TERMS OF REFERENCE

Terminal Evaluation of the UNEP/GEF project

"Adapting coastal zone management to climate change considering ecosystem and livelihoods" (GEF ID 4568)

Section 1: PROJECT BACKGROUND AND OVERVIEW

1. Project General Information

Table 1. Project summary

GEF Project ID:	4568	**Trust fund:**	LDCF
Implementing Agency:	UNEP, Climate Change Adaptation Unit \ Freshwater, Land and Climate Branch \ Ecosystems Division	**Executing Agency:**	Ministry of Environment and Forests, Regional Administrations (Madagascar)
Relevant SDG(s) and indicator(s):	Goal 13 Climate Action \ Targets 13.1, 13.2, 13.3 \ Indicators: 13.3.2, 13.B.1 Goal 14 Life Below Water \ Target 14.2 \Indicator 14.2.1		
GEF Core Indicator Targets (identify these for projects approved prior to GEF-7[1])	N/A, as the project PIF was approved in GEF 5. Adaptation Tracking Tool (AMAT) was used		
Sub-programme:	Climate Change	**Expected Accomplishment(s):**	Expected accomplishment A: *Ecosystem-based and supporting adaptation approaches are implemented and integrated into key sectoral and national development strategies to reduce vulnerability and strengthen resilience to climate change impacts*
UNEP approval date:	November 2014	**Programme of Work Output(s):**	Subprogramme 1 PoW 2014-15 Output 2 and Out 4
GEF approval date:	July 2014	**Project type:**	Full-size Project (FSP)
GEF Operational Programme #:	GEF-5	**Focal Area(s):**	Climate Change Adaptation
		GEF Strategic Priority:	CCA-1; CCA-2; CCA-3
Expected start date:	August 2014	**Actual start date:**	November 2014
Planned operational completion date:	August 2019	**Actual operational completion date:**	December 2023
Planned project budget at approval:	$17,387,500	**Actual total expenditures reported as of 30 December 2023:**	USD 5,167,080
GEF grant allocation:	USD 5,337,500	**GEF grant expenditures reported as of 30 June 2023:**	USD 5,076,896
Project Preparation Grant - GEF financing:	USD 129,650	**Project Preparation Grant - co-financing:**	USD 139,900
Expected Full-Size Project co-financing:	USD 12,050,000	**Secured Full-Size Project co-financing as of 30 June 2022**	USD 14,926,451 (PIR FY 2022)
Date of first disbursement:		**Planned date of financial closure:**	TBD

[1] *This does not apply for Enabling Activities*

No. of formal project revisions:	4 Revisions: March 2019, April 2020, Feb 2021, June 2022	**Date of last approved project revision:**	June 2022
No. of Steering Committee meetings:	Eight	**Date of last/next Steering Committee meeting:**	9 July 2021
Mid-term Review (planned date):	May 2017	**Mid-term Review (actual date):**	July 2019
Terminal Evaluation (planned date):	December 2022	**Terminal Evaluation (actual):**	March 2024
Coverage - Country:	Madagascar	**Coverage - Region:**	Africa
Dates of previous project phases:	N/A	**Status of future project phases:**	N/A

2. Project Rationale

1. Madagascar is a low-income country with a national economy depending essentially on natural resource-based sectors including agriculture, mineral extraction, tourism, and fishing/aquaculture. During the past three decades, Madagascar appears to have been affected by frequent occurrence of disastrous climate linked hazards such as tropical storms. These changes are likely to adversely affect natural ecosystems, agriculture and community livelihoods throughout the country, especially in the coastal zones which have been identified by the National Adaptation Plan of Action (NAPA) as being one of most vulnerable areas of the country to climate change. The degrading effects of increasing human activity in the coastal zone are exacerbated by current climatic variability, principally sea level rise of 0.2m, warming, and increased frequency in extreme weather-induced events such as tropical storms, floods and droughts.

2. National structures, including communities, local leaders, researchers and government agencies lacked the capacity to plan for, overcome and withstand these climate change-related threats. This capacity deficit as well as underlying vulnerability to climate change impacts were exacerbated by the following non-climate change-driven causes: (i) unsustainable use and management of natural resources; (ii) high poverty levels; (iii) high population density and rapid urbanization; (iv) dependence on rain-fed agriculture and coastal resources; and (v) inadequate policy and legislation to address climate change issues.

3. In 2001, the 194 parties to the United Nations Framework Convention on Climate Change (UNFCCC) set out to address this challenge by establishing the Least Developed Countries Fund (LDCF) – a facility that is managed by the Global Environment Facility (GEF) and is exclusively dedicated to helping these countries adapt to new climate realities.

4. This project (*Adapting coastal zone management to climate change considering ecosystem and livelihoods*) is supported the LDCF; it was designed to create adaptive capacity among all social groups, whether government or communities, from the local to the central administration level, while ensuring that the local environment can be protected and managed in a way that allows it to withstand climate change impacts and to provide continued livelihoods. This included demonstration interventions at pilot sites in four coastal regions – Menabe, Boeny, Antsinanana, and Vatovavy Fitovinany, to restore, protect and sustainably manage productive ecosystems, as well as invest in the restoration of coastal barriers and buffers such as sea walls and dykes.

5. The project built on a baseline of ongoing development programing supported by the Malagasy Government (and its partners), which had been addressing the above-mentioned issues, including in particular in sectors such as Environment, Agriculture, Water and Infrastructure, in and around the four targeted regions. It addressed NAPA priorities 1, 6, 7 and 3 as they pertain to the coastal zone, which is identified in the NAPA as a priority area for adaptation action. Specifically, the project interventions consisted of: (i) a strengthening of scientific and technical capacity towards adaptation in coastal zones; (ii) the implementation of key adaptive measures and technologies in vulnerable sites; and (iii) the creation of an enabling policy environment towards stronger coastal resilience.

3. Project Results Framework

6. The overall **goal** of the project was to reduce the vulnerability of the coastal zone of Madagascar to adapt to the adverse effects of climate change. Specifically, its **objective** was *"to reduce vulnerability of the coastal zone to climate variability and change through institutional capacity building, concrete coastal adaptation interventions and integration of climate change into policy and planning"*. The objective in the revised Results

Framework is *"to reduce the vulnerability of coastal communities in Menabe, Boeny, Vatovavy Fitovinany and Atsinanana to the effects of climate change through capacity-building of governing institutions and concrete coastal adaptation interventions*".

7. The objective would be realised through the achievement of the following **Outcomes**: Strengthened institutional capacity to address climate change impacts in project sites (Menabe, Boeny, Vatovavy Fitovinany and Atsinanana); restored and protected coastal zones; and climate change adaptation measures are mainstreamed into national and sectoral development strategies, and in non-state stakeholder actions.

8. Project activities were organised around three interlinked components as follows:

9. Component 1: Institutional capacity development. Outputs under this component include climate change vulnerability studies, the establishment or strengthening of regional coordination mechanisms for adaptation to climate change, and its integration into Integrated Coastal Zone Management (ICZM) through the development of ICZM strategies for the four target regions.

10. Component 2: Coastal rehabilitation and management for long-term resilience. This component focuses on the restoration of ecosystems to strengthen resilience to climate change (mangroves and forests), livelihoods improvement and the introduction of sustainable alternative livelihoods, and the demonstration of technologies protection and rehabilitation of coastal productive assets adjacent to restored ecosystems.

11. Component 3: Upscaling and mainstreaming adaptation measures into national ICZM policies and development strategies. This component encompasses training to increase institutional capacity of government officials to identify climate risks and integrate these risks into frameworks, strategies and legislative instruments, training to non-state stakeholders to participate in adaptation planning and adaptation actions, and the development of recommendations to integrate climate change into regional development frameworks, strategies and laws related to ICZM (including regional development plans).

12. Following a baseline study that was undertaken between 2015-2016, amendments were made to the original Results Framework that was in the CEO Endorsement and Project Document; this was done to make the results more specific and measurable, based on the information that was collected through the Baseline Assessment (**please refer to para 20-23 in "Section 6. Implementation Issues" for a detailed explanation on the revisions to the Results Framework**). Table 2, overleaf, presents an overview of the revised project components, programmed Outputs, expected Outcomes and performance indicators.

Table 2. Abridged Results Framework (showing a comparison between the original and revised versions)

Key:

Original – as indicated in the CEO Endorsement Document:

Revised – following the Baselines Assessment of 2016:

Components	Outcomes / Outputs (original)	Indicators and Targets (original)	Outcomes / Outputs (revised)	Indicators and targets (revised)
Component 1: Institutional capacity development	**OUTCOME 1.1: Strengthened institutional capacity to address climate change impacts in the project sites (Menabe, Boeny, Vatovavy Fitovinany and Atsinanana)**	Number of coastal regions that have institutions to tackle climate risk and have adopted adaptation plans and strategies to initiate locally coordinated actions, to mitigate the effects of climate change. **Target**: By the end of the project at least one action taken in each of the four project sites	**OUTCOME 1: Strengthened institutional capacity to address climate change impacts in the project sites (Menabe, Boeny, Vatovavy Fitovinany and Atsinanana)**	Institutional capacity score of Regional Integrated Coastal Zone Management (R-ICZM) committees in Atsinanana, Boeny, Menabe and Vatovavy Fitovinany to effectively identify, prioritize, implement, monitor and evaluate adaptation strategies and measures. **Target**: By project end point, R-ICZM committees in targeted regions achieve an institutional capacity score of 6 (at least).
	Output 1.1.1 Climate change vulnerability and risks for the four coastal regions (Menabe, Boeny, Vatovavy Fitovinany and Atsinanana) are identified.	Number of vulnerability assessments, maps, and crop models prepared for each region **Target:** none indicated	**Output 1.1:** Tools updated/developed to identify climate change vulnerability – including climate-related risks – for the four targeted coastal regions (Menabe, Boeny, Vatovavy Fitovinany and Atsinanana)	Number of Climate change Vulnerability Risk Analyses, maps of flood-prone zones and crop models updated for each project region (Atsinanana, Boeny, Menabe and Vatovavy Fitovinany) **Targets**: By project mid point, at least4 Climate change Vulnerability Risk Analyses, 4 maps of flood-prone zones and 4 crop models (1 of each for each region) have been updated and disseminated to relevant government institutions
	Output 1.1.2 An effective coordinating mechanism for climate change adaptation is established in project sites (in Menabe, Boeny, Vatovavy Fitovinany and Atsinanana)	Number of coastal regions which have an established committee which includes Climate Change in its mandate or ToRs % of female participants/members in each coordinating committees **Target:** none indicated	**Output 1.2:** A regional, multi-sectoral coordinating mechanism for climate change adaptation strengthened in Menabe and established in Boeny, Vatovavy Fitovinany and Atsinanana.	Number of mandates for R-ICZM committees in targeted coastal regions developed/updated to promote planning for climate change adaptation in Integrated Coastal Zone Management sectors, and presented to these committees **Target**s: By project mid-term, four mandates for R-ICZM committees developed/ updated (i.e. for R-ICZMs in each region) to include a reference to climate change, adaptation or resilience
	Output 1.1.3 Comprehensive adaptation plans developed for four coastal regions (in Menabe, Boeny, Vatovavy Fitovinany and Atsinanana).	Number of coastal regions with adaptation plans or strategies **Target:** by the end of the project, each region has its own coastal adaptation plan or strategy	**Output 1.3:** ICZM strategies developed for the four coastal regions (in Menabe, Boeny, Vatovavy Fitovinany and Atsinanana).	Number of Integrated Coastal Zone Management strategies developed for regions targeted by the project (Menabe, Boeny, Vatovavy Fitovinany and Atsinanana). **Target**: By the end of the project, four Integrated Coastal Zone Management strategies developed (i.e., one for each region targeted by the project)

Components	Outcomes / Outputs (original)	Indicators and Targets (original)	Outcomes / Outputs (revised)	Indicators and targets (revised)
Component 2: Coastal rehabilitation and management for long-term resilience	**OUTCOME 2.1: Restored and protected coastal zone**	Change in exposure to climate risk in pilot site **Target**: By the end of the project at least 15% change in exposure indicators to climate hazards has been achieved	**OUTCOME 2: Adaptation technologies (including ecosystem restoration, protective infrastructure and livelihood improvement) are implemented to decrease the sensitivity of communities in Atsinanana, Boeny, Menabe and Vatovavy Fitovinany to climate change.**	Number and type of infrastructure items strengthened, and coastal ecosystems restored to withstand the effects of climate change. **Targets**: By project end point, at least: -1 seawall rehabilitated in Manakara; -1 seawall/groyne combination rehabilitated/upgraded in Toamasina; -2 strips of coastline revegetated (1 in Manakara and 1 in Toamasina); and -3 mangrove ecosystems restored around particular targeted villages (Ampitsopitsoka and Mahajamba in Boeny region, and Belalanda/Bemangonga in Menabe region).
	Output 2.1.1 Shorelines are rehabilitated through restoration of protective ecosystem services	Number of hectares of mangroves planted (Boeny, Menabe) Number of hectares of shorelines stabilized (Toamasina &Manakara) **Targets:** at least 1200 hectares of mangroves rehabilitated by year 4 of the project at least 3km^2 of shorelines stabilized	**Output 2.1:** Mangroves restored in Boeny and Menabe, and coastal shorelines revegetated in Manakara and Toamasina	Number of (ha) of degraded mangroves restored in Boeny and Menabe, with annual survivorship of 60% (at least). Length (km) of shoreline adjacent to the planned infrastructure in Toamasina & Manakara stabilised through revegetation. Length (km) of shoreline adjacent to the planned infrastructure in Toamasina & Manakara stabilised through revegetation, with annual plant survivorship of 60% (at least) **Targets**: By the end of the project, at least 300 ha degraded mangroves in Boeny and 50ha degraded mangroves in Menabe are restored. At least 2 km of the shoreline length adjacent to the planned infrastructure stabilised through revegetation.
	Output 2.1.2 Sustainable natural resource use practices and alternative livelihoods introduced in project sites	% increase in income (men and women) from resilient and sustainable use of natural resources (all four project sites) **Target**: At least a 25% increase in income (men and women) from sustainable fisheries, resilient agriculture	**Output 2.2:** Sector-based action plans developed and implemented to improve livelihoods of targeted communities in Menabe, Boeny, Vatovavy Fitovinany and Atsinanana	Number of sector-based action plans developed and implemented to improve livelihoods under conditions of climate change at project intervention sites. **Targets**: By the end of the project, at least 4 are developed: 1 for fisheries-related activities, 1 for agriculture-related activities (including vegetables, livestock and beekeeping), 1 for eco-tourism-related activities and 1 for forest-related activities

Components	Outcomes / Outputs (original)	Indicators and Targets (original)	Outcomes / Outputs (revised)	Indicators and targets (revised)
	Output 2.1.3 Technologies for protection and rehabilitation of coastal productive assets are demonstrated adjacent to restored ecosystems	km of sea wall constructed /rehabilitated in Manakara km of combined groyne and sea wall in Toamasina **Targets**: At least 1 km of sea wall constructed and rehabilitated in Mankara At least 1 km of existing protection systems (groynes and sea walls combined) is restored and completed	**Output 2.3** Technologies for protection and rehabilitation of coastal productive assets are demonstrated adjacent to restored ecosystems	Length of sea wall (km) constructed/ rehabilitated in Manakara to manage the effects of climate change. Length of combined groynes and seawall (km) upgraded in Toamasina to manage the effects of climate change. **Targets**: By the end of the project, at least: -1 km of sea wall constructed and rehabilitated in Manakara. -1 km of existing protection systems (groynes and sea walls combined) is restored and completed in Toamasina.
Component 3: Mainstreaming adaptation measures into national ICZM policies and development strategies	**OUTCOME 3.1: Climate change adaptation measures are mainstreamed into national and sectoral development strategies, and in non-state stakeholder actions or planning**	Number of national/ sectoral plans, strategies or norms that are being modified to include climate change adaptation. Number of non-state stakeholders that are in the process of integrating climate change into their activities. **Targets**: By end of project at least one sectoral development strategy modified. By end of project at least two non-state stakeholders in the process of integrating climate change into planning and activities	**OUTCOME 3: Integration of climate change adaptation into activities, strategies, frameworks and laws in Madagascar is enhanced.**	Climate change integration score of: (i) revised national Integrated Coastal Zone Management (ICZM) strategy; (ii) Regional Development Plans (Menabe, Boeny, Vatovavy Fitovinany and Atsinanana); and (iii) Recommendations developed through the LDCF project for national laws. Increase in awareness of targeted NGOs and private sector stakeholders on climate change and relevant adaptation options. **Targets**: By project end point: - the national Integrated Coastal Zone Management (ICZM) strategy has been revised to achieve a score of 6 (at least); and - Regional Development Plans have been revised to achieve scores of 6 (at least). - Recommendations for integrating climate change adaptation into laws achieve a score of 4 (at least) By project end point, the awareness of targeted NGOs and private sector stakeholders is increased by at least 30%
	Output 3.1.1 Training provided to increase institutional capacity of government officials to develop resilient standards, legislative instruments, norms and sectoral plans	Number of government officials trained at national and regional level on the integration of environment and CC into planning % of women trained **Targets**: at least 200 people trained by end of project	**Output 3.1:** Training provided to increase institutional capacity of government officials to identify climate risks and integrate these risks into frameworks, strategies and legislative instruments.	Number of government officials from MEEMF, MADR,MRHP and MPPATE trained at national and regional level on: (i) identifying climate risks; (ii)identifying best-practice options for adapting to these risks; and (iii) integrating the adaptation interventions into development planning.

Components	Outcomes / Outputs (original)	Indicators and Targets (original)	Outcomes / Outputs (revised)	Indicators and targets (revised)
		At least 20% of those trained are women		% of women trained **Targets**: By project end point, at least 200 people trained. At least 40% of those trained are women
	Output 3.1.2 Training provided to non-state stakeholders to participate in adaptation planning and adaptation actions	Number of people trained among NGO, the private sector on the integration of climate change into their activities, % of women trained **Target**: at least 100people trained, At least 20% of those trained are women	**Output 3.2:** Training provided to non-state stakeholders to participate in adaptation planning and adaptation actions.	Number of people from NGOs and the private sector trained on: (i) participating in regional adaptation planning processes; and (ii)integrating climate change considerations into their activities. % of women trained. **Targets**: By project end point, at least 100 people are trained. At least 50% of those trained are women
	Output 3.1.3 Existing strategies and laws are modified to integrate climate change adaptation with adequate budgetary allocations for implementation	Number of strategies or acts, texts or norms that are modified to include climate change adaptation measures **Targets**: by the end of the project, at least the EIA procedures and one sectoral act/strategy are modified to integrate climate change	**Output 3.3:** Recommendations provided to integrate climate change into regional development frameworks, strategies and laws related to ICZM.	Number and type of Regional Development plans and strategies updated to integrate climate change adaptation. Number of reports on recommendations to integrate climate change adaptation into laws related to Integrated Coastal Zone Management. **Targets**: By the end of the project, at least: - 4 Regional Development Plans updated to integrate climate change adaptation (Atsinanana, Boeny, Menabe and Vatovavy Fitovinany). -1 ICZM strategy updated to integrate climate change adaptation. -3 reports on recommendations to integrate climate change adaptation into laws related to ICZM (1 report for the EIA law, 1 report for the fisheries law, 1report for the protected areas law).

4. Executing Arrangements

13. UNEP was the **Implementing Agency (IA)** for this proposed project and was responsible for overseeing and monitoring the project implementation process, including technical back stopping. It worked in close collaboration with the Ministry of Environment and Forests (MEF), which houses the Directorate of Climate Change (DCC), that acted as the **Executing Agency (EA)** for the project. The Executing Agency was responsible for the achievement of project outputs and outcomes, day to day management and coordination of project activities and inputs, as well as for the reporting on achievement of project objectives. The Executing Agency was also responsible for entering into agreements with other partners, as well as for ensuring that co-financing contributions from the Government of Madagascar and external sources materialize as planned.

14. The Director of the DCC served as the **National Project Director (NPD)** to provide continued cohesion between the project and the mandate of the EA and provide additional linkages and interactions with high level policy components within the Government. The NPD also helped to coordinate the contributions of the Government of Madagascar.

15. Project execution was overseen by a **Project Coordination Unit (PCU)** comprised of a **National Project Coordinator (NPC)**, a financial and administrative assistant and a Monitoring & Evaluation clerk. At the regional level, the PCU was assisted by regional technicians to provide technical support for project implementation. A **Chief Technical Advisor (CTA)** was hired by the project and participated as a member of the PCU.

16. A **Project Steering Committee (PSC)** was appointed to play an oversight role, and provide support, policy guidance and supervision for the project. Specifically, it was expected to approve and validate the project's annual work plans, budgets and procurement plans, as well as all progress, monitoring, evaluation and final reports. The PSC was to meet at least once annually and to review implementation progress and to address any challenges or major changes in implementation plans.

17. During the project implementation, the Executing Agency (MEF) entered on behalf of the project into agreements with other relevant ministries in order to delegate the delivery of sector specific activities, and to ensure the integration of project activities into the program of work of different ministries.

18. Figure 1 below shows the propose dmanagment structure at the time of the project design.

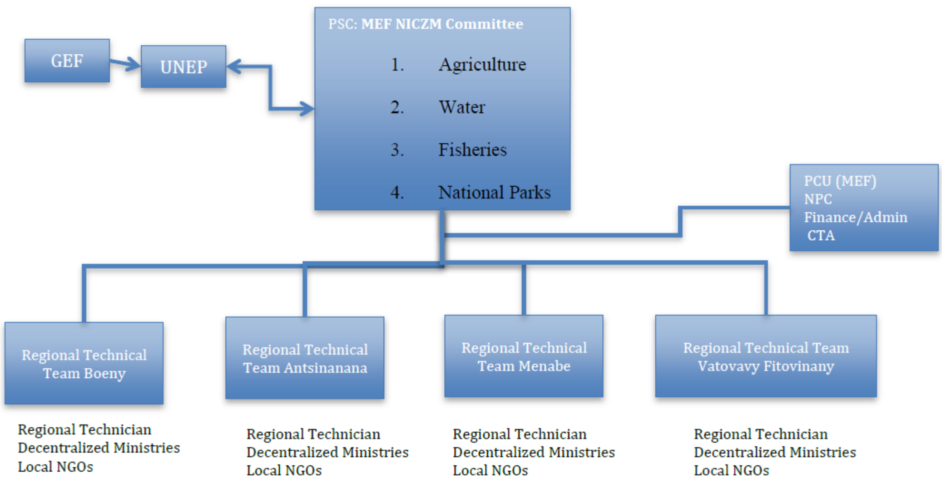

Figure 1: Project Management Structure

5. Project Cost and Financing

19. This is a Full-size Project of the LDCF, which is managed by the GEF. The overall project budget (at design) was USD 17,387,500 of which USD 5,337,500 was from GEF/LDCF funds and USD 12,050,000 was the expected co-financing. Of the total co-financing, $ 9,380,000 was to be provided in grant, and $ 2,670,000 in kind. See Table 3 and Table 4 below.

Source	Amount (USD)	Percentage
Cost to the LCDF	**5,337,500**	**31%**
Co-financing	**12,050,000**	**69%**
Grant		
Ministry of Environment and Forests	*3,380,000*	*19%*
Ministry of Agriculture	*5,000,000*	*29%*
UNEP	*1,000,000*	*6%*
Sub total	*9,380,000*	*54%*
In kind		
Ministry of Environment and Forest	*2,170,000*	*12%*
Ministry of Agriculture	*500,000*	*3%*

Project Component and Expected Outcome	LDCF (USD)	Co-financing (USD)
Component 1: Institutional capacity development **Outcome 1.1**: Strengthened institutional capacity to address climate change impacts in project sites (Menabe, Boeny, Vatovavy Fitovinany and Atsinanana)	579,283	3,380,000
Component 2: Coastal rehabilitation and management for long-term resilience **Outcome 2.1**: Restored and protected coastal zone	3,684,220	5,450,000
Component 3: Mainstreaming adaptation measures into national ICZM policies and development strategies **Outcome 3.1**: Climate change adaptation measures are mainstreamed into national and sectoral development strategies, and in non-state stakeholder actions or planning	727,500	2,500,000
Other costs (Project Management, M& E)	346,497	720,000
Total Project Cost	5,337,500	12,050,000

6. Implementation Issues

20. Between 11 November 2015 and 19 February 2016, a Baseline Assessment (BA)was undertaken for the LDCF project to: (**i**)collect baseline information specific to each project indicator; (**ii**)assess each indicator target according to particular criteria (specific, measurable, attainable, relevant, time-bound); (**iii**)update the project Results Framework (RF) and Logical Framework if necessary; and (**iv**)provide protocols for data collection and analysis to monitor the progress of activities against each target.

21. As a result of the Baseline Assessment, the majority of output indicators and targets in the RF were amended. The most notable amendments to indicators and targets were made within Component 2, specifically to **Output 2.1** *"shorelines are rehabilitated through restoration of protective ecosystem services"*. In particular, the target for mangrove restoration was reduced considerably because the original target was not attainable in the sites prioritised by regional government stakeholders. Additionally, GIZ and WWF had been implementing mangrove restoration interventions in some of the sites within Boeny and Menabe that were prioritised during the Project Preparation Grant (PPG) phase. Visits to the sites that were prioritised for mangrove restoration–and consultations with local communities at these sites–revealed that the mangroves in these areas were generally in good condition. Geographic Information System (GIS) and remote sensing analyses also indicated an insufficient occurrence of large and easily accessible degraded areas to justify restoration interventions.

22. The only communication to the GEF on the changes made is found in GEF Project Implementation Report (PIR) FY2016 (page 28, item 4.8) which states: *"Indicators were revised during the baseline assessment. They are now the ones that are presented in section 3.1 above."* The tweaks made to RF targets, based on recommendations of the mid-term review, were also reported in the 2019 PIR.

23. As mentioned below, back in 2016 there was no requirement or system for communicating to the GEF in detail on amendments made to the results framework. These days it would be done in a section of the PIR that is dedicated to amendments. **While these changes do reflect a substantive amendment, the fact that the changes are recorded in the GEF PIR FY2016, is taken as confirmation that the GEF was made aware of the revision. The results and indicators as reported in the PIRs FY 2016 – FY 2022 are the revised versions and will be used to assess the project's performance.**

24. A Mid-term Review (MTR) was undertaken in 2019, to cover the project implementation period from November 2014 to July 2019, following Several indicators and targets were adjusted for greater consistency with the outputs and outcomes, in particular for Outcomes 1, 2 and 3, and Outputs 1.2, 1.3, 3.1, 3.2 and 3.3. This readjustment also ensured that the indicators used are specific, measurable, attainable, relevant, and time-bound (SMART). Adjustments in the wording of some outputs and outcomes were also adopted. Finally, originally planned activity 8 (studies on cost-effectiveness, the gender dimension and the resilience of livelihoods) was replaced by the funding of community adaptation initiatives ("micro-projects").

25. By the time the MTR was conducted, four budget revisions had been carried out since the project was launched: in May 2015, January 2016, February 2017 and February 2019, all of which were duly justified and recorded. The budget revisions, however, did not lead to significant shifts in funds between the different project components. As a result of the Mid-Term Review (MTR) recommendations, the following revisions were made to the project activities, and reflected in the 2020 budget revision:

- *Under Output 1.1, the MTR recommended to replace Activity 4 (production systems outlook for agricultural value chains, including crop modelling) with enhancing the dissemination of the already-developed tools (vulnerability assessment and maps of flood-prone areas) through targeted workshops in the regions.*
- *Under Output 3.3, the MTR noted that the revision of laws and regulations seemed less aligned with overall project focus and approach, and recommended to redirect resources from these activities to e.g. the dissemination of tools developed under Component 1, and the further development of the Rambo value chain.*

26. Other no-cost extensions occurred after the MTR, and were reflected in budget revisions in 2021 and 2022, where the remaining funds were rephased to the additional implementation months. Due to delays in the initial start of the project, and later on delays due to challenging procurement processes, the COVID-19 pandemic, and other challenges, the project was completed in December 2023.

27. The operating context was generally considered unfavourable. As noted in the MTR Report, the project experienced great political instability until the presidential election in January 2019. This instability was manifested in the form of insecurity across the country, and by a succession of officials in the positions of Minister of the Environment (Executing Agency), the National Project Director, and Regional Directors for the Environment in the four regions of intervention.

28. Project risk rating was medium due to: (i) increasing frequency and intensity of extreme events, in particular cyclones which resulted in damage to ecotourism facilities established by the project, as well as droughts which were jeopardizing the long-term success of the project's agricultural activities; and (ii) government decision to dissolve the national Integrated Coastal Zone Management (ICZM) committee due to restrictions on the government's budget, which left the regional committees without a key support structure and uncertainty about their fate in the longer term.

29. During the third wave of the COVID-19 pandemic from late 2021 to March 2022, the Government imposed restrictions on meetings and other gatherings of people. As a consequence, training activities for parliamentarians (Output 3.1) had to be postponed. Further, the pandemic resulted in continued restrictions to movement and travel within the country, as well as on gatherings of people, causing additional delays in project implementation.

30. At MTR (July 2019) the participation of women had remained below the targets set at project inception; it was therefore recommended to the project to increase efforts to promote gender equality in field activities and to systematically integrate the gender dimension in the implementation of the activities.

31. With regard to environmental and social safeguards, a potential risk of environmental degradation was identified earlier in project implementation, as the introduction of peanut cultivation in one of the project areas (Menabe) was observed to result in an increased risk of deforestation to provide land for the plantations. The implementation of this climate-smart livelihood diversification activity was therefore halted.

32. The continuity of the project's interventions despite the unfavourable context and implementation challenges was largely due to the adaptive management of the Project Management Unit, supported by the Chief Technical Advisor and UNEP.

Section 2. OBJECTIVE AND SCOPE OF THE EVALUATION

7. Objective of the Evaluation

33. In line with the UNEP Evaluation Policy[2] and the UNEP Programme Manual[3], the Terminal Evaluation is undertaken at operational completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The Evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP, the Malagasy Government (Ministry of Environment and Sustainable Development, Ministry of Environment and Forests, and Ministry of Agriculture), and other government and non-government agencies and institutions. Therefore, the Evaluation will identify lessons of operational relevance for future project formulation and implementation, especially where a second phase of the project is being considered. Recommendations relevant to the whole house may also be identified during the evaluation process.

8. Key Evaluation Principles

34. Evaluation findings and judgements will be based on **sound evidence and analysis**, clearly documented in the Evaluation Report. Information will be triangulated (i.e. verified from different sources) as far as possible, and when verification is not possible, the single source will be mentioned (whilst anonymity is still protected). Analysis leading to evaluative judgements should always be clearly spelled out.

35. **The “Why?” Question.** As this is a Terminal Evaluation and a follow-up project is likely [or similar interventions are envisaged for the future], particular attention will be given to learning from the experience. Therefore, the “*why?*” question should be at the front of the consultants’ minds all through the evaluation exercise and is supported by the use of a theory of change approach. This means that the consultant(s) needs to go beyond the assessment of “*what*” the project performance was and make a serious effort to provide a deeper understanding of “*why*” the performance was as it was (i.e. what contributed to the achievement of the project’s results). This should provide the basis for the lessons that can be drawn from the project.

36. **Attribution, Contribution and Credible Association:** In order to *attribute* any outcomes and impacts to a project intervention, one needs to consider the difference between what has happened with, and what would have happened without, the project (i.e. take account of changes over time and between contexts in order to isolate the effects of an intervention). This requires appropriate baseline data and the identification of a relevant counterfactual, both of which are frequently not available for evaluations. Establishing the *contribution* made by a project in a complex change process relies heavily on prior intentionality (e.g. approved project design documentation, logical framework) and the articulation of causality (e.g. narrative and/or illustration of the Theory of Change). Robust evidence that a project was delivered as designed and that the expected causal pathways developed supports claims of contribution and this is strengthened where an alternative theory of change can be excluded. A *credible association* between the implementation of a project and observed positive effects can be made where a strong causal narrative, although not explicitly articulated, can be inferred by the chronological sequence of events, active involvement of key actors and engagement in critical processes.

37. **Communicating evaluation results.** A key aim of the Evaluation is to encourage reflection and learning by UNEP staff and key project stakeholders. The consultant(s) should consider how reflection and learning can be promoted, both through the evaluation process and in the communication of evaluation findings and key lessons. Clear and concise writing is required on all evaluation deliverables. Draft and final versions of the Main Evaluation Report will be shared with key stakeholders by the Evaluation Manager. There may, however, be several intended audiences, each with different interests and needs regarding the report. The consultant(s) will plan with the Evaluation Manager which audiences to target and the easiest and clearest way to communicate the key evaluation findings and lessons to them. This may include some, or all, of the following;

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2 https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies

3 https://wecollaborate.unep.org

a webinar, conference calls with relevant stakeholders, the preparation of an Evaluation Brief or interactive presentation.

9. Key Strategic Questions

In addition to the evaluation criteria outlined in Section 10 below, the Evaluation will address the **strategic questions** listed below. These are questions of interest to UNEP and to which the project is believed to be able to make a substantive contribution. Also included are five questions that are required when reporting in the GEF Portal and these must be addressed in the TE

> ***Q1:*** *Despite previous ad hoc attempts to adapt, the capacity to address climate change impacts in Madagascar had remained limited. What aspect(s) of this LDCF intervention in Madagascar had the greatest impact on: (i) increasing institutional capacity building for coastal zone resource management, and (ii) integrating climate change into relevant national and sectoral policy instruments?*
>
> ***Q2****: To what degree of success did the project deliver a sustainable and resilient coastal development strategy /coastal management plans that was adapted to Malagasy's needs?*
>
> ***Q3:*** *What, if any, were the most notable effects (positive and/or negative) to the amendments introduced to the project's original results framework, following the Base line Study that was completed in 2016, and has there been any significant deviation to the project's original intention (i.e. its intended objective as designed in the approved Project Document)?*
>
> ***Q4:*** *With regard to the issue of gender in the rehabilitation and conservation of coastal zone resources , how and to what extent has project performance been affected by the integration or absence of gender considerations during project implementation?*
>
> ***Q5:*** *To what extent were the recommendations from the Mid Term Review actioned upon, and with what results?*
>
> ***Q6:*** *What changes were made to adapt to the effects of the COVID-19 pandemic and how might those changes have affected the project's performance?*

Address the questions required for the GEF Portal in the appropriate parts of the report and provide a **summary of the findings in the Conclusions section of the report**:

a) *Under Monitoring and Reporting/Monitoring of Project Implementation:*

What was the performance at the project's completion against Core Indicator Targets? (For projects approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided[4]).

b) *Under Factors Affecting Performance/Stakeholder Participation and Cooperation:*

What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR? *(This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval)*

c) *Under Factors Affecting Performance/Responsiveness to Human Rights and Gender Equality:*

What were the completed gender-responsive measures and, if applicable, actual gender result areas? *(This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators* contained in the project results framework or gender action plan or equivalent)

d) *Under Factors Affecting Performance/Environmental and Social Safeguards:*

What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. *(Any supporting documents gathered by the Consultant during this review should be shared with the Task Manager for uploading in the GEF Portal)*

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[4] *This is not applicable for Enabling Activities*

e) *Under Factors Affecting Performance/Communication and Public Awareness:*

What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions? *(This should be based on the documentation approved at CEO Endorsement/Approval)*

10. Evaluation Criteria

38. All evaluation criteria will be rated on a six-point scale. Sections A-I below, outline the scope of the criteria. A weightings table in excel format will be provided by the Evaluation Manager to support the determination of an overall project rating. The set of evaluation criteria are grouped in nine categories: (A) Strategic Relevance; (B) Quality of Project Design; (C) Nature of External Context; (D) Effectiveness, which comprises assessments of the availability of outputs, achievement of outcomes and likelihood of impact; (E) Financial Management; (F) Efficiency; (G) Monitoring and Reporting; (H) Sustainability; and (I) Factors Affecting Project Performance. The Evaluation Consultant(s) can propose other evaluation criteria as deemed appropriate.

A. Strategic Relevance

39. The Evaluation will assess the extent to which the activity is suited to the priorities and policies of the donors, implementing regions/countries and the target beneficiaries. The Evaluation will include an assessment of the project's relevance in relation to UNEP's mandate and its alignment with UNEP's policies and strategies at the time of project approval. Under strategic relevance an assessment of the complementarity of the project with other interventions addressing the needs of the same target groups will be made. This criterion comprises four elements:

i. Alignment to the UNEP Medium Term Strategy[5] (MTS), Programme of Work (POW) and Strategic Priorities

40. The Evaluation should assess the project's alignment with the MTS and POW under which the project was approved and include, in its narrative, reflections on the scale and scope of any contributions made to the planned results reflected in the relevant MTS and POW. UNEP strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building[6] (BSP) and South-South Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. S-SC is regarded as the exchange of resources, technology and knowledge between developing countries.

ii. Alignment to Donor/GEF/Partner Strategic Priorities

41. Donor, including GEF, strategic priorities will vary across interventions. GEF priorities are specified in published programming priorities and focal area strategies. The Evaluation will assess the extent to which the project is suited to, or responding to, donor priorities. In some cases, alignment with donor priorities may be a fundamental part of project design and grant approval processes while in others, for example, instances of 'softly-earmarked' funding, such alignment may be more of an assumption that should be assessed.

iii. Relevance to Global, Regional, Sub-regional and National Environmental Priorities

42. The Evaluation will assess the alignment of the project with global priorities such as the SDGs and Agenda 2030. The extent to which the intervention is suited, or responding to, the stated environmental concerns and needs of the countries, sub-regions or regions where it is being implemented will be considered. Examples may include: UN Development Assistance Frameworks (UNDAF), national or sub-national development plans, poverty reduction strategies or Nationally Appropriate Mitigation Action (NAMA) plans or regional agreements etc. Within this section consideration will be given to whether the needs of all beneficiary groups are being met and reflects the current policy priority to leave no one behind.

[5] UNEP's Medium Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes. https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents

[6] http://www.unep.fr/ozonaction/about/bsp.htm

iv. Complementarity with Relevant Existing Interventions/Coherence7

43. An assessment will be made of how well the project, either at design stage or during the project inception or mobilization[8], took account of ongoing and planned initiatives (under the same sub-programme, other UNEP sub-programmes, or being implemented by other agencies within the same country, sector or institution) that address similar needs of the same target groups. The Evaluation will consider if the project team, in collaboration with Regional Offices and Sub-Programme Coordinators, made efforts to ensure their own intervention was complementary to other interventions, optimized any synergies and avoided duplication of effort. Examples may include UNDAFs or One UN programming. Linkages with other interventions should be described and instances where UNEP's comparative advantage has been particularly well applied should be highlighted.

Factors affecting this criterion may include:

- Stakeholders' participation and cooperation
- Responsiveness to human rights and gender equality
- Country ownership and driven-ness.

B. Quality of Project Design

44. The quality of project design is assessed using an agreed template during the evaluation inception phase, ratings are attributed to identified criteria and an overall Project Design Quality rating is established. The complete Project Design Quality template should be annexed in the Evaluation Inception Report. Later, the overall Project Design Quality rating[9] should be entered in the final evaluation ratings table (as item B) in the Main Evaluation Report and a summary of the project's strengths and weaknesses at design stage should be included within the body of the report. **For this exercise, the reference documents will be the CEO Endorsement document and the revised Results Framework.**

Factors affecting this criterion may include (at the design stage):

- Stakeholders participation and cooperation
- Responsiveness to human rights and gender equality

C. Nature of External Context

45. At evaluation inception stage a rating is established for the project's external operating context (considering the prevalence of conflict, natural disasters and political upheaval[10]). This rating is entered in the final evaluation ratings table as item C. Where a project has been rated as facing either an Unfavourable or Highly Unfavourable external operating context, and/or a negative external event has occurred during project implementation, the ratings for Effectiveness, Efficiency and/or Sustainability may be increased at the discretion of the Evaluation Consultant and Evaluation Manager together. A justification for such an increase must be given.

D. Effectiveness

i. Availability of Outputs[11]

46. The Evaluation will assess the project's success in producing the programmed outputs and making them available to the intended beneficiaries as well as its success in achieving milestones as per the project design document (ProDoc). Any *formal* modifications/revisions made during project implementation will be considered part of the project design. Where the project outputs are inappropriately or inaccurately stated in

[7] This sub-category is consistent with the new criterion of 'Coherence' introduced by the OECD-DAC in 2019.

[8] A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

[9] In some instances, based on data collected during the evaluation process, the assessment of the project's design quality may change from Inception Report to Main Evaluation Report.

[10] Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management by the project team. From March 2020 this should include the effects of COVID-19.

[11] Outputs are the availability (for intended beneficiaries/users) of new products and services and/or gains in knowledge, abilities and awareness of individuals or within institutions (UNEP, 2019)

the ProDoc, reformulations may be necessary in the reconstruction of the Theory of Change (TOC). In such cases a table should be provided showing the original and the reformulation of the outputs for transparency. The availability of outputs will be assessed in terms of both quantity and quality, and the assessment will consider their ownership by, and usefulness to, intended beneficiaries and the timeliness of their provision. It is noted that emphasis is placed on the performance of those outputs that are most important to achieve outcomes. The Evaluation will briefly explain the reasons behind the success or shortcomings of the project in delivering its programmed outputs and meeting expected quality standards.

Factors affecting this criterion may include:

- Preparation and readiness
- Quality of project management and supervision[12]

ii. Achievement of Project Outcomes[13]

47. The achievement of project outcomes is assessed as performance against the project outcomes as defined in the reconstructed[14] Theory of Change. These are outcomes that are intended to be achieved by the end of the project timeframe and within the project's resource envelope. Emphasis is placed on the achievement of project outcomes that are most important for attaining intermediate states. As with outputs, a table can be used where substantive amendments to the formulation of project outcomes is necessary to allow for an assessment of performance. The Evaluation should report evidence of attribution between UNEP's intervention and the project outcomes. In cases of normative work or where several actors are collaborating to achieve common outcomes, evidence of the nature and magnitude of UNEP's 'substantive contribution' should be included and/or 'credible association' established between project efforts and the project outcomes realised.

Factors affecting this criterion may include:

- Quality of project management and supervision
- Stakeholders' participation and cooperation
- Responsiveness to human rights and gender equality
- Communication and public awareness

iii. Likelihood of Impact

48. Based on the articulation of long-lasting effects in the reconstructed TOC *(i.e. from project outcomes, via intermediate states, to impact),* the Evaluation will assess the likelihood of the intended, positive impacts becoming a reality. Project objectives or goals should be incorporated in the TOC, possibly as intermediate states or long-lasting impacts. The Evaluation Office's approach to the use of TOC in project evaluations is outlined in a guidance note available and is supported by an excel-based flow chart, 'Likelihood of Impact Assessment Decision Tree'. Essentially the approach follows a 'likelihood tree' from project outcomes to impacts, taking account of whether the assumptions and drivers identified in the reconstructed TOC held. Any unintended positive effects should also be identified and their causal linkages to the intended impact described.

49. The Evaluation will also consider the likelihood that the intervention may lead, or contribute to, unintended negative effects (e.g. will vulnerable groups such as those living with disabilities and/or women and children, be disproportionally affected by the project?). Some of these potential negative effects may have been identified in the project design as risks or as part of the analysis of Environmental and Social Safeguards.

[12] In some cases 'project management and supervision' will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the executing agency and the technical backstopping provided by UNEP.

[13] Outcomes are the use (i.e. uptake, adoption, application) of an output by intended beneficiaries, observed as changes in institutions or behavior, attitude or condition (UNEP, 2019)

[14] All submitted UNEP project documents are required to present a Theory of Change with all submitted project designs. The level of 'reconstruction' needed during an evaluation will depend on the quality of this initial TOC, the time that has lapsed between project design and implementation (which may be related to securing and disbursing funds) and the level of any formal changes made to the project design.

50. The Evaluation will consider the extent to which the project has played a catalytic role[15] or has promoted scaling up and/or replication as part of its Theory of Change (either explicitly as in a project with a demonstration component or implicitly as expressed in the drivers required to move to outcome levels) and as factors that are likely to contribute to greater or long-lasting impact.

51. Ultimately UNEP and all its partners aim to bring about benefits to the environment and human well-being. Few projects are likely to have impact statements that reflect such long-lasting or broad-based changes. However, the Evaluation will assess the likelihood of the project to make a substantive contribution to the long-lasting changes represented by the Sustainable Development Goals and/or the intermediate-level results reflected in UNEP's Expected Accomplishments and the strategic priorities of funding partner(s).

Factors affecting this criterion may include:

- Quality of Project Management and Supervision (including adaptive management)
- Stakeholders' participation and cooperation
- Responsiveness to human rights and gender equality
- Country ownership and driven-ness
- Communication and public awareness

E. Financial Management

52. Financial management will be assessed under three themes: *adherence* to UNEP's financial policies and procedures, *completeness* of financial information and *communication* between financial and project management staff. The Evaluation will establish the actual spend across the life of the project of funds secured from all donors. This expenditure will be reported, where possible, at output/component level and will be compared with the approved budget. The Evaluation will verify the application of proper financial management standards and adherence to UNEP's financial management policies. Any financial management issues that have affected the timely delivery of the project or the quality of its performance will be highlighted. The Evaluation will record where standard financial documentation is missing, inaccurate, incomplete or unavailable in a timely manner. The Evaluation will assess the level of communication between the Project/Task Manager and the Fund Management Officer as it relates to the effective delivery of the planned project and the needs of a responsive, adaptive management approach.

Factors affecting this criterion may include:

- Preparation and readiness
- Quality of project management and supervision

F. Efficiency

53. Under the efficiency criterion the Evaluation will assess the extent to which the project delivered maximum results from the given resources. This will include an assessment of the cost-effectiveness and timeliness of project execution.

54. Focusing on the translation of inputs into outputs, cost-effectiveness is the extent to which an intervention has achieved, or is expected to achieve, its results at the lowest possible cost. Timeliness refers to whether planned activities were delivered according to expected timeframes as well as whether events were sequenced efficiently. The Evaluation will also assess to what extent any project extension could have been avoided through stronger project management and identify any negative impacts caused by project delays or extensions. The Evaluation will describe any cost or time-saving measures put in place to maximise

[15] The terms catalytic effect, scaling up and replication are inter-related and generally refer to extending the coverage or magnitude of the effects of a project. Catalytic effect is associated with triggering additional actions that are not directly funded by the project – these effects can be both concrete or less tangible, can be intentionally caused by the project or implied in the design and reflected in the TOC drivers, or can be unintentional and can rely on funding from another source or have no financial requirements. Scaling up and Replication require more intentionality for projects, or individual components and approaches, to be reproduced in other similar contexts. Scaling up suggests a substantive increase in the number of new beneficiaries reached/involved and may require adapted delivery mechanisms while Replication suggests the repetition of an approach or component at a similar scale but among different beneficiaries. Even with highly technical work, where scaling up or replication involves working with a new community, some consideration of the new context should take place and adjustments made as necessary.

results within the secured budget and agreed project timeframe and consider whether the project was implemented in the most efficient way compared to alternative interventions or approaches.

55. The Evaluation will give special attention to efforts made by the project teams during project implementation to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities[16] with other initiatives, programmes and projects etc. to increase project efficiency.

56. The factors underpinning the need for any project extensions will also be explored and discussed. As management or project support costs cannot be increased in cases of 'no cost extensions', such extensions represent an increase in unstated costs to implementing parties.

Factors affecting this criterion may include:

- Preparation and readiness (e.g. timeliness)
- Quality of project management and supervision
- Stakeholders participation and cooperation

G. Monitoring and Reporting

57. The Evaluation will assess monitoring and reporting across three sub-categories: monitoring design and budgeting, monitoring implementation and project reporting.

i. Monitoring Design and Budgeting

58. Each project should be supported by a sound monitoring plan that is designed to track progress against SMART[17] results towards the provision of the project's outputs and achievement of project outcomes, including at a level disaggregated by gender, marginalisation or vulnerability, including those living with disabilities.. In particular, the Evaluation will assess the relevance and appropriateness of the project indicators as well as the methods used for tracking progress against them as part of conscious results-based management. The Evaluation will assess the quality of the design of the monitoring plan as well as the funds allocated for its implementation. The adequacy of resources for Mid-Term and Terminal Evaluation/Review should be discussed if applicable.

ii. Monitoring of Project Implementation

59. The Evaluation will assess whether the monitoring system was operational and facilitated the timely tracking of results and progress towards projects objectives throughout the project implementation period. This assessment will include consideration of whether the project gathered relevant and good quality baseline data that is accurately and appropriately documented. This should include monitoring the representation and participation of disaggregated groups (including gendered, marginalised or vulnerable groups, such as those living with disabilities) in project activities. It will also consider the quality of the information generated by the monitoring system during project implementation and how it was used to adapt and improve project execution, achievement of outcomes and ensure sustainability. The Evaluation should confirm that funds allocated for monitoring were used to support this activity.

60. The performance at project completion against Core Indicator Targets should be reviewed. For projects approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided.

iii. Project Reporting

61. UNEP has a centralised project information management system (Anubis) in which project managers upload six-monthly progress reports against agreed project milestones. This information will be provided to the Evaluation Consultant(s) by the Evaluation Manager. Some projects have additional requirements to report regularly to funding partners, which will be supplied by the project team (e.g. the Project Implementation Reviews and Tracking Tool for GEF-funded projects). The Evaluation will assess the extent to which both UNEP and donor reporting commitments have been fulfilled. Consideration will be given as to whether reporting has been carried out with respect to the effects of the initiative on disaggregated groups.

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[16] *Complementarity with other interventions during project design, inception or mobilization is considered under Strategic Relevance above.*

[17] *SMART refers to results that are specific, measurable, achievable, relevant and time-oriented. Indicators help to make results measurable.*

Factors affecting this criterion may include:

- Quality of project management and supervision
- Responsiveness to human rights and gender equality (e.g disaggregated indicators and data)

H. Sustainability

62. Sustainability[18] is understood as the probability of the benefits derived from the achievement of project outcomes being maintained and developed after the close of the intervention. The Evaluation will identify and assess the key conditions or factors that are likely to undermine or contribute to the endurance of achieved project outcomes (i.e. 'assumptions' and 'drivers'). Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention. Where applicable an assessment of bio-physical factors that may affect the sustainability of project outcomes may also be included.

i. Socio-political Sustainability

63. The Evaluation will assess the extent to which social or political factors support the continuation and further development of the benefits derived from project outcomes. It will consider the level of ownership, interest and commitment among government and other stakeholders to take the project achievements forwards. In particular the Evaluation will consider whether individual capacity development efforts are likely to be sustained.

ii. Financial Sustainability

64. Some project outcomes, once achieved, do not require further financial inputs, e.g. the adoption of a revised policy. However, in order to derive a benefit from this outcome further management action may still be needed e.g. to undertake actions to enforce the policy. Other project outcomes may be dependent on a continuous flow of action that needs to be resourced for them to be maintained, e.g. continuation of a new natural resource management approach. The Evaluation will assess the extent to which project outcomes are dependent on future funding for the benefits they bring to be sustained. Secured future funding is only relevant to financial sustainability where a project's outcomes have been extended into a future project phase. Even where future funding has been secured, the question still remains as to whether the project outcomes are financially sustainable.

iii. Institutional Sustainability

65. The Evaluation will assess the extent to which the sustainability of project outcomes (especially those relating to policies and laws) is dependent on issues relating to institutional frameworks and governance. It will consider whether institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. are robust enough to continue delivering the benefits associated with the project outcomes after project closure. In particular, the Evaluation will consider whether institutional capacity development efforts are likely to be sustained.

Factors affecting this criterion may include:

- Stakeholders participation and cooperation
- Responsiveness to human rights and gender equality (e.g. where interventions are not inclusive, their sustainability may be undermined)
- Communication and public awareness
- Country ownership and driven-ness

I. Factors Affecting Project Performance and Cross-Cutting Issues

[18] As used here, 'sustainability' means the long-lasting maintenance of outcomes and consequent impacts, whether environmental or not. This is distinct from the concept of sustainability in the terms 'environmental sustainability' or 'sustainable development', which imply 'not living beyond our means' or 'not diminishing global environmental benefits' (GEF STAP Paper, 2019, Achieving More Enduring Outcomes from GEF Investment)

(These factors are rated in the ratings table but are discussed within the Main Evaluation Report as cross-cutting themes, as appropriate, under the other evaluation criteria above. If these issues are not addressed under the evaluation criteria, then independent summaries of their status within the evaluated project should be given.)

i. Preparation and Readiness

66. This criterion focuses on the inception or mobilisation stage of the project (i.e. the time between project approval and first disbursement). The Evaluation will assess whether appropriate measures were taken to either address weaknesses in the project design or respond to changes that took place between project approval, the securing of funds and project mobilisation. In particular the Evaluation will consider the nature and quality of engagement with stakeholder groups by the project team, the confirmation of partner capacity and development of partnership agreements as well as initial staffing and financing arrangements. *(Project preparation is included in the template for the assessment of Project Design Quality)*.

ii. Quality of Project Management and Supervision

67. In some cases 'project management and supervision' may refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects[19], it may refer to the project management performance of the executing agency and the technical backstopping and supervision provided by UNEP. The performance of parties playing different roles should be discussed and a rating provided for both types of supervision (UNEP/Partner/Executing Agency) and the overall rating for this sub-category established as a simple average of the two.

68. The Evaluation will assess the effectiveness of project management with regard to: providing leadership towards achieving the planned outcomes; managing team structures; maintaining productive partner relationships (including Steering Groups etc.); maintaining project relevance within changing external and strategic contexts; communication and collaboration with UNEP colleagues; risk management; use of problem-solving; project adaptation and overall project execution. Evidence of adaptive management should be highlighted.

iii. Stakeholder Participation and Cooperation

69. Here the term 'stakeholder' should be considered in a broad sense, encompassing all project partners, duty bearers with a role in delivering project outputs and target users of project outputs and any other collaborating agents external to UNEP and the Executing Agency. The assessment will consider the quality and effectiveness of all forms of communication and consultation with stakeholders throughout the project life and the support given to maximise collaboration and coherence between various stakeholders, including sharing plans, pooling resources and exchanging learning and expertise. The inclusion and participation of all differentiated groups, including gender groups should be considered.

70. The progress, challenges and outcomes regarding engagement of stakeholders in the project/program occurring since the MTR should be reviewed. *(This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval)*.

iv. Responsiveness to Human Rights and Gender Equality

71. The Evaluation will ascertain to what extent the project has applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People. Within this human rights context the Evaluation will assess to what extent the intervention adheres to UNEP's Policy and Strategy for Gender Equality and the Environment[20].

72. In particular the Evaluation will consider to what extent project-implementation and monitoring have taken into consideration: (i) possible inequalities (especially those related to gender) in access to, and the control over, natural resources; (ii) specific vulnerabilities of disadvantaged groups (especially women, youth and children and those living with disabilities) to environmental degradation or disasters; and (iii) the role of

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[19] For GEF funded projects, a rating will be provided for the Project Management and Supervision of each of the Implementing and Executing Agencies. The two ratings will be aggregated to provided an overall rating for Quality of Project Management and Supervision

[20]The Evaluation Office notes that Gender Equality was first introduced in the UNEP Project Review Committee Checklist in 2010 and, therefore, provides a criterion rating on gender for projects approved from 2010 onwards. Equally, it is noted that policy documents, operational guidelines and other capacity building efforts have only been developed since then and have evolved over time. https://wedocs.unep.org/bitstream/handle/20.500.11822/7655/-Gender_equality_and_the_environment_Policy_and_strategy-2015Gender_equality_and_the_environment_policy_and_strategy.pdf.pdf?sequence=3&isAllowed=y

disadvantaged groups (especially those related to gender) in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation.

73. Note that the project's effect on equality (i.e. promoting human rights, gender equality and inclusion of those living with disabilities and/or belonging to marginalised/vulnerable groups) should be included within the TOC as a general driver or assumption where there is no dedicated result within the results framework. If an explicit commitment on this topic is made within the project document then the driver/assumption should also be specific to the described intentions.

74. The completed gender-responsive measures and, if applicable, actual gender result areas should be reviewed. (This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent).

v. Environmental and Social Safeguards

75. UNEP projects address environmental and social safeguards primarily through the process of environmental and social screening at the project approval stage, risk assessment and management (avoidance, minimization, mitigation or, in exceptional cases, offsetting) of potential environmental and social risks and impacts associated with project and programme activities. The Evaluation will confirm whether UNEP requirements[21] were met to: *review* risk ratings on a regular basis; *monitor* project implementation for possible safeguard issues; *respond* (where relevant) to safeguard issues through risk avoidance, minimization, mitigation or offsetting and r*eport* on the implementation of safeguard management measures taken. UNEP requirements for proposed projects to be screened for any safeguarding issues; for sound environmental and social risk assessments to be conducted and initial risk ratings to be assigned are evaluated above under Quality of Project Design).

76. The Evaluation will also consider the extent to which the management of the project minimised UNEP's environmental footprint.

77. Implementation of the management measures against the Safeguards Plan submitted at CEO Approval should be reviewed, the risk classifications verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. Any supporting documents gathered by the Consultant should be shared with the Task Manager.

vi. Country Ownership and Driven-ness

78. The Evaluation will assess the quality and degree of engagement of government / public sector agencies in the project. While there is some overlap between Country Ownership and Institutional Sustainability, this criterion focuses primarily on the forward momentum of the intended projects results, i.e. either a) moving forwards from outputs to project outcomes or b) moving forward from project outcomes towards intermediate states. The Evaluation will consider the engagement not only of those directly involved in project execution and those participating in technical or leadership groups, but also those official representatives whose cooperation is needed for change to be embedded in their respective institutions and offices (e.g. representatives from multiple sectors or relevant ministries beyond Ministry of Environment). This factor is concerned with the level of ownership generated by the project over outputs and outcomes and that is necessary for long-lasting impact to be realised. Ownership should extend to all gendered and marginalised groups.

vii. Communication and Public Awareness

79. The Evaluation will assess the effectiveness of: a) communication of learning and experience sharing between project partners and interested groups arising from the project during its life and b) public awareness activities that were undertaken during the implementation of the project to influence attitudes or shape behaviour among wider communities and civil society at large. The Evaluation should consider whether existing communication channels and networks were used effectively, including meeting the differentiated needs of gendered or marginalised groups, and whether any feedback channels were established. Where knowledge sharing platforms have been established under a project the Evaluation will comment on the sustainability of the communication channel under either socio-political, institutional or financial sustainability, as appropriate.

[21] For the review of project concepts and proposals, the Safeguard Risk Identification Form (SRIF) was introduced in 2019 and replaced the Environmental, Social and Economic Review note (ESERN), which had been in place since 2016. In GEF projects safeguards have been considered in project designs since 2011.

80. The project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions should be reviewed. This should be based on the documentation approved at CEO Endorsement/Approval.

Section 3. EVALUATION APPROACH, METHODS AND DELIVERABLES

81. The Terminal Evaluation will be an in-depth evaluation using a participatory approach whereby key stakeholders are kept informed and consulted throughout the evaluation process. Both quantitative and qualitative evaluation methods will be used as appropriate to determine project achievements against the expected outputs, outcomes and impacts. It is highly recommended that the consultant(s) maintains close communication with the project team and promotes information exchange throughout the Evaluation implementation phase in order to increase their (and other stakeholder) ownership of the evaluation findings. Where applicable, the consultant(s) will provide a geo-referenced map that demarcates the area covered by the project and, where possible, provide geo-reference photographs of key intervention sites (e.g. sites of habitat rehabilitation and protection, pollution treatment infrastructure, etc.)

82. The findings of the Evaluation will be based on the following:

(a) A **desk review** of:

- Relevant background documentation;
- Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the project, the logical framework and/or its budget;
- Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence and including the Project Implementation Reviews and Tracking Tool etc.;
- Project deliverables: (climate change vulnerability tools, ICZM strategies, development plans, coastal protection infrastructure, training material, etc.;
- Mid-Term Review Report;

(b) **Interviews** (individual or in group) with:

- UNEP Task Manager (TM);
- Project management team, including the Project Manager within the Executing Agency, where appropiate;
- UNEP Fund Management Officer (FMO);
- Portfolio Manager and Sub-Programme Coordinator, where appropriate;
- Project partners, including Ministry of Environment and Sustainable Development, Ministry of Environment and Forests, Ministry of Agriculture, and other government and non-government agencies and institutions;
- Relevant resource persons;
- Representatives from civil society and specialist groups (such as women’s, farmers and trade associations etc).

(c) **Surveys** (where appropriate)

(d) **Field visits** (the evaluation process shall include a field mission to Madagascar, if found feasible).

(e) Other data collection tools as deemed appropriate.

11. Evaluation Deliverables and Review Procedures

The Evaluation Team will prepare:

- **Inception Report:** (see Annex 1 for a list of all templates, tables and guidance notes) containing an assessment of project design quality, a draft reconstructed Theory of Change of the project, project stakeholder analysis, evaluation framework and a tentative evaluation schedule.
- **Preliminary Findings Note:** typically in the form of a PowerPoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings. In the case of highly strategic project/portfolio evaluations or evaluations with an Evaluation Reference Group, the preliminary findings may be presented as a word document for review and comment.
- **Draft and Final Evaluation Report:** containing an executive summary that can act as a stand-alone document; detailed analysis of the evaluation findings organised by evaluation criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.

83. An **Evaluation Brief,** (a 2-page overview of the evaluand and key evaluation findings) for wider dissemination through the UNEP website may be required. This will be discussed with the Evaluation Manager no later than during the finalization of the Inception Report.

84. **Review of the Draft Evaluation Report**. The Evaluation Consultant(s) will submit a draft report to the Evaluation Manager and revise the draft in response to their comments and suggestions. Once a draft of adequate quality has been peer-reviewed and accepted, the Evaluation Manager will share the cleared draft report with the Task Manager and Project Manager, who will alert the Evaluation Manager in case the report contains any blatant factual errors. The Evaluation Manager will then forward the revised draft report (corrected by the Evaluation Consultant(s) where necessary) to other project stakeholders, for their review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions as well as providing feedback on the proposed recommendations and lessons. Any comments or responses to draft reports will be sent to the Evaluation Manager for consolidation. The Evaluation Manager will provide all comments to the Evaluation Consultant(s) for consideration in preparing the final report, along with guidance on areas of contradiction or issues requiring an institutional response.

85. Based on a careful review of the evidence collated by the Evaluation Consultants and the internal consistency of the report, the Evaluation Manager will provide an assessment of the ratings in the final evaluation report. Where there are differences of opinion between the evaluator and the Evaluation Manager on project ratings, both viewpoints will be clearly presented in the final report. The Evaluation Office ratings will be considered the final ratings for the project.

86. The Evaluation Manager will prepare a **quality assessment** of the first draft of the Main Evaluation Report, which acts as a tool for providing structured feedback to the Evaluation Consultant(s). The quality of the final report will be assessed and rated against the criteria specified in template listed in Annex 1 and this assessment will be appended to the Final Evaluation Report.

87. At the end of the evaluation process, the Evaluation Office will prepare a **Recommendations Implementation Plan** in the format of a table, to be completed and updated at regular intervals by the Task Manager. The Evaluation Office will track compliance against this plan on a six-monthly basis for a maximum of 12 months.

12. The Evaluation Consultant

88. For this Evaluation, the Evaluation Team will consist of one Evaluation Specialist who will work under the overall responsibility of the Evaluation Office represented by an Evaluation Manager (Pauline Marima), in consultation with the UNEP Task Manager (Anna Kontorov), Fund Management Officer (Bwiza Wameyo-Odemba), Head of the Climate Change Adaptation Unit (Jessica Troni), Head of the Nature for Climate Branch (Mirey Atallah), Director of the Ecosystems Division (Susan Gardner) and the Sub-programme Coordinator of the Climate Action Sub-programme (Niklas Hagelberg).

89. The consultant will liaise with the Evaluation Manager on any procedural and methodological matters related to the Evaluation, including travel. It is, however, each consultant's individual responsibility (where applicable) to arrange for their visas and immunizations as well as to plan meetings with stakeholders, organize online surveys, obtain documentary evidence and any other logistical matters related to the assignment. The UNEP Task Manager and project team will, where possible, provide logistical support (introductions, meetings etc.) allowing the consultants to conduct the Evaluation as efficiently and independently as possible.

90. The Evaluation Consultant will be hired over a period of **approximately 8 months (from the contract start date)** and should have the following: university degree in environmental or social studies, an advanced degree is desirable; at least 7 years' professional experience is required; working experience in the areas of environmental resource management, climate change adaptation, coastal zone management, is an added advantage; previous working experience in undertaking evaluation of projects, preferably using a Theory of Change approach, is required. Previous work experience in Madagascar is an advantage. Knowledge of English language along with excellent writing skills in English is required, and for this assignment, fluency in French is also required. Experience in managing partnerships, knowledge management and communication is desirable for all evaluation consultants. The work will be home-based with a possible field visit to Madagascar.

91. The Evaluation Consultant will be responsible, in close consultation with the Evaluation Office of UNEP for overall management of the Evaluation and timely provision of its outputs, described above in Section 11 Evaluation Deliverables, above. The consultant will ensure together that all evaluation criteria and questions are adequately covered.

92. In close consultation with the Evaluation Manager, the Evaluation Consultant will be responsible for the overall management of the Evaluation and timely provision of its outputs, data collection and analysis and report-writing. More specifically:

<u>Inception phase of the Evaluation, including:</u>

- preliminary desk review and introductory interviews with project staff;
- draft the reconstructed Theory of Change of the project;
- prepare the evaluation framework;
- develop the desk review and interview protocols;
- draft the survey protocols (if relevant);
- develop and present criteria for country and/or site selection for the evaluation mission;
- plan the evaluation schedule;
- prepare the Inception Report, incorporating comments until approved by the Evaluation Manager

<u>Data collection and analysis phase of the Evaluation, including:</u>

- conduct further desk review and in-depth interviews with project implementing and executing agencies, project partners and project stakeholders;
- (where appropriate and agreed) conduct an evaluation mission to the project country, visit the project locations, interview project partners and stakeholders, including a good representation of local communities where feasible, and ensure independence of the Evaluation and confidentiality of evaluation interviews.
- regularly report back to the Evaluation Manager on progress and inform of any possible problems or issues encountered and;
- keep the Project/Task Manager informed of the evaluation progress.

<u>Reporting phase, including:</u>

- draft the Main Evaluation Report, ensuring that the evaluation report is complete, coherent and consistent with the Evaluation Manager guidelines both in substance and style;
- liaise with the Evaluation Manager on comments received and finalize the Main Evaluation Report, ensuring that comments are taken into account until approved by the Evaluation Manager
- prepare a Response to Comments annex for the main report, listing those comments not accepted by the Evaluation Consultant and indicating the reason for the rejection; and
- (where agreed with the Evaluation Manager) prepare an Evaluation Brief (2-page summary of the evaluand and the key evaluation findings and lessons)

<u>Managing relations, including:</u>

- maintain a positive relationship with evaluation stakeholders, ensuring that the evaluation process is as participatory as possible but at the same time maintains its independence;
- communicate in a timely manner with the Evaluation Manager on any issues requiring its attention and intervention.

13. Schedule of the Evaluation

93. The table below presents the tentative schedule for the Evaluation.

Tentative schedule for the Evaluation

Milestone	Tentative Dates
Evaluation Initiation Meeting	Within 1 week from start date
Inception Report	1 month from starting date
Primary and secondary data collection and analysis	1.5 - 2 months from starting date
Presentation of preliminary findings	2.5 months from starting date
Draft report submitted to Evaluation Manager	3.5 months from starting date
Draft Report submitted to Task Manager and core project team	5 months from starting date
Draft Report shared with wider group of stakeholders	6 months from starting date
Submission of Final Report	7-8 months from starting date

14. Contractual Arrangements

94. Evaluation Consultants are selected and recruited by the Evaluation Office of UNEP under an individual Special Service Agreement (SSA) on a "fees only" basis (see below). By signing the service contract with UNEP/UNON, the Consultant shall certify that they have not been associated with the design and implementation of the project in any way which may jeopardize their independence and impartiality towards project achievements and project partner performance. In addition, they will not have any future interests (within six months after completion of the contract) with the project's executing or implementing units. All consultants are required to sign the Code of Conduct Agreement Form.

95. Fees will be paid on an instalment basis, paid on acceptance by the Evaluation Manager of expected key deliverables. The schedule of payment is as follows:

Schedule of Payment for the Evaluation Consultant

Deliverable	Percentage Payment
Approved Inception Report ***(as per Guidance Note)***	30%
Approved Draft Main Evaluation Report ***c***	30%
Approved Final Main Evaluation Report ***(as per Guidance Note)***	40%

<u>Fees only contracts:</u> Where applicable, air tickets will be purchased by UNEP and 75% of the Daily Subsistence Allowance for each authorised travel mission will be paid up front. Local in-country travel will only be reimbursed where agreed in advance with the Evaluation Manager and on the production of acceptable receipts. Terminal expenses and residual DSA entitlements (25%) will be paid after mission completion.

The consultant may be provided with access to UNEP's information management systems (e.g. SharePoint, Dropbox, etc.) and if such access is granted, the consultant agrees not to disclose information from that system to third parties beyond information required for, and included in, the evaluation report.

In case the consultant is not able to provide the deliverables in accordance with these guidelines, and in line with the expected quality standards by the UNEP Evaluation Office, payment may be withheld at the discretion of the Director of the Evaluation Office until the consultant has improved the deliverables to meet UNEP's quality standards.

If the consultant fails to submit a satisfactory final product to UNEP in a timely manner, i.e. before the end date of their contract, the Evaluation Office reserves the right to employ additional human resources to finalize the report, and to reduce the consultant's fees by an amount equal to the additional costs borne by the Evaluation Office to bring the report up to standard[22].

22 This may include contract cancellation in-line with prevailing UN Secretariat rules.

Annex 1: Tools, Templates and Guidance Notes for use in the Evaluation

The tools, templates and guidance notes listed in the table below, and available from the Evaluation Manager, are intended to help Evaluation Managers and Evaluation Consultants to produce evaluation products that are consistent with each other and which can be compiled into a biennial Evaluation Synthesis Report. The biennial summary is used to provide an overview of progress to UNEP and the UN Environmental Assembly.

This suite of documents is also intended to make the evaluation process as transparent as possible so that all those involved in the process can participate on an informed basis. It is recognised that the evaluation needs of projects and portfolio vary and adjustments may be necessary so that the purpose of the evaluation process (broadly, accountability and lesson learning), can be met. Such adjustments should be decided between the Evaluation Manager and the Evaluation Consultants in order to produce evaluation reports that are both useful to project implementers and that produce credible findings.

ADVICE TO CONSULTANTS: As our tools, templates and guidance notes are updated on a continuous basis, kindly download documents from the link below and use those versions throughout the Evaluation.

https://communities.unep.org/display/EOU/INDEPENDENT+EVALUATION+TOOLS+AND+TEMPLATES

List of tools, templates and guidance notes available:

Terminal Evaluation Essential Tools

- 00 Evaluation Tools Description 09.11.21
- 00a_UNEP Glossary of results definitions_December 2023
- 00b_List of Documents for Evaluation 31.01.2024
- 01_Evaluation Criteria 31.01.2024
- 02_Criterion Rating Descriptions Matrix 31.01.2024
- 03_Evaluation Criteria Ratings Table 31.01.2024
- 04_Weighted Ratings Table 31.01.2024
- 05_Evaluation Methodology Guidance 31.01.2024

Terminal Evaluation Inception Report

- 06_Project Identification Table 31.01.2024
- 07_Inception Report Structure and Contents 31.01.2024
- 08_TOC Reformulation Justification Table 31.01.2024
- 09_Quality of Project Design Table 31.01.2024
- 09a_Quality of Project Design Template 31.01.2024
- 10_Stakeholder Analysis Guidance 31.01.2024
- 11_Gender Methods Guidance 31.01.2024
- 12_Safeguards Assessment Template 31.01.2024

Terminal Evaluation Main Evaluation Report

- 13_Evaluation Report Structure and Contents 10.05.22
- 14_Use of TOC in Project Evaluation 31.01.2024
- 15_Financial Tables 31.01.2024
- 16_Likelihood of impact Flow Chart 31.01.2024
- 16a_Likelihood of impact Test Case 31.01.2024
- 17_GEF_Evaluation Main Report Template 31.01.2024
- 18_NonGEF Evaluation Main Report Template 31.01.2024
- 19_Quality Of Eval Report FINAL ONLY 31.01.2024 FOR USE BY UNEP
- 20_Recommendations Quality Guidance 31.01.2024
- 20a_In Report Template Presenting Recs and LL 31.01.2024
- 21_GEF Portal Annex Template 31.01.2024

Terminal Evaluation Process Guidance

- Process 1_Evaluation Process Guidelines for Consultants 31.01.2024
- Process 2_Template for Attestation Letter 31.01.2024
- Process 3_Evaluation Consultants Agreement Form 31.01.2024
- Process 4_Guidelines for Field Work During Coronavirus 31.01.2024
- Process 5_Evaluation Consultants Team Roles 31.01.2024
- Process 6_ Template for Reference Checks 31.01.2024
- Process 7_Letter of Introduction for Visa Applications Template 31.01.2024

GEF portal inputs

Question: What was the performance at the project's completion against **Core Indicator Targets**? (For projects approved prior to GEF-7[23], these indicators will be identified retrospectively and comments on performance provided[24]).
Response: *(Might be drawn from Monitoring and Reporting section)*
Question: What were the progress, challenges and outcomes regarding **engagement of stakeholders** in the project/program as evolved from the time of the MTR? *(This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval)*
Response: *(Refer to Section V. I: Factors Affecting Performance)*
Question: What were the completed **gender-responsive measures** and, if applicable, actual gender result areas? (This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent)
Response: *(Refer to Section V. I: Factors Affecting Performance)*
Question: What was the progress made in the implementation of the management measures against the **Safeguards Plan submitted at CEO Approval**? The risk classifications reported in the latest PIR report should be verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. *(Any supporting documents gathered by the Consultant during this review should be shared with the Task Manager for uploading in the GEF Portal)*
Response: *(refer to Section V. I: Factors Affecting Performance)*
Question: What were the challenges and outcomes regarding the project's completed **Knowledge Management** Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions? *(This should be based on the documentation approved at CEO Endorsement/Approval)*
Response: *(Refer Section V. D: Effectiveness, Component 4 and Section V. I: Factors Affecting Performance)*
Question: *What are the **main findings** of the evaluation?*
Response:

[23] The GEF is currently operating under the seventh replenishment period of the GEF Trust Fund covering the period July 1, 2018 to June 30, 2022. The GEF Portal Reporting Guide for FY20 Reporting Process indicates that GEF-6 projects that have yet to map existing indicators to GEF-7 Core Indicators need to do so at MTR stage or (if already there) at the time of the TE.
[24] This is not applicable for Enabling Activities