 headline targets known as the Aichi Biodiversity Targets (Decision X/2). Effective protected areas are essential for the achievement of many of these targets, in particular Targets 5, and 12, which concern habitat and species loss, while protected areas directly and indirectly support many of the other targets. Target 11 deals specifically with protected areas and other effective area-based conservation measures:

> *By 2020, at least 17% of terrestrial and inland water areas, and 10% of coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem services, are conserved through effectively and equitably managed, ecologically representative and well connected systems of protected areas and other effective area-based conservation measures, and integrated into the wider landscapes and seascapes.*

42. Aichi Target 11 is ambitious both in terms of expanding coverage, but also improving the quality of protected areas systems, and this depends on their integrity and connectivity at the scale of the landscape and seascape. Protected areas can only be successful tools for biodiversity conservation if they have effective management and governance, adequate capacity and strong public and political support to ensure social and financial sustainability. Further, the ambitious goals of Target 11 can only be achieved if protected areas are recognized for their critical role in

underpinning social and economic development and community wellbeing as well as conservation goals.

B. Problems the Parks, People, Planet Project Seeks to Address

43. The project document identifies the following barriers to advancing implementation of the CBD's Strategic Plan, PoWPA, and achieving the Aichi Target 11.

- *Barrier 1: Limited, incipient and underdeveloped capacity for PA system's management is the main underlying root cause of sub-optimal PA system's management effectiveness.*
- *Barrier 2: Lack of effective guidance and tools to improve PA governance and management and to enhance implementation of Aichi biodiversity targets*
- *Barrier 3: The importance of well-functioning PA systems is not sufficiently reflected into the wider sustainable development agenda*

C. Parks, People, Planet Project Description and Strategy

44. As stated in the Project Document, the long-term goal of the project was *"to enhance the policy impact of the World Parks Congress 2014 as a 'strategic platform for development & learning'."* The project objective is *"to strengthen the capacity for effective management and equitable governance of an ecologically representative global network of protected areas."* The project sought to reach three primary outcomes in order to achieve the objective:

- *Outcome 1: Knowledge uptake on PAs, facilitated by the 'strategic platform for development & learning' provided by the World Parks Congress 2014, as well as through training provided via learning networks, enhances and accelerates the implementation of the PoWPA and CBD Strategic Plan for Biodiversity*
- *Outcome 2: Global learning and technical content development on key protected area issues are enhanced and contribute to practical solutions to current and emerging challenges worldwide.*
- *Outcome 3: Protected areas assume a more prominent role and position within the development policy, economic strategies and human well-being respective agendas.*

45. To deliver the outcomes the project was structured in three components with a total of 13 outputs:

- **Component 1) Strengthening new and existing learning networks to foster communities of practice and provide technical support on key protected area issues**
  - Output 1.1 Key lessons from across GEF's and GEF-partners' protected area portfolio summarized, synthesized, and made accessible via interactive learning portal
  - Output 1.2 Capacity enhanced for at least 600 protected area practitioners through design, delivery of pre-Congress activities and Stream sessions at the IUCN World Parks Congress 2014
  - Output 1.3 At least 3 existing or new learning networks are identified, engaged and mobilized to support continued learning on emerging issues for protected area professionals, planners and policy- makers beyond the IUCN World Parks Congress 2014.

- Output 1.4 Monitoring measures in place to assess the effectiveness of web content and continuing development of standards to assess effectiveness of protected area governance and management globally
- Output 1.5 Recognition of improvements in protected area system and sites through measurable and standard reporting, with an emphasis on improving assessment and reporting on management effectiveness
- Output 1.6 Protected area professionals, planners and policy- makers are identified, and engaged during the exchange and development of country-case studies and best-practice guidance

- **Component 2) Protected areas as solutions: Global learning and technical content development on key protected area issues**
  - Output 2.1 Best practice guidance and capacity-development resources on protected area system governance, planning, and management are developed through networked solution-exchanges
  - Output 2.2 On-line learning tools and e-modules for technical support and training to improve the quality, effectiveness and sustainable finance of protected area systems
  - Output 2.3 Collaborative learning framework in place for IUCN, WCPA, GEF Implementing Agencies, CBD and partners to effectively share and promote best practices, tools and guidance related to priority protected area and area-based conservation themes, including climate change, food and water security and disaster-risk reduction.
- **Component 3) Position protected areas within development policy, economic strategies and human well- being**
  - Output 3.1 Recommendations on current and emerging protected area-related policy issues and integration of protected areas into development planning are developed from deliberations and commitments at IUCN World Parks Congress 2014
  - Output 3.2 Key recommendations on emerging issues relevant to mainstreaming PAs incorporated in national development plans and implementation of Aichi targets are developed and promoted at CBD COPs and other international policy arenas
  - Output 3.3 Follow-up action plans to promote adoption of protected areas as tools for implementation of other international agreements (e.g. follow up to post 2015 Hyogo Framework of Action for Disaster Risk Reduction)
  - Output 3.4 High-profile communication materials are developed that effectively showcase the contribution of protected areas to achieving national sustainable development goals

46. The project strategic results framework, with expected indicators and targets, is included in the project document (p. 22 of the project document). The specific results expected from the project are highlighted in the project results framework, included as Annex 9 to this evaluation report (with an assessment of achievement of planned results targets).

47. The total GEF financing for the project is $1,826,484 USD, funded from the GEF biodiversity focal area. Total co-financing was planned as $4.50 million USD, for a total project budget of $6,326,484.

D. Implementation Approach and Key Stakeholders

i. Implementation Arrangements

48. The Parks, People, Planet project was structured in two parts, with one part executed under Direct Implementation (DIM) by UNDP, and the majority of the project executed by IUCN under UNDP's Civil Society Organization execution modality, with UNDP as the responsible GEF Agency. The UNDP executed portion was for $251,000 (13.7%) of the GEF funding, while the IUCN-executed portion was for $1,575,484 (86.3%) of the GEF funding. The operational mechanism for IUCN to cooperate with UNDP through the Civil Society Organization execution modality was a Project Cooperation Agreement, signed between the two parties in June 2014.

49. As stated in the IUCN-Executed portion Prodoc:

> *"the GEF project will be implemented over a period of three years, primarily by IUCN, out of its Head Office in Gland. IUCN is the Implementing Partner (IP) for this PRODOC. A small number of project activities and a limited portion of the GEF budget will be managed directly by UNDP under the modality DIM and will be operationalized through a separate PRODOC. This PRODOC pertains to the set of activities that fall under IUNC's responsibility. For POPP compliance purposes, IUCN has been classified as a CSO implementing partner. Hence, this PRODOC follows the rules and procedures of UNDP's CSO implementation modality."*

50. As stated in the DIM-component Prodoc:

> *"The total GEF budget of the approved MSP includes inputs that will be managed by IUCN, amounting to more than 80% of it, and the remainder part that will be managed by UNDP. Both entities will serve as implementing partners (IP) for the project. According to UNDP's Programme and Operations Policies and Procedures (POPP), a UNDP PRODOC can only have one single IP. Therefore, two PRODOCs, linked to each other through the GEF MSP, were developed to operationalize the GEF project."*

51. As previously stated in Section II.C above regarding the evaluation approach, since both Prodocs have the same objective and planned outcomes, for the purposes of this evaluation the project is being evaluated as a single project. The implementation structure of the IUCN-executed portion of the project is indicated in Figure 1, below. The implementation structure of the UNDP-executed portion of the project is indicated in Figure 2, below.

52. A Project Steering Committee (PSC) was constituted as the executive decision making body for the project. The PSC was to serve the standard Project Board oversight role for UNDP-GEF projects, as per the Prodoc:

> *"The Board plays a critical role in project monitoring and evaluations by quality assuring these processes and products, and using evaluations for performance improvement, accountability and learning. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems with external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities. Based on the approved Annual Work Plan, the Project Board can also consider and approve the quarterly plans (if applicable) and also approve any essential deviations from the original plans."*

Figure 1 IUCN-Executed Portion Implementation Structure[4]

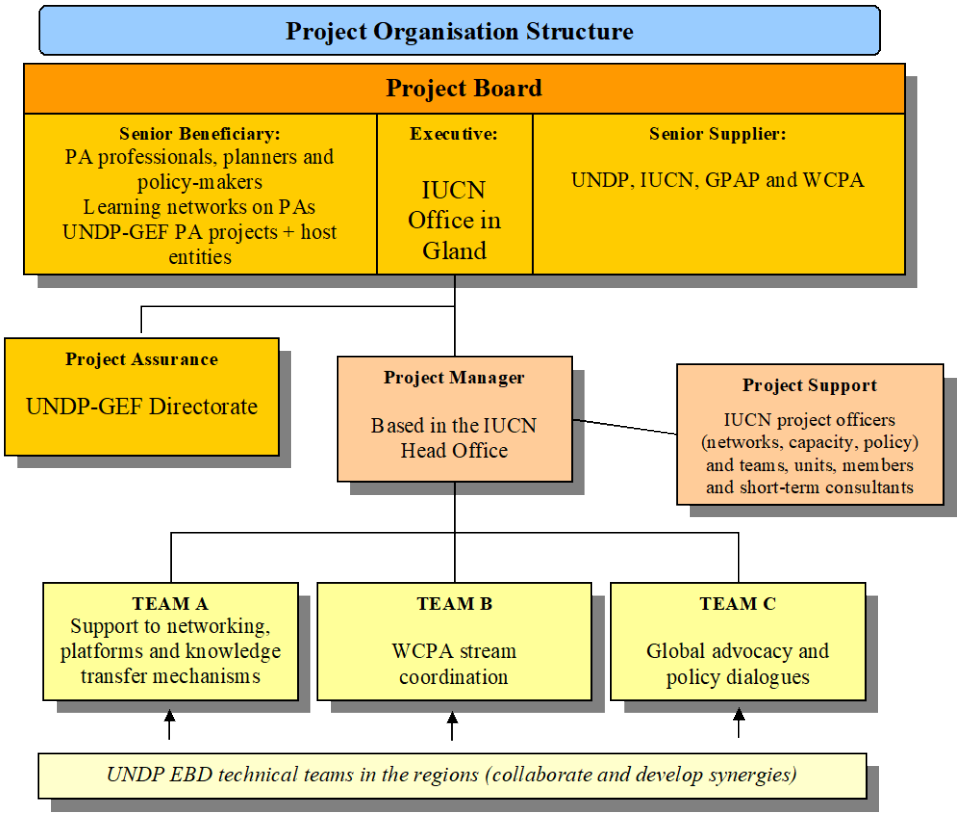
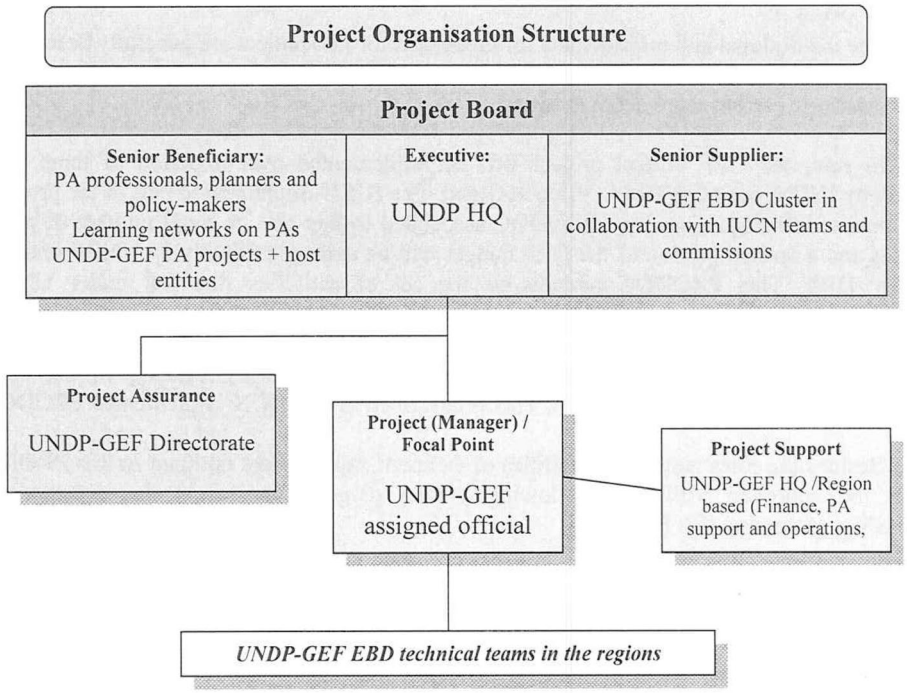


Figure 2 UNDP-Executed Portion Implementation Structure



[4] Source: Project Document.

53. During the first 18 months of the project, five formal PSC meetings were held. However, in reality the Project Manager was in frequent informal contact with the PSC members, especially during the first few months of the project leading up to the World Parks Congress in November 2014. For the second 18 months of the project the PSC was re-constituted with fewer members, focusing on the wrap-up and closing of the project. The 6th and final formal PSC meeting was held November 18th, 2016. As stated in the minutes from this meeting,

> *"This was the first Steering Committee (SC) meeting of 2016, due to personnel changes earlier in the year. This follows the previous decision in 2015 to reconfigure the SC after the World Parks Congress (WPC). Prior to, and during, the WPC, the SC membership reflected the WPC management team and thematic stream leaders. In 2016, a smaller and more targeted SC is required, representing IUCN, UNDP and the World Commission on Protected Areas (WCPA) as the key implementing partners in the project. The SC is now a core team of 5 people representing the key implementing and executing agencies and advisory body of IUCN. The SC will now oversee the closing of the project and ensure that all elements are satisfactorily drawn to a successful conclusion."*

54. The day-to-day administration of the project is carried out by the Project Manager. IUCN appointed a Project Manager for the project from its senior staff. The Project Manager was based at IUCN offices in Gland, Switzerland. The Project Manager was formally working full-time on the project, but did not receive a full salary from the project, and also had other responsibilities related to IUCN activities. As discussed later in Section V.F on financial management, this significantly contributed to the cost-effectiveness of the project, and the under-spending of the project management budget line.

ii. Key Stakeholders

55. The stakeholders for this project are essentially a wide-ranging global audience and participants engaged in conservation of biodiversity through protected areas, and the myriad ways this endeavor relates to human sustainable development. The Prodoc (in section II.A.2, pp.54-5) highlights many different types of stakeholders, including civil society, the private sector, development partners, government institutions, academic bodies, and others.

E. Key Milestone Dates

56. Table 3 below indicates the key project milestone dates. As an MSP, the project was approved by the GEF under expedited procedures, and this project is a fine example of just how expedited those procedures can be. The project document was first formally submitted to the GEF Secretariat on December 10th, 2013, and by just one week later, December 17th, 2013, it had received GEF CEO Approval. Obviously there would have been some upstream discussions between UNDP and the GEF Secretariat to confirm the eligibility and relevance of the project for GEF funding. The project document had also likely been under development for at least a few months prior to submission. However, for a GEF-funded project to go from initial submission to approval within just one week is truly remarkable, and should be considered a feather in the cap of IUCN, UNDP, and the GEF Secretariat.

57. However, following GEF approval, there was an unexpected delay reaching project implementation. The operational arrangement between UNDP and IUCN had evidently not been confirmed as of GEF approval, and it took six months for all of the (apparently) necessary approval

procedures within IUCN and UNDP to be completed. This included, most significantly, negotiation of a Project Cooperation Agreement (PCA) between UNDP and IUCN to operationalize UNDP's CSO execution modality. It should be expected that there would be some period of internal approval process, but the fact that this process took six months after GEF approval when the event it was designed to support, the World Parks Congress, had a set timeframe only a few months away, was highly detrimental to the project, and cannot be excused on the part of UNDP and IUCN. By the time the project officially started there was only five months until the commencement of the World Parks Congress, and the project inception workshop was only four months prior to the WPC. This issue is further discussed in the evaluation findings section, under Section V on project management and cost-effectiveness.

58. The project was planned for a 36-month implementation period. As an MSP, a mid-term review was not required. Since the project began only five months before the World Parks Congress, there was 31 months of implementation after the event that was the main purpose of the project. The terminal evaluation was conducted in May-June 2017 (during the final three months of implementation, as per UNDP requirements), and the project will finish, as scheduled, June 30, 2017. The project will then be financially closed at the end of UNDP's fiscal year, December 31, 2017. In total, the lifespan of the project will be approximately four years.

Table 3 Parks, People, Planet Project Key Milestone Dates[5]

Milestone	Expected Date [A]	Actual Date [B]	Months (Total)
1. MSP Prodoc submission (no PIF required for MSPs)	N/A	December 10, 2013	
2. First GEF Secretariat Review	December 20, 2013	December 13, 2013	0 (0)
3. Revised Prodoc submission	N/S	December 16, 2013	0 (0)
4. Second GEF Secretariat Review	December 26, 2013	December 16, 2013	0 (0)
5. GEF CEO Approval	January 16, 2014	December 17, 2013	0 (0)
6. First Advisory Group Meeting	N/A	June 11, 2014	6 (6)
7. Implementation Start (UNDP Prodoc signature)	March 17, 2014	June 12, 2014	0 (6)
8. Inception Workshop	August 12, 2014	July 14, 2014	1 (7)
9. World Parks Congress	N/A	November 12-19, 2014	4 (11)
10. Mid-term Evaluation	N/A	N/A	N/A
11. Terminal Evaluation	April 2017	May-June 2017	30 (41)
12. Project Operational Completion	June 30, 2017	June 30, 2017	0.5 (41.5)
13. Project Financial Closing	December 31, 2017	December 31, 2017	6 (47.5)

[5] Sources: 1.A. Not applicable; 1.B. MSP Prodoc; 2.A. As per GEF Secretariat business standards; 2.B. GEF Secretariat Review Sheet; 3.A. Not specified; 3.B. MSP Prodoc; 4.A. As per GEF Secretariat business standards; 4.B. GEF Secretariat Review Sheet; 5.A. As per GEF Secretariat business standards; 5.B. GEF Online PIMS; 6.A. N/A; 6.B. GEF Review Sheet; 7.A. Within 3 months of GEF approval, as per UNDP and GEF requirements; 7.B. MSP Prodoc; 8.A. Within 2 months of implementation start, as per UNDP requirements; 8.B. Inception workshop report; 9.A. Not applicable; 9.B. Dates of World Parks Congress; 10.A. N/A for MSPs; 10.B. N/A for MSPs; 11.A. Three months before project completion, as per UNDP requirements; 11.B. Terminal evaluation data collection phase; 12.A. Approximately 36 months after project official start; 12.B. Project team and project documentation; 13.A. End of fiscal year in which project is completed, as per UNDP procedures; 13.B. Expected date of project financial closure.

EVALUATION FINDINGS AND CONCLUSIONS

IV. Relevance

A. Relevance of the Parks, People, Planet Project Objective

59. The Parks, People, Planet Project is considered ***relevant*** (or "satisfactory" in terms of the relevance criteria), as the project addresses multiple global priorities and strategies related to protected areas, and biodiversity conservation more broadly. The project is in-line with the GEF-5 strategic priorities for the biodiversity focal area. Further, the project clearly supports relevant multilateral environmental agreements, including the CBD, the World Heritage Convention, the Ramsar Convention, and others.

i. Relevance to GEF Strategic Objectives

60. The GEF has limited financial resources so it has identified a set of strategic priorities and objectives designed to support the GEF's catalytic role and leverage resources for maximum impact. Thus, GEF supported projects should be, amongst all, relevant to the GEF's strategic priorities and objectives. The project was approved and is being implemented under the strategic priorities for GEF-5 (July 2010 – June 2014).[6] Under the GEF-5 biodiversity strategic objectives, the project's objective is directly in line with and supportive of Objective 1: "Improve the Sustainability of Protected Area Systems," and contributes to Outcome 1.1: "Improved management effectiveness of existing and new protected areas." Although the project was formally classified only under the "BD-1" GEF-5 strategic objective, the project also did support the BD-2 objective of mainstreaming biodiversity, as it included an objective on mainstreaming protected areas in the wider development agenda. The project is supportive of the targeted objectives and outcomes, but the project Strategic Results Framework does not have indicators that directly feed into the respective indicators and targets (see Table 4 below) for the relevant GEF-5 biodiversity focal area strategic objectives.

Table 4 GEF-5 Biodiversity Strategic Objectives Supported by the Parks, People, Planet Project

Objective 1: Improve the Sustainability of Protected Area Systems	Outcome 1.1: Improved management effectiveness of existing and new protected areas	Indicator 1.1: Protected area management effectiveness score as recorded by Management Effectiveness Tracking Tool	Output 1. New protected areas (number) and coverage (hectares) of unprotected ecosystems
		Outcome Target: Eighty percent of projects meet or exceed their protected area management effectiveness targets covering 170 million hectares of existing or new protected areas	Output 2. New Protected areas (number) and coverage (hectares) of unprotected threatened species
Objective 2: Mainstream biodiversity	Outcome 2.1 Increase in sustainably	Indicator 2.1: Landscapes and seascapes certified by international or national recognized	Output 2. National and sub-national land-use plans (number) that

[6] For the focal area strategic priorities for GEF-5, see GEF Council document GEF/R.5/31, "GEF-5 Programming Document," May 3, 2010.

conservation and sustainable use into production landscapes, seascapes and sectors	managed landscapes and seascapes that integrate biodiversity conservation	environmental standards that incorporate biodiversity considerations measured in hectares and recorded by GEF tracking tool	incorporate biodiversity and ecosystem services valuation
		Outcome Target: Sustainable use and management of biodiversity in 60 million hectares of production landscapes and seascapes	

ii. Relevance to Multilateral Environmental Agreements

61. The CBD is a key multilateral environmental agreement for which the GEF is the financial mechanism. The Parks, People, Planet project supports the CBD's Program of Work for Protected Areas (PoWPA), and meets CBD objectives by supporting multiple Convention articles, such as Article 6 (General Measures for Conservation and Sustainable Use), 7 (Identification and Monitoring), 8 (In-situ Conservation), 10 (Sustainable Use of Components of Biological Diversity), 11 (Incentive Measures), 12 (Research and Training), 13 (Education and Awareness), 14 (Impact Assessment and Minimizing Adverse Impacts) and 17 (Exchange of Information). The project also supports the CBD's Aichi targets for 2020, including those indicated below, but most significantly, Target 11:

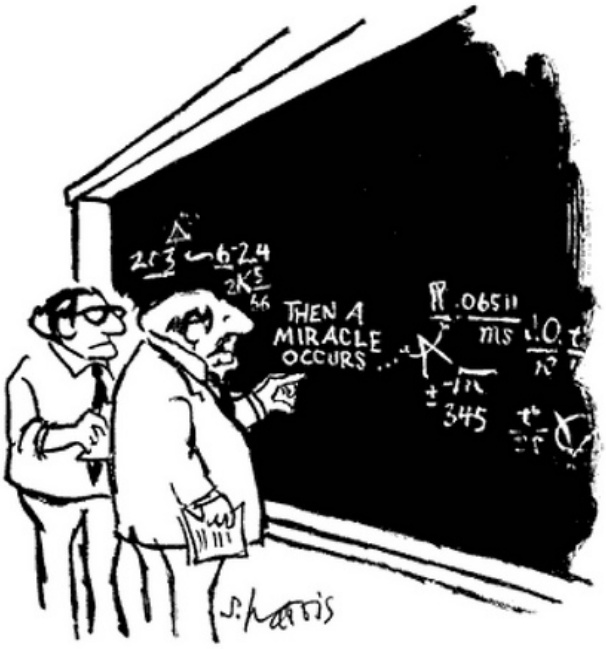
- *Target 1: By 2020, at the latest, people are aware of the values of biodiversity and the steps they can take to conserve and use it sustainably.*
- *Target 2: By 2020, at the latest, biodiversity values have been integrated into national and local development and poverty reduction strategies and planning processes and are being incorporated into national accounting, as appropriate, and reporting systems.*
- *Target 5: By 2020, the rate of loss of all natural habitats, including forests, is at least halved and where feasible brought close to zero, and degradation and fragmentation is significantly reduced.*
- ***Target 11: By 2020, at least 17 per cent of terrestrial and inland water, and 10 per cent of coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem services, are conserved through effectively and equitably managed, ecologically representative and well connected systems of protected areas and other effective area-based conservation measures, and integrated into the wider landscapes and seascapes.***
- *Target 12: By 2020 the extinction of known threatened species has been prevented and their conservation status, particularly of those most in decline, has been improved and sustained.*
- *Target 14: By 2020, ecosystems that provide essential services, including services related to water, and contribute to health, livelihoods and well-being, are restored and safeguarded, taking into account the needs of women, indigenous and local communities, and the poor and vulnerable.*
- *Target 17: By 2015 each Party has developed, adopted as a policy instrument, and has commenced implementing an effective, participatory and updated national biodiversity strategy and action plan.*
- *Target 19: By 2020, knowledge, the science base and technologies relating to biodiversity, its values, functioning, status and trends, and the consequences of its loss, are improved, widely shared and transferred, and applied.*

62. The Parks, People, Planet project also supports other MEAs relevant to biodiversity, such as the Convention on Migratory Species, the CITES Convention, the World Heritage Convention, the Ramsar Convention, and multiple others. In addition, the project supports the objectives of the UNFCCC.

B. Relevance of the Project Approach: Project Strategy and Design

63. *Understanding the Parks, People, Planet Project Theory-of-Change:* The Parks, People, Planet project document does not include an explicit description or depiction of the project's theory-of-change (see Figure 3). Such an addition would have been greatly beneficial for a project of this nature, for which the implicit theory-of-change is far removed from the impact level (measured changes to the status of biodiversity). The project theory-of-change relies on a number of strategies and approaches, such as improved knowledge and capacity development, which are only effective in leading to change if certain assumptions and impact drivers are met. One of the recommendations of this evaluation is that all project documents should include an explicit theory-of-change.

Figure 3 Lack of Explicit Theory of Change



"I think you should be more explicit here in step two."

64. This far removed theory-of-change, combined with the global scope of the project, makes this a challenging project to evaluate in terms of documenting the project's effectiveness and results. It is virtually impossible to isolate the project's contributions to key results (if those results could even be measured), considering that the project was operating in a global context, with numerous other initiatives and influences to the PA agenda.

65. To compensate for this evaluation challenge this evaluation is partially applying a theory-based evaluation approach, "which means examining the assumptions underlying the causal chain from inputs to outcomes and impact".[7] As such this evaluation has developed a simplified theory-of-change analysis for the Parks, People, Planet project, as shown in Figure XX below. The development and assessment of this theory-of-change facilitates the identification of key assumptions in the project's logic chain – for example, that protected areas officials who are trained or receive guidance on a particular topic then actually apply this "enhanced capacity" in their daily work.

66. [THEORY OF CHANGE DIAGRAM – TO BE INSERTED IN NEXT DRAFT]

[7] White, Howard. 2009. "Theory-based Impact Evaluation: Principles and Practice," 3ie Working Paper 3, June 2009.

67. Overall, the project's theory-of-change is considered valid. However, effectiveness depends on a number of critical assumptions. One of the weakest areas of the project's strategy relates to the format of knowledge products produced. Knowledge products on key topics related to protected area management have the potential to improve the effectiveness of PA management, if those knowledge products are adequately accessible to on-the-ground practitioners who need them. Accessibility in this case means knowledge products that are 1. Adequately disseminated; 2. In a digestible format; and 3. In a language understandable to the end-user. Many of the knowledge products produced by the project do not fully meet all of these criteria. For example, the document "Adapting to Climate Change: Guidance for Protected Area Managers and Planners" is well over 100 pages.

68. *Other Strategic Areas of Focus:* As described in previous Section III.B describing the problems the project seeks to address, the project document identifies three barriers to implementation of effective PA systems. The three components of the project design respond to these three identified barriers. However, in the two sections of the Prodoc immediately preceding the barriers, *"Project Description*" (pp. 7-8 of the Prodoc), and "*The global environmental problems, root causes and barriers that need to be addressed*" (pp. 8-9 of the Prodoc) there are a number of issues raised that are not fully covered by the three barriers, and which are not fully responded to in the project design. In particular, sustainable finance for protected areas is one important issue raised. In the above two sections, covering only nine paragraphs, the project document provides the following emphasis on PA finance-related issues (emphasis added):

- *"Protected areas can only be successful tools for biodiversity conservation if they have effective management and governance, adequate capacity and strong public and political support to ensure social and financial sustainability."*
- *"Financial sustainability, both at the site and system level, is a critical requirement of the effective protected area networks envisaged by Aichi Target 11. Sustainable financing is about planning and putting in place funding mechanisms that cover the full cost of establishing and effectively managing protected area networks and addressing priority issues in the short and long term. Since the lack of appropriate applied financial resources is currently one of the major barriers for the establishment and effective management of protected areas, especially in developing countries, the CBD COP 10 stressed that this issue needs greater attention and adopted a number of recommendations (Decision X/31)."*
- *"Considerable further progress is required in order to make the case for sustainable funding and part of this concerns ensuring that protected areas are fully recognized as contributing cost-effective natural solutions to global challenges, and demonstrating how this can be achieved through integration in development frameworks, and practical action at site level."*
- *"The majority of protected area systems are not sufficiently resourced, or effectively and equitably governed and managed."*
- *Further efforts are also needed to make the economic case for investment in protected areas, to ensure adequate financial flows for critical interventions and to ensure that protected areas are integrated socially and economically into wider landscapes / seascapes, and that benefits and costs are shared equitably.*

69. Despite this (justified) emphasis, the project design did not specifically target protected area finance as one of the key barriers to be addressed. This is perhaps understandable given the broad scope of the World Parks Congress related to the global protected areas agenda and field

of practice. There was some attention to conservation finance (and collaboration with the Conservation Finance Alliance) through some sessions in the streams of the World Parks Congress, but PA financing did not even merit its own stream in the WPC. The collaboration with the Conservation Finance Alliance is one aspect of the project that has not catalyzed significant further results.

70. Key Informants interviewed for the terminal evaluation mostly did not see this as a shortcoming in project design, and some considered that financial aspects are best addressed tangentially by making the socio-economic and sustainable development case for protected areas, thereby building political will for increased government funding for protected areas. Nonetheless if this is the case, it is unclear why the Prodoc emphasized PA financing so strongly as part of the justification for the need for the project. If the project were designed to further the global agenda on protected areas, it seems likely that a greater focus on PA financing would have been useful.

V. Project Management and Cost-effectiveness (Efficiency)

71. Overall, project **efficiency** is rated **satisfactory**. The project's adaptive management and stakeholder engagement approach are highlights. Project management costs are expected to be approximately 5.6% of GEF funding, significantly less than the originally budgeted amount. Financial management procedures are in-line with international norms, and conform to UNDP and IUCN policies and procedures. Project co-financing is on-track with 101.7% of co-financing reported as of the terminal evaluation, and actual non-tracked co-financing is likely to be much higher. The project team is highly professional and has demonstrated good planning, reporting, and financial management. One significant shortcoming is the six-month period required for UNDP and IUCN internal approval for start-up following GEF Approval, when the project timeline was so critically tied to the World Parks Congress.

A. Implementation, Including UNDP Oversight

72. UNDP is the responsible GEF Agency for the project, and carries general backstopping and oversight responsibilities. UNDP's has fully and adequately supported the project during implementation, with no significant issues. UNDP implementation is considered **satisfactory**. UNDP has supported project implementation effectively, and provided special attention and support as necessary.

73. One critical issue that did arise was that it took six months after the project was approved by the GEF for the project to be operationalized between UNDP and IUCN – despite the urgent pressure to start the project as rapidly as possible, due to the fixed date of the World Parks Congress. This seems to have been primarily related to the need for a Project Cooperation Agreement between UNDP and IUCN to operationalize UNDP's CSO execution modality. This is primarily UNDP's responsibility as the GEF Agency, since it is the GEF Agency's responsibility to ensure all GEF-funded projects are up and running as quickly as possible, which is normally within three months of GEF approval. Therefore UNDP should have initiated the resolution of this issue during the project design period. Project documentation indicates that the Project Cooperation Agreement was discussed between UNDP and IUCN from March-June 2014. If an extended period of administrative procedures was required to operationalize the project these should have been

handled earlier and more quickly than they were. Ultimately this was a two-partner dance however, and IUCN must also bear some of the responsibility for this extended project initiation process.

B. Execution, Including Stakeholder Ownership

i. Project Management

74. As indicated in Section III.D above, the responsible executing entity is primarily IUCN, as well as UNDP for the DIM-portion of the project. Project execution can also be considered "project management", and relates directly to the work of the executing organization, in combination with the financial management and administrative aspects handled by UNDP. Project execution is considered **satisfactory**. The Parks, People, Planet project is characterized by highly professional and efficient project management, good financial planning, strong adaptive management, adequate reporting, and excellent engagement of stakeholders.

ii. Stakeholder Ownership

75. There is no question about the stakeholder ownership of the Parks, People, Planet project. The most significant stakeholder is IUCN, which is the executing agency for the project. The broad participation in the 2014 World Parks Congress (more than 6,000 participants from 100+ countries) indicates the strong global support for the objective and outcomes of the project.

C. Partnership Approach and Stakeholder Participation

76. The Parks, People, Planet project had very strong partnership approach and stakeholder participation. It was essentially necessary to have a strong partnership approach due to the very nature of the project, with a main focus on the World Parks Congress event, which required the engagement of a large number of diverse organizations and stakeholders. Nonetheless, the Key Informants interviewed for the terminal evaluation described the project's partnership approach in positive terms, and this assessment was confirmed through the document review portion of the evaluation. Some partnership highlights include:

- The collaboration between UNDP and IUCN to successfully develop and execute this non-standard and complex project
- Collaboration with UNEP-WCMC to produce the Protected Planet reports
- Collaboration with Blue Solutions
- Collaboration with the BIOPAMA initiative
- Partnership of GIZ, IUCN, UNEP, Grid-ARENDAL, and RARE to develop and support the Panorama Solutions web platform and portal

77. The project's efforts to ensure stakeholder participation and engagement, particularly at the World Parks Congress, was notable. Multiple Key Informants spotlighted the project's efforts to keep the World Parks Congress from being a "white, western" event, and by many measures the project seems to have succeeded. More than 100 attendees from GEF-eligible countries were sponsored to attend the event. A detailed breakdown of all attendees to the World Parks Congress was not available for this evaluation. The project's all-encompassing approach to

stakeholder engagement continued to the other project-supported activities after the World Parks Congress as well.

D. Risk Assessment and Monitoring

78. The Parks, People, Planet project document includes the project risk analysis (Table 3, p. 13 of the IUCN-part Prodoc). This analysis is limited, with three risks identified: one political risk (medium), one operational risk (medium), and one strategic risk (low). Mitigation measures for each risk are discussed in detail. Risks were reviewed and updated at the inception phase. Risks were monitored during project implementation quarterly through UNDP's Atlas risk log, and annually through the PIR. No critical risks were identified during the project's implementation.

E. Flexibility and Adaptive Management

79. Flexibility is one of the GEF's ten operational principles, and all projects must be implemented in a flexible manner to maximize efficiency and effectiveness, and to ensure results-based, rather than output-based approach. Thus, during project implementation adaptive management must be employed to adjust to changing circumstances.

80. On the whole the project was implemented in a fully adaptive manner, following a results-based approach. Minor to moderate budget revisions were made throughout the implementation period, in accordance with UNDP and GEF procedures, requirements and guidelines. The project team made numerous adjustments throughout implementation to respond to particular circumstances or contexts. One highlight of the project's adaptive management was the project's decision to sponsor as many people as possible to attend the World Parks Congress, and to apply creative approaches to do so. It was originally planned that the project would be able to support approximately 60 people to attend the World Parks Congress (from LDCs, SIDS, and other priority groups), and the project was able to support more than 100 attendees. This was partially accomplished by reducing spending from the project management budget line, and also through creative approaches such as securing low-cost housing in a camping facility.

F. Financial Planning by Component and Delivery

81. The breakdown of project GEF financing is indicated in Table 5 below. Additional details on project finances are included in tables in Annex 9. The total project budget was $1,826,484. Of this, $1,084,500 (59.4% of the total) was planned for Component 1, Component 2 was budgeted at $491,000 (26.9%), and Component 3 was budgeted at $85,984 (4.7%). Project management was budgeted at $165,000, or 9.0% of the total. Figure 4 below shows the breakdown of actual spending by year by component. Figure 5 shows the project planned, revised, and actual budget expenditure by year. Figure 6 below shows the project planned vs revised spending by component.

Table 5 Project Planned vs. Actual Financing, Through June 30, 2017* ($ USD)

	GEF amount planned	Share of total GEF amount	GEF amount actual	% of GEF amount actual	% of original planned
Component 1	$1,084,500	59.4%	$1,085,023	59.4%	100%
Component 2	$491,000	26.9%	$546,121	29.9%	111%
Component 3	$85,984	4.7%	$89,115	4.9%	104%
Monitoring and Evaluation**	$78,500	4.3%	N/A	N/A	N/A

Project Coordination and Management	$165,000	9.0%	$101,485	5.6%	62%
Total[‡]	$1,826,484	100.0%	$1,826,484	100.0%	100%

Sources: Project Document for planned amount; project financial documents provided by IUCN and UNDP for actual amounts.
** The project actual financial data provided by UNDP and IUCN only documented project financing through December 31, 2016. However, as of this timeframe 98.2% of the project budget had been spent (with a balance of $33,393). Therefore an assumption has been made that this budget balance will be spent in full in 2017 by the end of the project.*
***The project document includes a detailed M&E budget. However, the total M&E budget includes activities that would be funded from the project management budget line (such as annual reporting) or other sources (such as UNDP oversight). As such, the funds for M&E activities were drawn from across project budget lines.*

82. When reviewing different aspects of the project financial management and delivery it is important to keep in mind that the project was planned for 36 months, which in the project document was foreseen as three consecutive calendar years. However, since the project began official implementation in June 2014, it is in fact spanning four calendar years. Therefore, for example, there was no planned expenditure for 2017.

Figure 4 Parks, People, Planet Project Actual Spending By Component by Year *($ USD)*

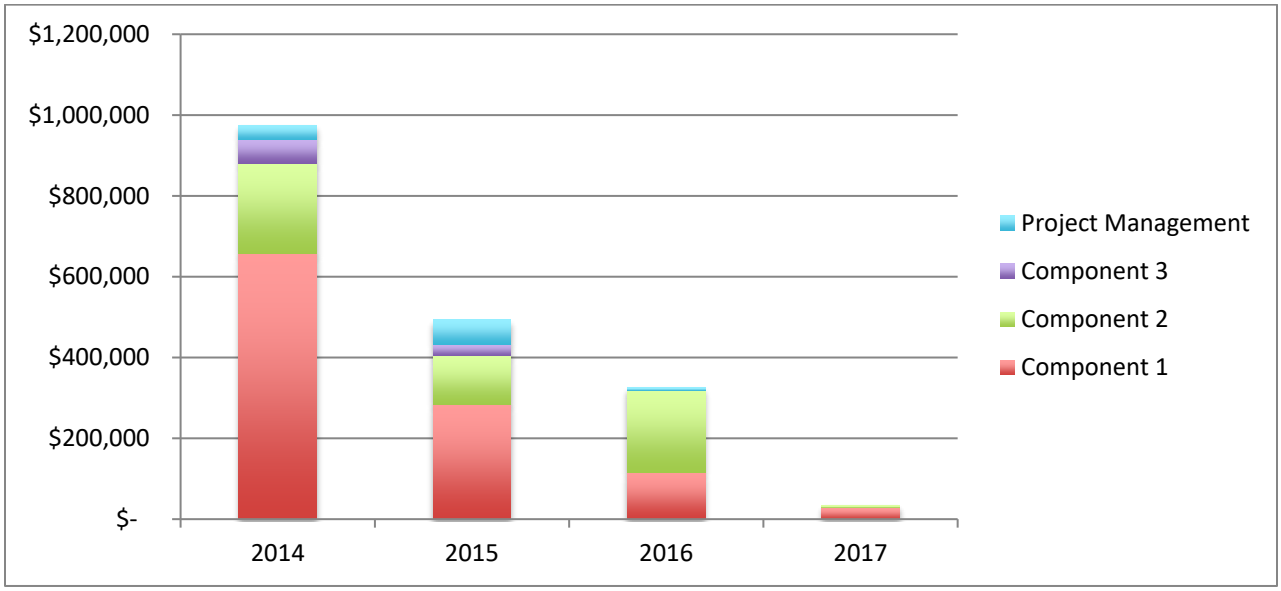


Figure 5 Parks, People, Planet Project Planned, Revised, and Actual Spending by Year *($ USD)*

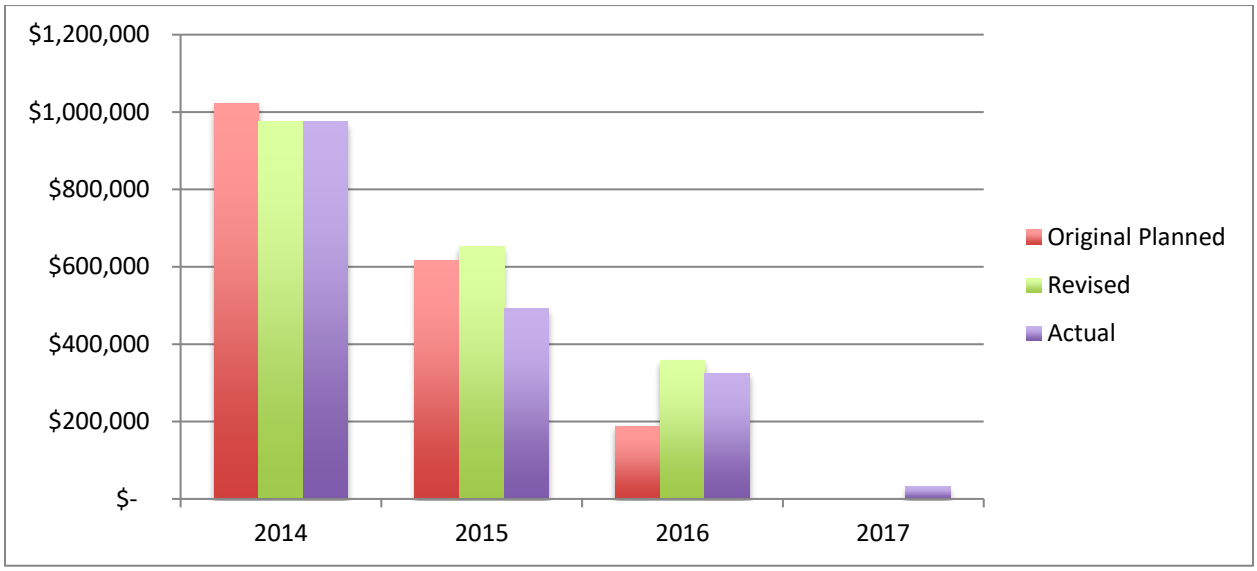
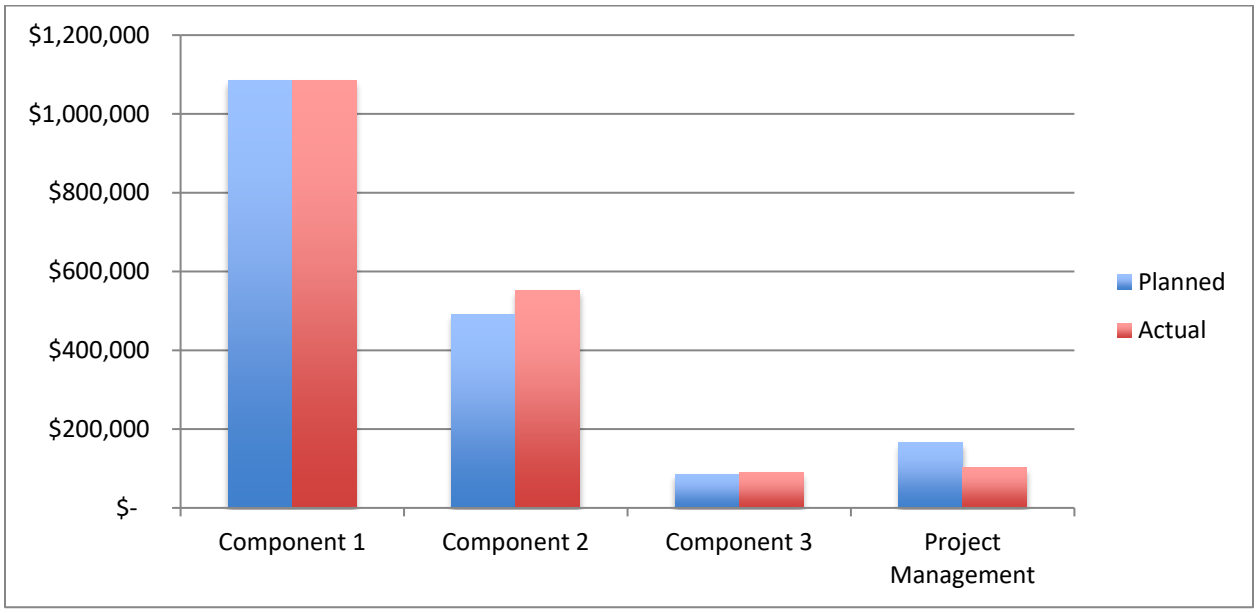


Figure 6 Parks, People, Planet Project Planned vs Actual Spending by Component *($USD)*

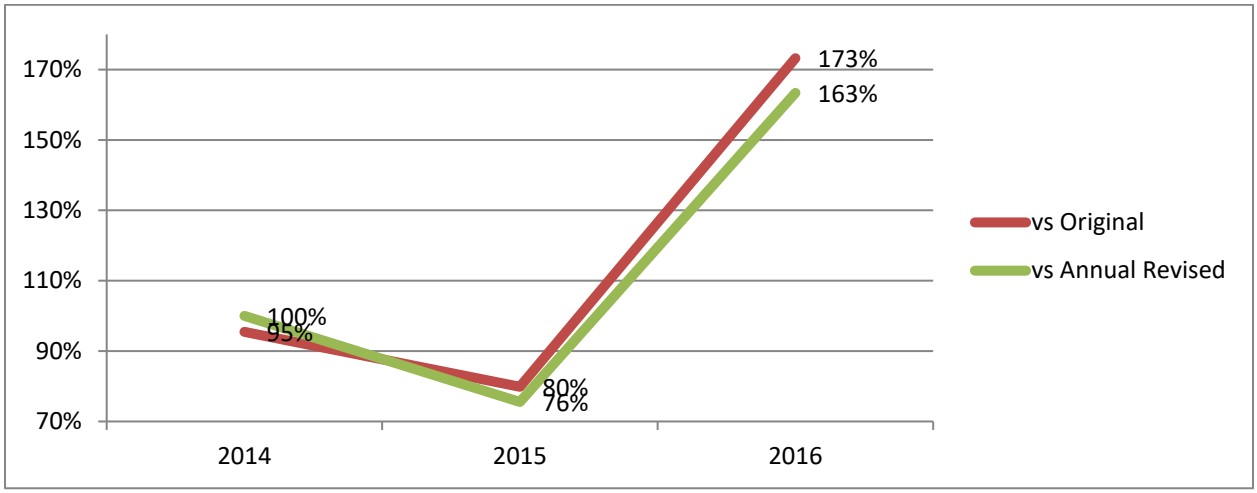


83. The most notable aspect of the project's financial management is that the project management budget line was significantly underspent (only 5.6% of total expenditure, or 62% of the originally planned 9.0%), in favor of additional spending on Component 2. According to the project team, this was mainly in order to provide additional funds to sponsor more participants to the World Parks Congress than originally planned. IUCN was able to offset the project management budget shortfall through other financing sources, and through in-kind co-financing of IUCN staff, in terms of uncompensated time worked.

84. The relatively low project management expenditure (and the corresponding over-delivery under Component 2) is an important indicator for project cost-effectiveness of the Parks, People, Planet project; however, requiring that project staff contribute a significant amount of uncompensated time for project implementation is probably not a sustainable project management model. Such an approach should be avoided as much as possible in all GEF projects in order to attract high quality project staff, and ensure that high quality project staff have low turnover rates.

85. Figure 6 below shows the rate of project financial delivery vs the originally planned budget (in the Prodoc) and vs the annually revised budget. The project delivered approximately on target in the first year, somewhat below the planned budget in 2015, and then over budget in 2016 (compensating for the lower delivery in 2015). On the whole the project's rate of financial delivery did not significantly affect the efficiency or effectiveness of the project.

Figure 7 Parks, People, Planet Project Financial Delivery vs Approved Annual Budget



86. The project did not have an audit, although an audit is indicated in the project M&E plan, "According to applicable procedures", with an indicative cost of $15,000. Although a project-specific audit was not conducted, the project is subject to IUCN's overall organizational financial audit. No audit findings specifically related to this project were provided by IUCN or UNDP, and there are presumed to be none.

G. Planned and Actual Co-financing

87. The expected project co-financing was $4,500,000, with a majority ($4.00 million USD) as in-kind co-financing from IUCN. This is an expected co-financing ration of 2.5 : 1. Table 6 below shows planned and actual co-financing. According to data provided by the project team, the project had received a total of approximately $4.58 million USD in co-financing as of June 20, 2017. This is 101.7% of the expected co-financing. The breakdown of co-financing is not tracked by project outcome because it is not managed by the project, and much of the co-financing has gone to support all aspects of the project.

88. It appears that some sources of likely co-financing have not been fully accounted, and therefore it is likely that the actual co-financing received is greater than indicated. For example,

there is no co-financing indicated in relation to the in-kind contributions made by individuals from organizations other than IUCN who were responsible for organizing World Parks Congress streams and themes, and other activities connected with the World Parks Congress and other results from the project. Nor is any co-financing indicated, for example, from the Government of Australia, which hosted the World Parks Congress.

Table 6 Planned and Actual Co-financing Received, as of June 30, 2017 (USD)

Sources of Co-finance	Name of Co-financer	Type of Co-financing	Planned	Actual	Explanation	% of Expected Amount
GEF Agency	UNDP	In-kind	500,000	515,000	• Development of communication materials for Parks Project $100,000.00 • Development of materials for online and in person courses, implementation of online and in person courses $68,500.00 • Reflection of Parks Project materials on NBSAP website $150,000.00 • Overall technical support to the Parks Project $197,000.00	103.1
Civil Society Organization	IUCN	In-kind	4,000,000	4,060,914	• 1) Strengthening new and existing learning networks to foster communities of practice and provide technical support on key protected area issues $2,543,995.00 • 2) Protected areas as solutions: Global learning and technical content development on key protected area issues $912,796.00 • 3) Position protected areas within development policy, economic strategies and human wellbeing $604,123.00	101.5
Total			**4,500,000**	**4,576,414**		**101.7**

Sources: Planned from Project Document. Actual total co-financing received as per data from UNDP and IUCN.

H. Monitoring and Evaluation

89. The Parks, People, Planet project **M&E design** generally meets UNDP and GEF minimum standards, but had shortcomings related to the design of the Strategic Results Framework, and is considered **moderately unsatisfactory**. **M&E implementation** is considered **satisfactory**, and therefore **overall M&E** is considered **moderately satisfactory**.

i. M&E Design

90. The Parks, People, Planet project M&E plan is outlined in the project document, including a budgeted M&E plan in table format (on p. 33), and additional written description of the M&E plan in annex C of the Prodoc. The M&E plan describes each of the planned M&E activities, including roles, responsibilities, and timeframe. The identified M&E activities include inception workshop and report, annual progress reporting (APR/PIR), the independent terminal evaluations, project terminal report, and audit. The M&E plan includes a specific brief section on "Learning and Knowledge Sharing"; in addition, it was expected lessons would be captured in the various M&E activities and reports, since, for example, they are automatically included in the annual PIR, and Terminal Evaluation. The M&E plan is summarized in a table showing responsible parties, budget, and timeframe for each of the M&E activities, with the total expected budget of $78,500. This is adequate for a project of this size and scope, representing approximately 4.3% of the GEF allocation; however the plan does not indicate if the M&E costs are to be fully covered by GEF resources, or would be also partially funded by project partners such as IUCN or other partners. The project's budget does not have a specific M&E budget line; the resources for M&E activities is to be drawn from various project components, such as project management. The budget notes from the project document Total Budget and Workplan (annex B, p. 38 of the project document) indicate that the costs of international consultants for the terminal evaluation will be covered under Component 1 of the project. The project M&E plan is appropriately designed and well articulated, and conforms to GEF and UNDP M&E minimum standards.

91. The project results framework is a critical component of the project's overall M&E framework. The Parks, People, Planet project results framework indicators and targets do not adequately meet SMART criteria. A summary of issues related to project indicators and targets is summarized in Annex 8. One of the biggest problems with the results framework indicator targets is that they are "supply" driven at the output level rather than "demand" driven, meaning that they just document what the project is going to produce or do, rather than capturing or indicating the relevance or significance of the results in terms of the project objective and intended outcomes; this is not a results-based approach. This issue is indicated in the table below as "target not sufficiently rationalized". One additional issue with the project results framework is that it does not included gender-disaggregated indicators as required in UNDP's gender mainstreaming guidelines, although the project was designed (in 2013) prior to publishing of UNDP's Gender Equality Strategy (2014).

92. It can be more challenging to develop adequately SMART indicators and targets for a project such as this, which has more diffuse results in a global context, but the results framework could have been significantly improved. As discussed in Section VI on results, the project is expected to meet or exceed a majority of indicators; this can be seen either as the project being very successful, or as poor design of the results framework, with not sufficiently ambitious indicator targets. One highly unfortunate aspect of poor results framework design is that when projects are highly successful, the results and success of the project are not adequately captured and documented by the results framework, which is the primary tool for results-based management, and assessment of project results.

ii. M&E Implementation

93. The project M&E activities were generally implemented as foreseen. The project team provided reports at required reporting intervals (i.e. quarterly progress reports, annual PIR), and UNDP oversight has been appropriate. Six formal PSC meetings were held during the course of the project, and the project team was in regular informal contact with the PSC, as required for input and decision-making for project implementation. The project did not have a financial audit (as discussed at the end of Section V.F above on financial management), although an audit was planned in the M&E plan.

VI. Effectiveness and Results: Progress Toward the Objective and Outcomes

94. The Parks, People, Planet project has achieved the project objective and the two planned outcomes. The project **effectiveness** is rated ***satisfactory*** while project **results / achievement of overall outcomes** is rated ***satisfactory***. The project met (or is likely to meet), or exceeded, 10 of 14 results indicator targets, with three targets partially achieved, and one not achieved. Key results achieved include:

- World Parks Congress successfully delivered
  - ~6,000 attendees (~2X more than originally planned)
  - ~120 sponsored contributors from GEF-eligible countries, in particular LDCs and SIDS (approximately 1/3rd of sponsored participants)
  - 8 thematic streams and 4 cross-cutting themes strategically delivered "state of the art" on global protected areas agenda
  - "Promise of Sydney" as the overall cumulative output of the WPC, which has maintained its relevance as evidenced by references in multiple subsequent conservation forums and policy statements

95. The successful completion of the World Parks Congress was by and large the overarching achievement of the project, which was supported by all three of the individual project components. There is no clear "objective" measure of the success and quality of the World Parks Congress. A few logistical aspects were highlighted as problematic, such as the venue location and layout, wifi availability, and the cost of accommodations. However, in terms of content and engagement of stakeholders, the World Parks Congress (and by extension the project) appears to have been highly regarded.

96. The major output of the WPC was the "Promise of Sydney", which is a forward looking document that represents the outcomes of the World Parks Congress. Additional information on the Promise of Sydney can be found here: http://www.worldparkscongress.org/about/promise_of_sydney.html. The Promise of Sydney includes four pillars: a vision, innovative approaches, commitments, and solutions. This document has true substance, and ongoing relevance. The document has been referenced multiple times in other fora, such as CBD COP decisions (see COP XIII Decision 2, from December 12, 2016), and the World Conservation Congress (IUCN's quadrennial global meeting).

97. Key ongoing global initiatives and workstreams boosted as part of WPC include:

- IUCN Green List Standard for Protected Areas

- Panorama Solutions Web Platform
- 2016 Protected Planet Report, with updated data from WDPA
- PAs Governance Guidelines
- Adapting to Climate Change for PA Managers and Planners
- Healthy Parks, Healthy People Initiative
- Strategic Framework for Capacity Development in Protected Areas and Other Conserved Territories
- Scientific articles published on PA effectiveness and outcomes
- Ongoing trainings and available webinars (14), and e-courses (17)

98. Following the World Parks Congress, there have been other important results the project contributed to:

- Various contributions to support for achievement of Aichi Target 11 on global protected areas coverage, particularly for MPAs
- Post-Aichi Targets Dialogue
- Inputs to World Conservation Congress (2016), and CBD workshops, UN Oceans Conference - multiple citations of Promise of Sydney in documents from these events
- Setting the program of work for IUCN World Commission on Protected Areas
- Young professional / youth engagement in PAs and wider conservation agenda
- Concrete catalytic result: 3.4 million euro project (funded from German IKI) on PA solutions for biodiversity and climate change in 4 countries

99. Detailed and specific information identifying many project results not covered in this section is available in the "Self-assessment" column of Annex 10 of this report, which includes the project results framework and the project's reporting on indicators and targets from the 2016 PIR.

100. The project objective level results indicators are summarized in Table 7 below.

Table 7 Parks, People, Planet Project Objective Level Indicators

Indicator	Baseline	Target	Status
1. Results from segmented target group surveys completed by individuals who benefitted from project-enabled capacity building activities (main groups are: protected area professionals, planners and policy-makers)	1. No surveys have yet been designed or carried out	1. Analytical results from segmented target group surveys clearly document improved knowledge uptake among project beneficiaries for more effective PA governance, planning and management aligned with quality components of Aichi target 11 and emerging priority issues facing PA systems.	Achieved.
2. Number and type of good practice guidelines and training modules developed by the end of the project.	2. No good practices guidelines or training modules yet developed in the framework of the project.	2. At least 6 good practices and training modules developed and accessed online by a minimum of 500 individuals.	Achieved.

3. Quality of key knowledge products produced by the project, as independently assessed by project evaluator using scoring (criteria and scale t.b.d. in due course, but may e.g. include technical stringency, usefulness, innovativeness and didactical elements).	3. No knowledge products yet developed in the framework of the project.	3. Average and combined scoring applied to the quality of key knowledge products produced by the project achieve at least 60%, as per the scale and criteria defined by the independent evaluator.	Achieved.

101. Considering the scope of the Parks, People, Planet project it is beyond the capacity of this evaluation report to mention all project activities and outputs, and only the key results are discussed under each of the components below.

A. Component 1) Strengthening new and existing learning networks to foster communities of practice and provide technical support on key protected area issues

102. The first component of the project is focused on knowledge uptake relating to PAs, in order to support implementation of the PoWPA and CBD Strategic Plan for Biodiversity. Targeted outreach, learning and trainings were provided to PA professionals through new and existing networks, including both virtual and face-to-face participation. This was facilitated, in large part, by the 'strategic platform for development and learning' provided by the World Parks Congress. The total GEF funding planned for the component was $1.09 million USD, which was 59.4% of the total GEF funding for the project; the actual expenditure as of December 31, 2016 was $1.09 million USD. The component activities were organized around six outputs:

103. Output 1.1 Key lessons from across GEF's and GEF-partners' protected area portfolio summarized, synthesized, and made accessible via interactive learning portal

104. Output 1.2 Capacity enhanced for at least 600 protected area practitioners through design, delivery of pre-Congress activities and Stream sessions at the IUCN World Parks Congress 2014

105. Output 1.3 At least 3 existing or new learning networks are identified, engaged and mobilized to support continued learning on emerging issues for protected area professionals, planners and policy- makers beyond the IUCN World Parks Congress 2014.

106. Output 1.4 Monitoring measures in place to assess the effectiveness of web content and continuing development of standards to assess effectiveness of protected area governance and management globally

107. Output 1.5 Recognition of improvements in protected area system and sites through measurable and standard reporting, with an emphasis on improving assessment and reporting on management effectiveness

108. Output 1.6 Protected area professionals, planners and policy- makers are identified, and engaged during the exchange and development of country-case studies and best-practice guidance

109. Key results indicators for Component 1 are summarized in Table 8 below.

Table 8 Component 1 Indicators and Targets

Indicator	Baseline	Target	Status
4. Number and type of learning networks identified, engaged, and mobilized to support continued learning on emerging issues highlighted in ongoing training.	4. So far, 3 networks have been identified on a preliminary screening (CAFÃ‰, CFA and REDELAC), but not yet engaged, nor mobilized, to support learning in connection with the project.	4. At least 3 existing or new learning networks are identified, engaged and mobilized to support continued learning on emerging issues.	Achieved.
5. Analysis of the profiles of target groups.	5. Target groups yet to be identified and profiled.	5. Results from profiling applied to project target groups indicate a balanced and effective outreach to protected area professionals, planners and policy-makers enabled by the project, including through the learning networks.	Achieved.
6. Use of metrics in PA assessment and reporting across the GEF portfolio	[exact baseline t.b.d. upon inception]	6. Improved use of metrics in PA assessment and reporting across the GEF portfolio [target t.b.d. in relation to baseline]	Partially achieved.

110. The Panorama Solutions web platform is a flagship result for the project. This website can be found at http://www.panorama.solutions/en. This is an innovative approach to capturing and disseminating good practices related to protected areas. This knowledge platform was initially developed in "beta" form for the World Parks Congress, and then further developed and expanded following the event. This knowledge bank currently includes 314 "solutions". This is an interesting and innovative approach to knowledge management related to protected areas. The effectiveness of this approach is still unproven however. Current data on the actual usage of the platform (i.e. access statistics) were not available at the time of the evaluation; however, some usage statistics were included in the 2016 PIR for the period July 1 2015 – June 30, 2016. At this time the platform had garnered 5,291 users, with 29.5% returning visitors. However, from among the top 10 countries where users had accessed the website, only three countries were developing countries – India, Philippines, and Brazil. The effectiveness of this tool is unclear for protected area managers in the field in developing countries, many of whom have limited internet access and do not speak a major UN language.

111. Other important results under Component 1 included:

- Support for participation of "thought leaders" in the eight World Parks Congress streams – sponsorship of under-represented stakeholders to attend the WPC was a significant financial focus of the project.
- Post-congress workshops and webinars.
- Engagement and mobilization of learning networks.

B. Component 2) Protected areas as solutions: Global learning and technical content development on key protected area issues

112. The second component of the project aimed for the development of targeted case studies, pragmatic guidance and shared best practices that are owned, available to, and accessed by PA professionals, planners and policy-makers to strengthen PA governance, management, and to better integrate PAs in development and planning, including into countries' NBSAPs. This was achieved primarily through materials, training programs and good practice guidance developed leading up to and during the World Parks Congress on the key topics covered by the Streams and Cross-cutting Themes. The total GEF funding for Outcome 2 was originally planned at $491,000 USD, which is 26.9% of the total GEF funding for the project; actual expenditure as of December 31, 2016 was $546,121. The component activities are organized around three key outputs:

113. Output 2.1 Best practice guidance and capacity-development resources on protected area system governance, planning, and management are developed through networked solution-exchanges

114. Output 2.2 On-line learning tools and e-modules for technical support and training to improve the quality, effectiveness and sustainable finance of protected area systems

115. Output 2.3 Collaborative learning framework in place for IUCN, WCPA, GEF Implementing Agencies, CBD and partners to effectively share and promote best practices, tools and guidance related to priority protected area and area-based conservation themes, including climate change, food and water security and disaster-risk reduction

116. Key results indicators for Component 2 are summarized in Table 9 below.

Table 9 Component 2 Indicators and Targets

Indicator	Baseline	Target	Status
7. Number of best practice guides, user-friendly online tools and e-modules developed to improve the quality and effectiveness of PA systems.	7. No best practices or online tools (incl. e-modules) have yet been developed in the framework of the project.	7. At least 3 best practice guides and 6 on-line tools and e-modules developed for technical support and training to improve the quality and effectiveness of protected area systems.	Achieved.
8. Number of learners accessing and availing of best practice guidance and resources, including e-modules; overall satisfaction with materials provided.	8. No best practices or online tools (incl. e-modules) have yet been developed in the framework of the project hence no count metrics for access has been established.	8. Approximately 600 key professionals, who would have been identified, and engaged during the exchange and development of country-case studies and best-practice guidance benefit from knowledge products produced with the projects assistance.	Achieved.
9. Use of a collaborative framework enables the sharing and promotion of best practices, tools, and guidance.	9. No collaborative framework has been established for using and sharing best practices, tools, and guidance.	9. A collaborative framework is identified and used to effectively share and promote best practices, tools and guidance.	Achieved.

10. User surveys designed to focus on the utility and quality of shared best practices and case studies.	10. No user-surveys have yet been designed.	10. Results from user surveys demonstrate the utility and quality of shared best practices and case studies.	Achieved.

117. Important results under Component 2 included:

- Publication of Protected Planet 2014 and 2016 reports, with improved WDPA data for 2016
- Strategic Framework for Capacity Development in Protected Areas and Other Conserved Territories 2015-2025
- Seminal publication on protected areas governance
- Guidance document "Adapting to Climate Change: Guidance for Protected Area Managers and Planners"
- A series of 14 webinars on priority protected area topics, which are currently available online
- A series of 17 e-learning courses and trainings
- A series of six capacity building workshops on achieving Aichi Targets 11 and 12

C. Component 3) Position protected areas within development policy, economic strategies and human well- being

118. The third component of the project was intended to ensure that the country- and site-specific outputs from Components 1 and 2 were appropriately leveraged into regional and global policy dialogues and decisions. The total GEF funding for Component 3 was originally planned at $85,984 USD, which is 4.7% of the total GEF funding for the project; actual expenditure as of December 31, 2016 was $89,115. The component activities are organized around four outputs:

119. Output 3.1 Recommendations on current and emerging protected area-related policy issues and integration of protected areas into development planning are developed from deliberations and commitments at IUCN World Parks Congress 2014

120. Output 3.2 Key recommendations on emerging issues relevant to mainstreaming PAs incorporated in national development plans and implementation of Aichi targets are developed and promoted at CBD COPs and other international policy arenas

121. Output 3.3 Follow-up action plans to promote adoption of protected areas as tools for implementation of other international agreements (e.g. follow up to post 2015 Hyogo Framework of Action for Disaster Risk Reduction)

122. Output 3.4 High-profile communication materials are developed that effectively showcase the contribution of protected areas to achieving national sustainable development goals

123. Key results indicators for Component 3 are summarized in Table 10 below.

Table 10 Component 3 Indicators and Targets

Indicator	Baseline	Target	Status
11. Project commitments in at least 5 countries enable integration of PAs	11. Countries are preparing for the Parks Congress, but have not yet defined their	11. Initiatives underway in at least 5 countries to integrate PAs into national/	Not achieved.

into national land-use planning frameworks.	policy commitments, nor their follow-up actions.	frameworks and sectoral development plans.	
11a. [as above]	11a. [as above]	11a. Recommendations on PA-related policy issues are developed from deliberations at IUCN WPC.	Partially achieved.
11b. [as above]	11b. [as above]	11b. Key recommendations on emerging issues relevant to mainstreaming PAs in national development plans and implementation of Aichi targets are promoted at CBD COPs and other international policy arenas.	Partially achieved.
11c. [as above]	11c. [as above]	11c. Follow-up action plans to promote adoption of protected areas as tools for implementation of other international agreements (e.g. follow up to post 2015 Hyogo Framework of Action for Disaster Risk Reduction)	Achieved.

124. As indicated above, Component 3 was the smallest of the three planned components, and had very limited concrete results. Some activities were held during the World Parks Congress that aimed to address the mainstreaming of PAs into the wider development agenda, and other sectors such as Disaster Risk Reduction, and water management. The potential scope of this issue is extremely large, and considering the relatively small project investment in this area, it is not surprising that the results were not significant.

125. This is an important issue for PAs, but actually doing anything notable on this issue would require much more dedicated time and attention to this issue.

D. Impacts and Global Environmental Benefits

126. For the GEF biodiversity focal area project impacts are defined as documented changes in environmental status of species, ecosystems or genetic biodiversity resources. Global Environmental Benefits have not been explicitly defined, but are generally considered to involve sustained impact level results of a certain scale or significance.

127. The Parks, People, Planet project's theory-of-change results-chain was far removed from the impact level; as discussed earlier in this report, the project's theory-of-change is considered valid, and thus is expected to contribute to impacts in the long-term. In terms of actually achieving biodiversity impacts during the lifetime of the project, the project's results are diffuse and too distant from the impact level to be able to draw out any specific project contributions to measurable impacts. The project document identifies the specific Global Environmental Benefits that the Parks, People, Planet project was expected to contribute to (pp. 51-52 of the Prodoc). The results listed are higher-level outcomes, rather than impact-level results:

- Increased understanding about the role protected areas can play to help achieve sustainable development goals and to foster resilient natural and human communities.
- More robust, sustainably financed protected area networks that are fully integrated into development sectors.

- Effective protected area plans that are fully integrated into national frameworks.
- Increased performance of countries and their protected area sites and systems in contributing to PoWPA and Aichi Target 11.
- Improved focus on the links between protected areas, both physically and institutionally, with their surrounding landscape
- Additional benefits in securing connectivity between key areas for biodiversity, while maintaining vital ecosystem processes. Such successful mainstreaming will better reflect biodiversity into national development planning frameworks and sector planning processes.

128. The project is not being assessed poorly due to not having direct impact-level results, as this was clearly not the strategy of the project. Furthermore, considering the global scope of the project, and the innumerable other initiatives around the world to conserve biodiversity, it would be extremely difficult to extract the project's contribution to impact-level results, except perhaps in some exceptional small-scale cases where a specific biodiversity conservation approach promoted by the project was immediately and concretely applied by stakeholders and quickly resulted in measurable (or even anecdotal) impact-level results; no such cases were identified during the evaluation. In any case, any attempt to identify impacts attributable to this project would be in essence be missing the forest for the trees. Consequently, impact ratings for the project must be assessed as follows:

- *Environmental status improvement* is assessed as **negligible;**
- *Environmental stress reduction* is assessed as **negligible;** and
- *Progress toward stress/status change* is assessed as **negligible.**

VII. Key GEF Performance Parameters

129. Sustainability is one of the five main evaluation criteria, as well as being considered one of the GEF operational principles. Other GEF operational principles not otherwise addressed are discussed below, including the project's catalytic role and stakeholder participation.

130. UNDP-GEF project evaluations are also required to discuss the mainstreaming of UNDP program principles. This is covered in Annex 11 of this evaluation report.

A. Sustainability

131. While a sustainability rating is provided here as required, sustainability is a temporal and dynamic state that is influenced by a broad range of constantly shifting factors. It should be kept in mind that the important aspect of sustainability of GEF projects is the sustainability of results, not necessarily the sustainability of activities that produced results. In the context of GEF projects there is no clearly defined timeframe for which results should be sustained, although it is implied that they should be sustained indefinitely. When evaluating sustainability, the greater the time horizon, the lower the degree of certainty possible.

132. Based on GEF evaluation policies and procedures, the overall rating for sustainability cannot be higher than the lowest rating for any of the individual components. Therefore the overall **sustainability** rating for the Parks, People, Planet project is ***moderately likely*****.** Providing

a single rating for the sustainability of results for the Parks, People, Planet project is challenging because the results are highly diverse, as discussed in Section VI above on results and effectiveness. Therefore there is not necessarily a consistent outlook for the sustainability of project results. Nonetheless, on average, the moderately likely rating is considered to best represent the assessment of the sustainability of the project's results.

i. Financial Risks

133. While financial resources are always an important consideration, in the case of the Parks, People, Planet project, financial risks to sustainability of project results are considered low, and sustainability in this regard is considered ***moderately likely***. Many of the project results do not require additional financial support, in terms of the fact that knowledge product outputs have been produced, and outcomes related to increase knowledge and improving practices related to protected area are likely to be sustained. One of the key outputs that does require additional financial support to be sustained is the Panorama Solutions website. Funding has been secured to continue operating, improving and expanding this knowledge base through 2019, largely as part of the Protected Area Solutions project funded by the German government (see Section VII.B below on Catalytic Effects).

134. Some of the protected area initiatives initially supported through the project could have advanced more rapidly after the World Parks Congress with more concrete financial support. For example, the Healthy Parks Healthy People initiative (which was one of the eight WPC streams) did not receive any further financial support from the project after the completion of the WPC, which was cited by evaluation Key Informants as reducing the initiative's ability to follow-up on the momentum gained on this stream via the WPC. This initiative has carried on (as evidenced by the CBD COP XIII decision in December 2016 on "biodiversity and human health"), but this initiative could have benefited from additional dedicated financial support after the WPC.

135. Another example is the "Strategic Framework for Capacity Development in Protected Areas and Other Conserved Territories", which was produced from the set of capacity development workshops held during the WPC. According to Key Informants this strategic framework is under a process of implementation, but it is only being followed-up by protected area professionals (WCPA members) working on the side on a voluntary basis, and thus progress is much slower than if there were dedicated financial support to implement and advance this initiative.

ii. Socio-political Risks

136. Socio-economic risks to sustainability are also limited, and sustainability in this regard is considered ***moderately likely***. Overall, the project had strong stakeholder engagement and a strong partnership approach, which provides a positive foundation for the socio-political sustainability of many project results. Furthermore, as previously noted, elements of the project results (such as the Promise of Sydney) have been integrated in broader political agendas, such as various aspects of work under the CBD.

137. One significant consideration for the sustainability of project results relates to the specific outputs from the World Parks Congress. During the event there were a large number of presentations, events, workshops and other activities that had concrete products, such as

PowerPoint presentations, research papers, studies, knowledge products, lessons and good practices documents, etc. These are not currently documented and available in a systematic manner. Some efforts were undertaken to capture the results of the streams in a sustained format; for example, the content of each stream was distilled into final reports to the plenary, which then became the basis for the Promise of Sydney document.

138. However, it would be ideal if after the event itself, the World Parks Congress website was turned into a searchable knowledge repository with all of the presentations, papers, etc. from the eight streams and four themes available online for review and download. According to the project team this was done to some extent, but the project faced a setback with a nefarious "hack" of the website, resulting in materials not being available through the WPC website. This is being rectified as quickly as possible, but the World Parks Congress website is still in many respects a static snapshot of a moment in time rather than a dynamic post-event knowledge platform that easily makes the many knowledge products available. For example, there is still information on the website about how to register for the congress, participate in field trips, etc. Some of the individual WPC streams did try to provide sustained documentation of the content of their streams; for example, the conservation effectiveness stream was professionally filmed and subsequently turned into a YouTube channel with 75 videos available for anyone to watch. This may not be a format that is conducive to significant uptake (the YouTube channel has 67 subscribers, and the number of views for each video ranges from 6-600, with only six of the videos having more than 200 views), but it at least means that this information from the WPC is documented, and is available to anyone looking for it.

139. Global level initiatives with multiple organizational partners will always encounter some challenges in terms of aligning organizational interests and strategies. With respect to this project, Key Informants identified a few strategic or political tensions; for example: between the global NBSAP Forum initiative and the Panorama Platform, between the Healthy Parks Healthy People initiative and the broader relevance of protected areas in developing countries, and between differing viewpoints on the strategy for developing protected area sustainable financing strategies. On the whole, some such tensions may be expected in such a broad global practice of work, and do not significantly threaten project results.

iii. Institutional and Governance Risks

140. Institutional and governance issues related to sustainability are not significant, thus sustainability in this regard is considered ***likely***. Overall, the key project executors and partners are institutionally stable, and able to carry project results forward. This primarily relates to IUCN and UNDP, but other partners as well, including the CBD Secretariat, GRID-Arendal, UNEP, and many NGOs, and others. Governance is not an issue.

141. One institutional issue related to sustainability is that IUCN has so far failed to institutionalize the Young Professionals constituency within the WCPA. The Young Professionals area of focus was supported significantly within the World Parks Congress itself, which translated into a notable presence at the event, but this was not subsequently leveraged into a form that could be institutionally maintained. There is a recognition of the importance of engaging and supporting young people's involvement in protected areas; indeed, one of the eight congress themes was "Inspiring a New Generation". This is a more specific focus on young professionals

than during the 2003 World Parks Congress, in Durban, South Africa. At the Sydney Parks Congress there was financial support for young professionals participation, for a webinar and for a dynamic web-based knowledge platform to serve as a sustaining legacy of the young professionals theme. However, there wasn't ***sufficient*** funding to adequately develop the web-based knowledge platform, and it has not been sustained. In addition, following the World Parks Congress the Young Professionals theme has only been formed into the "Young Professionals Network" with a GoogleGroups email listserve; there is no sub-committee or action plan or program of work focused on Young Professionals, as there is with some of the other more well-institutionalized themes within WCPA, such as Capacity Development, and Marine.

142. There are a number of practical and operational challenges with institutionalizing a Young Professionals theme within the WCPA and/or IUCN more broadly. For one, by definition, the Young Professionals "constituency" is constantly in flux – from year to year there is natural turnover as young people involved with protected areas "age out" of the young professionals cohort (young professionals are currently defined as under 35 years old), and new people enter into the field. In addition there is probably greater natural turnover in this cohort in terms of people entering or leaving the protected areas field, as young people are likely still determining if they will choose to follow this career path (and if they can find sufficient professional opportunities), while older people working in relation to protected areas are likely already established in this career field, and therefore are less likely to leave the protected areas "profession". Third, the environmental sector – especially the non-profit sector – is constantly cash-strapped, and dependent on many varied sources of donor funding. Young professionals are the least prepared and able to access these sources of funding, as they often require having professional connections and networks, and a certain level of experience in the field to be aware of funding opportunities, and have the capacity to complete often complex access procedures. Ultimately, a long-term investment in strengthening the engagement of young people in the protected areas field is often near the bottom of any donor's priority list, relative to the "urgent" issues of extinction of species and habitat loss. Finally, many aspects of the protected areas field do not necessarily have increased relevance to young people, leading to unclear roles particular to young people (other than the oft-cited "fresh perspective"), especially from the perspective of PA professionals outside the young professionals constituency; however, many aspects of the protected areas field do have particular relevance for young people.

143. To more effectively institutionalize the Young Professionals theme within the WCPA, this evaluation recommends that IUCN establish at least two annual internships within the WCPA that will be focused entirely on developing the Young Professionals theme, through membership outreach, development of a program of work, communications such as an active social media presence, seeking and publishing professional and funding opportunities for young professionals, and other activities. The need for a specific separate web-based knowledge platform is unclear, if other websites can be sufficiently leveraged for these purposes, such as the IUCN website, and other widely used professional network sites such as LinkedIn.

iv. Environmental Risks

144. Environmental risks to sustainability are also not critical, and this aspect of sustainability is considered ***likely***. The nature of the majority, if not all, of the project results (outputs and

outcomes) means they are not susceptible to environmental risks – i.e. knowledge products, capacity development activities, increased awareness and understanding, etc. Of course protected areas remain subjected to numerous environmental risks, including climate change, but this is beyond the scope of the project; it was not expected that the project alone would remove all environmental threats to protected areas.

B. Catalytic Role: Replication and Up-scaling

145. As highlighted in Section VI on effectiveness and results, there are many aspects of the project that may or have already influenced the global dialogue on protected areas and biodiversity conservation more widely. One example is the references to the Promise of Sydney in documents from other international forums that are not specifically focused on protected areas.

146. There are also a few instances where project results led to more concrete and specific catalytic results. One specific example is the project "Protected Area Solutions for Biodiversity and Climate Change: Achieving Quality Elements of Aichi Target 11", funded with 3.4 million euro from Germany International Climate Initiative (IKI). The project is being implemented by IUCN, GRID-Arendal, UNEP, ASI, and WWF Colombia from November 2014-December 2019. The project is working in four demonstration countries, Colombia, Kenya, Peru and Vietnam. Among other activities, this project is building up and building out the Panorama Platform. The project also supported the development of the first draft of the global IUCN Green List Standard for protected areas.

C. Gender Equality and Mainstreaming

147. Gender equality and mainstreaming was a strong point of the project, even though the project was designed prior to implementation of UNDP's Gender Equality Strategy 2014-2017. Key Informants noted that project representatives consistently considered gender representation in project activities, with a goal of ensuring appropriately balanced representation, although it was also noted that sometimes this consideration was more implicit and unstated than explicit.

148. A good practice related to gender equality and mainstreaming was carried out by the project in the early stages. Within the first three months of project start, the project team worked with an external gender expert to conduct an assessment of gender in the context of the project. Based on this assessment, 10 recommendations relating to the mainstreaming of gender and gender equality were proposed in relation to four elements of the project were proposed. For example, in relation to "Technical and knowledge product development" the assessment recommended, "Each knowledge product, standard, or technical analysis should include gender equity as a core component of their composition, analysis and recommendations." In addition, specific recommendations were proposed related to each of the project outputs.

149. One shortcoming was that the project lacked gender disaggregated indicators in the project results framework. The gender analysis conducted at the beginning of the project also included recommendations for integrating gender and gender-disaggregated indicators into the project results framework, but this was evidently not implemented. Gender disaggregation was tracked on aspects not covered by the results framework. For example, the project tracked the gender balance of persons contributing to the Panorama Solutions platform.

VIII. Main Lessons Learned and Recommendations

A. Lessons from the Experience of the Parks, People, Planet

150. The terminal evaluation has identified the below notable lessons from the experience of the Parks, People, Planet project. These lessons should be aggregated by UNDP and IUCN for application to other similar future initiatives.

151. ***Lesson:*** The project could have been programmed for a shorter implementation period, perhaps of 24 months. If a project is linked to a specific event then the necessary timeframe of the project depends on the amount of time before the event that the project is approved. In the case of the PPP project, since the project only started 5 months before the linked event, the project could have been wrapped up in 6-12 months shorter time (i.e. maximum of 18 months after the relevant event).

152. ***Lesson:*** It would have been beneficial if the project had been more clearly designed in two phases, with an initial focus on delivering the WPC, then a specific secondary budgeted phase for follow-up after the fact.

153. ***Lesson:*** Expectations about what the project will be able to do and won't be able to do should be explicitly clarified with all stakeholders at the beginning.

154. ***Lesson:*** Mainstreaming PAs and biodiversity conservation in general into the wider development agenda is a complex and long-term process that will require focused efforts to achieve significant results.

155. ***Lesson:*** Would have been better if the project had been able to start 12 months before World Parks Congress instead of 5 months – UNDP and IUCN internal approval procedures took 6 months after GEF approval.

156. ***Lesson:*** Implementation / Execution modalities should be clearly described and agreed in the project design phase.

B. Recommendations for Consolidating Results and Supporting Sustainability of the Parks, People, Planet Project

157. The recommendations of the terminal evaluation are listed below, with the primary target audience for each recommendation following in brackets.

158. ***Key Recommendation 1:*** Any project specifically linked to an event with a set timeframe should begin implementation at least 12 months prior to the linked event. [GEF Secretariat, UNDP, IUCN]

159. ***Key Recommendation 2:*** Strategic Results Framework indicator targets should be clearly rationalized and contextualized [UNDP]

160. ***Key Recommendation 3:*** All GEF projects, but especially projects with an extended logic-chain, should explicitly identify and describe their theory-of-change, and describe the assumptions and impact drivers necessary to achieve the planned objectives and outcomes [GEF Secretariat, UNDP]

161. ***Key Recommendation 4:*** Particularly in the field of PA management effectiveness, knowledge products should be produced in a form that is concise, practical, concrete, and illustrated (to the extent possible), in order to be most useful and promote uptake at the field

level. There is a great deal of information about PA management, but it is mostly not sufficiently organized in an accessible way or in a practical format for end-users. [IUCN]

162. ***Key Recommendation 5:*** Knowledge products should by default be budgeted to be produced in at least English, French and Spanish [IUCN, UNDP, GEF Secretariat]

163. ***Key Recommendation 6:*** A project of this nature should have additional focus on capturing and effectively synthesizing the content from the event for ex-post availability to a wider audience. [IUCN, UNDP]

164. ***Key Recommendation 7:*** After the event the event website should be turned into an easily accessible repository of the content from the event, with electronic presentations available for download, and where relevant links to video presentations, etc. Content should be search optimized for Google and other main search engines. [IUCN]

165. ***Key Recommendation 8:*** Any future similar event should assess the feasibility of much more effectively leveraging technology to conduct a smaller (and cheaper) "in-person" event, with much wider "virtual participation" through live-streaming, social media, and other recent technological developments [IUCN]

166. ***Key Recommendation 9:*** An effort to mainstream PAs (and biodiversity conservation in general) into the wider development agenda should more specifically focus on this issue in order to make substantive inroads on this issue; it is useful for the issue to be in all conservation and development discussions, but to achieve significant results is likely to require a focused effort [GEF Secretariat, UNDP, IUCN]

167. ***Key Recommendation 10:*** Even within the PA community there is a need for further cross-fertilization of thematic topics, and efforts to do this should seek to apply innovative methods of presenting information and engaging audiences, rather than just having PPT presentations [IUCN]

168. ***Key Recommendation 11:*** To institutionalize the Young Professionals theme within the WCPA, IUCN should establish at least two annual internships within the WCPA that will be focused entirely on developing the Young Professionals theme, through membership outreach, development of a program of work, communications such as an active social media presence, seeking and publishing professional and funding opportunities for young professionals, and other activities. [IUCN]

IX. Annexes

Annex 1: Terms of Reference

Annex 2: GEF Operational Principles

Annex 3: Parks, People, Planet Project Terminal Evaluation Matrix

Annex 4: Interview Guide

Annex 5: Rating Scales

Annex 6: Key Informants Targeted and Interviewed

Annex 7: Documents Reviewed

Annex 8: Assessment of Strategic Results Framework Indicator and Target Alignment with SMART Criteria

Annex 9: Parks, People, Planet Project Financial Tables

Annex 10: Parks, People, Planet Project Results Framework Assessed Level of Indicator Target Achievement

Annex 11: Parks, People, Planet Project Mainstreaming of UNDP Programme Principles

A. Annex 1: Terms of Reference

TERMS OF REFERENCE

Terminal Evaluator for UNDP-GEF Parks, People, Planet: protected areas as solutions to global challenges

Type of Contract:	Individual contract
Location:	Home based
Category	Sustainable Development
Languages Required:	English
Starting Date	13 March 2017 (estimated)
Duration of Contract:	Up to 2.5 months (20 working days)
Supervisor:	EBD Senior Technical Advisor

Background:

UNDP-GEF's project, "Parks, People, Planet: protected areas as inspiring solutions to global challenges" was designed to use the World's Parks Congress, held in Australia in November 2014, as a 'strategic platform for development & learning'. It is aimed at strengthening the capacity of key stakeholders for effective management and equitable governance of an ecologically representative global network of protected areas. Project activities included preparations for the event and follow up after it to ensure the sustainability of the results and commitments made at the Congress. The Aichi Biodiversity Targets, which are part of the Convention on Biological Diversity's Strategic Plan, are at the heart of the project strategy, in particular Target 11 on protected areas (PAs). The project will contribute to global Protected Area agenda by focusing on the enabling conditions for achieving Target 11 and other related Aichi Targets. This will be achieved through technical support and cross-learning exchanges that will enhance the implementation of national, PA-system-wise and site-level actions that support the achievement of Target 11. By resorting to innovation, modern technology, public data and stakeholder engagement, the project will enhance the capacity of systems, institutions and individuals to strengthen PA systems. It will co-support the strengthening of new and existing learning networks on PAs. It will also strive to position protected areas within development policy, economic strategies and community well-being. The project has been developed in close collaboration with the International Union for Conservation of Nature (IUCN). One PRODOC pertains to the part of the activities and budget of the GEF Approved Medium-Size Project (MSP) that will be executed by IUCN as a Civil Society Organisation (CSO). Another, linked PRODOC serves to operationalize the activities and budget managed directly by UNDP.

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects. The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

Scope of work:

The scope of the evaluation will cover all activities undertaken in the framework of the project. The evaluator will compare planned outcomes of the project to actual outcomes and assess the actual results to determine their contribution to the attainment of the project's overall objective. It will also attempt to evaluate the efficiency of project management, including the delivery of outcomes and activities in terms of quality, quantity, timeliness and cost efficiency as well as features related to the process involved in achieving those outputs and the impacts of the project. The evaluation will also address the underlying causes and issues that contributed to targets not adequately achieved.

The evaluator is expected to frame the evaluation effort using the criteria of relevance, effectiveness, efficiency, sustainability, and impact, as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of

UNDP-supported Projects. An overall approach and method for conducting project terminal evaluations of UNDP supported projects can be found in Handbook on Planning, Monitoring and Evaluating for Development Results.
The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular with the GEF focal point, UNDP and IUCN Project team. The evaluator should also interview the UNDP GEF Technical Advisor based in the region and key stakeholders, the donor, contact persons from IUCN (as a responsible party for the project). Interviews will be held with a number of organizations at the global level as indicated above, as well as, local, regional and national stakeholders which details will be provided by UNDP.

The evaluator will review all relevant sources of information, such as the project document, project reports – including annual reports, project budget revisions, progress reports, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment (all provided by UNDP).

The Evaluation will assess the key financial aspects of the project, including the adequacy and sustainability of project budgeting to deliver on the key objective and outcomes of the project. The evaluation will also assess the degree of reliance of the project on the in-kind contributions and mechanisms in its delivery. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the International Union for Conservation of Nature and UNDP Project Team to obtain financial data.

The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender. The evaluator will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements (A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROtI) method developed by the GEF Evaluation Office: ROTI Handbook 2009).

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

Expected outputs and deliverables:

The key product expected from the terminal evaluation is a comprehensive analytical report written in English and according to the provided outline.

The terminal evaluation report will be a stand-alone document that substantiates its conclusions, recommendations and lessons learned. The report will have to provide convincing evidence to support its findings/ratings.
The report, together with its annexes, will be submitted in electronic format in both, MS Word and PDF format.

The consultant is expected to deliver the following:

- Presentation on initial findings - To be delivered within 2 weeks from the contract signing date;
- Draft Final Report: Full report as per required template and including annexes - within 7 weeks from the contract signing date;
- Final Report (revised report), including an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report - To be submitted within one week of receiving UNDP comments on draft.

All outputs will be reviewed and approved by the EBD Senior Technical Advisor.

Payment schedule:

- Presentation on initial findings: within 2 weeks from the contract signing date - 10%
- First Draft Terminal Evaluation Report: within 7 weeks from the contract signing date - 40%
- Final Terminal Evaluation Report: within one week of receiving UNDP comments on draft- 50%

Information on Working Arrangements:

- The consultant will work from home;
- The Consultant will be given access to relevant information necessary for execution of the tasks under this assignment;
- All templates and log frame will be provided by UNDP;
- The Consultant will be responsible for providing her/his own working station (i.e. laptop, internet, phone, scanner/printer, etc.) and must have access to a reliable internet connection;
- Payments will be made upon satisfactory delivery of outputs and submission of a certification of payment form, and acceptance and confirmation by the EBD Senior Technical Advisor on outputs delivered.

Competencies:

Corporate Competencies:

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism.

Technical Competencies:

- Demonstrated ability to coordinate processes to collate information and facilitate discussion and analysis of material;
- Technical competencies in undertaking complex evaluations which involve multiple countries and variety of stakeholders;
- Demonstrated strong research and analytical skills.

Communications:

- Excellent writing skills in English;
- Demonstrated knowledge of UN terms, language and style;
- Excellent communication skills and experience in conducting structured interviews with a variety of stakeholders.

Professionalism:

- Demonstrated ability to meet deadlines and work under pressure;
- Demonstrated excellent organizational skills.

Required skills and experience:

Education:

- Advanced (Master or PhD) degree in rural sociology, ecosystem or landscape ecology, agricultural or resource economics or a related field.

Experience:

- Minimum 8 years of relevant professional experience;
- Knowledge of/experience with UNDP monitoring and evaluation policies and procedures;
- Previous experience with results-based monitoring and evaluation methodologies;
- Proven experience with initiatives focusing on Protected Area, rural development, rural land use planning, agricultural development, and natural resource management;

- Proven experience with environmental initiatives with respect to Protected Area, biodiversity, agro-ecology, land degradation, ecosystem resilience and environmental governance as well as in the implementation of environmental policies;
- Recent experience in evaluation of international donor driven development projects will be an advantage;
- Technical knowledge of environmental issues, particularly with regard to biodiversity, agro-ecology and natural resource management, in the target regions (Africa, Asia and the Pacific, Europe and the CIS, and Latin America; countries are listed in the Background section of the TOR) will be an asset;
- Proven experience with environmental policies in the target regions will be an advantage.

Language skills:

- Excellent English writing and communication skills;
- Working knowledge of French or Spanish will be an advantage.

B. Annex 2: GEF Operational Principles

http://www.gefweb.org/public/opstrat/ch1.htm

TEN OPERATIONAL PRINCIPLES FOR DEVELOPMENT AND IMPLEMENTATION OF THE GEF'S WORK PROGRAM

1. For purposes of the financial mechanisms for the implementation of the Convention on Biological Diversity and the United Nations Framework Convention on Climate Change, the GEF will **function under the guidance of, and be accountable to, the Conference of the Parties** (COPs). For purposes of financing activities in the focal area of ozone layer depletion, GEF operational policies will be consistent with those of the Montreal Protocol on Substances that Deplete the Ozone Layer and its amendments.

2. The GEF will provide new, and additional, grant and concessional funding to meet the agreed **incremental costs** of measures to achieve agreed global environmental benefits.

3. The GEF will ensure the **cost-effectiveness** of its activities to maximize global environmental benefits.

4. The GEF will fund projects that are **country-driven** and based on national priorities designed to support sustainable development, as identified within the context of national programs.

5. The GEF will maintain sufficient **flexibility** to respond to changing circumstances, including evolving guidance of the Conference of the Parties and experience gained from monitoring and evaluation activities.

6. GEF projects will provide for **full disclosure** of all non-confidential information.

7. GEF projects will provide for consultation with, and **participation** as appropriate of, the beneficiaries and affected groups of people.

8. GEF projects will conform to the **eligibility** requirements set forth in paragraph 9 of the GEF Instrument.

9. In seeking to maximize global environmental benefits, the GEF will emphasize its **catalytic role** and leverage additional financing from other sources.

10. The GEF will ensure that its programs and projects are **monitored and evaluated** on a regular basis.

C. Annex 3: Parks, People, Planet Project Terminal Evaluation Matrix

Evaluation Questions	Indicators	Sources	Data Collection Method
Evaluation Criteria: Relevance			
• Does the project's objective align with the priorities of key stakeholders?	• Level of coherence between project objective and stated priorities of key stakeholders	• Key stakeholders • Document review of local development strategies, environmental policies, etc.	• Key Informant Interviews • Desk review
• Does the project's objective fit within the global protected areas agenda priorities?	• Level of coherence between project objective and national policy priorities and strategies, as stated in official documents	• Global policy documents, such as the CBD Program of Work for Protected Areas, and Aichi Targets	• Desk review • Key Informant Interviews
• Did the project concept originate from the stakeholders?	• Level of involvement of local, national, and global stakeholders in project origination and development (number of meetings held, project development processes incorporating stakeholder input, etc.)	• Project staff • Local, national, and global stakeholders • Project documents	• Key Informant Interviews • Desk review
• Does the project objective fit GEF strategic priorities?	• Level of coherence between project objective and GEF strategic priorities (including alignment of relevant focal area indicators)	• GEF strategic priority documents for period when project was approved • Current GEF strategic priority documents	• Desk review
• Was the project linked with and in-line with UNDP priorities and strategies related to protected areas?	• Level of coherence between project objective and design with UNDP strategic documents	• UNDP strategic priority documents	• Desk review
• Does the project's objective support implementation of the Convention on Biological Diversity? Other relevant MEAs?	• Linkages between project objective and elements of the CBD, such as key articles and programs of work	• CBD website	• Desk review
• Are the indicator targets relevant and rationalized?	• Degree of relevance and rationalization of indicator targets	• Project documents • Project staff • Project stakeholders	• Interviews with project staff • Key Informant Interviews • Desk review

Evaluation Questions	Indicators	Sources	Data Collection Method
Evaluation Criteria: Efficiency			
• Was the project cost-effective?	• Quality and adequacy of financial management procedures (in line with UNDP, and executing partner policies and procedures) • Financial delivery rate vs. expected rate • Management costs as a percentage of total costs	• Project documents • Project staff	• Desk review • Interviews with project staff
• Are expenditures in line with international standards and norms?	• Cost of project inputs and outputs relative to norms and standards for globally-focused donor projects	• Project documents • Project staff	• Desk review • Interviews with project staff
• Was the project implementation approach efficient for delivering the planned project results?	• Adequacy of implementation structure and mechanisms for coordination and communication • Planned and actual level of human resources available • Extent and quality of engagement with relevant partners / partnerships • Quality and adequacy of project monitoring mechanisms (oversight bodies' input, quality and timeliness of reporting, etc.) • Quality and adequacy of project adaptive management approach • Quality and adequacy of project partnership approach • Quality and adequacy of project risk management • Quality and adequacy of project communication strategy	• Project documents • Global, national and local stakeholders • Project staff	• Desk review • Interviews with project staff • Key Informant Interviews
• Was the project implementation delayed? If so, has that affected cost-effectiveness?	• Project milestones in time • Planned results affected by delays	• Project documents • Project staff	• Desk review

Evaluation Questions	Indicators	Sources	Data Collection Method
	• Required project adaptive management measures related to delays		• Interviews with project staff
• What is the contribution of cash and in-kind co-financing to project implementation?	• Level of cash and in-kind co-financing relative to expected level	• Project documents • Project staff	• Desk review • Interviews with project staff
• To what extent is the project leveraging additional resources?	• Amount of resources leveraged relative to project budget	• Project documents • Project staff	• Desk review • Interviews with project staff
Evaluation Criteria: Effectiveness			
• Are the project objective and outcomes likely to be met? To what extent are they likely to be met?	• Level of progress toward project indicator targets relative to expected level	• Project documents • Project staff • Project stakeholders	• Key Informant Interviews • Interviews with project staff • Desk review
• What are the key factors contributing to project success or underachievement?	• Level of documentation of and preparation for project risks, assumptions and impact drivers	• Project documents • Project staff • Project stakeholders	• Key Informant Interviews • Interviews with project staff • Desk review
• What are the key risks and barriers that remain to achieve the project objective and generate Global Environmental Benefits?	• Presence, assessment of, and preparation for expected risks, assumptions and impact drivers	• Project documents • Project staff • Project stakeholders	• Key Informant Interviews • Interviews with project staff • Desk review
• Are the key assumptions and impact drivers relevant to the achievement of Global Environmental Benefits likely to be met?	• Actions undertaken to address key assumptions and target impact drivers	• Project documents • Project staff • Project stakeholders	• Key Informant Interviews • Interviews with project staff • Desk review

Evaluation Questions	Indicators	Sources	Data Collection Method
• Did the outputs contribute to the achievement of the planned outcomes and impacts? Are the outcomes likely to contribute to the achievement of the project objective?	• Existence of logical linkages between project outputs, outcomes, impacts and objective	• Project documents • Project staff • Project stakeholders	• Key Informant Interviews • Interviews with project staff • Desk review
Evaluation Criteria: Results including Impact			
• Have the planned outputs been produced? Have they contributed to the project outcomes and objectives?	• Level of project implementation progress relative to expected level at current stage of implementation	• Project documents • Project staff • Project stakeholders	• Key Informant Interviews • Interviews with project staff • Desk review
• Are the anticipated outcomes likely to be achieved?	• Level of progress toward outcome indicator targets	• Project documents • Project staff • Project stakeholders	• Key Informant Interviews • Interviews with project staff • Desk review
• Are impact level results likely to be achieved? Are the likely to be at the scale sufficient to be considered Global Environmental Benefits?	• Environmental indicators • Level of progress through the project's Theory of Change	• Project documents • Project staff • Project stakeholders	• Key Informant Interviews • Interviews with project staff • Desk review
Evaluation Criteria: Sustainability			
• To what extent are project results likely to be dependent on continued financial support? What is the likelihood that any required financial resources will be available to sustain the project results once the GEF assistance ends?	• Financial requirements for maintenance of project benefits • Level of expected financial resources available to support maintenance of project benefits • Potential for additional financial resources to support maintenance of project benefits	• Project documents • Project staff • Project stakeholders	• Key Informant Interviews • Interviews with project staff • Desk review
• Do relevant stakeholders have or are likely to achieve an adequate level of "ownership" of results, to	• Level of initiative and engagement of relevant stakeholders in project activities and results	• Project documents • Project staff • Project stakeholders	• Key Informant Interviews • Interviews with project staff

Evaluation Questions	Indicators	Sources	Data Collection Method
have the interest in ensuring that project benefits are maintained?			• Desk review
• Do relevant stakeholders have the necessary technical capacity to ensure that project benefits are maintained?	• Level of technical capacity of relevant stakeholders relative to level required to sustain project benefits	• Project documents • Project staff • Project stakeholders	• Key Informant Interviews • Interviews with project staff • Desk review
• To what extent are the project results dependent on socio-political factors?	• Existence of socio-political risks to project benefits	• Project documents • Project staff • Project stakeholders	• Key Informant Interviews • Interviews with project staff • Desk review
• To what extent are the project results dependent on issues relating to institutional frameworks and governance?	• Existence of institutional and governance risks to project benefits	• Project documents • Project staff • Project stakeholders	• Key Informant Interviews • Interviews with project staff • Desk review
• Are there any environmental risks that can undermine the future flow of project impacts and Global Environmental Benefits?	• Existence of environmental risks to project benefits	• Project documents • Project staff • Project stakeholders	• Key Informant Interviews • Interviews with project staff • Desk review
Cross-cutting and UNDP Mainstreaming Issues			
• Did the project take incorporate gender mainstreaming or equality, as relevant?	• Level of appropriate engagement and attention to gender-relevant aspects of the project	• Project documents • Project staff • Project stakeholders	• Key Informant Interviews • Interviews with project staff • Desk review
• Did the project adequately address the following UNDP mainstreaming issues (as relevant): o Poverty-Environment Nexus / Sustainable Livelihoods o Disaster Risk Reduction / Climate Change Mitigation / Climate Change Adaptation	• Level of appropriate engagement and attention to UNDP mainstreaming aspects of the project	• Project documents • Project staff • Project stakeholders	• Key Informant Interviews • Interviews with project staff • Desk review

Evaluation Questions	Indicators	Sources	Data Collection Method
○ Crisis Prevention and Recovery ○ Capacity Development ○ Rights-based Approach			

D. Annex 4: Interview Guide

Parks, People, Planet: Protected areas as solutions to global challenges (Global)

Terminal Evaluation Draft Interview Guide

Thank you for taking the time to participate in this interview in order to provide input for the terminal evaluation of the Parks, People, Planet project.

The project is being carried out from June 2014 to June 2017. The implementing organization responsible for oversight is UNDP, and the primary execution partner is IUCN. The project was funded with $1.8 million dollars in funding from the Global Environment Facility, as well as co-financing from IUCN, UNDP, and other project partners.

The terminal evaluation is a required part of the project monitoring and evaluation plan. The evaluation framework is based on the internationally accepted five main evaluation criteria for the evaluation of development interventions, which are: relevance, efficiency, effectiveness, impact, and sustainability. Further information about the objective and scope of the terminal evaluation is contained in the evaluation Terms of Reference, which are available on request.

Any information you provide will be confidential, and will only be used in the context of the evaluation in non-identifiable ways.

If you would like to refresh your memory about the project, summary information is included as an appendix to this interview guide. In addition, information about the project (including a link to the full project document) can be found in the website of the Global Environment Facility, here:
https://www.thegef.org/project/parks-people-planet-protected-areas-solutions-global-challenges

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1. To begin, can you briefly describe your involvement with the project?

The first set of questions relate to the evaluation criteria of ***Relevance***.

The project document identifies three main barriers to advancing implementation of protected areas. These are:

i. Inadequate capacity for effective management of PAs
ii. Lack of guidance and tools to improve PA governance and management
iii. Importance of PAs not reflected in wider sustainable development agenda

2. Do you believe that the barriers identified were the appropriate ones for the project to target? Are there other critical issues for the global protected areas agenda that should have been more specifically targeted by the project? (e.g. PA finance instead of management effectiveness and knowledge)

Based on the barriers identified, the project was designed around three components:

i. Strengthening new and existing learning networks to foster communities of practice and provide technical support on key protected area issues.
ii. Protected areas as solutions: Global learning and technical content development on key protected area issues
iii. Position protected areas within development policy, economic strategies and human well-being

3. Do you believe the project strategy and design was appropriate for addressing the barriers targeted by the project?

4. Could the project have been designed differently to be more relevant to the global protected areas agenda?

Efficiency

5. Was the project implementation approach cost-effective for delivering the planned results?

6. Did the project effectively engage partners and stakeholders?

7. Did the project effectively implement adaptive management measures, as necessary?

8. Was the project effective at leveraging additional resources?

Effectiveness

9. Was there a clear logical linkage between the project's planned activities and outputs, and the intended outcomes and objective?

10. Did the activities and outputs carried out by the project actually contribute to achievement of the planned outcomes and objective? Who is the intended audience of the project outputs such as the various knowledge products and platforms, and do you believe the project has succeeded in reaching that intended audience?

11. Although the Parks, People, Planet project does not simply equate to the 2014 World Parks Congress, financial support to the organization of the congress was a significant focus of the project. What do you see as the pros and cons of the "mega conference" modality? Is this an important piece of the overall global strategic approach to supporting protected areas…or not? How can it be executed to more effectively contribute to concrete results (particularly at the outcome level) in the future?

12. What are the key lessons from the project experience? What was done well? What could have been done differently?

Results including Impact

13. What have been the key results of the project in your point of view?

14. A significant focus of the project was related to the 2014 World Parks Congress – were you aware of this, and are you aware of the project results specifically related to the World Parks Congress?

15. Have you seen or been involved with any results from the project in the time since the World Parks Congress?

16. Can you highlight or identify project results indicating that the project "enhanced" and "accelerated" the implementation of the CBD's Programme of Work on Protected Areas (PoWPA) and its Strategic Plan for Biodiversity? (planned outcome 1)

17. Can you highlight or identify project results indicating that the project "enhanced" and contributed to practical and 'inspiring' solutions to current and emerging challenges (related to PAs) worldwide? (planned outcome 2)

18. Can you highlight or identify project results indicating that based on the contributions of the project, protected areas have assumed a more prominent role and position within the development policy, economic strategies and community well-being respective agendas? (planned outcome 3)

19. Are you aware of any impact-level results relating from the project? In other words, actual changes to the status of biodiversity, or concrete reductions in threats? (Although the project's theory of intervention did not directly target impact-level results, if there were any instances of this occurring via some project-supported activities (i.e. any small-scale demonstrations, etc.), even at a small scale, it is helpful to document it.)

Sustainability

20. What do you believe are the most significant risks (if any) to the sustainability of the project results?

Cross-cutting

21. Gender mainstreaming: Are you aware of any aspects of the project that specifically addressed gender mainstreaming?

22. Climate change: Are you aware of any aspects of the project that specifically addressed mainstreaming climate change and climate change adaptation in relation to protected areas?

23. Do you have any other comments or feedback about the project that you would like to add? What other questions should I have asked? What question have you been waiting for me to ask?

Appendix: Parks, People, Planet Project Summary Information

Project Basic Information		
Title:	Support the 2014 World Parks Congress: Parks, People, Planet: Protected areas as inspiring solutions to global challenges	
GEF Agency:	UNDP	
Executing Entity:	IUCN ($1.58 million of GEF funding)	UNDP ($251,000 of GEF funding)
Total GEF Financing:	$1,826,484	
Co-financing:	- IUCN: $4,000,000 - UNDP: $500,000	
GEF Approval Date:	December 12, 2013	
Implementation Start:	June 12, 2014	
Planned Completion:	June 30, 2017	
Project Design and Strategy		
Global environmental problems, root causes and barriers to be addressed:	Prodoc: *"many protected areas are under threat from isolation or impact through habitat fragmentation, from increasing development pressures, and from lack of effective management programs. The global network of protected areas is not yet as ecologically representative or connected as required to fully achieve the Aichi Targets. Also, many important sites for biodiversity and ecosystem services, and many threatened species, remain entirely unprotected. The majority of protected area systems are not sufficiently resourced, or effectively and equitably governed and managed. We note that less than a third of all protected areas have a management plan, and only a quarter of all protected areas have sound management according to the 2010 global study on management effectiveness. Further efforts are also needed to make the economic case for investment in protected areas, to ensure adequate financial flows for critical interventions and to ensure that protected areas are integrated socially and economically into wider landscapes / seascapes, and that benefits and costs are shared equitably….. there are still many unfulfilled capacity needs if countries are to fully realize the potential of PAs in contributing to enhanced implementation of the CBD Strategic Plan and the broader contribution of PAs to the Aichi Biodiversity Targets. Given current trends, the global protected area network falls far short of meeting the requirements of Target 11, and in supporting additional Aichi Biodiversity targets."* *"There are three overarching barriers that stand in the way of advancing implementation:* *Barrier 1: Limited, incipient and underdeveloped capacity for PA system's management is the main underlying root cause of sub-optimal PA system's management effectiveness.*	

	Barrier 2: Lack of effective guidance and tools to improve PA governance and management and to enhance implementation of Aichi biodiversity targets *Barrier 3: The importance of well-functioning PA systems is not sufficiently reflected into the wider sustainable development agenda"*
Project Objective:	*"to strengthen the capacity for effective management and equitable governance of an ecologically representative global network of protected areas."*
Planned Project Outcomes:	• Outcome 1 – Knowledge uptake on PAs, facilitated by the 'strategic platform for development & learning' provided by the World Parks Congress 2014, as well as through training provided via learning networks, enhances and accelerates the implementation of the PoWPA and CBD Strategic Plan for Biodiversity • Outcome 2 – Global learning and technical content development on key protected area issues are enhanced and contribute to practical solutions to current and emerging challenges worldwide. • Outcome 3 – Protected areas assume a more prominent role and position within the development policy, economic strategies and human well-being respective agendas.
Project Structure:	Component 1) Strengthening new and existing learning networks to foster communities of practice and provide technical support on key protected area issues • Output 1.1 Key lessons from across GEF's and GEF-partners' protected area portfolio summarized, synthesized, and made accessible via interactive learning portal • Output 1.2 Capacity enhanced for at least 600 protected area practitioners through design, delivery of pre-Congress activities and Stream sessions at the IUCN World Parks Congress 2014 • Output 1.3 At least 3 existing or new learning networks are identified, engaged and mobilized to support continued learning on emerging issues for protected area professionals, planners and policy- makers beyond the IUCN World Parks Congress 2014. • Output 1.4 Monitoring measures in place to assess the effectiveness of web content and continuing development of standards to assess effectiveness of protected area governance and management globally • Output 1.5 Recognition of improvements in protected area system and sites through measurable and standard reporting, with an emphasis on improving assessment and reporting on management effectiveness • Output 1.6 Protected area professionals, planners and policy- makers are identified, and engaged during the exchange and development of country-case studies and best-practice guidance Component 2) Protected areas as solutions: Global learning and technical content development on key protected area issues • Output 2.1 Best practice guidance and capacity-development resources on protected area system governance, planning, and management are developed through networked solution-exchanges • Output 2.2 On-line learning tools and e-modules for technical support and training to improve the quality, effectiveness and sustainable finance of protected area systems

	• Output 2.3 Collaborative learning framework in place for IUCN, WCPA, GEF Implementing Agencies, CBD and partners to effectively share and promote best practices, tools and guidance related to priority protected area and area-based conservation themes, including climate change, food and water security and disaster-risk reduction. Component 3) Position protected areas within development policy, economic strategies and human well- being • Output 3.1 Recommendations on current and emerging protected area-related policy issues and integration of protected areas into development planning are developed from deliberations and commitments at IUCN World Parks Congress 2014 • Output 3.2 Key recommendations on emerging issues relevant to mainstreaming PAs incorporated in national development plans and implementation of Aichi targets are developed and promoted at CBD COPs and other international policy arenas • Output 3.3 Follow-up action plans to promote adoption of protected areas as tools for implementation of other international agreements (e.g. follow up to post 2015 Hyogo Framework of Action for Disaster Risk Reduction) • Output 3.4 High-profile communication materials are developed that effectively showcase the contribution of protected areas to achieving national sustainable development goals

Planned Project Results Indicators and Targets

Objective/Outcome	Description	Description of Indicator	Baseline Level	Target Level at end of project
Objective	To strengthen the capacity for effective management and equitable governance of an ecologically representative global network of protected areas	1. Results from segmented target group surveys completed by individuals who benefitted from project-enabled capacity building activities (main groups are: protected area professionals, planners and policy-makers)	1. No surveys have yet been designed or carried out	1. Analytical results from segmented target group surveys clearly document improved knowledge uptake among project beneficiaries for more effective PA governance, planning and management aligned with quality components of Aichi target 11 and emerging priority issues facing PA systems.
		2. Number and type of good practice guidelines and training modules developed by the end of the project.	2. No good practices guidelines or training modules yet developed in the framework of the project.	2. At least 6 good practices and training modules developed and accessed online by a minimum of 500 individuals.

		3. Quality of key knowledge products produced by the project, as independently assessed by project evaluator using scoring (criteria and scale t.b.d. in due course, but may e.g. include technical stringency, usefulness, innovativeness and didactical elements).	3. No knowledge products yet developed in the framework of the project.	3. Average and combined scoring applied to the quality of key knowledge products produced by the project achieve at least 60%, as per the scale and criteria defined by the independent evaluator.
Outcome 1	Knowledge uptake on PAs, facilitated by the strategic platform for development & learning provided by the World Parks Congress 2014 and through training delivered through PA learning networks enhances and accelerates the implementation of the CBDs Programme of Work on Protected Areas (PoWPA) and its Strategic Plan for Biodiversity.	4. Number and type of learning networks identified, engaged, and mobilized to support continued learning on emerging issues highlighted in ongoing training.	4. So far, 3 networks have been identified on a preliminary screening (CAFÃ‰, CFA and REDELAC), but not yet engaged, nor mobilized, to support learning in connection with the project.	4. At least 3 existing or new learning networks are identified, engaged and mobilized to support continued learning on emerging issues.
		5. Analysis of the profiles of target groups.	5. Target groups yet to be identified and profiled.	5. Results from profiling applied to project target groups indicate a balanced and effective outreach to protected area professionals, planners and policy-makers enabled by the project, including through the learning networks.

		6. Use of metrics in PA assessment and reporting across the GEF portfolio	[exact baseline t.b.d. upon inception]	6. Improved use of metrics in PA assessment and reporting across the GEF portfolio [target t.b.d. in relation to baseline]
Outcome 2	Global learning and technical content development on key protected area issues are enhanced and contribute to practical solutions to current and emerging challenges worldwide.	7. Number of best practice guides, user-friendly online tools and e-modules developed to improve the quality and effectiveness of PA systems.	7. No best practices or online tools (incl. e-modules) have yet been developed in the framework of the project.	7. At least 3 best practice guides and 6 on-line tools and e-modules developed for technical support and training to improve the quality and effectiveness of protected area systems.
		8. Number of learners accessing and availing of best practice guidance and resources, including e-modules; overall satisfaction with materials provided.	7. No best practices or online tools (incl. e-modules) have yet been developed in the framework of the project hence no count metrics for access has been established.	8. Approximately 600 key professionals, who would have been identified, and engaged during the exchange and development of country-case studies and best-practice guidance benefit from knowledge products produced with the projects assistance.
		9. Use of a collaborative framework enables the sharing and promotion of best practices, tools, and guidance.	9. No collaborative framework has been established for using and sharing best practices, tools, and guidance.	9. A collaborative framework is identified and used to effectively share and promote best practices, tools and guidance.
		10. User surveys designed to focus on the utility and quality of shared best practices and case studies.	10. No user-surveys have yet been designed.	10. Results from user surveys demonstrate the utility and quality of shared best practices and case studies.
Outcome 3	Protected areas assume a more prominent role and position within the development	11. Project commitments in at least 5 countries enable integration of PAs	11. Countries are preparing for the Parks Congress, but have not yet	11. Initiatives underway in at least 5 countries to integrate PAs into national/ frameworks

	policy, economic strategies and human well-being respective agendas	into national land-use planning frameworks.	defined their policy commitments, nor their follow-up actions.	and sectoral development plans.
		11a. [as above]	11a. [as above]	11a. Recommendations on PA-related policy issues are developed from deliberations at IUCN WPC.
		11b. [as above]	11b. [as above]	11b. Key recommendations on emerging issues relevant to mainstreaming PAs in national development plans and implementation of Aichi targets are promoted at CBD COPs and other international policy arenas.
		11c. [as above]	11c. [as above]	11c. Follow-up action plans to promote adoption of protected areas as tools for implementation of other international agreements (e.g. follow up to post 2015 Hyogo Framework of Action for Disaster Risk Reduction)

E. Annex 5: Rating Scales

Progress towards results: use the following rating scale	
Highly Satisfactory (HS)	Project is expected to achieve or exceed all its major global environmental objectives, and yield substantial global environmental benefits, without major shortcomings. The project can be presented as "good practice".
Satisfactory (S)	Project is expected to achieve most of its major global environmental objectives, and yield satisfactory global environmental benefits, with only minor shortcomings.
Moderately Satisfactory (S)	Project is expected to achieve most of its major relevant objectives but with either significant shortcomings or modest overall relevance. Project is expected not to achieve some of its major global environmental objectives or yield some of the expected global environment benefits.
Moderately Unsatisfactory (MU)	Project is expected to achieve its major global environmental objectives with major shortcomings or is expected to achieve only some of its major global environmental objectives.
Unsatisfactory (U)	Project is expected not to achieve most of its major global environment objectives or to yield any satisfactory global environmental benefits.
Highly Unsatisfactory (HU)	The project has failed to achieve, and is not expected to achieve, any of its major global environment objectives with no worthwhile benefits.

Adaptive management AND Management Arrangements: use the following rating scale	
Highly Satisfactory (HS)	The project has no shortcomings and can be presented as "good practice".
Satisfactory (S)	The project has minor shortcomings.
Moderately Satisfactory (S)	The project has moderate shortcomings.
Moderately Unsatisfactory (MU)	The project has significant shortcomings.
Unsatisfactory (U)	The project has major shortcomings.
Highly Unsatisfactory (HU)	The project has severe shortcomings.

Sustainability: use the following rating scale	
Likely (L)	There are no or negligible risks that affect this dimension of sustainability/linkages
Moderately Likely (ML)	There are moderate risks that affect this dimension of sustainability/linkages
Moderately Unlikely (MU)	There are significant risks that affect this dimension of sustainability/linkages
Unlikely (U)	There are severe risks that affect this dimension of sustainability

F. Annex 6: Key Informants Targeted and Interviewed

The following people were contacted for interviews as Key Informants for the evaluation, with a majority of Key Informants actually interviewed for input to the evaluation.

Name	Position	Interview Conducted
Mr. Michael Wright	Parks New South Wales (PNSW)	Yes
Ms. Sally Barnes	Head of Parks Australia, (former director PNSW)	Not available
Mr. Peter Cochrane	Former head of Australian Federal Parks Agency	Yes
Ms. Grazia Borrini-Feyerabend	Lead, ICCA Consortium	No response
Mr. Diego Juffe-Bignoli	UNEP WCMC	Yes
Ms. Dawn Vout	WWF former lead on WPC World Leaders Dialogues	No response
Mr. Stephen Woodley	Former lead scientist Parks Canada	Yes
Mr. Jim Barborak	Colorado State University	Yes
Mr. Ryan Finchum	Colorado State University	Written input
Ms. Elaine Hsiao	WCPY Young Professionals	Yes
Ms. Ilona Porsché	GIZ - partner in Îpanorama	Yes
Mr. Chu Manh Trinh	Vietnam - WPC attendee and Panorama ambassador	Yes
Ms. Catherine Olory	Cross River National Park - Nigeria - WPC participant and Panorama ambassador	No response
Ms. Paula Bueno	Parques Nacionales de Colombia / WWF	Yes
Prof. Marc Hockings	University of Queensland (IUCN Green List)	Yes
Dr. Bruce Downie	Keisho Trust - Tanzania	No response
Mr. Dan Lafolley	IMPANA lead	Written input
Ms. Jamison Ervin	UNDP	Yes
Mr. James Hardcastle	IUCN	Yes
Mr. Trevor Sandwith	IUCN	Yes
Ms. Barbara Lang	GIZ	Yes
Ms. Naomi Kingston	UNEP-WCMC	No response
Ms. Jo Hopkins	Lead for Stream 3 on Healthy Parks Healthy People	Yes
Mr. Mike Appleton	IUCN WCPA Capacity Development Lead	Yes
Ms. Kathy Mackinnon	WCPA Chair	No response

G. Annex 7: Documents Reviewed

[TO BE COMPLETED FOR FINAL DRAFT]

Project-related Documents

- UNDP Project Document
- Project Inception Report
- 2015, 2016 Project Implementation Reports (PIRs)
- Minutes of the Project Board meetings
- Project Budget Revisions
- List of Contracts and Procurement Items
- Co-financing summary table
- Project financial data provided by the project management unit
- Project annual workplans

Non-Project Documents

- asdf

H. Annex 8: Assessment of Strategic Results Framework Indicator and Target Alignment with SMART Criteria

Table 11 Parks, People, Planet Project Indicator and Target Quality Assessment

Indicator	Baseline	Target	*Conformity with SMART Criteria*
1. Results from segmented target group surveys completed by individuals who benefitted from project-enabled capacity building activities (main groups are: protected area professionals, planners and policy-makers)	1. No surveys have yet been designed or carried out	1. Analytical results from segmented target group surveys clearly document improved knowledge uptake among project beneficiaries for more effective PA governance, planning and management aligned with quality components of Aichi target 11 and emerging priority issues facing PA systems.	*Baseline not adequately defined; target not adequately specific.*
2. Number and type of good practice guidelines and training modules developed by the end of the project.	2. No good practices guidelines or training modules yet developed in the framework of the project.	2. At least 6 good practices and training modules developed and accessed online by a minimum of 500 individuals.	*Output-level "supply" driven indicator; target not sufficiently rationalized: what is the significance of producing 6 good practice and training modules accessed by 500 individuals? What identified knowledge or capacity gaps are these addressing? Why not 3 training modules accessed by 3,000 people? Or 50 modules accessed by 200 people? Or 20,000 people? What difference does it make?*
3. Quality of key knowledge products produced by the project, as independently assessed by project evaluator using scoring (criteria and scale t.b.d. in due course, but may e.g. include technical stringency, usefulness, innovativeness and didactical elements).	3. No knowledge products yet developed in the framework of the project.	3. Average and combined scoring applied to the quality of key knowledge products produced by the project achieve at least 60%, as per the scale and criteria defined by the independent evaluator.	*Indicator not easily measurable, and not highly relevant. The project should indeed be expected to produce quality knowledge products, but if it were necessary to assess individual knowledge products on a quality scale, it would be best to apply a pre-determined and established methodology in order to set expectations in advance, such as the presence of references to peer-reviewed scientific articles in said knowledge products. However, on the whole this indicator is not highly relevant: the technical quality of knowledge products produced with the input of global leaders in their field should be assumed to be adequate.*
4. Number and type of learning networks identified, engaged, and mobilized to support continued learning on emerging issues	4. So far, 3 networks have been identified on a preliminary screening (CAFÃ‰, CFA and REDELAC), but not yet engaged, nor mobilized, to	4. At least 3 existing or new learning networks are identified, engaged and mobilized to support continued learning on emerging issues.	*Output-level "supply" driven indicator; target not sufficiently rationalized. As with indicator 2, what is the significance of the results target? What difference does it make if 3 learning networks*

Indicator	Baseline	Target	*Conformity with SMART Criteria*
highlighted in ongoing training.	support learning in connection with the project.		*are mobilized? Why not 10 or 20 or 100?*
5. Analysis of the profiles of target groups.	5. Target groups yet to be identified and profiled.	5. Results from profiling applied to project target groups indicate a balanced and effective outreach to protected area professionals, planners and policy-makers enabled by the project, including through the learning networks.	*Not adequately specific; not easily measurable. A challenge is that it is not very easy to define or discern project participants or target groups. Even some "Key Informants" interviewed for the evaluation were not sure to what extent they had actually been involved in activities supported by the project.*
6. Use of metrics in PA assessment and reporting across the GEF portfolio	[exact baseline t.b.d. upon inception]	6. Improved use of metrics in PA assessment and reporting across the GEF portfolio [target t.b.d. in relation to baseline]	*Baseline never defined; indicator not adequately specific. It is assumed that this refers to use of the METT in the GEF portfolio; this would be an appropriate indicator if the baseline had been well established, and if "use of metrics" had been adequately defined.*
7. Number of best practice guides, user-friendly online tools and e-modules developed to improve the quality and effectiveness of PA systems.	7. No best practices or online tools (incl. e-modules) have yet been developed in the framework of the project.	7. At least 3 best practice guides and 6 on-line tools and e-modules developed for technical support and training to improve the quality and effectiveness of protected area systems.	*Output-level "supply" driven indicator; target not sufficiently rationalized. What is the significance of producing 3 best practice guides and 6 online tools and e-modules? Why not 100? It would be best to focus on a limited number of guides and tools that meet well-defined needs and gaps, and to ensure the uptake and application of these guides and tools.*
8. Number of learners accessing and availing of best practice guidance and resources, including e-modules; overall satisfaction with materials provided.	8. No best practices or online tools (incl. e-modules) have yet been developed in the framework of the project hence no count metrics for access has been established.	8. Approximately 600 key professionals, who would have been identified, and engaged during the exchange and development of country-case studies and best-practice guidance benefit from knowledge products produced with the projects assistance.	*Output-level "supply" driven indicator; target not sufficiently rationalized. What is the significance of 600 key professionals? Why not 6,000? Why not 60?*
9. Use of a collaborative framework enables the sharing and promotion of best practices, tools, and guidance.	9. No collaborative framework has been established for using and sharing best practices, tools, and guidance.	9. A collaborative framework is identified and used to effectively share and promote best practices, tools and guidance.	*Output-level "supply" driven indicator; target not sufficiently rationalized. Indicator not adequately specific.*
10. User surveys designed to focus on the utility and quality of shared best practices and case studies.	10. No user-surveys have yet been designed.	10. Results from user surveys demonstrate the utility and quality of shared best practices and case studies.	*Target not adequately defined; survey methodology should be specified, with quantitative targets.*
11. Project commitments in at least 5 countries enable integration of PAs into	11. Countries are preparing for the Parks Congress, but	11. Initiatives underway in at least 5 countries to integrate PAs into national/ frameworks	*Target not sufficiently rationalized. Not adequately specific: how is "underway" defined? How is the*

Indicator	Baseline	Target	*Conformity with SMART Criteria*
national land-use planning frameworks.	have not yet defined their policy commitments, nor their follow-up actions.	and sectoral development plans.	*integration of PAs into national frameworks and sectoral development plans defined?*
11a. [as above]	11a. [as above]	11a. Recommendations on PA-related policy issues are developed from deliberations at IUCN WPC.	*Not adequately results-based, specific, or measurable.*
11b. [as above]	11b. [as above]	11b. Key recommendations on emerging issues relevant to mainstreaming PAs in national development plans and implementation of Aichi targets are promoted at CBD COPs and other international policy arenas.	*Not adequately specific or measurable.*
11c. [as above]	11c. [as above]	11c. Follow-up action plans to promote adoption of protected areas as tools for implementation of other international agreements (e.g. follow up to post 2015 Hyogo Framework of Action for Disaster Risk Reduction)	*Not adequately specific or measurable.*

I. Annex 9: Parks, People, Planet Project Financial Tables

ORIGINAL BUDGET (Prodoc ATLAS)	**2014**	**2015**	**2016**	**2017**	**Total**
Component 1	$630,500	$380,500	$73,500	$-	$1,084,500
Component 2	$308,500	$137,000	$45,500	$-	$491,000
Component 3	$27,484	$44,750	$13,750	$-	$85,984
Project Management	$55,000	$55,000	$55,000	$-	$165,000
Total	$1,021,484	$617,250	$187,750	$-	$1,826,484
ACTUAL EXPENDITURE (CDRs)	**2014**	**2015**	**2016**	**2017**	**Total**
Component 1	$656,479	$283,791	$116,102	$28,651	$1,085,023
Component 2	$223,287	$120,246	$202,588	$4,742	$550,863
Component 3	$59,481	$29,382	$251	$-	$89,115
Project Management	$35,664	$59,510	$6,310	$-	$101,485
Total	$974,911	$492,929	$325,252	$33,393	$1,826,485
Actual Delivery vs Original PRODOC Budget	**2014**	**2015**	**2016**	**2017**	**Total**
Component 1	104.12%	74.58%	157.96%	#DIV/0!	100.05%
Component 2	72.38%	87.77%	445.25%	#DIV/0!	112.19%
Component 3	216.42%	65.66%	1.83%	#DIV/0!	103.64%
Project Management	64.84%	108.20%	11.47%	#DIV/0!	61.51%
Total	95.44%	79.86%	173.24%	#DIV/0!	100.00%
Revision 1 - Revised Total Budget for 2015-16 (Budget Rev August 2015)	**2014**	**2015**	**2016**	**2017**	**Total**
Component 1	$656,479	$356,619	$71,500	$-	$1,084,598
Component 2	$223,287	$213,619	$45,500	$-	$482,406
Component 3	$59,481	$27,250	$7,750	$-	$94,481
Project Management	$35,664	$55,000	$74,336	$-	$165,000
Total	$974,911	$652,488	$199,086	$-	$1,826,484
Actual Delivery vs 2015 Revised Budget (Excel)	**2014**	**2015**	**2016**	**2017**	**Total**
Component 1	100.00%	79.58%	162.38%	#DIV/0!	100.00%
Component 2	100.00%	56.29%	445.25%	#DIV/0!	100.00%
Component 3	100.00%	107.83%	3.24%	#DIV/0!	100.00%
Project Management	100.00%	108.20%	8.49%	#DIV/0!	100.00%
Total	100.00%	75.55%	163.37%	#DIV/0!	100.00%

Revision 2 - Revised Total Budget for 2016 and Beyond (March 2016)	**2014**	**2015**	**2016**	**2017**	**Total**
Component 1	$656,479	$283,791	$158,174	$-	$1,098,444
Component 2	$223,287	$120,246	$104,135	$-	$447,668
Component 3	$59,481	$29,382	$22,000	$-	$110,863
Project Management	$35,664	$59,510	$74,335	$-	$169,509
Total	$974,911	$492,929	$358,644	$-	$1,826,484
ACTUAL DELIVERY VS 2016 APPROVED	**2014**	**2015**	**2016**	**2017**	**Total**
Component 1			73.40%		
Component 2			194.54%		
Component 3			1.14%		
Project Management			8.49%		
Total			90.69%		
Annual Total Financial Delivery Rate	**2014**	**2015**	**2016**	**2017**	**Total**
vs Original	95%	80%	173%	#DIV/0!	100.00%
vs Revised	100%	76%	163%	#DIV/0!	100.00%
ACTUAL VS REVISED VS ORIGINAL PLANNED	**2014**	**2015**	**2016**	**2017**	**Total**
Original	$1,021,484	$617,250	$187,750	$-	$1,826,484
Revised	$974,911	$652,488	$358,644	$-	$1,986,043
Actual	$974,911	$492,929	$325,252	$33,393	$1,826,485
Planned VS Actual By Component	**Planned**	**Actual**			
Component 1	$1,084,500	$1,085,023			
Component 2	$491,000	$550,863			
Component 3	$85,984	$89,115			
Project Management	$165,000	$101,485			
Total	$1,826,484	$1,826,485			

J. Annex 10: Parks, People, Planet Project Results Framework Assessed Level of Indicator Target Achievement

Results Framework Assessment Key

Green = Achievement Likely / Achieved / Exceeded	*Yellow = Achievement Uncertain*	*Red = Achievement Unlikely*	*Gray = Not applicable*

Objective / Outcome	Description	Description of Indicator	Baseline Level	Target Level at end of project	Self-assessment (2016 PIR)	TE Assessment
Objective	To strengthen the capacity for effective management and equitable governance of an ecologically representative global network of protected areas	1. Results from segmented target group surveys completed by individuals who benefitted from project-enabled capacity building activities (main groups are: protected area professionals, planners and policy-makers)	1. No surveys have yet been designed or carried out	1. Analytical results from segmented target group surveys clearly document improved knowledge uptake among project beneficiaries for more effective PA governance, planning and management aligned with quality components of Aichi target 11 and emerging priority issues facing PA systems.	We are on track to continue to meet this target by the end of the project. Feedback from the World Parks Congress (WPC) Stream Leaders of the eight core streams and four cross-cutting themes has been used during this reporting period to inform project outcomes. The Promise of Sydney (PoS), a key outcome document of the 2014 IUCN World Parks Congress, was made possible through this project. The report was finalized in 2015 and can be accessed here: http://bit.ly/2de0KCn. It contains: (a) a list of pledges and commitments; (b) identifies the key WPC findings for the eight streams and four crosscutting themes; and (c) identifies actions and commitments that governments and key partners will take to achieve progress on global protected area (PA) conservation targets. The PoS key components and development process are described here: http://bit.ly/2cHQBrg. In 2015, the PoS was presented globally at several events, including the SBSSTA and the EcoForum Global in Guiyang, China. Additionally, in Nov. 2015, one year after the WPC, an interim PoS session was held in collaboration with the Salzburg Global Seminar. In this global seminar, the PA community provided a more reflective analysis of PoS results and provided	Achieved. Concur with self-assessment. However, it does not appear that "segmented target groups surveys" were "completed by individuals who benefited from project enabled capacity building activities" in order to support the validation of the achievement of this target. Nonetheless, the terminal evaluation assessment of the project theory-of-change and analysis of results indicates that the project has achieved the objective.

Objective / Outcome	Description	Description of Indicator	Baseline Level	Target Level at end of project	Self-assessment (2016 PIR)	TE Assessment
					feedback on the direction of post-WPC project products and interventions. The analysis demonstrated that the PoS had already made an impact in several key areas, especially PA and conserved area (CA) governance. The PoS created demand for PA and CA training and capacity-development approaches, which the UNDP and IUCN elements of this project have been able to support. The full suite of reports, participants and analysis can be found here: http://bit.ly/1NAGGDE. The Salzburg Global Seminar Session Report can be downloaded here: http://bit.ly/2dxVipk. UNDP is additionally using co-financing for this project to provide direct technical to 45 countries with the revision and early implementation of National Biodiversity Strategies and Action Plans (NBSAPS), focusing on strategies and actions related to Aichi Biodiversity Target (ABT) 11 (protected areas). UNDP is also providing key technical support on protected areas to Least Developed Countries, Small Island Developing Nations, and countries with economies in transition through the NBSAP Forum web portal (www.nbsapforum.net). It brings together multiple partners, government entities, regions and individuals to support the NBSAP process globally. One hundred percent of UNDP supported countries that utilized the NBSAP peer review facility showed evidence of clearly addressing ABT 11 in the final version of the revised NBSAP that was submitted to SCBD. This means that the country clearly addressed: The extent, spatial distribution, governance types and	

Objective / Outcome	Description	Description of Indicator	Baseline Level	Target Level at end of project	Self-assessment (2016 PIR)	TE Assessment
					categories, and representativeness of protected areas identified and mapped, including for terrestrial, freshwater and marine areas, and other conserved areas. Protected area management effectiveness, including for a range of protected area governance types and categories has been assessed. It also means that the country included strategies and actions to: Increase the extent and improve the ecological functioning and representativeness of the protected area network, including terrestrial, freshwater and marine protected areas, and other conserved areas. Diversify the governance types and categories of protected areas, including through the establishment of community conserved areas, private reserves, locally managed marine areas and other types of conserved areas. Strengthen protected area management effectiveness and capacity, including both the ability to manage against multiple threats and to manage for multiple benefits, for all types and categories of protected areas.	
		2. Number and type of good practice guidelines and training modules developed by the end of the project.	2. No good practices guidelines or training modules yet developed in the framework of the project.	2. At least 6 good practices and training modules developed and accessed online by a minimum of 500 individuals.	We have exceeded this project target. The Panorama Solutions portfolio includes 148 PA solutions. They are published here: http://www.panorama.solutions. An additional 42 solutions are under preparation, and 31 case studies have been identified. Annex 1 provides an overview of Panorama Solutions by IUCN region. Annex 2 provides a table of past and upcoming Panorama events and workshops. A range of Solutioning	Achieved. Concur with self-assessment. However, the indicator targets are not clearly rationalized or contextualized, and therefore based on these types of "output" level indicators it is not

Objective / Outcome	Description	Description of Indicator	Baseline Level	Target Level at end of project	Self-assessment (2016 PIR)	TE Assessment
					workshops and events were conducted In collaboration with partners, including GIZ, GRID-Arendal, UNEP, Kesho Trust, BfN, KfW). Access the Blue Solutions Regional Forum for Africa workshop report here: http://bluesolutions.info/africaforum. A handbook that explains how to apply the methodology for knowledge sharing events was published (http://bit.ly/2degq8M). Partners are also using the Solutioning workshop methodology independently. GIZ Laos used the format to conduct meetings with national partners to replicate the experiences from one PA to others in the county and develop a training manual. Blue Ventures organized a regional experience exchange that builds on the Blue Solutions Africa Forum. Communities around Saadani National Park in Tanzania used the methodology to identify community-led solutions (http://bit.ly/2djZ5HH; http://bit.ly/2de3HzM & http://bit.ly/2djZxpA). A Panorama webinar series was launched in Jan 2016. Four sessions on three different topics were conducted from Jan - June 2016, with a total of 270 registrants. Webinar recordings are posted on the IUCN website and remain accessible. See Annex 3 for further details. Development of a Panorama solution reviewer e-training has commenced (to be finalized by end 2016). Submission of Panorama case studies is integrated into the online content management system for the IUCN Green List Standard. Access it here: http://bit.ly/2bACV1n. In partnership with SCBD and TNC, UNDP hosts free, self-paced, online learning PoWPA curriculum. It is	clear what the project has actually achieved, in terms of outcomes leading to impacts, by reaching this indicator target.

Objective / Outcome	Description	Description of Indicator	Baseline Level	Target Level at end of project	Self-assessment (2016 PIR)	TE Assessment
					hosted on TNCs Conservation Training website (https://www.conservationtraining.org). The curriculum includes 20 modules. Access the courses here: http://bit.ly/25aFnoW. Over 5,392 participants enrolled in at least one segment of the PoPWA curriculum. Over 860 participants have completed at least one course in the curriculum. See Annex 4 for additional summary statistics. From 1 June 26 July, UNDP hosted the massive open online course, PA System: Management and Design. Access the syllabus here: http://nbsapforum.net/#read-thread/1672. The course had 1,179 registrants and was completed 335 participants. Annex 5 contains the draft PA MOOC report. Annex 6 provides web links to access recordings of the live webinars conducted during the e-course. A Regional Workshop for Coastal West-African countries was hosted by UNDP, PRCM and IFDD to train the trainers on the material in the PA MOOC in Senegal in May 2016. Participants comprised PA managers, policy-makers, experts and academicians from seven West-African countries, including Mauritania, Senegal, The Gambia, Cape Verde, Guinea-Bissau, Guinea and Sierra Leone. The report is included in Annex 7. UNDP is developing a free, online learning module, The Intersection Between PAs and Ecosystem Services, which will be released in late 2016. It focuses in the role that PAs play in providing a wide range of ecosystem services, including food and water security, disaster risk reduction and benefits to human health, along with a range of recreational, cultural and spiritual values. On 14 Jan.	

Objective / Outcome	Description	Description of Indicator	Baseline Level	Target Level at end of project	Self-assessment (2016 PIR)	TE Assessment
					2016, the NBSAP Forum hosted a webinar on this topic, which can be accessed here: http://nbsapforum.net/#read-thread/1507. It had over 60 participants from across the globe. The recording has been viewed 27 additional times. The NBSAP Forum Best Practices Facility contains 118 best practices related to Aichi Biodiversity Target 11. Annex 8 contains links to each best practice.	
		3. Quality of key knowledge products produced by the project, as independently assessed by project evaluator using scoring (criteria and scale t.b.d. in due course, but may e.g. include technical stringency, usefulness, innovativeness and	3. No knowledge products yet developed in the framework of the project.	3. Average and combined scoring applied to the quality of key knowledge products produced by the project achieve at least 60%, as per the scale and criteria defined by the independent evaluator.	The project evaluator will independently assess this indicator. We expect to meet or exceed this project target.	Achieved. The terminal evaluation did not have the resources or technical capacity to conduct a technical quality assessment of the knowledge products produced. However, many of the project's knowledge products were produced by scientists, practitioners, and others who are global leaders in their field. The project results also linked to multiple scientific peer-reviewed journal articles. The technical quality of the knowledge products is not in question. At the

Objective / Outcome	Description	Description of Indicator	Baseline Level	Target Level at end of project	Self-assessment (2016 PIR)	TE Assessment
		didactical elements).				same time, one of the key recommendations of the evaluation is to have greater emphasis on shorter format, practical, easily-accessible knowledge products targeted for practitioners in the field.
Outcome 1	Knowledge uptake on PAs, facilitated by the strategic platform for development & learning provided by the World Parks Congress 2014 and through training delivered through PA learning networks enhances and	4. Number and type of learning networks identified, engaged, and mobilized to support continued learning on emerging issues highlighted in ongoing training.	4. So far, 3 networks have been identified on a preliminary screening (CAFÃ‰, CFA and REDELAC), but not yet engaged, nor mobilized, to support learning in connection with the project.	4. At least 3 existing or new learning networks are identified, engaged and mobilized to support continued learning on emerging issues.	We have exceeded this project target. Progress on each network includes: 1. Conservation Finance Alliance: Project engagement focused on strengthening network institutional robustness and driving new parameters for impact of responsible PA investment. A feasibility study for hosting the CFA within the IUCN structure is underway. (See Annex 9). 2. Healthy Parks, Healthy People (HPHP) Network: This element formed a key focus of the Salzburg Global Seminar session in Nov. 2015. See http://bit.ly/2dxVipk. 3. Protected Area Governance Learning network: Ongoing support for activities in Colombia, Ecuador, Iran, Peru and Tanzania is ongoing. For an example, see: http://bit.ly/2cHVznY. 4. Inspiring a New Generation: This network was renamed to Nature for All, and the project will continue to connect practitioners at the IUCN WCC in Sept. 2016. 5. International Marine PA Managers (IMPANA) Network: Supporting the network to deliver capacity through learning materials. The	Achieved. Concur with self-assessment. As with many of the results framework indicators and targets, the targets are not clearly rationalized or contextualized.

Objective / Outcome	Description	Description of Indicator	Baseline Level	Target Level at end of project	Self-assessment (2016 PIR)	TE Assessment
	accelerates the implementation of the CBDs Programme of Work on Protected Areas (PoWPA) and its Strategic Plan for Biodiversity.				deliverables include: an IMPANA strategy development plan that promotes existing MPA tools and processes; the coordination and delivery of a draft IMPANA agenda through activities at the IUCN WCC, thereby creating links to existing MPA networks and their communications mechanisms; finalization of the Agenda and translation into three languages; presentation of the Agenda at COP 13; and development of at least one e-module and three web-based exchanges. 6. Panorama - Global PA Solutions and Standards Network: Is now an integral component of the IUCN Green List Process and allowing documented solutions to showcase the achievement of IUCN PA Standards. See Annex 10. 7.UNDP, in collaboration PRCM and IFDD, established a West African PoWPA trainers network established. See Annex 7. 8. UNDP, in collaboration the IFDD, the NSBAP Forum, PRCM, SCBD and TNC hosted a massive open online course on PA System Management and Design, following the PoWPA curriculum. See Annex 5. 9. Through facilitation of the NBSAP Forum, UNDP, in collaboration with SCBD and UNEP-WCMC, hosts online learning modules, resources, best practices and best practices to support NBSAP practitioners to achieve ABT 11. See: http://nbsapforum.net/#categories/280. 10. UNDP, in collaboration with IUCN, co-authored a new learning module on PA and law. It is being translated into an online format and will be released by the end of 2016. 11. UNDP authored a new learning module on PA governance. It is being	

Objective / Outcome	Description	Description of Indicator	Baseline Level	Target Level at end of project	Self-assessment (2016 PIR)	TE Assessment
					translated into an online format and will be released by the end of 2016. 12. UNDP, through the NBSAP Forum, hosted a webinar on 14 Jan. 2016, titled, The Intersection Between PAs, NBSAPs and Ecosystem Services. Dr. Nigel Dudley spoke to 60 attendees from around the globe about the topic. A recording can be accessed here: http://nbsapforum.net/#read-thread/1507.	
		5. Analysis of the profiles of target groups.	5. Target groups yet to be identified and profiled.	5. Results from profiling applied to project target groups indicate a balanced and effective outreach to protected area professionals, planners and policy-makers enabled by the project, including through the learning networks.	We have exceeded this project target. Results from profiling applied to project target groups indicate that the project has enabled balanced and effective outreach to PA professionals, planners and policy-makers, including through the learning networks. See Annex 11 for the profile of all participants that the project supported to attend the IUCN WPC. Annex 12 lists the profiles of all Panorama solution providers. Annex 13 provides the gender profiles and nationalities of solution providers participating in UNFCCC COP21 side events. WPC participants continue to be engaged through IUCN regular communications, including being invited to contribute to Panorama, either by contributing a solution (35 to date) or supporting peer-review and editing of other solutions (10 to date). See Annex 14 for a Panorama update newsletter (February 1016) as an example of an outreach activity and Annex 15 for the NBSAP Forum Protected Areas newsletter. Seven of the WPC cadre of project participants participated in a Panorama-Blue Solutions event in Tanzania, East Africa, in May 2016, co-financed the Blue Solutions project. See Annex 16 for a complete	Achieved. Concur with self-assessment.

Objective / Outcome	Description	Description of Indicator	Baseline Level	Target Level at end of project	Self-assessment (2016 PIR)	TE Assessment
					participant list of the event. See Annex 7 for more information on the Regional Workshop for Coastal West-African countries entitled CBD/UNDP e-learning course on PAs, including the attendee list. The NBSAP Forum has additionally reached 12,186 unique users and 104,735 page views. During the same timeframe, 27,140 NBSAP Forum sessions took place, with returning visitors comprising 54% of sessions and new visitors comprising 46% of sessions. The average session duration was five minutes. NBSAP Forum users speak 122 unique languages and access to the website was from 201 unique countries (as reported by Google Analytics). A June 2016 user satisfaction survey completed by this segment of the target group indicated broad satisfaction with the protected area resources provided. The majority of users found the online learning opportunities and the resources provided to be extremely professionally beneficial. Additionally, over 5,392 practitioners have enrolled in at least one segment of the PoPWA curriculum that is hosted on Conservation Training. Therefore, the project believes that it is conducing balanced and effective outreach to PA professionals through variety of methods, including workshops, meetings and conference events, web portals, electronic newsletters and emails, and online learning opportunities.	
		6. Use of metrics in PA assessment	[exact baseline t.b.d. upon inception]	6. Improved use of metrics in PA assessment and	We will meet this target by the end of the project. The Panorama solutions template continues to collate examples from GEF-supported partners and	Partially achieved. Concur with self-assessment. However,

Objective / Outcome	Description	Description of Indicator	Baseline Level	Target Level at end of project	Self-assessment (2016 PIR)	TE Assessment
		and reporting across the GEF portfolio		reporting across the GEF portfolio [target t.b.d. in relation to baseline]	projects. For example, see: http://panorama.solutions/en/solutions/community-based-natural-resource-management-in-altai-sayan-mountains; and http://panorama.solutions/en/solutions/establishing-indigenous-community-conserved-areas-in-the-philippines. As part of developing an IUCN global standard for PA performance, the Green List (https://www.iucn.org/theme/protected-areas/our-work/green-list), has been applied to 14 sites in GEF-eligible countries. In the second half of 2016, more GEF-eligible countries will use the standard. IUCN (a new GEF implementing agency) integrated requirements for using the Panorama Solutions template and the PA Green List Standard as additional metrics over and above the current METT requirement, for all PA-related projects, in addition to the Requirements. More information can be found here: https://www.iucn.org/resources/project-management-tools/environmental-and-social-management-system.	the Panorama portal reporting framework has not been incorporated fully within the GEF biodiversity focal area portfolio – perhaps it was never intended to be, but then it cannot be held as evidence that this indicator target has been achieved. The Green List is another positive and promising reporting development, but it is also far from being integrated in GEF portfolio reporting. Evidence was provided to the terminal evaluation that the project contributed to greater uptake of the METT in Indonesia, but this is only one country across the entire GEF portfolio. If the GEF desires to have greater uptake of the METT among recipient countries then a more

Objective / Outcome	Description	Description of Indicator	Baseline Level	Target Level at end of project	Self-assessment (2016 PIR)	TE Assessment
						focused effort will be required to translate the METT into local languages, and conduct trainings and information sessions at the national level in targeted countries.
Outcome 2	Global learning and technical content development on key protected area issues are enhanced and contribute to practical solutions to current and emerging challenges worldwide.	7. Number of best practice guides, user-friendly online tools and e-modules developed to improve the quality and effectiveness of PA systems.	7. No best practices or online tools (incl. e-modules) have yet been developed in the framework of the project.	7. At least 3 best practice guides and 6 on-line tools and e-modules developed for technical support and training to improve the quality and effectiveness of protected area systems.	We have exceeded this project target. The Panorama web platform and the NBSAP Forum web portal continues to be the primary online resources supported through the project. Since WPC, Panorama web platform has been maintained, promoted and populated with content case studies. An advanced version of the platform is under development and will be launched at the 2016 IUCN WCC. It is co-funded by this project and GIZ, through the German Governments International Climate Initiative (IKI). The new platform will place PA Solutions in a larger thematic context to enable cross-sectorial learning. It will be fully integrated with Protected Planet and the WDPA. In 2016, four Panorama webinars were conducted. IUCN widely promotes the webinar series, as did key partners including relevant WCPA Specialist Groups, the Global Island Partnership, GIZ and others. See Annex 3 for webinar topics and links. Panorama case studies are continuously being promoted through the newsletter and social media channels, including: http://www.iucn.org/theme/protected-	Achieved. Concur with self-assessment. However, as with many other indicators, the targets are not clearly rationalized or contextualized, and therefore it is not clear how or to what extent achievement of this target has truly contributed to the achievement of outcomes leading to impacts. Why not 4 best practice guides? Why not 10 best practice guides? Why not 100 best practice guides? What is significant and relevant about 3 best practice guides and 6 online

Objective / Outcome	Description	Description of Indicator	Baseline Level	Target Level at end of project	Self-assessment (2016 PIR)	TE Assessment
					areas/our-work/newsletter https://www.facebook.com/hashtag/panoramasolutionoftheweek?source=feed_text&story_id=1122817281070157 https://twitter.com/iucn_pa To further improve the availability of technical support and training to improve the quality and effectiveness of protected area systems, UNDP supported additional learning opportunities. These actions are described in detail in 1.2. In summary, they include: In partnership with the CBD Secretariat and The Nature Conservancy (TNC), UNDP publishing and hosting a free, self-paced, online learning curriculum on the Programme of Work on Protected Areas (PoWPA). It is hosted on TNCs Conservation Training website (https://www.conservationtraining.org). Over 5,392 participants enrolled in at least one segment of the PoPWA curriculum (Figure 1, data as of 7 Sept. 2016). Over 860 participants have completed at least one course in the curriculum (Table 1). See Annex 4. From 1 June 26 July, UNDP hosted the massive open online course, Protected Area System: Management and Design, in partnership with the CBD Secretariat, the NBSAP Forum, Regional Partnership for Coastal and Marine Conservation in West-Africa (PRCM), Institute of Francophonie and Sustainable Development (IFDD) and TNC. The course was aimed at protected area practitioners and managers who are primarily working with protected area systems. Annex 5 contains the Pa MOOC report. Annex 6 provides web links to access recordings of the live webinars	tools and e-modules? This is likely another example of a “supply-driven” target, based solely on what is considered a “reasonable” output by project developers relative to the project funding. There is no justification of identified critical gaps or needs that such best practice guides, online tools, and e-modules would address.

Objective / Outcome	Description	Description of Indicator	Baseline Level	Target Level at end of project	Self-assessment (2016 PIR)	TE Assessment
					conducted during the e-course. A Regional Workshop for Coastal West-African countries entitled CBD/UNDP e-learning course on Protected Areas, was hosted by UNDP, PRCM and IFDD to train the trainers on the material in the PA MOOC. The workshop was hosted in Saly, Senegal, from 10 12 May 2016. Participants comprised protected area managers, policy-makers, experts and academicians from seven West-African countries, including Mauritania, Senegal. The report is included in Annex 7. UNDP is in the process of developing two free, online learning modules: (1) The Intersection Between Protected Areas and Ecosystem Services; and (2) Protected Areas and Law. Both will be released in late 2016. On 14 January, the NBSAP Forum hosted a webinar on PAs and ecosystem, which can be accessed here: http://nbsapforum.net/#read-thread/1507. The NBSAP Forum Best Practices Facility contains 118 best practices related to Aichi Biodiversity Target 11. Annex 8 contains links to each best practice.	
		8. Number of learners accessing and availing of best practice guidance and resources, including e-modules;	7. No best practices or online tools (incl. e-modules) have yet been developed in the framework of the project hence no count metrics for access has been established.	8. Approximately 600 key professionals, who would have been identified, and engaged during the exchange and development of country-case	The implementing agencies have exceeded this project target. For example: Currently 250 users are registered on www.panorama.solutions. An average number of 700 Panorama sessions per month during the reporting period, with about 600 individual users per month from 57 countries engaging with the site. Two-thirds of users are new to the site. Two hundred and seventy 270 professionals have registered for one or several	Achieved. Concur with self-assessment. However, see previous comments about rationalized and contextualized output-level indicator targets.

Objective / Outcome	Description	Description of Indicator	Baseline Level	Target Level at end of project	Self-assessment (2016 PIR)	TE Assessment
		overall satisfaction with materials provided.		studies and best-practice guidance benefit from knowledge products produced with the projects assistance.	of the four Panorama webinars. An additional 120 participants viewed the Panorama webinar recordings during this period. At least 150 conservation professionals have participated in Solutioning workshops and events within the reporting period. Over 5,392 participants enrolled in a Conservation Training PoPWA course. See Appendix 4 for summary statistics. The PA MOOC is the most popular course, with over 1,183 participants. The course had over 1,943 pre-registrants, which translated into 1,179 registrants. The course was completed by 335 participants, of which 297 participants received a grade of 70% or and qualified to receive a UNDP e-certificate of recognition. Annex 5 contains the Pa MOOC report. Annex 6 provides web links to access recordings of the live webinars conducted during the e-course. The NBSAP Forum has 1,900 members, of which 535 members are actively following the Aichi Biodiversity Target 11 Forum. The IUCN Green List of Protected and Conserved Area Standard is under a consultation phase during the latter part of this reporting period. Up to June 30th 2016, more than 120 comments had been received on the Standard from conservation professionals and practitioners.	
		9. Use of a collaborative framework enables the sharing and	9. No collaborative framework has been established for using and sharing best	9. A collaborative framework is identified and used to effectively share and promote best	We are on track to continue to meet this target by the end of the project. The Panorama partnership continues to expand. Collaboration under the Blue Solutions Initiative (implemented by GIZ, GRID-Arendal, IUCN, UNEP) remains strong, and has	Achieved. Concur with self-assessment.

Objective / Outcome	Description	Description of Indicator	Baseline Level	Target Level at end of project	Self-assessment (2016 PIR)	TE Assessment
		promotion of best practices, tools, and guidance.	practices, tools, and guidance.	practices, tools and guidance.	resulted in GIZ committing to co-manage the Panorama partnership and web platform as an institutional partner, jointly with IUCN, with additional support from the German International Climate Initiative (IKI). Both organizations are developing a collaborative Panorama partnership model. Within it, there are multiple options for organizations and initiatives to join. These measures help to ensure the platforms long-term sustainability, inclusiveness and thematic expansion. Full project branding, including the development of a logo and visual identification, is under development and will be presented at the 2016 IUCN WCC. Other GIZ and IUCN programmes are interested in applying the solutions format to document and best practices, including the IUCN Global Forest and Climate Change Programme and SOS-Save Our Species initiatives. Further collaborations are being developed with external partners, including WWF, the UN Sustainable Development Solutions Network and the GI Cities network. A wide range of partners is promoting the Panorama web platform. It is perceived as a credible resource and go-to-place for PA case studies. The Panorama format is integrated a knowledge management and learning strategy across the IUCN PA project portfolio, with key lessons from projects to be documented as PA solutions. See Annex 17 for examples and links. Strong interest in application of the solutions format to document best practices and share them on the Panorama platform exists from other GIZ as well as	

Objective / Outcome	Description	Description of Indicator	Baseline Level	Target Level at end of project	Self-assessment (2016 PIR)	TE Assessment
					IUCN programmes (including IUCN Global Forest and Climate Change Programme; SOS-Save Our Species). Further collaborations are being developed with external partners, including WWF, the UN Sustainable Development Solutions Network and the GI Cities network (see: https://gc21.giz.de/ibt/var/app/wp342deP/1443/index.php/knowledge/ecosystem-based-adaptation/examples-from-ongoing-eba-projects). A wide range of partners are proactively promoting Panorama (see e.g. http://nationalparksofparaguay.blogspot.ch/2015/05/panorama-protected-area-solutions.html; http://urbionetwork.org/data/documents/UrbioNewsletter_Issue-33_June-15_2015.pdf). The Panorama is perceived as a credible resource and go-to-place for PA case studies. See: - Editorial in PARKS journal 22.1 on PROTECTED AREAS AS NATURAL SOLUTIONS TO CLIMATE CHANGE, mentioning Panorama as an emerging library of experience (http://parksjournal.com/wp-content/uploads/2016/03/PARKS-22.1-Editorial-10.2305IUCN.CH_.2016.PARKS-22-1JML.en_.pdf) - Report from workshop on economic impacts of PA tourism (Germany; Sept. 2015; organized by BfN, funded by BMUB), with suggestion to use Panorama platform for case study promotion (https://www.bfn.de/fileadmin/BfN/sportundtourismus/Dokumente/Report_Workshop_Tourism_in_protected_Areas_bf.pdf) - Seeds of good Anthropocenes (collaboration between the Stockholm Resilience Centre and Bright Spots Seeds	

Objective / Outcome	Description	Description of Indicator	Baseline Level	Target Level at end of project	Self-assessment (2016 PIR)	TE Assessment
					of a Good Anthropocene); Panorama listed under Other Collections of Inspiring Solutions (https://goodanthropocenes.net/other-collections-of-great-ideas/) The Panorama format is integrated as a knowledge management and learning strategy across the IUCN PA project portfolio, with key lessons from projects to be documented as PA solutions (see: http://rris.biopama.org/content/Protected-Area-Solutions Panorama platform embedded in BIOPAMA RRIS website).	
		10. User surveys designed to focus on the utility and quality of shared best practices and case studies.	10. No user-surveys have yet been designed.	10. Results from user surveys demonstrate the utility and quality of shared best practices and case studies.	We have met this project target. Eighty-one respondents completed the feedback form on the Panorama web platform. Almost 75% responded that the concept of the platform is useful, and 49% stated that there is nothing they dislike about the platform. The feedback form was posted on the Panorama web platform as a continuous survey and is open for any site visitor to respond. See Annex 18 for feedback questionnaires and results, as well as website user data. A recent NBSAP Forum user satisfaction survey indicated that 63% of website users visit the Forum to access resources and best practices, and 67% to find information about online courses, trainings and webinars. Ninety percent of users were easily able to find the resources they needed and found them relevant to their work. Ninety-five percent of users considered the e-learning materials to be of good or excellent quality. A majority of respondents indicated they would like access to additional resources, best practices and	Achieved. Concur with self-assessment.

Objective / Outcome	Description	Description of Indicator	Baseline Level	Target Level at end of project	Self-assessment (2016 PIR)	TE Assessment
					learning opportunities (webinars, courses, trainings). Over 150 participants from workshops held during the reporting period provided feedback on the Solutioning approach and Panorama template, including feedback from the Blue Solutions Regional Forum for Africa (Zanzibar, Tanzania, June 2016), and a technical seminar on PA management and governance for conservation and development professionals (Vilm, Germany, August 2015). Comments and feedback received on the Panorama prototype platform and from workshop participants includes: 91% of respondents to web platform feedback survey agreed that the building block format facilitates learning and replication; 59.1% of those who responded to the relevant question in the feedback form for the Blue Solutions Africa Forum said they appreciated the Solutions -related aspect of the event. See Annex 19 for more information. The results indicate the successful integration of the Panorama template into existing efforts to document lessons and case studies, and encouraged more south-south peer learning than was previously experienced. These results are also in the previous annexes. The questions asked in the NBSAP Forum survey are provided in Annex 20.	
Outcome 3	Protected areas assume a more prominent role and	11. Project commitments in at least 5 countries enable	11. Countries are preparing for the Parks Congress, but have not yet defined their policy	11. Initiatives underway in at least 5 countries to integrate PAs into national/	We have met this project target. The Promise of Sydney (PoS) commitments included several GEF-eligible countries. Of these, the project is continuing to support the promotion of initiatives that include, for example: Colombia: The IUCN project team	Not achieved. Concur with self-assessment that there are some positive developments related to the Promise

Objective / Outcome	Description	Description of Indicator	Baseline Level	Target Level at end of project	Self-assessment (2016 PIR)	TE Assessment
	position within the development policy, economic strategies and human well-being respective agendas	integration of PAs into national land-use planning frameworks.	commitments, nor their follow-up actions.	frameworks and sectoral development plans.	supported the ongoing implementation of a national-level PA governance assessment, in collaboration with UNDP GEF Small Grants Programme, WWF, and the Colombian Parks Authority. Colombia has also supported the development and testing of the IUCN Green List of PA and CAs, based on PA governance assessments and PA management effectiveness. These efforts directly link to the Standard and Processes developed by the project through support to the WPC Governance Stream. See: http://bit.ly/2cRBI8X. Kenya: A commitment to system-level governance assessment is also being followed up by IUCN Global PA Programme in collaboration with the UNDP GEF Small Grants Programme, with planning underway for a full governance assessment of the PA system for late 2016. Mexico: Planning is underway for a joint event at Porto Morelos Marine National Park (supported by GEF-UNDP project) that coincides with COP 13 in Dec. 2016. At this event, the project will showcase the progress made on PoS, on the Panorama Solutions for Mexico, and the initial results of implementing the IUCN Green List Standard. See: http://bit.ly/2d28bas. Peru: The project is following up on the Peruvian PoS commitment to examine private PAs as part of PA system governance. This work has led to four PAs being put forward for assessment against the IUCN Green List Standard. See: http://bit.ly/2bibEoD.	of Sydney, and other outputs of the World Parks Congress, but these do not equate to formal commitments (much less initiatives underway) to integrate PAs into national sectoral development plans. Rather, they are commitments to further support PAs solely within the "nature conservation sector".

Objective / Outcome	Description	Description of Indicator	Baseline Level	Target Level at end of project	Self-assessment (2016 PIR)	TE Assessment
		11a. [as above]	11a. [as above]	11a. Recommendations on PA-related policy issues are developed from deliberations at IUCN WPC.	We have met this project target. PoS continued to be used and evaluated during the period July 2015 to June 30th 2016. The PoS and its outcomes were developed into recommendations through project-related trainings in collaboration with SCBD. Regional workshops on Capacity Building for implementation of Aichi Targets 11 and 12 were hosted by SCBD in the following locations: 15 - 18 Set. 2015, Yanji, Jilin Province, China: Capacity-building Workshop for East Asia and Southeast Asia 28 Sept. - 1 Oct. 2015, Curitiba, ParanÃi, Brazil: Capacity-building workshop for Latin America and the Caribbean 7 - 10 Dec. 2015, New Delhi, India: Capacity-building workshop for South, Central and West Asia. 21 - 24 March 2016, Entebbe, Uganda: Capacity-building workshop for Africa 14 - 17 June 2016, Minsk, Belarus: Capacity-building workshop for Central and Eastern Europe 11 - 13 July 2016, Nadi, Fiji: Capacity-building workshop for the Pacific	Partially achieved. Concur with self-assessment, but it is not clear how this relates to and supports achievement of the 3rd outcome of the project.
		11b. [as above]	11b. [as above]	11b. Key recommendations on emerging issues relevant to mainstreaming PAs in national development plans and implementation of Aichi targets are promoted at CBD	We are on track to meet or exceed this target by the end of the project. Upcoming events include: The key elements of the PoS will be carried forward to two events in the final part of the project in late 2016, for which planning has been underway during this period. The events are: IUCN WCC, 1 10 Sept. 2016: Project results and key solutions will be showcased prominently, including through two high-profile events for the launch of the expanded Panorama partnership and platform, as well as daily sessions at the Oceans and Protected Planet	Partially achieved. Concur with self-assessment, but it is not clear how this relates to and supports achievement of the 3rd outcome of the project.

Objective / Outcome	Description	Description of Indicator	Baseline Level	Target Level at end of project	Self-assessment (2016 PIR)	TE Assessment
				COPs and other international policy arenas.	Pavilions. Annex 2 outlines the Promise of Sydney Journey at the WCC. Annex 21 outlines the UNDP presence at the IUCN WCC. Thirteenth Conference of the Parties (COP), Convention on Biological Diversity, 4 17 Dec. 2016. A side-event request has been put to SCBD to present project outputs, especially Panorama Solutiuons and the IUCN Green List Standard as new elements for parties to measure progress against the relevant Aichi Targets, especially Target 11. In partnership with CBD, UNDP will launch a Protected Areas Catalogue and support the Protected Areas Day on 12 Dec 2016. Past Events: UNFCCC COP21 (Paris, December 2015): African PA solutions to climate change were presented at the, through the publication African solutions in a rapidly changing world / Solutions africaines dans un monde qui change rapidement Four dedicated side events were held in the openly accessible zone and in the restricted area: o Nouvelles des aires protÃ©gÃ©es africaines (1): 2 Dec. 2015, IUCN French Partnership Pavillon, open zone o Solutions apportÃ©es par la nature: la preuve par lexemple: 5 Dec. 2015, French Pavillon, restricted zone o African nature-based solutions to global climate change. Bringing real-time solutions from African protected areas to the global climate talks in Paris: 5 Dec. 2015, IUCN Pavilion, restricted zone o Nouvelles des aires protÃ©gÃ©es africaines (2): 8 Dec. 2015, IUCN French Partnership Pavillon, open zone. Connections were made to the GEF funded Blue Forests project through an	

Objective / Outcome	Description	Description of Indicator	Baseline Level	Target Level at end of project	Self-assessment (2016 PIR)	TE Assessment
					additional 2 side events. See: http://bit.ly/2dLLwmU. Seven solution providers were supported to attend the conference. Access the IUCN report here: http://bit.ly/2dxJW4z. CBD SBSTTA20 (Montreal, April 2016): Key WCC outcomes were fed into the negotiations through a formal submission of an informational document[prepared by IUCN with input from key stakeholders. Access it here: https://www.cbd.int/doc/meetings/sbstta/sbstta-20/information/sbstta-20-inf-40-en.pdf.	
		11c. [as above]	11c. [as above]	11c. Follow-up action plans to promote adoption of protected areas as tools for implementation of other international agreements (e.g. follow up to post 2015 Hyogo Framework of Action for Disaster Risk Reduction)	We will meet this target by the end of the project. Elements of project support contributed to the Sendai framework for Disaster Risk Reduction. In this period were included in the project-supported Panorama platform and portfolio of solutions: Reef Rescuers: Restoring coral reef ecosystems: http://panorama.solutions/en/solutions/reef-rescuers-restoring-coral-reef-ecosystem-services Water and fire management of a pear swamp forest: http://panorama.solutions/en/solutions/water-and-fire-management-of-a-peat-swamp-forest Public-private partnership to develop a climate proof PA network: http://panorama.solutions/en/solutions/public-private-partnership-to-develop-a-climate-proof-pa-network	Achieved. Concur with self-assessment.

K. Annex 11: Parks, People, Planet Project Mainstreaming of UNDP Programme Principles

Programming Principle	Project Principle Mainstreaming Approach
UNDAF / CPAP / CPD	
Poverty-Environment Nexus / Sustainable Livelihoods	
Disaster Risk Reduction, Climate Change Mitigation / Adaptation	
Crisis Prevention and Recovery	
Gender Equality / Mainstreaming	
Capacity Development	
Rights	