



**Validated Terminal Review of the UNEP China Trust Fund
Project 'Accelerated Implementation by countries of the
Kunming-Montreal Global Biodiversity Framework (KMGBF)
through South-South cooperation in alignment with the Action
Initiative for KMGBF' (SMA ID 232461)**

2025 – 2025

UNEP Ecosystems Division

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This report has been prepared by an external consultant as part of a Terminal Review, which is a management-led process to assess performance at the project's operational completion. The UNEP Evaluation Office provides templates and tools to support the review process and provides a formal assessment of the quality of the Review report, which is provided within this report's annexed material. In addition, the Evaluation Office formally validates the report by ensuring that the performance judgments made are consistent with evidence presented in the Review report and in-line with the performance standards set out for independent evaluations. As such the project performance ratings presented in the Review report may be adjusted by the Evaluation Office. The findings and conclusions expressed herein do not necessarily reflect the views of Member States or the UN Environment Programme Senior Management.

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Terminal Review of the UNEP Project China Trust Fund project: Accelerated Implementation
by Countries of the Kunming-Montreal Global Biodiversity Framework

Date June/2026

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The reviewer would like to express their gratitude to all persons who contributed to this review, as listed in Annex II.

She would like to thank the project team and in particular Ms. Minsun Kim (Project Manager) for their contribution and collaboration throughout the review process.

The review consultant hopes that the findings, conclusions and recommendations will contribute to the formulation of a next phase and to the continuous improvement of similar projects in other countries and regions.

BRIEF EXTERNAL CONSULTANT'S BIOGRAPHY

Dr. Bann is an independent consultant with over 35 years of experience working with national and local Governments, private sector and civil society on sustainable development. She has worked across multiple sectors and policy areas including agriculture, forestry, industry, marine and coastal, tourism, climate change, protected areas and water management in over 50 countries. Key specialties and capabilities cover - valuation of ecosystem services, project and policy appraisal, design of policy instruments and financing mechanisms, integrated planning and strategic reviews and project and program evaluations. She has extensive evaluation experience of global, regional and country scale programs and projects. Prior to becoming a freelance consultant in June 2009, she was Head of Environmental Economics at Jacobs UK Ltd. Before this she was Principal Economist at the Environment Agency for England and Wales, leading on Water Framework Directive economic appraisal. From 1993 to 2003 she worked as an independent consultant with a focus on Southeast Asia for a range of private, public, academic and third sector clients. At the start of her career, she worked for several years at the Centre for Social and Economic Research on the Global Environment at University College London, whose remit covered climate change and biodiversity.

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ABOUT THE REVIEW

Joint Review: No

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Brief Description: This report is a Terminal Review of the UNEP project: China Trust Fund Project: Accelerated Implementation by countries of the Kunming-Montreal Global Biodiversity Framework (KMGBF) through South-South cooperation in alignment with the Action Initiative for KMGBF, implemented between April 2025 and December 2025. The project's overall goal was to enhance countries' capacity to implement the KMGBF through targeted technical and capacity-development support and facilitated knowledge sharing, networking, and South-South cooperation. The review sought to assess project performance (in terms of relevance, effectiveness and efficiency) and determine the sustainability of its results. The review has two primary purposes: accountability and learning. Data collection methods included in-depth interviews and document reviews. Data analysis was based on applying triangulated data to assess performance against a reconstructed Theory of Change and its causal pathways. With an overall performance rating of Satisfactory, the fifth point on a six-point scale, the main findings include: i) successful delivery of the project through the Regional Offices and effective partnerships with the Secretariat of Convention on Biodiversity (SCBD) and cohesive project management despite a demanding timeframe; ii) broad and diverse participation in regional workshops, which emphasized regional priorities and fostered collaboration among stakeholders; iii) enhanced visibility of the KMGBF through the High Level Political Forum 2025 (HLPF); and iv) targeted support provided to Armenia in preparation for the forthcoming CBD COP17. The main recommendations to UNEP are: i) streamline the internal procedures to shorten the project design and approval process to maximize time available for implementation; ii) ensure wider dissemination of project outputs; iii) adopt agile and practical governance arrangement for short duration projects; and (iv) establish coordination mechanism to draw on in-house expertise and promote a whole UNEP approach working.

Source of Funding by Country: *China*

Sources of Funding by Institution Type:

Foundation/NGO	No
Private Sector	No
UN Body	No
Multilateral Fund	No
Environment Fund	No

Key words: Kunming Montreal Biodiversity Framework, National Biodiversity Action Plans, South-South Cooperation

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LIST OF ACRONYMS

ABNIP	Accelerating Biodiversity Action for NBSAP Implementation
BFP	Biodiversity Finance Plan
CBD	Convention on Biodiversity
CN	Concept Note
EA	Expected Accomplishment
EASP	GEF Early Action Support programme
ESSF	Environmental and Social Sustainability Framework
EOU	Evaluation Office of UNEP
FECO	Foreign Economic Cooperation Office of the Ministry of Environment & Ecology, China
GBFF	Global Biodiversity Framework Fund
GEF	Global Environment Facility
GKSSB	Global Knowledge Support Services for Biodiversity
IPLC	Indigenous People and Local Communities
IPMR	Integrated Planning Monitoring and Reporting
KMGBF	Kunming Montreal Global Biodiversity Framework
LDN	Land Degradation Neutrality
MEAs	Multilateral Environmental Agreements
MEE	Ministry of Ecology and Environment (China)
MoU	Memorandum of Understanding
MTR	Mid Term Review
NAPs	National Action Plans
NBSAP	National Biodiversity Strategy and Action Plan
NDCs	Nationally Determined Contributions
NGO	Non-Governmental Organization
PoW	Programme of Work
PRC	Project Review Committee (internal UNEP committee that approves new projects)
PD	Project Document (must be reviewed by PRC before any project can be undertaken, with the approval of the managing division director)
RO	Regional Office
ROA	Regional Office for Africa
ROAP	Regional Office for the Asia Pacific
ROE	Regional Office for Europe
ROLAC	Regional Office for Latin America and the Caribbean
ROWA	Regional Office for West Asia
SBI	Subsidiary Body on Implementation (CBD)
SCBD	Secretariat of Convention on Biodiversity
SDG	Sustainable Development Goals
SMART	Specific, Measurable, Achievable, Relevant, Timebound
ToC	Theory of Change
TOR	Terms of Reference
TR	Terminal Review
TSCs	Technical and Scientific Cooperation Centres
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNEP-IEMP	UNEP – International Ecosystem management partnership
UNFCCC	United Nations Framework Convention on Climate Change
WCMC	World Conservation Monitoring Centre
WOG	Whole of Government
WOS	Whole of Society

PROJECT IDENTIFICATION TABLE

Table 1: Project Identification Table

UNEP SMA ID:	232461	Grant ID:	S1-32CFL-000022
UNEP Management (Division/Branch/Unit):	Ecosystems Division, Biodiversity and Land Branch, Nature Framework Support Unit		
Executing Agency/Implementing Partners:	UNEP Ecosystems Division, Regional Offices, Communication Division, Secretariat of Convention on Biological Diversity, Regional Bodies and Partners		
Sources of Funding:	China-UNEP bilateral Trust Fund	Institution Name/Type: N/A	
Relevant SDG(s):	15.5, 15.a, 15.1, 14.2		
MTS (all that apply):		UNEP approval date:	15 April 2025
POW Direct Outcome(s) number/reference ¹ (applicable for projects approved from 2022):	POW Direct Outcome: 2.1 (Collective action by UN system entities addresses biodiversity loss); 2.9 (Institutional capacity to adopt and act on national and international commitments is enhanced); 2.13 (Commitments and actions to prevent, halt and reverse the degradation of ecosystems are enhanced); 2.2 (Public- and private-sector financial flows contribute to improved ecosystem management).	MTS 2025 Outcome(s) number/reference (applicable for projects approved from 2022):	MTS 2025 Outcome: 2022-2025 . MTS 2025 Outcomes: 2A (An economically and socially sustainable pathway for halting and reversing the loss of biodiversity and ecosystem integrity is established) and 2C (Nature conservation and restoration are enhanced).
	POW Output:		POW Expected Accomplishment:
Sub-programme:	Nature Action (Primary); Environmental Governance (Foundational)	Programme Coordination Project:	Governance and accountability for biodiversity
Expected start date:	30/04/2025	Actual start date:	15/04/2025
Planned completion date: ^{Error!} Bookmark not defined.	31/12/2025	Actual operational completion date:	31/12/2025
Planned project budget at approval:	Planned Core Funding (regular budget, Environment Fund, etc.): N/A		

¹ For these items do not include full text; only enter the number or reference.

	Planned Extra-budgetary Funds: Cash: \$1,614,054.00 (Includes \$185,688 PSC) In-kind: \$331,248 (EF and RB post costs)			
	Total Planned Budget: \$1,945,302			
Secured budget	Secured Core Funding (Regular budget, Environment Fund, etc.): N/A			
	Secured Extra-budgetary Funds: Cash: \$1,614,054.00 (Cash/XB - 100% secured) In-kind: \$331.248			
	Total secured budget as of 15/04/2025: \$1, 945,302			
	Actual Core Funding expenditures reported as of <i>insert date</i> : N/A			
Actual expenditures reported (cash only):	Actual Extra-budgetary Funds expenditures reported as of 01/12/2025: Consumable Budget: \$1,614,054 Consumed Budget: \$1,365,523 Balance: \$248,531			
	Total actual expenditures reported as of 01/06/2026: USD1,578,381.97			
	First disbursement:		Planned date of financial closure:	31 March 2026
	No. of formal project revisions:	None	Date of last approved project revision:	N/A
No. of Steering Committee meetings:	None	Date of Last Steering Committee meeting:	N/A	
Mid-term Review/ Evaluation (not required):	UNEP requirement:	N/A	Mid-term Review/ Evaluation actual date:	N/A (Project duration is 8 months)
	Donor requirement:	N/A		
Terminal Evaluation (planned date):	12/01/2026		Terminal Review actual date:	04/02/2026 (start date)
Coverage - Countries:	Global. Activities cover UN LDC countries and specific countries selected based on interest/needs.		Coverage - Regions:	Africa, Asia and the Pacific, Europe (particularly Eastern Europe, South Caucasus and Central Asia), Latin America and the Caribbean, and West Asia.
Dates of previous project phases:	N/A		Status of future project phases:	

EXECUTIVE SUMMARY

Project background

1. The project 'Accelerated Implementation by countries of the Kunming Montreal Biodiversity Framework (KMGBF) through South-South cooperation in alignment with the Action Initiative for the KMGBF', was implemented between April and December 2025 with USD 1,614,054 of funding from the China Trust Fund (CTF) and USD331,248 of planned in-kind co-finance from the United Nations Environment Programme (UNEP). The project was designed to respond to the urgent need to accelerate implementation of the KMGBF, including through updated and actionable National Biodiversity Strategy and Action Plans (NBSAPs) by strengthening national capacities, facilitating knowledge sharing and promoting south-south cooperation. It builds on China's leadership through its Presidency of the Convention on Biodiversity (CBD) Conference of the Parties-15 and leverages UNEP's comparative advantage in convening, capacity development and technical support.

This review

2. The review sought to assess project performance (in terms of relevance, effectiveness and efficiency) and determine the sustainability of its results. It assesses performance against nine review criteria² and assigns a score from a six-point scale³. The review has two primary purposes: accountability and learning. Data collection methods included in-depth interviews and document reviews. Data analysis was based on applying triangulated data to assess performance against a reconstructed Theory of Change (ToC) and its causal pathways.

Key findings and performance ratings

3. The strategic relevance of the project is rated as **Highly Satisfactory**. The project's aim to accelerate the implementation of the KMGBF is highly aligned with that of UNEP, the donor and target countries. The project coordinated with and augments existing initiatives supporting KMGBF implementation and knowledge sharing among countries and partners.

4. The quality of project design is rated as **Satisfactory**. The project document presents a clear problem and situation analysis, had a strong focus on building partnerships and expertise to promote efficiency and recognised that to successfully implement the KMGBF there is a need to adopt a Whole of Government (WOG) and Whole of Society (WOS) approach. Project design weaknesses include unclear causality as set out in the ToC, some indicators are not SMART, no disaggregated targets for minority groups or Indigenous Peoples (IPs), who were expected to be well incorporated into project implementation, and except for UNEP, no partners or stakeholders were engaged in project design. The nature of external context is rated as Favourable; there were no key external or unanticipated features of the project's implementing context limiting the project's performance.

5. In terms of Effectiveness, the project achieved a lot in a short timeframe and is rated as **Satisfactory**. It performed well at the output level, with most outputs meeting or exceeding their targets. Key project outputs include: (i) a global level Rapid Capacity Assessment (RCA)

² (1) Strategic Relevance, including Complementarity; (2) Quality of Project Design; (3) Nature of External Context; (4) Effectiveness (incl. availability of outputs; achievement of outcomes and likelihood of impact); (5) Financial Management; (6) Efficiency; (7) Monitoring and Reporting; (8) Sustainability and (9) Factors Affecting Project Performance and Cross-Cutting Issues.

³ The six-point scale is as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability and Likelihood of Impact are rated from Highly Likely (HL) down to Highly Unlikely (HU) and Nature of External Context is rated from Highly Favourable (HF) to Highly Unfavourable (HU). The ratings against each criterion are 'weighted' to derive the Overall Project Performance Rating. The greatest weight is placed on the achievement of outcomes, followed by dimensions of sustainability.

providing an evidence-based view of where countries stand and what is needed to *accelerate* KMGBF implementation at the national level; (ii) eleven capacity building events at the regional level, seven of which demonstrated a successful partnership with the Secretariat of the Convention on Biodiversity (SCBD) at the CBD regional dialogues; (iii) a side event at the High Level Political Forum 2025 (HLPF) which attracted senior decision makers; and (iv) five concept notes (proposals) targeting priority needs in relation to KMGBF implementation (1 at the global and 4 at the regional level). At the outcome level, 3 of the project's 4 outcomes were fully achieved (although 2 were not strictly measured in line with the indicators). The outcome relating to funding of the concept notes (CN) was not achieved, which is not surprising based on the project's short timeframe and the fact that the CN were only finalised at the end of the project and securing funding is considered to be longer term endeavour. The project has contributed to setting a strong foundation for the successful implementation of the NBSAPs and KMGBF, but this is dependent on addressing the complex and interrelated capacity gaps identified through the RCA and additional financing.

6. Areas that would benefit from further attention are: (i) wider dissemination of the full RCA; (ii) discussions on how UNEP, other development partners, Regional Offices (RO) and countries should use / build on the RCA; (iv) development of CN, many of which were completed in a short timeframe and need further work before being submitted to funders such as the Kunming Biodiversity Fund (KBF) and the Global Environmental Facility (GEF) 9th funding cycle and, (iv) efforts to fully embed a WOG and WOS approach. While a clear focus was placed on inclusive representation and integrated working, it was challenging to build in diverse engagement across Member States because of the limited funding, and further capacity development will be needed to operationalise a WOG / WOS approach across countries.

7. The Efficiency of project delivery is rated as **Highly Satisfactory**. Due to the lengthy UNEP project design and approval processes, the project duration was curtailed to 8 months (April – December 2025). Nonetheless, the project achieved most of its targets on time and within budget due to the fact it was tightly managed, prioritised and fast tracked within UNEP both at the global and regional level, and exploited synergies with partners and other initiatives. Examples of how the project made use of pre-existing partnerships, initiatives and data include: (i) the global RCA built on existing capacity reviews to identify gaps and priorities and was successfully completed on a budget of US\$59,000; (ii) the project pooled resources with other initiatives, for example it co-financed the SCBD regional dialogues enabling a second country representative to attend along with representatives of Indigenous Peoples and Local Communities (IPLCs), women and youth; (iii) the integration of discussions on the RCA into existing regional events was a cost-effective way to promote engagement; and, (iv) close collaborative working with UNEP Regional Offices is widely seen as central to the efficiency and delivery of the project's outputs.

8. Sustainability of the project's outputs is rated as **Moderately Likely**. Governments have committed to the delivery of the KMGBF and are therefore interested in understanding how best to implement it, which the project has helped to inform through the RCA and capacity building. However, there is uncertainty at the regional level as to how the outputs / outcomes will be promoted / used by countries, compounded by the loss of key staff in some regions such as Regional Office for Europe (ROE), where the Nature Unit is no longer operating. There are concerns that the momentum built by the project (in terms of stakeholder engagement, information generated through RCA and the CNs targeted at regional priorities to implement the KMGBF) is being lost as there are no agreed next steps or continuity plan at the regional level and no secured on-ward financing to leverage the project's achievements. The global scale CN developed by the project - Accelerating Biodiversity Action for NBSAP Implementation (ABNIP) reflects a framework for the continuation of the project at the global level but is also unfunded. This intervention framework aims to strengthen enabling

environments, position Technical and Scientific Cooperation Centres (TSC) as regional hubs, scale up nature-based solutions for restoration, and enhance knowledge management systems to accelerate NBSAP implementation.

9. Financial Management is rated as **Satisfactory**. UNEP's financial policies and procedures were adhered to. Committed in-kind co-financing from UNEP reportedly increased by 56% during project implementation and there was significant reallocation of budget across budget lines to support efficient project delivery. Monitoring and Reporting is rated as **Moderately Satisfactory**. The project tracked project progress through regular engagement with the ROs and project partners, however project reporting lacked evidence against the specific requirements of the indicators and targets. Factors Affecting Performance is rated as **Satisfactory**. Of note, the project benefited from a dedicated and cohesive project team who were highly responsive and efficient and critical to the delivery of the project within the short timeframe. Areas that could have been better managed include coordination across ROs and the sharing of project documents for review as well as the dissemination of draft and final outputs. The proposed Project Steering Committee (PSC) was not formed due to time constraints, so there were no regular briefings to a senior and diverse governing body or coordinated strategic steering of the project.

Table 2: Summary of project ratings

Criterion	Rating
Strategic Relevance	HS
Quality of Project Design	S
Nature of External Context	F
Effectiveness	S
Financial Management	S
Efficiency	HS
Monitoring and Reporting	MS
Sustainability	ML
Factors Affecting Performance	S
Overall Project Performance Rating	Satisfactory

Conclusions summary

10. Overall, the project performed at a **Satisfactory** level and given the eight-month timeframe could not realistically be expected to have achieved more. The strongest performing aspects were successful implementation of the project through the ROs – without which the project would not have been feasible, effective partnerships with the SCBD and cohesive and committed project management. Comparative weaknesses were apparent in the lack of a formal governance structure, coordination between ROs and dissemination of project draft reports and findings.

11. The main achievements of the project were: (i) delivery of the project within a challenging timeframe; (ii) diverse representation at the regional workshops focussed on regional priorities, which generated momentum for different stakeholders to work together and built awareness of the importance of a WOG and WOS approach; (iii) increased visibility of GBF through the HLPF; and, (iv) the support provided to the Government of Armenia and the UNCO to prepare for the upcoming CBD COP17. These achievements were brought about largely by the commitment of the project team and close collaboration with ROs and the project's focus on leveraging other projects and initiatives to meet countries' needs.

Lessons learned

12. Lesson 1: UNEP Regional Offices are key to effective implementation at the country level and need to be given the scope to frame global projects in a way that meets their specific regional priorities, be well capacitated and for global and regional teams to be clear on expectations at the outset.
13. Lesson 2: For projects of short duration, project management and governance needs to be practical and agile to meet the challenging delivery timeline; the establishment of formal governance structures and frequent reporting may not be practical but suitable / lighter alternatives need to be in place.
14. Lesson 3: Many of the ROs cover a large number of diverse countries and well-resourced projects that accommodate direct engagement with countries make a positive difference.
15. Lesson 4: Coordination across the large number of events supporting KMGBF is critical so as not to overwhelm countries, encourage participation and support cost effectiveness.

Recommendations

16. Recommendation 1: Review and improve internal procedures to reduce the time taken for project design and approval to optimise time for project implementation.
17. Recommendation 2: Ensure a wider dissemination of the project's outputs and hold discussions within UNEP and with partners, including the SCBD and TSCs, on how to promote and use the RCA at the global, regional and country level.
18. Recommendation 3: Develop a resource mobilization strategy detailing the financing opportunities and the next steps needed to secure funding for the priority capacity needs identified in the RCA and the project's Concept Notes. This should be compatible with and/or integrated into country level Biodiversity Finance Plans
19. Recommendation 4: Take action to maintain the momentum built on a WOG and WOS approach working with partners to ensure such approaches become a standard and are mainstreamed into policies and initiatives.
20. Recommendation 5: Help enable Technical and Scientific Cooperation Centres to optimise their role in KMGBF implementation.
21. Recommendation 6: In relation to project management and governance ensure: (i) a governance mechanism is maintained for projects of short timeframe, operating at a proportionate scale to the duration of the project; (ii) coordination mechanisms are in place, to draw on in-house expertise and promote a 'whole UNEP' approach to working; (iii) attention is paid to reporting against the project's indicators / targets at both the output and outcome level; and, (iv) co-financing is tracked and details reported.
22. Recommendation 7: Collate and disseminate lessons and experiences on KBGBF implementation to encourage uptake of best practices and awareness of solutions to challenges.

Validation

The report has been subject to an independent validation exercise performed by UNEP's Evaluation Office. The performance ratings of the UNEP China Trust Fund Project 'Accelerated Implementation by countries of the Kunming-Montreal Global Biodiversity Framework (KMGBF) through South-South cooperation in alignment with the Action Initiative for KMGBF' (SMA ID 232461), set out in the Conclusions and Recommendations section, have been

adjusted as a result. The overall project performance is validated at the **Moderately Satisfactory** level. Moreover, the Evaluation Office has found the overall quality of the report to be Satisfactory (see Annex IX).

I. THE PROJECT

A. Context

Intervention context

23. The Kunming Montreal Global Biodiversity Framework (KMGBF) provides a comprehensive framework to achieve the global vision of a world “living in harmony with nature” by 2050 and the mission to halt and reverse biodiversity loss by 2030. It addresses the role of biodiversity in achieving human well-being, as well as the drivers of loss of species and ecosystems in land, freshwater, ocean, while recognizing the rights of Indigenous Peoples. Following the adoption of the KMGBF at the 15th meeting of the Conference of the Parties (COP15) to the Convention on Biological Diversity (CBD), Parties committed to setting national targets for its implementation and revising their National Biodiversity Strategies and Action Plans (NBSAPs). There is an urgent need to accelerate implementation of the KMGBF, including through updated and actionable NBSAPs. The China Trust Fund (CTF) project ‘Accelerated Implementation by countries of the KMGBF through South-South cooperation in alignment with the Action Initiative for the KMGBF’ (henceforth referred to as the project) was designed to respond to these urgent needs by strengthening national capacities, facilitating knowledge sharing, and promoting south-south cooperation. It builds on China’s leadership as the CBD COP15 Presidency and leverages UNEP’s comparative advantage in convening, capacity development and technical support.

Institutional context

24. The Project Review Committee (PRC) Report and Clearance memo is dated 14 April 2026. The project operated from April to December 2025 and was implemented globally. The total planned project budget at approval was USD 1,614,054.00, provided by the China Trust Fund (USD 1,428,366 for activities and USD 185,688 for Programme Support Costs (PSC)), plus USD331,248 in-kind budget from UNEP. Hence the total budget was USD1,945,302. Due to the short duration of the project, there was no Mid-term Review or any other independent reviews or evaluations of the project.

25. The project was led by the Biodiversity and Land Branch, Nature Framework Support Unit of UNEP’s Ecosystems Division, in collaboration with UNEP Regional Offices⁴ and relevant Divisions such as the Communication Division, the Secretariat of the Convention on Biodiversity (SCBD), Subregional Technical and Scientific Cooperation Centres (TSCs), and regional intergovernmental organizations. The project was expected to closely partner with other projects and initiatives on the NBSAPs managed by the Nature Framework Support Unit such as the Global Environment Facility (GEF) enabling projects - updating the NBSAPs and 7th National Report and the NBSAP Accelerator Partnership. The project was also closely linked to the Action Initiative for KMGBF which was formally launched in 2023 to consolidate the political will of KMGBF implementation and maintain the political momentum for global biodiversity conservation. These partnerships were to foster knowledge exchange, policy alignment, and financing opportunities to support effective KMGBF implementation.

26. The project was designed to contribute to UNEP’s Programme of Work 2024-2025, Expected Accomplishments: 2.1 Collective action by United Nations system entities addresses biodiversity loss and promotes conservation and restoration; 2.9 Institutional capacity to adopt and act on national and international commitments is enhanced and

⁴ Regional Office for Africa (ROA), Regional Office for the Asia Pacific (ROAP), Regional Office for Latin America and the Caribbean (ROLAC), Regional Office for West Asia (ROWA), Regional Office of Europe (ROE)

accountability frameworks are strengthened; 2.13 Commitments and actions to prevent, halt and reverse the degradation of ecosystems are enhanced; and, 2.2 Public and private-sector financial flows contribute to improved ecosystem management.

B. Results Framework

27. The **overall objective** of the project is to enhance countries' capacity to implement the KMGBF through targeted technical and capacity development support and facilitated knowledge sharing, networking, and south-south cooperation. The project is organised around 4 outcomes and associated outputs as summarised in Table 3. Outcome 1 draws on a Rapid Capacity Assessment developed through a Whole of Society (WOS) and Whole of Government (WOG) engagement to identify priorities and needs to accelerate implementation of KMGBF. Outcome 2 is focussed on capacity building, Outcome 3 on high level visibility and engagement and Outcome 4 on facilitating financing for implementation. Together the outcomes aim to result in the accelerated implementation of the KMGBF using a WOG and WOS approach.

Table 3: Summary of project's latest approved results framework (source: Funding Proposal, TOC at Review – see Section III)

	Results Statement
Project (overall) objective	To enhance countries' capacity to implement the KMGBF through targeted technical and capacity development support and facilitated knowledge sharing, networking, and south-south cooperation
Impact	Nature's vital contributions to people, including biodiversity and ecosystem functions and services, are maintained, restored, enhanced and sustainably managed to support their integrity and people's livelihoods and well-being
Intermediate state	Intermediate State 1: Effective and scaled-up implementation of the KM-GBF by target countries through improved knowledge and understanding, enhanced capacity and the adoption of a whole-of-government and whole-of-society approach Intermediate State 2: Capacity of Parties to biodiversity-related conventions strengthened, and an integrated cross-sectoral collaborative approach mainstreamed and scaled-up across governments and all relevant actors in the implementation of the KM-GBF.
Project outcome	Outcome 1. Improved understanding of the status of Parties to the CBD of implementation of NBSAP to identify remaining needs, priorities and opportunities (including creating synergies with NDCs, NAPs and other national plans; strengthening WOS and WOG including gender Outcome 2. Enhanced capacity of countries to scale up the implementation of their NBSAPs in alignment with the KM-GBF and other relevant national plans Outcome 3. Increased visibility and understanding of the importance of implementation the KM-GBF Outcome 4. Access of countries to financial resources for scaling up the implementation of the KM-GBF enhanced

	Results Statement
Outputs	Output 1.1. Rapid assessment to understand the global, regional, and national status developed and disseminated (needs and priorities for KM-GBF implementation including gender) Output 2.1. Workshops, capacity building activities, and technical support identified and organized at national, sub-regional, and regional level to accelerate the NBSAP Implementation for Parties to the CBD in collaboration with diverse partners (including the whole-of-society and whole-of-government including gender) Output 3.1. High-level events convened to promote knowledge and experience sharing and networking among countries and promote political commitment and support to the scaled-up implementation of KM-GBF (New York Office). Output 3.2. Communication products developed to promote high-level events, workshops, capacity building activities, and technical support that are carried out under this project (Communications Division) Output 4.1. Concept notes developed to scale-up the implementation of KM-GBF and to be submitted to the Kunming Biodiversity Fund and other funding and matchmaking mechanisms

C. Project Implementation Structure and Partners

28. As set out in the Project Document, the core project team consisted of a Project Manager, First Reporting Supervisor and Fund Manager. The core project team was to work closely with all the UNEP ROs through the Nature sub-programme coordinators to support delivery of the rapid capacity assessment (RCA) under Output 1, the workshops under Output 2, the high-level events under Output 3, and the project proposals under Output 4. A Project Steering Committee (PSC) was to be established⁵ and quarterly project steering committee meetings were envisaged to share the updates and discuss key issues on implementing the project.

29. Existing partnerships were to be leveraged to ensure maximum value addition to the project's intended outcomes. Strategic partners specified in the Project Document are: the Foreign Economic Cooperation Office of the Ministry of Environment and Ecology, China (FECO) – the donor, the Secretariat of the Convention on Biological Diversity (SCBD) – who were to play an advisory role, United Nations Environment Programme World Conservation Monitoring Centre (UNEP-WCMC) – who were expected to play an integral role in the NBSAP stocktaking activity under Output 1, United Nations Environment Programme – International Ecosystem Management Partnership (UNEP-IEMP) – who were expected to support the south-south cooperation element of the project, especially convening high-level events under output 3, and to provide data for the stocktaking exercise under output 1; and Regional bodies (e.g. African Union Commission and the eight Regional Economic Communities (RECs) in Africa, Association of Southeast Asian Nations (ASEAN) bodies in Southeast Asia, Amazon Cooperation Treaty Organisation (ACTO) in South America) who were expected to collaborate on gathering and sharing knowledge and organising events. Additionally, linkages were to be made and/or strengthened where appropriate with other UN agencies and the project was to engage with regional development banks, with the provision of biodiversity financing as the desired outcome of this partnership.

⁵ The project steering committee was to be composed of: Head, Biodiversity and Land Branch – UNEP; Nature Action sub-programme coordinator; Representatives of Regional Offices (Africa, Asia Pacific, West Asia, Eastern Europe, Latin America and Caribbean); UNEP-IEMP Partner Focal Point; UNEP-WCMC Partner Focal Point; other partner organizations involved in the project and a representative of the Climate Division.

D. Stakeholders

30. The reviewer conducted a stakeholder analysis to identify the key project stakeholder groups, which concurs with the analysis presented in the Project Document (see Table 6 in the Project Document).

31. The following stakeholders are Type A: High power / high interest = Key player: (i) **Focal ministries of Parties to the CBD**. The governments of Parties to the CBD are responsible for meeting the commitments they made under the GBF. They were to be engaged across the projects outputs, for example providing information for the stocktaking under Output 1, acting as key recipient partners for the capacity building activities under Output 2, Ministers and high-level officials participating at high-level events under Output 3 and collaborating on the development of project proposals under Output 4; (ii) **Science and research community**. Researchers and technical experts in biodiversity conservation and policy were to contribute to the rapid assessment on the status of NBSAP implementation under Output 1 and the capacity building activities under Output 2. Collaboration with Regional and/or Sub-regional Technical and Scientific Cooperation Support Centers (TSCs) (selected at SBI-4 May 2024⁶), were recognised as key to the project. As mandated by the CBD, the regional centers were to play a key role in providing scientific and technical support to Parties within their regions for the implementation of KM-GBF. They were also to be engaged in Output 4 of the project for future programmatic support to regions.

32. The project document recognises that **regional bodies** play a key role in promoting efforts to address biodiversity loss and rallying political commitment to implement the KM-GBF⁷. They were to be consulted at every stage, informed of results and involved in various events and meetings. While they are categorised as Low power / low interest over the project = Least important in project document, they are considered to be Type A: High power / high interest = Key player.

33. The **Private Sector** is classified as Type B: High power / low interest over the project = Meet their needs. The Project Document notes that the Business and Industry major group, *may be* invited to the consultative meetings under Output 2. It is important to engage with the private sector to build their understanding and ensure buy-in, given the key role they can play in addressing the financing gap and transitioning to nature-positive initiatives. The private sector is presented in a largely negative light in the Project Document with their potential roles and responsibilities in the project described as: ‘the private sector, especially large businesses, can hold significant sway over the actions of governments. They could therefore block important policies, subsidy reform or inclusions in the NBSAPs’. However, the private sector can play a positive role in transitioning to nature positive approach and investments. This requires awareness of the opportunities and the risks to business and policies and incentives supporting nature.

34. The following stakeholders are Type C: Low power / high interest over the project = Show consideration: (i) **Indigenous Peoples and Local Communities (IPLCs)**. The project was to engage Indigenous Peoples from across the world in the workshops and events under

⁶ <https://enb.iisd.org/cbd-subsidiary-body-scientific-technical-technological-advice-sbstta26-sbi4-summary>

⁷ For instance, the **African Union** has developed a common strategy to harmonise implementation of the KM-GBF, identify areas of convergence where countries can learn from each other through south-south cooperation, and highlighted targets that are not adequately addressed so as to mobilise additional resources. The African Biodiversity Strategy and Plan is cascaded down to sub-regional level through regional economic communities such as the South Africa Development Community (SADC), the Economic Community of the Central African States (ECCAS), The Economic Community of West African States (ECOWAS) and the Intergovernmental Authority on Development (IGAD). In **Latin America**, the Amazon Cooperation Treaty Organization (ACTO) is an intergovernmental organization formed by the eight Amazonian countries: Bolivia, Brazil, Colombia, Ecuador, Guyana, Peru, Suriname, and Venezuela, which signed the Amazon Cooperation Treaty (ACT). In Europe, the European Union (EU) works with countries to achieve common biodiversity goals.

Outputs 2 and 3 to foster South-South and triangular cooperation and knowledge exchange and facilitate co-development of NBSAPs and co-management of biodiversity projects and initiatives; (ii) **Women's groups**. A balanced number of men and women were to be invited to participate in all project activities, including consultative meetings under Output 2; (iii) the project document states that **local farmers representatives** from the Farmers' Major Group may be invited to the consultative meetings to accelerate a shift to nature-positive agriculture; (iv) **CBD Secretariat** were to be consulted and information shared bilaterally during the rapid assessment and stocktaking processes; (v) **UN Agencies** were potential partners in the co-development of proposals under Outcome 4; and, (vi) **GEF Secretariat** may receive proposals for funding.

35. The following stakeholders are Type D: Low power / low interest over the project = Least important: (i) **Youth and Children**. The Project Document suggests that representatives from the Children and Youth Major Group may be invited to the consultative meetings under output 2; and, (ii) **General Public**.

E. Changes in Design during Implementation

36. Key changes to the project as designed during project implementation are: (i) the PSC was not formed; and, (ii) Some key partners identified in the Project Document played less of a role in implementation than envisaged such as WCMC and UNEP-IEMP⁸. The reasons for these changes were not formally documented. In terms of WCMC engagement this is understood to be rooted in the evolution of the project design. Initially the project was expected to focus on the Asia Pacific region only and was to be co-created with WCMC because of capacity issues. It was then decided that it would be a global project, and a concern arose that WCMC's role in designing the project would create a conflict of interest with their anticipated role in execution. Further, it was decided that the project would best be managed through the UNEP team undertaking all NBSAP related activities and that the Regional Offices would choose the partners they wished to work with, based on their priority needs.

F. Project Financing

37. The total planned project budget at approval was USD 1,614,054.00, provided by the China Trust Fund (USD 1,428,366 for activities and USD 185,688 for Programme Support Costs (PSC)), plus USD331,248 in-kind budget. Hence the total budget was USD1,945,302. As shown in Table 4, all the cash funding was secured along with USD265,050 additional co-financing, bringing the total project funding to US\$2,201,352.

Table 4: Project funding sources (source: Project)

Funding source	Planned funding	% of planned funding	Secured funding ⁹	% of secured funding
<i>All figures as USD</i>				
<i>Cash</i>				
Funds from the Environment Fund	n/a			
Funds from the Regular Budget	n/a			
Extra-budgetary funding – China Trust Fund:	\$1,614,054	100%	\$1,614,054	100%
<i>Sub-total: Cash contributions</i>	\$1,614,054	100%	\$1,614,054	100%
<i>In-kind</i>				

⁸ China, as the CBD COP15 Presidency, together with UNEP-IEMP, was to play a major role in the project in facilitating knowledge exchange and networking, including through sharing its experience in implementing the KM-GBF

⁹ Received funds (i.e. it does not include funding commitments not yet realised).

Environment Fund staff-post costs	\$237,610	62%	316,015	53%
Regular Budget staff-post costs	\$93,638	25%	208,321	35%
	\$50,000	13%	71,963	12%
<i>Sub-total: In-kind contributions</i>	<i>\$331,248</i>	<i>100%</i>	<i>596,298</i>	<i>100%</i>
Co-financing*				
Co-financing cash contribution	n/a			
Co-financing in-kind contribution	381,248	100%	596,298	100%
<i>Sub-total: Co-financing contributions</i>	<i>381,248</i>	<i>100%</i>	<i>596,298</i>	<i>100%</i>
Total	1,995,302	100%	2,210,352	100%

*Funding from a donor to a partner which is not received into UNEP accounts but is used by a UNEP partner or collaborating centre to deliver the results in a UNEP-approved project.

II. REVIEW METHODS

A. UNEP's Review Approach

38. In line with the United Nations Environment Programme (UNEP) Evaluation Policy¹⁰ and the UNEP Programme and Project Management Manual¹¹, this management-led Terminal Review (TR) was undertaken at operational completion of the project. The TR provides an independent assessment of project performance (in terms of relevance, effectiveness and efficiency) and determines outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The TR 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 and Convention on Biodiversity (CBD) Secretariat and regional bodies. The TR identifies lessons of operational relevance for future project formulation and implementation. The main target audience for the review findings includes UNEP, the donor, project partners and all countries party to the CBD.

39. The TR was carried out using a set of nine commonly applied review criteria: (1) Strategic Relevance; (2) Quality of Project Design; (3) Nature of External Context; (4) Effectiveness (including availability of outputs; achievement of outcomes and likelihood of impact); (5) Financial Management; (6) Efficiency; (7) Monitoring and Reporting; (8) Sustainability; and, (9) Factors Affecting Project Performance and Cross-Cutting Issues. See Annex I: Review Framework for insights into the content explored under each review criterion.

40. Most review criteria are rated on a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability and Likelihood of Impact are rated from Highly Likely (HL) down to Highly Unlikely (HU) and Nature of External Context is rated from Highly Favourable (HF) to Highly Unfavourable (HU). The ratings against each criterion are 'weighted' to derive the Overall Project Performance Rating. The greatest weight is placed on the achievement of outcomes, followed by dimensions of sustainability. The UNEP Evaluation Office has developed detailed descriptions of the main elements required to be demonstrated at each level (i.e. Highly Satisfactory to Highly Unsatisfactory) for each review criterion. The reviewer has considered all the evidence gathered during the review in relation to this matrix to generate review criteria performance ratings.

41. In addition, the following strategic questions, as set out in the TR's Terms of Reference (TOR) which are of interest to UNEP and to which the project is believed to be able to make a substantive contribution, are addressed: (a) how did the project contribute to building capacities or the implementation of the KMGBF at the national, regional and global level?; (b) How did the project collaborate with other initiatives and mechanisms on the NBSAPs in delivery of project outcomes?; and, (c) How did the project proactively address the challenges that it faced during project implementation?

42. Central to the review was the analysis (and reconstruction) of the project's Theory of Change. The (reconstructed) Theory of Change, supported by a graphic representation and narrative discussion of the causal pathways, was presented in the Inception report for review. The final iteration of the Theory of Change is presented in this final review report and has been used throughout the review process.

¹⁰ <https://wedocs.unep.org/handle/20.500.11822/41114>

¹¹ <https://wedocs.unep.org/20.500.11822/42752>

43. The reviewer maintained close communication with the project manager to promote information exchange throughout the review. The review adopted a participatory approach, consulting with project team members and partners at several stages throughout the process to increase their (and other stakeholder) ownership of the review findings.

B. Data Collection

Primary data sources

44. The TR used both quantitative and qualitative review methods to determine project achievements against the expected outputs, outcomes and impacts.

45. Primary data was collected through stakeholder interviews, including with the Deputy Director UNEP Ecosystems Division, Head of Biodiversity and Land Branch, UNEP Project Manager, UNEP Fund Management Officer (FMO), project partners including UNEP Regional Offices, SCBD and STCs. Semi-structured interviews, to allow fluidity and the flexibility to explore pertinent discussion points as they arose, were conducted virtually through Teams. All interviews were individual, except for one interview which combined two interviewees from the same organisation. Discussions remain anonymous in this report and data was collected according to relevant UNEG guidelines and UN standards of conduct.

46. *Sampling strategy.* A proportionate and practical sampling strategy was adopted. The TR selected stakeholders for interview based on a list of key stakeholders provided by the project¹². Given that this is a global upstream policy level project, the impact of the project on direct (e.g. training participants) and indirect beneficiaries (e.g. civil society representatives) is based on the views of the interviewees and the limited evaluation undertaken by the project of training workshops, rather than direct interviews.

47. In total 23 people were contacted for interview. The overall response rate was 69% (16 interviews) and reflected a representative cross-section of views from the project team, the UNEP Regional Offices, core project partners and the donor. The response rates were - 75% for the project team, 70% for the project implementing partners and 60% for project collaborating partners (Table 5).

Table 5: Review respondents

Stakeholders - Individuals			A. Total number involved (M/F)	B. Number contacted (M/F)	Sample size (% B/A)	C. Total number responded Total (M/F)	Response rate (% C/B)
Project Team	Project Team (with management responsibilities e.g. Project Management Unit)	Implementing agency	10 (4:M; F: 6)	8 (M: 3, F: 5)	80%	6 (M:2, F: 4)	75%
		Executing agency(ies)	N/A				
Stakeholders – representatives of entities interviewed			A. Total number involved	B. Number contacted	Sample size (% B/A)	C. Total number responded	Response rate (% C/B)

¹² See Annex IV in Inception Report.

Partners	Project implementing/ executing partners (receiving project funds)	19 (3:M, 16 F)	10 (3:M, 7 F)	52%	7 (1:M, 7F)	70%
	Project collaborating/ contributing partners ¹³ (not receiving project fund)	5 (1:M; 4 F)	5 (1:M, 4 F)	100%	3 (1:M, 2F)	60%

Strategies for inclusivity

48. An initial email was sent by the project manager to all stakeholders selected for interview explaining the purpose of the TR and alerting them that they would be contacted by the reviewer. This was followed by an email from the reviewer to invite people to an interview. A follow up email was sent eight days after the first email, to encourage stakeholders who had not responded to engage in the TR interviews. A final email was sent by the project manager to select individuals to key address key gaps in responses.

Secondary data sources

49. The findings of the TR also draw on a **desk review** of project documents including: (i) Project Document and minutes of the project design review meeting at approval; (ii) Annual Work Plan and Budget; (iii) Project monitoring reports - six-monthly progress (IPMR) and financial reports; and, (iv) Project deliverables: Reports from each project output. See Annex III for a list of project documents reviewed.

C. Data Analysis

50. The review has explored the evidence supporting the causal pathways articulated in the Theory of Change, along with the status of the Assumptions and Drivers, against the review criteria. Efforts were made to triangulate the information/evidence derived from different sources (both verbal and written). Where a view was expressed in an interview that countered the majority view, this has been noted.

51. The contribution of the project is complicated by the fact that it is seen as part of a network of supporting activities. Efforts have been made to draw out the distinct role the project has played in contributing to the acceleration of the KMGBF, and the emphasis placed on building synergies with on-going initiatives.

D. Limitations and Mitigation Strategies

52. Limitations included: (i) weak recall among some respondents (there was around a 3-month time lapse between operational completion of the project and the review data collection period); (ii) lack of access to key project personnel due to reorganisations within UNEP and key people no-longer being in post (e.g. Communications lead, the Programme Management Officer who led the work in ROE), and, (iii) the project was unable to provide contacts for IPs, women and marginalized groups involved in the project. To reflect the views of these groups, the reviewer sought the views of most interviewees on the extent that women and marginalised group were engaged in the project and how their contributions and concerns were taken into account.

E. Ethical Considerations

53. Throughout the review process and in the compilation of the Final Review Report, efforts have been made to represent the views of both mainstream and more marginalised groups. Data were collected with respect for ethics and human rights issues. All discussions

¹³ Contributing partners may be providing resources as either cash or in-kind inputs (e.g. staff time, office space etc.).

remained anonymous, and all information was collected according to the UN 'Standards of Conduct'.

III. THEORY OF CHANGE AT REVIEW

54. The Theory of Change (ToC) for the project was revised by the reviewer during the inception phase of the TR. Table 6 summarizes the project's outcomes and outputs as presented in the Logical Framework of the approved Project Document (2025) and the revisions used in the TR which were rephrased by reviewer to be consistent with UNEP results definitions¹⁴ and to strengthen the Theory of Change (ToC).

55. The project's impact was to be achieved through four outcomes, five outputs and two intermediate states. The **overall objective** of the project is to enhance countries' capacity to implement the KMGBF through targeted technical and capacity development support and facilitated knowledge sharing, networking, and south-south cooperation.

Table 6: Justification for reformulation of results statements

Formulation in original project document	Formulation for reconstructed ToC at review inception (RTOC)	Justification for reformulation and/or reviewer's explanatory notes on the interpretation of the result Associated Indicator
(LONG LASTING) IMPACT		
Nature's vital contributions to people, including biodiversity and ecosystem functions and services are maintained and sustainably managed to support their integrity and people's livelihoods and well-being		
INTERMEDIATE STATES		
1/ Effective and scaled-up implementation of the KM-GBF by target countries through improved knowledge and understanding, enhanced capacity and the adoption of a whole of government (WOG) and whole of society (WOS) approach	1/ Effective and scaled up implementation of the KMGBF by <i>targeted countries</i> supported through the mainstreaming of a whole-of-government and whole of society approach	The description of the original Intermediate States have been redefined to illustrate progression towards impact and are supported by refined assumptions and drivers that capture capacity and knowledge requirements (See Table 7 and RTOC – Figure 1). Intermediate State 1 recognises that there was limited time within the project timeframe for the targeted countries to implement and scale up action supported through the project. Of note in the Project Document Intermediate State 1 is referred to as Intermediate
2/ Capacity of parties to [implement] biodiversity related conventions strengthened, and an integrated cross-sectional collaboration approach mainstreamed and scaled up across governmental and all relevant actors in the implementation of the KM-GBF	2/ Effective and scaled up implementation of the KMGBF and biodiversity related conventions <i>by all countries party to the CBD</i> supported through the mainstreaming of a whole-of-government and whole of society approach	

¹⁴ UNEP defines an **outcome** as a change at institutional level, or changes in behaviours, attitudes or conditions achieved from the use (i.e., uptake, adoption, application) of outputs by intended beneficiaries (UNEP Glossary of Results Definitions, 2023). An **output** is 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 Glossary of Results Definitions, 2023). **Intermediate states** are changes (i.e., changes at the outcome level) beyond the Project Outcome(s) that are required to contribute towards the achievement of the intended impact of a project

		State 1 in TOC diagram and 'immediate project outcome' in text (this may be a typo). The revised Intermediate State 2 refers to the scaled-up implementation of KMGBF by all countries
PROJECT OUTCOMES		
Outcome 1: Improved understanding of the status of Parties to the CBD of implementation of NBSAP to identify remaining needs, priorities and opportunities (including synergies with NDCs, NAPs and other national plans; strengthening WOS and WOG including gender)	Improved understanding by <i>target countries</i> of the status of NBSAP revisions and implementation and identification of remaining needs, priorities and opportunities (including creating synergies with NDCs, NAPs and other national plans; strengthening WOS, WOG and including gender).	The outcome is not framed in a way consistent with UNEP definitions. It has been revised to be explicit who the beneficiaries are. Indicator: Number of Countries that have identified their needs and priorities for NBSAP implementation (Baseline 0. Target 25).
Outcome 2: Enhanced capacity of countries to scale up the implementation of their NBSAPs in alignment with the KMGBF and other relevant national plans		Indicator: Number of countries that have enhanced capacity demonstrated through a survey to scale-up their implementation of NBSAP through the activities of this project (Baseline: 0 / Target: 25)
Outcome 3: Increased visibility and understanding of the importance of implementation the KMGBF	Increased commitment and <i>understanding by decision makers and other stakeholders</i> of the importance of KMGBF implementation	Reformulated to be consistent with UNEP definition – beneficiaries specified Indicator: Number of countries that have increased understanding of implementation of the KM-GBF through a survey carried out during the cross-sectoral high-level events in which KM-GBF is presented. (Baseline: 0 / Target: 25)
Outcome 4: Access of countries to financial resources for scaling up the implementation of the KMGBF enhanced	Enhanced access by countries to financial resources for scaling up the implementation of the KMGBF	Minor edits to improve flow. Indicator: Number of country specific concept notes that have been confirmed access to funding (Baseline: 0 / Target: 3)
OUTPUTS		
Output 1.1: Rapid assessment to understand the global, regional, and national status developed and disseminated (needs and priorities for KMGBF implementation including gender)	Rapid assessment of the global, regional, and national status, needs and priorities for KMGBF implementation (including gender) developed and disseminated	Edited for clarity
Output 2.1: Workshops, capacity building activities, and technical		

support identified and organized at national, sub-regional, and regional level to accelerate the NBSAP Implementation for Parties to the CBD in collaboration with diverse partners (including the whole-of-society and whole-of-government including gender)		
Output 3.1: High-level events convened to promote knowledge and experience sharing and networking among countries and promote political commitment and support to the scaled-up implementation of KMGBF (New York Office)		
Output 3.2: Communication products developed to promote high-level events, workshops, capacity building activities, and technical support that are carried out under this project (Communications Division)		
Output 4.1: Concept notes developed to scale-up the implementation of KMGBF and to be submitted to the Kunming Biodiversity Fund and other funding and matchmaking mechanisms	Output 4.1: Concept notes to scale-up the implementation of KMGBF developed and submitted to the Kunming Biodiversity Fund and other funding and matchmaking mechanisms	Edited for clarity

56. An **assumption** is a significant **external factor** or condition that should be present for the realization of the intended results but is beyond the influence of project and its partners. As presented in the TOC, assumptions appear only to be related to the intermediate states (which are pathways beyond the project timeframe) and are duplicative in that they all relate to the need for a whole of Government, whole of society approach. Specific assumptions should have been detailed for the transition from output to outcomes: (i) sufficient capacity being built; (ii) additional and diversified funding secured. Risks presented in the Risk table (Table 7 in Project Document) are referenced in the Logical Framework at the outcome and output level, however, a number of risks are not reflected in the TOC (e.g. Risk 2 availability of data and information related to Outcome 1); Risk 3 weak coordination within / between government ministries; and, Risk 6 constraints in human resource availability.

57. A **driver** is a significant external factor that, if present, is expected to contribute to the realisation of intended results of the project. Drivers can be influenced by the project and its partners. Drivers should be articulated for the outputs to outcomes pathway, as this relates to aspects that the project has some control over.

58. Table 7 presents the justification for the reformation and expansion of assumptions and drivers used in the TR.

Table 7: Justification for reformulation / expansion of assumptions and drivers

Formulation in original Project document	Formulation for reconstructed ToC at review inception (RTOC)	Justification for reformulation and/or reviewers' explanatory notes on the interpretation of the driver or assumption
DRIVERS – Outputs to Outcome		
	High-level political will and commitment for the effective implementation of the KM-GBF through the whole-of-government and whole-of-society approach	Drivers were not identified in the original TOC or results framework at output – outcome level. Drivers were included at the intermediate state and have been reformulated here
	Increased momentum towards an integrated approach to the implementation of MEA (e.g. CBD, UNFCCC, UNCCD)	As above
	Increased commitment and financial resources provided by donors and other actors towards the implementation of the KM-GBF	As above
	Increased awareness of the interconnectedness and dependencies of key productive sectors on biodiversity, ecosystems and ecosystem services	As above
	Successful and effective communication of knowledge and experience between countries	Added to reflect knowledge management and communication strategy mainstreamed through the project outcomes
	Human rights and gender equality mainstreamed	The project design document contains commitments on equality (i.e. promoting human rights, gender equality and/or belonging to marginalised/vulnerable groups) that are not reflected in the results framework; hence the commitment is included as a Driver.
DRIVERS – Intermediate State		
D1: High level political will and commitment for the effective implementation of the KMBDF through the whole of government and whole of society approach.		Drivers have not been identified for pathways beyond the project's timeframe.
D2: Increased momentum for an integrated approach towards the implementation of MEAs (e.g. CBD, UNFCCC, UNCCD)		
D3: Increased commitment and financial resources provide by donors and other actors towards		

Formulation in original Project document	Formulation for reconstructed ToC at review inception (RTOC)	Justification for reformulation and/or reviewers' explanatory notes on the interpretation of the driver or assumption
the implementation of the KM-GBF		
D4: Increased awareness of interconnectedness and dependencies of key productive sectors on biodiversity, ecosystems and ecosystem services		
Assumptions Output – Outcome		
	Different ministries and stakeholders across society are open to engaging actively in the implementation of the KM-GBF	Assumptions were not identified in the original TOC or results framework at output – outcome level. Assumptions were included at the intermediate state and have been reformulated here
	The whole-of-government and whole-of-society approach is recognized as an essential mechanism to ensure the effective implementation of KM-GBF	
	Participating countries are willing to engage with the project activities [and open to taking the whole-of-government and the whole-of-society approach]	
	Availability of data and information and timely completion of RCA (Outcome 1);	Lack of data and information and data recorded as a project risk (especially to Outcome 1) and reformulated as an assumption. The RCA needed to be completed first to inform the other Outcomes.
	Effective coordination within / between government ministries;	Lack of effective coordination within / between government ministries reordered as a project risk, and reformulated as an assumption
	Sufficient human resource to implement the project	Lack of sufficient human resource to implement the project reordered as a project risk, and reformulated as an assumption
ASSUMPTIONS – Intermediate States		
A1: Different ministries and stakeholders across society are open to engaging activity in the implementation of the KMGBF	On-going High-level political will and commitment for the implementation of the KM-GBF through a whole-of-government and whole-of-society approach	Assumptions related to the progression from outcomes through intermediate states and impact

Formulation in original Project document	Formulation for reconstructed ToC at review inception (RTOC)	Justification for reformulation and/or reviewers' explanatory notes on the interpretation of the driver or assumption
A2: The whole of government and whole of society approach is recognised as an essential mechanism to ensure the effective implementation of the KMBDF	Sufficient capacity to adopt an integrated approach towards the implementation of MEAs	
A3: Participating countries are willing to engage with the project activities and open to taking the whole of Government and whole of society approach	Increased awareness of interconnectedness and dependencies of key productive sectors on biodiversity, ecosystems and ecosystem services	A3: This assumption refers to project activities so not targeted as outcome to impact pathways (beyond the project)
	Increased financial resources from diverse sources, including the private sector, to implement the KM-GBF	TOC driver 'increased commitment and financial resources provided by donors, multilateral institutions, including regional development banks, and other actors toward the implementation of the KM_BF' to address US\$700 billion financing gap' does not explicitly mention the role of the private sector,
	The project works toward the UN principles on human rights and gender equality	
	Enhanced ownership by key stakeholders	Considered part of exit strategy in project document
	Identification of champions	Considered part of exit strategy in project document

59. The project document includes a ToC diagram. During the review inception phase, a revised ToC (RTOC) was developed (Figure 1).

60. The **overall objective** is to enhance countries' capacity to implement the KMGBF through targeted technical and capacity development support and facilitated knowledge sharing, networking, and south-south cooperation. This is not reflected in the TOC Figure; however, it is included in the Logical Framework (without an associated indicator), where it is referred to as the Project Objective.

61. The project is structured around four outcomes and five outputs. The causal pathways from project outputs (availability of goods and services to intended beneficiaries) through outcomes (changes in stakeholder behaviour) towards impacts (long lasting, collective change of state) are not clearly reflected in the ToC diagram. The ToC presents outcomes and outputs as a combined step and does not consider the specific assumptions and drivers associated with a successful transition from project outputs to outcomes. This transition is key for all projects, as outcomes are expected to be achieved within the project timeframe, but is especially pertinent and potentially challenging for a project operating over a very short timeframe such as this one.

62. **Outcome 1: Improved understanding by target countries of the status of NBSAP implementation and the remaining needs, priorities and opportunities (including synergies with NDCs, NAPs and other national plans; strengthening WOS and WOG and including gender).** This is to be achieved through Output 1.1: Rapid assessment of the global, regional, and national status and needs and priorities for KMGBF implementation (including gender) developed and disseminated. The rapid assessment of the status of NBSAP revisions and implementation by Parties to the CBD was to identify remaining needs and priorities for capacity development and technical support from UNEP. The assessment was also to identify synergies with NDCs, NAPs, and other national plans, and to strengthen the Whole-of-Society (WOS) and Whole-of-Governments (WOG) including gender. This stocktaking analysis was to build on surveys and information collected by partners through existing initiatives and to build on desk reviews, surveys and focal interviews. Outcome 1 is linked to all other outcomes /outputs. Progression from outputs to outcomes assumes sufficient data to produce convincing assessments and that the assessments are completed in a timely manner to inform other outcomes / outputs.

63. **Outcome 2: Enhanced capacity of countries to scale up the implementation of their NBSAPs in alignment with the KMGBF and other relevant national plans.** This was to be achieved through **Output 2.1:** Workshops, capacity building activities, and technical support identified and organized at national, sub-regional, and regional level to accelerate the NBSAP Implementation for Parties to the CBD in collaboration with diverse partners. The capacity building was to have a focus on operationalising the whole-of-government and whole of society approach across ministries, sectors and stakeholders in revision of NBSAPs and to identify and leverage synergies and alignment between NBSAPs, NDCs and NAPs and other relevant national plans and commitments. Countries were to be selected for technical support to accelerate NBSAP implementation based on their expressed interest and needs analysis from the assessment carried out under the Outcome 1. Each target country was to identify specific areas where an integrated, whole-of-government and the whole-of-society approach could be strengthened in implementing their NBSAPs¹⁵. This was to be supported through a quick baseline analysis on specific priority areas and a national consultation.

64. **Outcome 3: Increased commitment by decision makers and other stakeholders to the implementation of the KMGBF.** This was to be achieved through 2 outputs:

- **Output 3.1:** High-level events convened to promote knowledge and experience sharing and networking among countries and promote political commitment and support to the scaled-up implementation of KMGBF. This output was led by UNEP's New York Office. The high-level events were to be linked with key global events and were to serve as a forum to ensure synergies and complementarities between existing initiatives that support countries' efforts towards implementing the KM-GBF, increased collaboration, enhanced profile and visibility of KM-GBF and increased political will and momentum. The results of the rapid assessment on the status of NBSAPs and KM-GBF implementation prepared under Outcome 1 were to be used as the background information for the events.
- **Output 3.2:** Communication products developed to promote high-level events, workshops, capacity building activities, and technical support that are carried out under this project. This output was led by UNEP's Communications Division. The high-level events held under Output 3 were expected to be the main communication component of the project.

¹⁵ The project document suggests that the specific areas of focus for this activity could include: innovative financing for the KM-GBF implementation; synergies and coordination in implementing multiple MEAs (e.g. linkages between NBSAPs and NDCs); mainstreaming major social and economic sectors (including gender, One Health, and food systems) into NBSAPs revision and implementation.

However, the capacity building activities under Output 2 were also to include communication components such as webinars, infographics and publications.

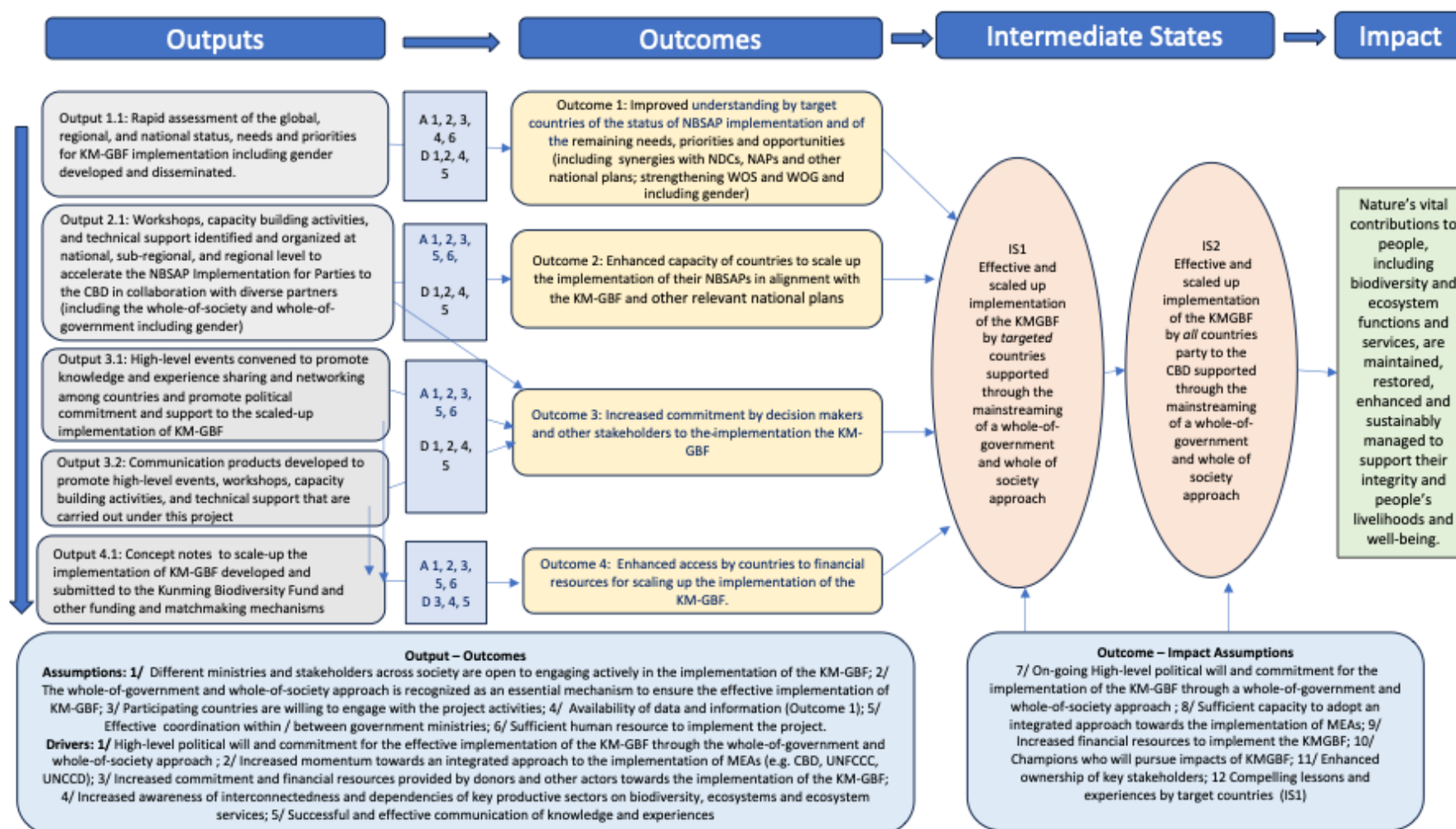
65. **Outcome 4: Enhanced access by countries to financial resources for scaling up the implementation of the KM-GBF.** This was to be achieved through Output 4.1: Concept notes to scale-up the implementation of KM-GBF developed and submitted to the Kunming Biodiversity Fund (KBF) and other funding and matchmaking mechanisms (such as the GEF Global Biodiversity Framework Fund and NBSAP Accelerator Partnership). Under this activity, concept notes (at least one per region) were to be prepared, which reflected the priority issues identified for different regions, through the rapid assessments conducted under Outcome 1, as well as capacity needs discussed and identified through capacity development activities under Outcome 2 and high-level meetings held under Outcome 3. To facilitate the development of the concept notes, workshops were to be organized and discussions with regional development bank arranged.

66. The ToC figure does not convey how outcomes relate to each other (as described in the text of the Project Document). Outcome 1 was to underpin Outcomes 2 and 3, for example issues discussed at high-level events under Outcome 3 were to be informed by rapid assessment under Outcome 1. Outcome 3 links to Outcome 4 – high level events were to focus on engaging regional development banks in mobilising finance. Outcome 3 was also linked to high level events under Outcome 2. Outcome 4 builds on / is informed by all the other Outcomes (1-3). These linkages are reflected in the RTOC.

67. It is important for a project of only 8 months duration to be realistic as to what can be achieved within the project's timeframe, and to clearly articulate what will be required after project completion to maintain the momentum of the work towards the desired Impact. The two Intermediate States reflect the scaling up of implementation of KMGBF first by the targeted countries (who were specifically supported through the project) and then all countries party to the CBD. The first Intermediate States takes into account the short duration of the project and thus the limited time available for the uptake of tools and learning and financial resources that the project sought to facilitate.

68. The project's intended ultimate **Impact** is that Nature's vital contributions to people, including biodiversity and ecosystem functions and services, are maintained, restored, enhanced and sustainably managed to support their integrity and people's livelihoods and well-being.

Figure 1: Theory of Change at Review



IV. REVIEW FINDINGS

A. Strategic Relevance

Alignment to UNEP's UNEP Medium Term Strategy¹⁶ (MTS), Programme of Work (POW) and Strategic Priorities

Table 8: Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW), and Strategic Priorities

UNEP strategic document	Alignment with UNEP's mandate and thematic priorities	Level of alignment
MTS (2022-2025)	MTS 2025 Outcomes: 2A: An economically and socially sustainable pathway for halting and reversing the loss of biodiversity and ecosystem integrity is established; 2B: Sustainable management of nature is adopted and implemented in development frameworks; 2C: Nature conservation and restoration are enhanced. Outcome indicators: Nature Action Subprogramme (i): Number of national or subnational entities that, with UNEP support, adopt integrated approaches to address environmental and social issues and/or tools for valuing, monitoring and sustainably managing biodiversity. Nature Action Subprogramme (iii): Number of countries and national, regional and subnational authorities and entities that incorporate, with UNEP support, biodiversity and ecosystem-based approaches into development and sectoral plans, policies and processes for the sustainable management and/or restoration of terrestrial, freshwater and marine areas. Environmental Governance Subprogramme (iv): Number of entities at the national, regional or global levels that UNEP has supported in developing integrated approaches and tools for enhanced coordination, cooperation and synergies for the coherent implementation of multilateral environmental agreements.	Full
POW (2024-2025)	2.1 Collective action by United Nations system entities addresses biodiversity loss and promotes conservation and restoration. 2.9 Institutional capacity to adopt and act on national and international commitments is enhanced and accountability frameworks are strengthened. 2.13 Commitments and actions to prevent, halt and reverse the degradation of ecosystems are enhanced. 2.2 Public and private-sector financial flows contribute to improved ecosystem management.	Full
South-South Cooperation	The project has a strong focus on South-South Cooperation. This was reinforced through the work at the regional level, such as the regional workshops and dialogues which brought together CBD country focal points and diverse stakeholders.	Full

Alignment to Donor Strategic Priorities

Table 9: Alignment to Donor Strategic Priorities

Strategic Document or Agreement	Alignment with donor strategic priorities	Level of alignment
Action Initiative for KMGBF	Jointly launched by the Ministry of Ecology and Environment (MEE) of China under its presidency at COP15 to consolidate the political will of all Parties to implement the KMGBF ¹⁷ .	Full
The Kunming Biodiversity Fund (KBF)	A Multi-Partner Trust Fund (MPTF) established by the MEE of China and UNEP, with the SCBD and UNDP to facilitate the implementation the KMGBF by supporting developing countries to accelerate and upscale their NBSAPs.	Full

¹⁶ 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>.

¹⁷ Jointly launched with Cambodia, Canada Chile, Costa Rica, the Democratic Republic of Congo, Germany, the Maldives, UNEP, SCBD.

	It was intended that the project's Concept Notes developed under outcome 4 could approach KBF for funding, which may be possible post the project with additional development of the CNs.	
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Relevance to Global, Regional, Sub-regional and National Priorities

Table 10: Relevance to Global, Regional, Sub-regional and National Environmental Priorities

Strategic document or agreement	Alignment with global, regional, sub-regional, national environmental priorities	Level of Alignment
KMGBF	The project is relevant to <i>all</i> Parties to the CBD, and well aligned with regional, national and sub-national strategies. For example, Agenda 2063 – 'The Africa We Want' and African Biodiversity Strategy and Plan.	Full
NBSAPs	The project was an opportunity to further support NBSAPs	Full
Other MEAs - NDC, NAPs, LDN	The project has a strong focus on ensuring synergies with related initiatives and on ensuring the project contributed towards the achievement of multiple MEAs, including NDCs, NAPs, LDN.	Partial
Sustainable Development Goals (SDGs)	The project contributed to SDG 14 (life below water) and SDG 15 (life on land) by building capacity for KMGBF implementation, strengthening political commitment to the KMGBF and raising awareness on close interlinkages between KMGBF and SDGs in general.	Full (for select targets)

Complementarity with Existing Interventions/Coherence

Table 11: Complementarity with key existing interventions/coherence

Other initiatives by UNEP or other organisations	Complementarity	Level of Alignment
GEF Early Action Support programme (EASP)	GEF funded programme with similar objectives to CTF project. Implemented by UNDP and UNEP and designed to fast-track the implementation of the KMGBF. Supporting over 130 GEF-eligible, developing and small-island nations.	Full
Umbrella Programme to support NBSAP Update and the 7 th National Reports.	GEF funded programme with similar objectives to CTF project. Implementation supported by UNEP. Supporting countries to update their NBSAPs to enable effective implementation of the KMGBF at the national level. Also supports countries prepare and submit their 7th National Report on the implementation of the CBD and the KMGBF.	Full
NBSAP Accelerator partnership (NBSAP AP)	Country-led global initiative designed to speed up the implementation of NBSAPs in line with KMGBF. It connects developing countries with technical and financial resources through a match making mechanism. Hosted by the CBD, UNDP, and UNEP, it brings together over 100 members, including 59+ countries, to foster South-South cooperation, peer learning, and collective action.	Full
The Global Knowledge Support Services for Biodiversity (GKSSB)	UNEP-WCMC initiative. Platform designed to help countries implement, monitor, and report on the KMGBF. It provides access to data, tools, and technical expert matchmaking in support of the 2030 biodiversity targets. Also connects governments and non-state actors, such as indigenous peoples, local communities, academia, and civil society.	Full
GEF Global Biodiversity Framework Fund (GBFF)	Aims to scale up financing for the implementation of KMGBF.	Full

69. The project's aim to accelerate the implementation of the KMGBF is highly aligned with that of UNEP, the donor (the Foreign Economic Cooperation Office of the MEE China) and target countries. In terms of the donor, the project linked to China's COP15 Presidency, and its commitment to the effective implementation of the KMGBF through, *inter alia*, capacity

building, knowledge exchange, networking and partnerships. The project coordinated with¹⁸ and augmented existing initiatives supporting KMGBF implementation and knowledge sharing among countries and partners (Tables 9 and 11).

Findings Statements on Strategic Relevance and Complementarity

70. The project provided an opportunity for the Nature Framework Support Unit to augment support for KMGBF implementation by complementing and informing other projects managed by the Unit such as the GEF projects - Early Action Support for the GBF targets and Umbrella Programme to support NBSAP Update and the 7th National Reports as well as the country led NBSAP Accelerator Partnership and Kunming Biodiversity Fund. In this way the CTF project was part of a system of initiatives helping countries turn global biodiversity commitments into concrete actions.

71. The project's focus on understanding the capacity needs and priorities related to the NBSAPs is a necessary step towards accelerating GBF implementation and was supported by the project's capacity building events. The project particularly related to the following KMGBF targets - restoration and ecosystems (Target 2), capacity building and technical cooperation (Target 20), equitable and inclusive participation (Target 22), and mobilising financial resources (Target 19). The project was also relevant to the SDGs.

Rating for Strategic Relevance: **Highly Satisfactory (HS)**

Rating for Alignment to UNEP MTS, POW and Strategic Priorities: HS

Rating for Alignment to Donor/GEF/Partner Strategic Priorities: HS

Rating for Relevance to Global, Regional, Sub-regional and National Priorities: HS

Rating for Complementarity with Existing Interventions/Coherence: HS

B. Quality of Project Design

72. The reviewer assessed the initial design of the project through the project document dated 15 April 2025. Overall project design is rated as **Satisfactory** (Table 12).

73. Project design strengths include a clear problem and situation analysis underpinning the project and the project's high relevance to UNEP, the donor, regional, sub-regional and national priorities. Furthermore, the project was designed to complement and build on other initiatives - as discussed above and had a strong focus on building partnerships and expertise to promote efficiency. The project design recognises that to successfully implement the KMGBF, there is a need to adopt a WOG (moving beyond just working with Ministries of Environment) and WOS approach.

74. Project design weaknesses include unclear causality as set out in the TOC figure as discussed in Section III. Some indicators are not considered SMART in that they are not specific and /or duplicate other indicators and were not achievable within the project timeframe at the outcome level¹⁹. Further no disaggregated targets are specified for minority groups or IPs, who were expected to be well incorporated into project implementation. Gender is mentioned in two indicators: (i) the output 2.1 indicator for event-based activities specifies

¹⁸ Reportedly the project worked with colleagues across key initiatives on, for example, the questionnaire and structure of the Rapid Capacity Assessment under Outcome 1.

¹⁹ Indicator 1.1.2: Number of countries that receive the rapid assessment [\[survey\]](#) to capture global, regional, national status on NBSAP implementation. This indicator did not specify that it related to the RCA survey. Outcome 4's indicator – Number of country specific concept notes that have confirmed access to funding (Target 3) is not considered to be achievable within the project timeframe, given that the concept notes were to build on earlier project outcomes and were not finalised until the end of the project.

a target number of women (minimum 30%) participants at these events. This contradicts Section 3: Safeguard Risk Checklist GP4 (Annex D in the project document) which says it would be 50%; (ii) Output indicator 3.2.1 - Number of gender sensitive communication products developed and made available. Section 2.3 of the project document 'Stakeholders' provides an overview of all identified stakeholders (see Section 1 of this report and Table 6 in the project document). Except for UNEP, no partners / stakeholders were engaged in project design. There are number of inconsistencies and typos in the project document (e.g. TOC assumptions and drivers, methods and approaches, key respondents).

Table 12: Summary table for project design quality assessment

	Section	Rating ²⁰	Weighting	Total
A	Project Preparation	5	1.0	0.5
B	Risk Identification and Safeguards	5	0.8	0.4
C	Governance and Supervision Arrangements	5	1.0	0.5
D	Partnerships	4	1.0	0.4
E	Strategic Relevance	6	0.4	0.24
F	Logical Framework and Causality	4	1.5	0.6
G	Financial Planning	5	0.8	0.4
H	Efficiency	5	0.4	0.2
I	Monitoring	4	0.8	0.32
J	Sustainability / Replication and Catalytic Effects	5	1.5	0.75
K	Learning, Communication and Outreach	5	0.8	0.4
Total Weighted Score		4.71 (Satisfactory)		

Rating for Project Design: Satisfactory

C. Nature of the External Context

75. There were no key external or unanticipated features of the project's implementing context limiting the project's performance (e.g. conflict, natural disaster, unanticipated political upheaval²¹).

Rating for Nature of the external context: Favourable

²⁰ Rating scores: 6=highly satisfactory, 5=satisfactory, 4=moderately satisfactory, 3=moderately unsatisfactory, 2=unsatisfactory, 1=highly unsatisfactory, 0=not applicable

²¹ '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 of the project team.

D. Effectiveness

Availability of Outputs

Table 13: Availability of outputs

Output	Narrative Assessment	Sources of Information/Evidence
Output 1: Output 1.1. Rapid assessment to understand the global, regional, and national status developed and disseminated (needs and priorities for KMGBF implementation including gender). Performance against Indicators and Targets 1.1.1: Number of existing assessments that have been reviewed including online CBD reporting tool, WWF gap analysis, UNDP's regular survey, any other ongoing survey for gap analysis Target: 3. Actual: 4. 1.1.2: Number of countries that receive the rapid assessment [survey] to capture global, regional, national status on NBSAP implementation.²² Target: 100. Actual: 196 1.1.3: Number of in-depth analyses prepared and made available on needs, priorities and opportunities and to create synergies with NDCs, NAPs and other national plans and long-term plans to address those issues. Target: 1. Actual: 1 Other information, not related to the indicators, that demonstrates Output delivery: A summary of the RCA disseminated at the	Indicator 1.1.1: As part of the Rapid Capacity Assessment (RCA) preparatory phase, a desk review of 4 existing assessments was undertaken: (i) Lao PDR Synergy survey; (ii) NBSAP Accelerator Partnership Rapid Capacity Needs Assessment; (iii) UNEP-WCMC Monitoring Framework for KMGBF Survey; and (iv) NBSAP Analysis by CBD/NBSAP Accelerator Partnership, exceeding the target of 3. The work was completed by August 2025 and enabled the RCA to both build on existing work and address priority gaps. Indicator 1.1.2: The rapid capacity assessment survey was distributed to all the 196 CBD National Focal Points, exceeding the target of 100. A total of 61 surveys were completed (31% of CBD parties) – Africa 34²³, Asia Pacific – 4, CEE -9, Europe – 1, LAC – 13^{24,25}. Indicator 1.1.3: A global level analysis of the Rapid Capacity Assessment was developed highlighting the capacity needs on specific priority issues identified by the project (technical capacity needs, institutional and governance capacities, financial and resource mobilization needs, human and social capacity, needs on synergies between biodiversity and food systems, needs on nature and health). The analysis included a section about countries' needs on policy coherence (biodiversity linkage in key national development plans). The assessment provides insights into global and regional trends, informing targeted support, partnership opportunities, and capacity development actions to enhance the effectiveness of biodiversity planning and implementation across all regions	Project reports CTF Report, IPMR 2025. Final Narrative Report Interviews with project team and stakeholders

²² The indicator did not specify that this target related to the countries that received the survey instrument. The text in blue has been added by the Reviewer for clarity.

²³ In Africa not many countries had revised their NBSAPs so the project contributed to discussions on this. The relatively high responsive rate in Africa (60%) demonstrated that countries are interested in receiving support. Countries were given 30 days to respond, and it was felt that the response rate would have been considerably higher had there been more time. In Africa 4 on-line workshops were used to convene smaller groups together at the sub-regional level.

²⁴ Africa: Algeria, Benin, Botswana, Burundi, Cameroon, Central African Republic, Comoros, Congo, Democratic Republic of the Congo, Egypt, Eritrea, Eswatini, Ethiopia, Ghana, Guinea-Bissau, Kenya, Lesotho, Liberia, Libya, Madagascar, Malawi, Mauritius, Morocco, Mozambique, Nigeria, Rwanda, Sao Tome and Principe, Senegal, Seychelles, Sierra Leone, South Africa, Tunisia, United Republic of Tanzania, Zimbabwe; Asia Pacific: Brunei Darussalam, Cook Islands, Philippines, Samoa; Europe: Italy. CEE: Albania, Armenia, Bosnia and Herzegovina, Hungary, North Macedonia, Republic of Moldova, Serbia, Slovakia, Ukraine. LAC: Argentina, Barbados, Belize, Chile, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Grenada, Haiti, Mexico, Venezuela (Bolivarian Republic of)

²⁵ Countries for which summary information provided: Bangladesh, Bhutan, China, Cook Islands, Fiji, Indonesia, Japan, Kiribati, Lao PDR, Marshall Islands, Maldives, Malaysia, Mongolia, Nepal, Pakistan, Palu PNG, Philippines, Samoa, Sri Lanka, Thailand, Timor-Leste, Tonga, Tiwalu, Vanuatu. Countries who attended workshop virtually and for whom insufficient information was available – Australia, Brunei Darussalam, Naru, New Zealand and Singapore. Countries whose CBD focal point did not attend the workshop: India, Niue, Micronesia, Solomon Island.

Output	Narrative Assessment	Sources of Information/Evidence
Subsidiary Body on Implementation (SBI) 6th meeting in Rome 16-19 February 2026. However, the full main report has not been widely distributed and based on the TR interviews its utility to beneficiaries is somewhat unclear. The Rapid Capacity Assessment report draws on detailed regional and sub-regional reports, many with country level information. Given the variability across countries, regional / sub-regional and country reports / specifics are also key outputs. The budget for Output 1.1 was only US\$59,000 (around 3.5 % of the total budget)	Level of delivery: Fully	
Output 2.1 Workshops, capacity building activities, and technical support identified and organized at national, sub-regional, and regional level to accelerate the NBSAP Implementation for Parties to the CBD in collaboration with diverse partners (including the whole-of-society and whole-of-government including gender) Performance against Indicators and Targets 2.1.1. Number of regional/subregional dialogues or capacity building workshops held. Target: 5. Actual: 11. 2.1.2. Number of participants that have attended regional/subregional dialogues or capacity building workshops. Target: 100 (30% women). Actual 441 (40% women - (ranging from 33%-55% across the seven regional dialogues) 2.1.3. Number of countries supported to meet their gaps and challenges. Target: 5. Actual: 6 Other information, not related to the indicators, that demonstrates Output delivery: The CTF supported representatives of IPLC, youth and women at the CBD regional dialogues, whose attendance would not have been possible otherwise. The budget for Output 2.1 was USD1,093,366 (68% of the total budget) reflecting the emphasis placed on capacity building and convening diverse partners.	Indicator 2.1.1: 11 regional/subregional dialogues and workshops were held during the project period - Africa (3) Asia Pacific (1), Central Asia and Eastern Europe (1), Latin America and Caribbean (5), West Asia (1). These events built the capacity of countries to accelerate their NBSAP revision and implementation focusing on diverse topics (monitoring and reporting, synergies, nature and health, ecological connectivity). (See Annex V) Indicator 2.1.2: The IPMR states that more than 100 representatives from countries and the major groups and stakeholders participated in the regional capacity building events. The target was exceeded based on the seven CBD regional dialogues supported by the project, for which data were provided to the TR. It is assumed that additional participants would have benefited from other events. Indicator 2.1.3: Targeted support was provided to Armenia. From July to December 2025 the project supported the Residential Coordinator and UN Country Team (UNCT) in Armenia to facilitate a coordinated approach across the UN system in the lead up to the CBD COP17 with a budget of US\$200,000. Efforts were made to advance mainstreaming of the biodiversity agenda and to ensure the NBSAP process reflects a WOG and WOS approach. To enhance national preparedness, the project supported the transfer of global biodiversity knowledge and organized capacity building and experience sharing with previous CBD COP presidencies. As part of the targeted support, the Armenia Landscape Analysis (2025) was jointly conducted by UNEP, Greenpop Foundation and the Global Youth Biodiversity Network (GYBN). The analysis highlights three key needs of Armenian youth: (i) educational and awareness-raising opportunities on biodiversity and relevant national and international frameworks that Armenia is part of; (ii) improved access to policy-making and decision-making processes; and (iii) stronger career and livelihood opportunities linked to biodiversity and nature. Based on the result from RCA in Africa further analysis was carried out for five countries - Comoros, Tanzania, Zambia, Ghana and Benin. This analysis further detailed the gaps in NBSAP implementation for each country and assessed the capacity gaps of the TSCs serving these countries. Policy recommendation along with measures to address challenges were developed for the five countries, as well as recommendations for strengthening the TSCs.	Project reports CTF Report, IPMR 2025. Final Narrative Report Webinar power point presentations Interviews with project team and stakeholders

Output	Narrative Assessment	Sources of Information/Evidence
	Level of delivery: Fully	
Output 3.1: High-level events convened to promote knowledge and experience sharing and networking among countries and promote political commitment and support to the scaled-up implementation of KM-GBF (New York Office). Performance against Indicator and Target. 3.1.1. Number of cross-sectoral high-level events held to promote knowledge and experience sharing and promote political commitment to the scaled-up implementation of the KMGBF. Target: 1. Actual:1	3.1.1: HLPF side event on “Advancing the Implementation of the 2030 Agenda for Sustainable Development through the Kunming-Montreal Global Biodiversity Framework” was organized on 14 July, 2025 in collaboration with China and Colombia. This output had a budget of US\$47,000 Level of delivery: Fully	Project reports CTF Report, IPMR 2025. Final Narrative Report Interviews with project team and stakeholders
Output 3.2: Communications products to promote high-level events, workshops, capacity building activities, and technical support that are carried out under this project developed Performance against Indicator and Target. 3.2.1. Number of gender sensitive communication products developed and made available. Target: 5. Actual: around 5 (but not all mention gender) Other information, not related to the indicators, that demonstrates Output delivery: The budget for this output was US\$30,000	Indicator 3.2.1: The project reporting suggests that 8 gender-sensitive communication products on KMGBF and NBSAP were developed and that the communications include gender equality and speakers or quotes from women experts. Based on evidence provided and reviewed, communications materials were developed to raise awareness of GBF and NBSAPs through for example a social media video and materials for the HLPF. Gender is generally not highlighted (although a WOS approach is in some products which encompasses gender) some of the products were produced after project completion and it is not clear to what extent the project has contributed to some products. • KMGBF-SDG Presentation @HLPF Side Event -WOS approach highlighted in 1 slide – including gender) • KMGBF-SDG Video – focus on links between SDGs & GBF (does not refer to gender) • What are National Biodiversity Strategies and Action Plans. UNEP National Action website, 30 December 2025.²⁶ Mentions CTF, and refers to WOS approach but gender not specifically mentioned • Video on what are NBSAPs on Facebook, YouTube and TiKToc²⁷ . Intended to explain the GBF and NBSAP to the public. No mention of WOS / gender. • Kenya’s blueprint for turning Global Biodiversity Goals into National Action. UNEP National Action website, 7 January 2026.²⁸ Provides an example of Kenya’s National Biodiversity coordination mechanism. Gender not specifically mentioned.	

²⁶ <https://www.unep.org/news-and-stories/story/what-are-national-biodiversity-strategies-and-action-plans-nbsaps>

²⁷ https://youtu.be/Z3PCaFyqEJk?si=9H3jKt9e3_gBNLGX; <https://www.facebook.com/watch/?v=850256407410715>

²⁸ <https://www.unep.org/news-and-stories/story/kenyas-blueprint-turning-global-biodiversity-goals-national-action>;

Output	Narrative Assessment	Sources of Information/Evidence
	• https://www.unep.org/news-and-stories/news/spotlight-nature-and-biodiversity: This is the Nature Action site - it is not clear what material the project contributed to on this site. Level of delivery: Partially	
Output 4.1: Concept notes developed to scale-up the implementation of KM-GBF and to be submitted to the Kunming Biodiversity Fund and other funding and matchmaking mechanisms Budget: US\$149,000 Performance against Indicator(s) and Target(s) • 4.1.1. Number of workshops held with regional bodies on proposal development and brainstorming sources of funding. Target: 3. Actual: 5 • 4.1.2 Number of proposals developed in collaboration with relevant governments. Target: 3. Action 5 • 4.1.3. Number of engagements with regional development banks to increase their role in biodiversity financing. Target: 3. Actual: 1 Other information, not related to the indicators, that demonstrates Output delivery: Indicator 4.1.3. The project engaged with other funding mechanisms including the (i) KBF at Asia Pacific and LAC Workshops and Regional Dialogues in Africa, Central Asia, Eastern Europe and West Asia; (ii) GBFF at Asia Pacific and LAC Workshops and Regional Dialogues in Africa; and, (iii) BioFin at Regional Dialogue in Africa. While this target was not strictly met, it may not have been the most appropriate target for the project as development banks do not fund enabling interventions, but it was an opportunity to raise awareness of potential linked investments and possible Public Private Partnerships (PPPs).	Indicator 4.1.1: At least 5 workshops (listed under indicator 2.1.1 & Annex V) included sessions on financing and the brainstorming the project concept note ideas and funding mechanisms: Regional Dialogues in Africa (1), Asia Pacific Workshop (1), Latin America and Caribbean Region Webinars (3). Indicator 4.1.2: 5 project proposals (concept notes) have been developed: 1. Global: Accelerating Biodiversity Action for NBSAP Implementation Project (ABANIP) 2. Africa: Accelerating Implementation of the Kunming-Montreal Global Biodiversity Framework in Africa through restoration of wetlands and terrestrial habitats 3. Asia Pacific: Integrated Policy, Monitoring, and Financing Solutions for KMGBF Delivery in Asia-Pacific Countries 4. Asia Pacific: Climate-Resilient Conservation and Livelihoods in the Manas-Kangchenjunga Transboundary Landscape of Bhutan, India and Nepal. 5. Latin America and Caribbean: Strengthening Ecological Connectivity in Latin America and the Caribbean: Conservation, Restoration, and South-South Cooperation for NBSAP Implementation Governments reportedly indirectly engaged in the development of these proposals through their inputs into the RCA and feedback at workshops/meetings that helped developed the proposals. The CN were co-created with different entities and focus on different GBF targets, for example restoration in LAC and food systems and health in the Pacific. The Concept Notes need refinement before being submitted to possible funders. Indicator 4.1.3: Only 1 engagement was made with a Regional Development Bank namely CAF (Development Bank of Latin America and the Caribbean) at the LAC Regional Workshop. Level of delivery: Partially	CTF Report, IPMR 2025. Final Narrative Report Review of Concept Notes Stakeholder interviews

76. Output 1 - the **Rapid Assessment Needs Assessment (RCA)** is seen as the cornerstone of the project, informing other outputs and outcomes. The RCA sought to provide an evidence-based view of where countries stand and what is needed to *accelerate* KMGBF implementation at the national level. The assessment complemented existing capacity gaps assessments and was structured around six thematic areas: i) technical and knowledge-based capacities for NBSAP revision and monitoring; ii) Institutional and governance capacities supporting a 'Whole-of-government' approach ; iii) financial and resource mobilization needs; iv) 'Whole-of-society' approach – human and social capacity; v) food systems - including linkages with urban agriculture and food security policies and restoration in NBSAPs; and vi) nature and health - examining the incorporation of biodiversity–health linkages and One Health approaches. See Annex IV for a summary of the findings of the RCA. The assessment was carried out between October and December 2025, and was based on a literature review, survey, CBD regional dialogues and consultations with TSCs. That is the RCA benefited from varied approaches to collate information and address the gaps. Collectively, these dimensions provided a comprehensive picture of the capacity landscape needed to operationalize the KMGBF.

77. Regional Offices (RO) had different approaches and areas of focus. A strength of implementation is that the RO were given the independence to execute the project in a manner that aligned with their priorities and ways of working. The **Africa Regional** Office sub-contracted 3 sub-regional consultants (covering West and Central Africa, Southern Africa and East Africa), financed through the project. They facilitated close interaction with countries working directly with TSCs and focal points to help countries understand their priorities and encourage them to respond to the RCA survey. This is considered to have contributed to a high survey response rate in Africa. In the **Asia Pacific** region, the RO felt less engaged in the global assessment. The survey response rate was particularly low in Asia Pacific, but the regional workshop generated knowledge resulting in a reasonably comprehensive regional report. Explanations for the low response rate are that the survey came after the regional workshop (under outcome 2) and people may have felt they had already contributed and that the survey was considered quite academic / theoretical, which put respondents off. A common view expressed through the TR interviews is a lack of clarity on what the next steps are and how to implement the RCA.

78. Challenges / Limitations: (i) Due to the short project duration there was no time to build the survey response rate, or to translate the core outputs into other languages; (ii) There is a lot going on in the CBD space, so there was a level of fatigue from participants highlighting the importance of not duplicating activities; (iii) The rapid nature of the exercise constrained deeper field validation and verification; (vi) The RCA Assessment should have been completed earlier in project to align with the project logic - In terms of sequencing the RCA was meant to feed into regional consultations, but it was only possible to share very initial findings. They were also meant to inform the CN and this not possible in all regions²⁹; and, (v) there was on-line connectivity problem in some parts of Africa, emphasising the importance of in-person meetings.

79. The regional consultations under output 2 were successful and good examples of how to capitalise on partnerships, with collaboration across numerous organisations. The workshops showcased WOG³⁰ / WOS approach, identified priority needs for countries,

²⁹ In the Asia Pacific: Integrated Policy, Monitoring, and Financing Solutions for KMGBF Delivery in Asia-Pacific Countries CN reportedly builds on the findings of Asia-Pacific Workshop October 2025.

³⁰ For example, the workshops in AP and SE Asia successfully brought together different Ministries.

facilitated engagement between Member States (MS) and partners, and regional exchange and knowledge sharing.

80. The CTF project support to the **SCBD across seven regional dialogues** was seen as substantial and effective^{31,32}. The funds from the GEF were limited, so without the CTF support it was stated that the dialogues would not have happened. The objectives of the regional dialogues were to: (i) promote and engage with countries on the M&R framework (in response to a need identified at the last round of sub-regional dialogues); (ii) accelerate the update of the NBSAPs; and, (iii) build capacity for the 7th National reports, critical for the global review to be presented at COP17. CTF support covered the participation of representatives of IPLCs, women and youth, an additional participant from each country and TSCs as well as administrative and organisation support³³. IPLCs, women and youth were given a slot at each dialogue to share their experiences and objectives for NBSAP development. They also joined the group discussions and interacted with the CBD country representatives.

81. Other capacity building events that supported South-South learning include: (i) the Africa Biodiversity Summit, supported by AU and held in Botswana in November 2025, which aligned with the agenda of the CTF. The project held a 1-day workshop at the summit where biodiversity focal points were able to interact with Ministers from different countries; (ii) In LAC the agenda of CTF was added as a session at the Forum of Ministers of Environment LAC, Lima September 2029,³⁴ after which many countries gave the green light to the work / RCA. LAC hired high level senior consultants³⁵ who arranged bilateral meetings with countries to lessen the load for countries and build engagement. The project convened two virtual technical workshops, supported the two CBD LAC subregional dialogues, and held a dedicated in-person regional workshop in Panama City (26–28 November 2025)³⁶. This led to a very engaged group of people and supported the continuity and development of work in LAC with the Forum of Ministers.

82. The CTF support to Armenia was very positive and timely. It has helped prepare for the forthcoming COP17 by building Government capacity, promoting a WOG and WOS approach and supporting UNRC. The project engaged REC Caucasus (NGO) to work with civil society, youth and media on the KMGBF, and consultations were held in and outside of Yerevan with a range of stakeholders.

83. Challenges related to output 2 included (i) in AP the project was mainly implemented in Q4, when there were many international events making it hard to coordinate with delegates; (ii) In LAC countries lack staff and felt overwhelmed so it was critical to coordinate; and (iii) In some cases there was not enough time to merge with other events such as the SCBD regional dialogue events on M&R. LAC had events in Bogota (CBD sub-regional dialogue, 17-

³¹ There were nine sub-regional dialogues in total, 2 supported by FAO and 7 by CTF.

³² The reports of the dialogues are made available on the CBD website at: <https://www.cbd.int/reports/NR7>. A summary of the main findings from the dialogues is available in document [CBD/SBI/6/INF/6](#)

³³ In Cape Town the CTF supported the participation of IPs, women and Youth. In subsequent dialogues the CTF also supported an additional participant from each country and TSCs. For the early dialogues the CTF provided administrative support (e.g., making travel arrangements and disbursing DSA), sharing these tasks with the CBD for later events.

³⁴ <https://www.unep.org/events/unep-event/xxiv-meeting-forum-ministers-environment-lac>. The Forum of Ministers of Environment of Latin America and the Caribbean (the Forum) is the region's longest standing and most important space for political dialogue and collaboration on environmental matters. It was established in 1982 and is composed of the 33 countries of the region.

³⁵ The intention was to hire 3 consultants to cover: (i) Rapid Assessment / CN; (ii) events and capacity building; and (iii) CN. However, 1 consultant pull out at the last stage of contracting so the work was spread between 2 consultants.

³⁶ The in-person regional workshop validated the regional assessment and advanced the development of an integrated concept note that provides a replicable set of elements to be expanded into multiple regional and subregional initiatives. It brought together representatives from 18 countries, the three CBD Regional Support Centers, the NBSAP Accelerator Partnership, and included a dedicated session on financial mobilization with UNDP, the Development Bank of Latin America (CAF), and the Kunming Biodiversity Fund Secretariat (Final Narrative Report).

20 November) and Panama (Regional Workshop on Implementing KMGBF, 26-28 November), with a 6-day gap between them making it difficult to attend both.

84. Output 3. The project worked with the UNEP New York office to convene a side event at **High-Level Political Forum (HLPF)**,³⁷ elevating biodiversity at the forum which was focussed on reviewing the SDGs. The event attracted high level speakers including the Permanent Representative to UN from Colombia, the Deputy Director, Economic, Scientific and Technological Division, Mission of China and the Deputy Director of UNEP Ecosystems Division. The HLPF side event was attended by 38 people (with IPs represented) and explored the synergies between the KMGBF and the 2030 Agenda for Sustainable Development³⁸. The Panel discussion highlighted the importance of WOS approaches, political leadership and coherence, financing biodiversity and equity and justice (Indigenous knowledge, community-based governance, and fair distribution of biodiversity-related benefits).

85. Areas that would benefit from further attention are: Wider dissemination of RCA, discussions on how UNEP, other development partners, countries and RO should use / build on RCA, and the development of CN, many of which were completed in a short timeframe and need further work before being submitted to funders.

Achievement of Project Outcomes

86. Three of the four outcomes have been fully achieved and 1 not achieved (due to the short project timeframe). Of note, surveys were not undertaken to measure the change in understanding and of commitment to the KMGBF as designed making it difficult to verify the level of achievement as specified in the indicators and their targets.

Table 14: Achievement of project outcomes

Outcome 1:	Improved understanding of the status of Parties to the CBD of implementation of NBSAP to identify remaining needs, priorities and opportunities (including creating synergies with NDCs, NAPs and other national plans; strengthening WOS and WOG including gender)
Performance Indicator(s) and Target(s):	Number of countries that have identified their needs and priorities for NBSAP implementation. Target: 25. Actual: 61
Sources of Information /Evidence:	CTF Report, IPMR 2025, Final Narrative Report, RCA reports, Interviews with project stakeholders
Narrative Assessment:	61 countries' needs and priorities on NBSAP implementation were identified through the Rapid Capacity Assessment (RCA) survey. This understanding was further complemented through group discussions and interviews with country representatives during the Regional Dialogues / Workshops. The RCA provides a comprehensive overview of capacity gaps and priority areas for support across regions.
Level of Achievement:	Achieved

Outcome 2:	Enhanced capacity of countries to scale up the implementation of their NBSAPs in alignment with the KM-GBF and other relevant national plans
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³⁷ Advancing the Implementation of the 2030 Agenda through the Kunming-Montreal Global Biodiversity Framework (KMGBF). Organizers: UNEP, Permanent Mission of Colombia, Government of the People's Republic of China. 14 July 2025. UN Headquarters, New York, USA

³⁸ The session pursued three objectives: (i) Enhancing understanding of the interconnections between KMGBF and the SDGs; (ii) Emphasizing biodiversity's essential roles in health, well-being, marine conservation, and economic resilience; and, (iii) Strengthening political will to scale up implementation through whole-of-government and whole-of-society approaches

Performance Indicator(s) and Target(s):	Number of countries that have enhanced capacity, demonstrated <i>through a survey</i> , to scale-up their implementation of NBSAP through the activities of this project. Target: 25. Actual: 100 as reported by project
Sources of Information /Evidence:	CTF Report, IPMR 2025, Final Narrative Report, RCA reports, workshop reports, Interviews with project stakeholders
Narrative Assessment:	Project reporting states that 100 countries have enhanced their capacities to accelerate their NBSAP revision and implementation through the regional capacity building events and technical support provided by the project. The capacity building events addressed diverse topics (e.g. synergies between biodiversity and climate change, health, and the Multilateral Environment Agreements (MEAs); monitoring and reporting; whole-of-government and whole-of-society approaches). According to the Final Narrative Report, the project achieved significant progress in strengthening national and regional capacities. However, participant feedback is only available for the AP workshop³⁹ which had 40 participating countries - 50% of participants rated their overall experience as Excellent and 35.7% as Good (based on 14 response). A consolidated list of countries that participated in the capacity building events is not available to specify the number of countries who have benefited however there is evidence that this is over 25 based on the CTF progress Report (April - August 2025). This specifies that 40 AP countries participated in the AP workshop, 24 countries benefited from the workshop in Cape town (May 2025), 32 countries were targeted by the Yaoundé workshop, 15 for the Central and Eastern Europe workshop and 33 countries in LAC. This totals 144 countries. The project also supported targeted trainings in Armenia on the Nagoya and Cartagena Protocols, enhancing technical knowledge and enabling more effective engagement with biodiversity-related multilateral environmental agreements. Based on the available evidence the target is considered to be met, even though surveys were not systematically used to verify how countries' felt their capacity had been built to implement the KMGBF by the project.
Level of Achievement:	Achieved

Outcome 3:	Increased commitment by decision makers and other stakeholders to the implementation of the KMGBF
Performance Indicator(s) and Target(s):	Number of countries that have demonstrated increased understanding of implementation of the KM-GBF <i>through a survey</i> carried out during the cross-sectoral high-level events in which KMGBF is presented. (Baseline: 0 / Target: 25) ⁴⁰
Sources of Information / Evidence:	CTF Report, IPMR 2025, Final Narrative Report, HLPF documentation (see Annex III), Interviews with project stakeholders
Narrative Assessment:	The project's progress reports use the <i>number of attendees at HLPF to measure this indicator (i.e. 38)</i> , when it is based on the number of countries, the indicator also goes beyond attendance to behaviour change and needed to be supported by a survey. A survey instrument was prepared for the HLPF, but the results of the survey were not made available to the reviewer. It is unclear to what extent the event influenced high level decision makers. Based on the project's reporting, the event

³⁹ The Asia Pacific Workshop on "Accelerating the Implementation of the Kunming- Montreal Global Biodiversity Framework through an Integrated and Synergistic Approach". 7-10 October 2025. Co-organized by United Nations Environment Programme (UNEP), United Nations Development Programme (UNDP), Food and Agriculture Organization of the United Nations (FAO), the Secretariat of the Convention on Biological Diversity (CBD) and Secretariat of the Pacific Regional Environment Programme (SPREP), with financial support of China through the China-UNEP Trust Fund

⁴⁰ In the PD (Table 11 in PD) there is a discrepancy between the description of the indicator target (which refers to a survey) and how this target was to be measured – i.e. by evidence of the invitation to the event and list of participants. It is noted that anyone who attend HLPF could attend the side event so there is no formal invitation for the participants.

	raised political visibility and strengthen cross-sectoral awareness of biodiversity commitment, and improved participants' understanding of the KMGBF itself, the interlinkages between KMGBF and the SDGs and their ability to identify the next steps for KMGBF implementation in their countries. Some interviewees felt that the event had triggered interest among political figures and created political momentum which helped engagement in the RCA. However, others saw it as an isolated 'tick box' activity with no follow up or impact. It was suggested that broader ownership with other UN entities would have attracted more people. However, Outcome 3 is also linked to a number of outputs in addition to output 3.1. which have supported political uptake. These include: (i) In Africa, the Gaborone workshop enabled the translation of action-oriented regional priorities into key political messages reflected in the Gaborone Declaration, thereby elevating technical needs to the level of African Union policy; (ii) In LAC at the high-level event at the XXIV Meeting of the Forum of Ministers of Environment of LAC (29 September 2025), countries endorsed the roadmap for CTF implementation, articulated collective priorities, and identified opportunities for cooperation and capacity building. The event convened high-level representatives from 23 countries and helped consolidate political momentum for coordinated regional action, reinforcing the region's commitment to KM-GBF delivery; (iii) the Asia Pacific Workshop (Bangkok, October 2025) was attended by 117 in-person and 15 virtual participants from 30 countries attended the workshop demonstrates a high level of political commitment to the effective implementation of the Framework (Final Narrative Report). The support for Armenia's COP17 Presidency also enhanced political leadership. Based on the available evidence the target is considered to be met, even though surveys were not systematically used to verify how country representatives at high level events enhanced their understanding of and support for the KMGBF as a result of the project.
Level of Achievement:	Achieved

Outcome 4:	Enhanced access of countries to financial resources for scaling up the implementation of the KM-GBF
Performance Indicator(s) and Target(s):	Number of country specific concept notes that have been confirmed access to funding ⁴¹ . Target: 3. Actual: 0
Sources of Information /Evidence:	Stakeholder consultations.
Narrative Assessment:	None of the Concept Notes have confirmed access to funding and most need further development ahead of being submitted to potential donors. This however is considered to be an unrealistic target for a project of such short duration and was not feasible given that the CN were only finalised at the very end of the project. Nonetheless the CN helped clarify financing priorities and provided a foundation for future funding.
Level of Achievement:	<i>Not achieved</i>

87. While it is difficult to evaluate the capacity that has been specifically built through the project, as limited formal assessments were undertaken, the project has contributed to the engagement of diverse stakeholders and generated greater understanding and awareness around key issues such as the importance of a WOG to the successful implementation of the

⁴¹ In the PD (Table 11) there is a discrepancy between the description of the indicator target, which refers to confirmed funding for the CNs and how this target was to be measured – i.e., 'through the published and disseminated CN'.

KMGBF. In terms of a WOG approach, the African Ministers meeting and the LAC forum of Ministries supported this, while in Asia Pacific the regional workshop integrated different nexus – food, health, climate. While Interministerial committees have started to be adopted, institutional strengthening is needed to mainstream this across countries and move beyond only engaging with Ministries of Environment as a standard.

88. Areas that would benefit from further attention are: (i) securing funding for Concept Notes. Potential sources include the KBF new call for proposal in 2026 and the GEF 9 funding cycle starting in July. But the CNs need first to be developed into full proposals. (ii) Fully embedding WOG / WOS. While a clear focus was placed on inclusive representation and integrated working, it was challenging to build in diverse engagement across Member States because of the limited funding, and further capacity development is needed to operationalise a WOG / WOS approach across countries.

Likelihood of Impact

Table 15: Likelihood of impact

Factors influencing likelihood of impact	Assessment	Justification
Drivers to support transition from Outputs to the Project Outcomes	partially in place	1/ High-level political will and commitment for the effective implementation of the KM-GBF through the whole-of-government and whole-of-society approach and 2/ momentum towards an integrated approach to the implementation of MEAs (e.g. CBD, UNFCCC, UNCCD) have both increased but require capacity building and concrete mechanisms in place to be embedded and mainstreamed; 3/ Increased commitment and financial resources provided by donors and other actors towards the implementation of the KM-GBF is yet to be realized; 4/ Increased awareness of interconnectedness and dependencies of key productive sectors on biodiversity, ecosystems and ecosystem services has been increased; 5/ Successful and effective communication of knowledge and experiences – the core outputs of the project have only recently been disseminated and will need time to be absorbed and acted upon. They also need to be more widely disseminated.
Assumptions for the change process from Outputs to Project Outcomes	Hold	1/ Different ministries and stakeholders across society are open to engaging actively in the implementation of the KM-GBF; 2/ The whole-of-government and whole-of-society approach is recognized as an essential mechanism to ensure the effective implementation of KM-GBF; 3/ Participating countries are willing to engage with the project activities; 4/ Availability of data and information (Outcome 1) – this was challenging but the RCA provided a good assessment based on available information; 5/ Effective coordination within / between government ministries; 6/ Sufficient human resource to implement the project was met due to a highly committed project team and partners.
Proportion of Project Outcomes fully or partially achieved	Some	

Drivers to support transition from Project Outcomes to Intermediate States	In place /partially /not in place	
Assumptions for the change process from the Project Outcomes to Intermediate States	Hold/ partially	1/ On-going High-level political will and commitment for the implementation of the KM-GBF through a whole-of-government and whole-of-society approach; 8/ Sufficient capacity to adopt an integrated approach towards the implementation of MEAs – capacity needs to be further developed; 9/ Increased financial resources to implement the KMGBF – this is yet to be identified; 10/ Champions who will pursue impacts of KMGBF; 11/ Enhanced ownership of key stakeholders; 12/ Compelling lessons and experiences by target countries – need to be compiled and disseminated.
Proportion of Intermediate States achieved	None	
Drivers to support transition from Intermediate States to Impact	Partially in place	As above
Assumptions for the change process from Intermediate States to Impact	Partially	As above

89. The RCA states that ‘countries are at a critical transition point - from NBSAP planning to implementation - requiring strengthened enabling environments, improved data systems, diversified financing, and inclusive governance to achieve KMGBF targets by 2030.⁴² On-ward momentum is contingent on securing finance to further build capacity and implement the NBSAPs. As expressed through the TR interviews, while resources to bring countries together to have detailed discussions is important and can be very powerful, there is now an urgent need to move forward into actionable work.

90. As noted above in Section III - it is important for a project of only eight months duration to be realistic as to what can be achieved within the project’s timeframe, and to clearly articulate what will be required after project completion to maintain the momentum of the work towards the desired Impact. The two Intermediate States reflect the scaling up of implementation of KMGBF first by the targeted countries (who were specifically supported through the project) and then by *all* countries party to the CBD. The first Intermediate State takes into account the short duration of the project and thus the limited time available for the uptake of tools and learning and to secure additional financial resources.

Findings Statements on Effectiveness:

91. The project achieved a lot in a short timeframe. It performed well at the output level, with most outputs meeting or exceeding their targets except for Indicators 3.2.1 and 4.1.3, and 3 of the project’s 4 outcomes were achieved. At the output level the intended users were closely involved in the development of the core outputs (i.e., RCA, capacity building events and CNS) and the outputs were deemed of good quality. However, the RCA and CN were

⁴² Report of the United Nations Environment Programme on its Rapid Capacity Assessment on National Biodiversity Strategies and Action Plans (NBSAPs) Revision and Implementation

finalised at the end of the project limiting uptake by users within the project timeframe. The fact that Outcome 4 was not achieved is not surprising due as the CNs were only finalised towards the end of the project and securing funding is considered to be longer term endeavour. Of note a couple of outcome indicators (related to capacity and political will) were not measured by the project in the way intended and thus cannot be formally measured / assessed. It is clear however, that capacity has been built and that the project has contributed to setting a stronger foundation for the successful implementation of the NBSAPs and KMGBF, but this is dependent on addressing the complex and interrelated capacity gaps identified through the RCA and additional financing.

Rating for Effectiveness: Satisfactory

Rating for Availability of Outputs: Satisfactory

Rating for Achievement of Project Outcomes: Moderately Satisfactory

Rating for Achievement of Likelihood of Impact (Use 'Likely' scale): Moderately Likely

E. Financial Management

Adherence to UNEP's Financial Policies and Procedures

92. UNEP's Financial policies and procedures have been adhered to. The money was disbursed to partners in a timely manner, and expenditure was within the final budget. The project manager and the Ecosystems Division Finance team regularly monitored the budgets of the ROs (every 2 weeks) and communicated regularly with the ROs regarding their expenditures. There were reportedly good communications between the Project Manager and the Fund Management Officer.

Project Cost and Financing

93. The total planned project budget (Cash/Extra-budgetary Funds) at approval was **\$1,614,054.00**, provided by the China Trust Fund. This included \$1,428,366 for activity budget and \$185,688 for Programme Support Cost (PSC). The end of project expenditure is USD1,578,361.97 (98%), with a balance of USD 35,672.11 under adjustment. There was a significant reallocation of budget across budget classes during implementation, as set out in Annex VI, as the project adjusted financial allocations to optimise delivery. For example, a high percentage of the overall budget was allocated to travel at design (around 46%), ranging from 13-71% regionally (e.g., ROLAC – 71%, ROAP – 60%, ROA – 46% and ROE – 13%). It was possible to reduce this to around 35% as other funding sources such as the GEF covered travel costs for some participants. Operating and other direct costs increased by 2467%, partly explained by the inclusion of meeting venue costs. Contractual services increased by 97% explained by experts hired to provide targeted support to countries which was initially envisaged to be undertaken by IPs. Approval from the CTF was not required to reallocate budget across budget classes, which facilitated efficient delivery as no time was lost waiting for approvals.

94. Committed in-kind co-financing from UNEP at design was US\$331,248 (see Table 4). This increased to USD596,298 (56% increase) during project implementation. Based on the TR interviews, actual co-financing increased as UNEP needed to divert a lot of additional staff resources to the project, both at the global and regional level to meet the challenging deadlines. There were no project resources for dedicated project staff, and it was noted that for a project of such a short duration it would not have been feasible to hire staff due to the lengthy time it takes to contract a staff member (up to 1.5 years).

Completeness of Financial Information

95. The reviewer was sent a summary report on the project's expenditures by budget lines at the end of the project as presented in Annex IV, but not by project components. A breakdown / proof of project co-financing was also not provided.

Table 16: Financial management

Financial management components:		Rating	Evidence/ Comments
1. Adherence to UNEP's/GEF's policies and procedures:		HS:HU	Satisfactory
Any evidence that indicates shortcomings in the project's adherence to UNEP or donor policies, procedures or rules		No	
Was first disbursement carried out within 9 months of UNEP's project approval date.		Yes	
Were the procurement policies of UNEP and the donor(s) followed? (<i>where applicable</i>)		Yes	
2. Completeness of project financial information:			
Provision of key documents to the evaluator (based on the responses to A-H below)		HS:HU	Moderately Satisfactory
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes	Ecosystem Division in-kind budget is US\$229,180. The proposal provides in-kind contributions by the Regional Offices totalling US\$102,068.
B.	Revisions to the budget	N/A	Formal budget revisions were not required by CTF, although the consumed budget was significantly different to the original budget across budget classes (see Annex VI).
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	No	
D.	Proof of fund transfers	Yes	Remittance advices provided for NGOs / partners
E.	Proof of co-financing (cash and in-kind)	No	Co-financing of US\$596,298 reported. No tracking details / proof provided. It is not known how much of this increase was at the global vs regional level.
F.	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	Yes (partially)	End of project summary by budget class provided (but not by budget component). See Annex VI.
G.	Copies of any completed audits and management responses (<i>where applicable</i>)	N/A	
H.	Procure documents ⁴³ , including the approved requisition document and Source Selection Plan (<i>where applicable</i>)	No	
I.	Any other financial information that was required for this project (list):	N/A	
Overall rating			Moderately Satisfactory

Findings Statements on Financial Management:

96. The project successfully disbursed nearly all its budget within a very short timeframe. Allocations across budget lines were adjusted to facilitate delivery and were permitted without seeking approval from the CTF providing flexibility.

Rating for Financial Management: Satisfactory

⁴³ Relevant for procurement action over USD 10,000 in value.

Rating for Adherence to UNEP's Financial Policies and Procedures: Satisfactory
Rating for Completeness of Financial Information: Moderately Satisfactory

F. Efficiency

97. Due to the lengthy UNEP project design and approval processes, the project duration was curtailed to 8 months (April – December 2025); a project extension was not an option due to the donor's requirement to spend the money by the end of 2025. The early months of the project were focused on on-boarding regional offices, preparing memos for the transfer of funds (finalised May 2025), defining support to Armenia and contracting consultants. Thus, the implementation of project activities didn't really start until May / June 2025 leaving just a six-month delivery window. Nonetheless, the project achieved most of its targets at the output level on time and within budget due to the fact it was tightly managed, prioritised and fast tracked within UNEP both at the global and regional level⁴⁴, and exploited synergies with partners and other initiatives. Examples of how the project made use of pre-existing partnerships, initiatives and data include: (i) the global RCA built on existing capacity reviews to identify gaps and priorities and was successfully completed on a budget of US\$59,000; (ii) the project pooled resources with other initiatives, for example it co-financed the SCBD regional dialogues enabling a second country representative to attend along with representatives of IPLCs, women and youth; (iii) the project closely collaborated with ongoing NBSAP related projects and initiatives (e.g., GEF 8 project on NBSAP updating and 7th National report, NBSAP Accelerator Partnership); (vi) the integration of discussions on the RCA into existing regional events was a cost-effective way to promote engagement⁴⁵; (v) close collaborative working with UNEP Regional Offices is widely seen as central to the efficiency and delivery of the project's outputs⁴⁶. Over half (54%) of the CTF grant funding was allocated to the Regional Offices (ranging from US\$74,000 to US\$261,000 per office), which was supplemented with cofinancing of US\$102,068 (although actual co-financing is understood to have exceeded this amount, but specific details were not provided to the TR).

98. Due to the short project timeframe, the project logic (ToC) was compromised. Outcome 1 (RCA) did not fully feed into the other outcomes, which largely built on the previous work in the regions rather than the results of Outcome 1. Further, the time that could be devoted to the development and dissemination of the Concept Notes was limited.

99. **Delays to project start up were due to internal processes.** CTF resources were allocation to the Nature Framework Support Unit in March 2024, the project concept note was approved in May 2024, but the Project Document was not signed / cleared until April 2025 due to lengthy UNEP processes. Delays within UNEP include - the Nature Unit waited 4 months for the Policy and Programme Division (PPD) to respond on whether a separate PD was needed or not and difficulties finding people to review the PD which resulted in delays. This is not a project specific issue, with clearance for a PD reportedly ranging from 9 months to 2 years. The requirement to produce two documents – one in the donor's format, one in UNEPs is time consuming and results in delays, hence a more streamlined process would be of benefit (e.g., using the donor's format and adding additional information required by UNEP – perhaps in an annex). A programmatic approach could also be explored for projects such as this which are used to leverage other money / projects. Such projects could therefore come under an

⁴⁴ For example, the LAC RO prioritised CTF to ensure delivery; additional staff were mobilised to provide administrative support (e.g. to organise in person events and travel which is very complex and time consuming in the region).

⁴⁵ For example, the Regional Validation Workshop in Africa was convened on the margins of the First Africa Biodiversity Summit, leveraging the presence of experts across the region. A hybrid model allowed virtual participation for those unable to attend in person, ensuring inclusiveness and timely delivery. **The workshop also facilitated the transition from technical validation to political uptake, with key priorities reflected in the Gaborone Declaration and elevated to the African Union policy level** (Final Narrative Report).

⁴⁶ Asia-Pacific saved timing hiring by using a consultant working on the Blue Economy on the project.

umbrella program (on NBSAP support), as they are doing similar things. This would enable the use of the same, previously established, PSC and be explicit about synergies.

100. **The structure of the CTF is complicated and there is a lack of clarity on roles and responsibilities.** The CTF funds were divided across different UNEP units, however the Nature Unit was a late recipient of CTF funds⁴⁷. If not already available, there is a need for a policy memo issued by the PPD on roles and responsibilities under CTF as some misunderstandings arose during implementation⁴⁸.

101. The project supported a lot of travel to workshops and events. The project sought to minimise UNEP's carbon footprint through the adoption of hybrid RCA validation meetings (e.g. in Africa and AP) allowing participants to join virtually and thus avoiding travel (this also contributed to inclusive participation), holding CTF meetings alongside other key regional meetings, and minimizing the travel of UNEP's personnel to core team members and favouring virtual participant when possible.

Findings Statements on Efficiency:

102. The project was implemented within the intended timeframe, which was extremely challenging. Due to the committed project management and strong partnerships, the project was able to achieve most of its outputs and outcomes, exceeding delivery in some cases at the output level.

103. UNEP project design and approval processes need to be more efficient so that adequate time can be spent on implementation. Delivering the project on the very short timeframe was stressful and only possible due to the additional time and sacrifices made by individuals at the global and regional level. The project presented an opportunity to collaborate with, and augment existing efforts focussed on accelerating NBSAP implementation, which the team embraced.

Rating for Efficiency: Highly Satisfactory

G. Monitoring and Reporting

Monitoring of Project Implementation:

104. A monitoring plan and workplan is provide in the PD. The baseline for all indicators was zero. The indicator tracking table in the project document specifies how indicators will be measured (Table 11 in the PD). This has not been adhered to for several indicators. For Outcome indicator 1- enhanced capacity was to be measured through a survey after technical and capacity building support – no survey was undertaken. Output Indicator 4.1.3 was to be measured by 'evidence of the number of engagements with regional development banks'. Project reporting however, uses engagement with funding bodies in general. Outcome indicator 3 specifies that the increased understanding of countries of implementation of the KMGBF was to be through a survey carried out during the cross-sectoral high-level event, but in Table 11 of the project document the unit of measurement refers to list of participants instead, so this is ambiguous. Outcome 4 is also ambiguous - the indicator's description calls for 'confirmed access to funding' but was expected to be measured through the published and disseminated concept notes.

105. Regular meetings were held with Regional Offices, relevant UNEP Divisions and partners to track the project's progress. Several meetings with the donor (Ministry of Ecology

⁴⁷ After KMGBF approval China wanted to reprogramme available funds to support its implementation.

⁴⁸ For example, the PDD requested monthly reports, which would have slowed the project down and was not under their Delegated Authority to request once the money had been transferred to the Ecosystem Division.

and Environment of China) were also organized to provide updates on project progress. Due to the short timeframe of the project, there is no evidence that monitoring data were used for adaptive management.

Project Reporting

106. Progress against indicators is provided in the Integrated Planning Monitoring and Reporting (IPMR) (December 2025). IPMR reports are supposed to be submitted every 6 months (in June and December), however, there was not much to report in June 2025 given that the project had just started and therefore the project produced only one IPMR report in December 2025. There was also a detailed narrative report prepared for the donor in August 2025.⁴⁹ A final narrative report was available May 2026. Reporting against some of the indicators and targets lacks the specific detailed required as discussed above, making assessment against some targets difficult.

107. There are two indicators measuring gender - 2.1.2 relates to the percentage of women attending workshops and events and has been exceeded and 3.2.1 relates to gender being reflected in communication products for which reporting is not explicit. There are no indicators measuring vulnerable /marginalised groups, including those living with disabilities. The IPMR provides limited qualitative and no quantitative data on these issues. However, the reviewer was sent data on the number of IPLCs (number 15), youth (number 10) and women group (12) representatives attending the CBD sub-regional dialogues.

Findings Statements on Monitoring and Reporting:

108. The project tracked project progress through regular engagement with the ROs and project partners, however project reporting lacked substantiated evidence against the specific requirements of some of the indicators and targets making validation of the indicators up to interpretation.

Rating for Monitoring and Reporting: Moderately Satisfactory

Rating for Monitoring of Project Implementation: Moderately Satisfactory

Rating for Project Reporting: Moderately Satisfactory

H. Sustainability

Socio-political Sustainability

109. The project's exit strategy at design is brief and based on an increased level of ownership by key stakeholders and fostering champions who will pursue the impacts of the KMGBF implementation. The sustainability of the project outcomes has a high degree of dependency on social and political factors. Governments have committed to the delivery of the KMGBF and are therefore interested in understanding how best to implement it, which the project has helped to inform through the RCA and capacity building. While the project created momentum among countries and partners towards strengthening their collaboration in scaling-up the implementation of the KMGBF, there was uncertainty at the regional level expressed through the TR interviews as to how the outputs / outcomes will be promoted / used by countries, compounded by the loss of key staff in some regions such as ROE, where the Nature Unit is no longer operating.

110. The project's support for Armenia was commendable and provides a foundation for the country's preparation for COP17, but the project ended at a crucial time 10 months ahead of

⁴⁹ China Trust Fund Progress Report, 15 April – 31 August 2025; Integrated Planning Monitoring and Reporting (IPMR) Reporting April – December 2025.

COP17 in October 2026⁵⁰. UNEP's organisation restructuring of the ROE in December 2025 resulted in the loss of the Programme Management Officer who had engaged in the project and brings further uncertainty to the sustainability of the benefits and an anticipated gap in capacity until July 2026. While the project handed over findings to NY office so that institutional capacity is not lost, the sustainability of work in Armenia / Europe is questionable. It is noted that the project design envisaged that the support to the UN Residential Coordinator (UNRC) Armenia would ensure continuity of activities beyond the CTF funding period by securing additional resources and embedding outcomes in long-term biodiversity coordination and action in Armenia, through the NBSAP development and implementation, beyond COP17. Additional resources are yet to be secured and will be required to embed the capacity development and diverse stakeholder engagement initiated by the project.

Financial sustainability

111. There is no secured on-ward funding. The project developed five CNs / funding proposals supporting KMGBF implementation, however, none has secured funding and additional work will be needed to develop the CNs into full proposal and match them to potential funders⁵¹. A common expectation was that the proposals would be submitted to the KBF, but they were not ready to respond to the 2025 call. The AP region is exploring funding opportunities through forthcoming calls from the KBF and GEF-9, but not all ROs have a strategy / plan for developing the CNs into full proposals aligned with potential donors⁵². New funding from the CTF is uncertain but would be very welcome to continue the work.

112. Given that finance is recognised as a significant barrier to NBSAP implementation, there is also a need to diversify financial resources, working with BIOFIN which is supporting countries develop their Biodiversity Financing Plans (BFP).

Institutional Sustainability

113. The project was designed to strengthen institutional capacity – this has been achieved to a certain extent through the engagement of stakeholders (including senior Government staff and focal points) in the project's activities (including capacity building workshops). The project also hoped to establish cross-sectoral working groups and networks of practitioners, national and regional partners and UN Country Teams who would help maintain project results and benefits after the project is finished. It is not clear to what extent these cross-sectoral working groups / networks have been established or are operational beyond the project. However, it is noted that in Armenia the project helped establish a Biodiversity-COP17 Taskforce to strengthened institutional preparedness and coordination, promoting a "One UN" approach to biodiversity.

114. The project collaborated with the TSCs during the RCA and in the organization of the regional capacity building events laying the groundwork for sustaining and scaling up the project results and positioning TSCs as key actors in addressing countries' needs and priorities (Final Narrative Report). The potential to enhance the role of TSCs in NBSAP implementation (e.g., in terms of monitoring and coordination) was highlighted by the project and is widely supported by many of those interviewed as part of this TR. The TSCs were created under CBD COP15, but there is no finance provided for them, and they suffer from operational constraints. They need finance and capacity building to be able to support

⁵⁰ A view was expressed that In general, it would have been good to have continued the support into 2026, to have better results at the COP 17, where there will be the KMGBF mid-term review.

⁵¹ For example, in LAC more time and resources were needed to make the CN more concrete and take forward (the consultants developing the CN were only contracted to 31 December 2025) and there are currently no opportunities for funding.

⁵² In LAC the development of an integrated regional concept note, structured around five mutually reinforcing components, provides a practical starting point for countries and partners to develop multiple regional and subregional projects that respond to shared priorities (Final Narrative Report).

countries effectively as regional centres of expertise. At a workshop in January 2026⁵³ the project's global CN was presented. This is an intervention framework to strengthen enabling environments, position TSCs as regional hubs, scale up nature-based solutions for restoration, and enhance knowledge management systems to accelerate NBSAP implementation - Accelerating Biodiversity Action for NBSAP Implementation (ABANIP).⁵⁴ The ANANIP is designed to be anchored and implemented by the UNEP Ecosystems Division in collaboration with UNEP Regional Offices, CBD Secretariat (Global Coordination Unit), and TSCs. The inclusion of TSCs in the delivery mechanism of ABANIP prioritizes a delivery model that emphasizes in-country mentoring, regional exchanges, and more country-level embedded technical support.

Findings Statements on Sustainability:

115. While capacity and institutional stability has been strengthened, there are concerns that the momentum built by the project (in terms of stakeholder engagement, information generated through RCA and the CN targeted at regional priorities to implement the KMGBF) is being lost as there are no agreed next steps or continuity plan at the regional level and no secured on-ward financing to leverage the project's achievements. While there is no project exit strategy, the ABNIP reflects a framework for continuation of the project at the global level but is also unfunded.

Rating for Likelihood of Sustainability: Moderately Likely (ML)

Rating for Socio-political Sustainability: ML

Rating for Financial Sustainability: ML

Rating for Institutional Sustainability: ML

I. Factors Affecting Performance and Cross-Cutting Issues

Quality of Project Management and Supervision

116. The project benefited from a dedicated and cohesive project team (comprised of a project manager (PM), consultant, project assistance and supervisor), who were highly responsive and efficient. It is evident that it would not have been possible for the project to have been delivered within the short timeframe without the commitment of the project team and the positivity/ team spirit they generated. However, the team were placed under a lot of pressure to deliver the project. As noted by the PRC, given that the project manager was to devote 20% of their time to the project (it is understood that significantly more time than this was spent), appropriate oversight and support to ensure timely and quality delivery of the project was important to meet the tight timeframe. The PM was engaged towards the end of project design, while the Head of the Biodiversity and Land Branch (who supervised the PM) joined at start of project, so was not involved in project design.

117. The ROs had a strong and productive relationship with the CTF project team in Nairobi. The ROs were given their independence and were key to securing political engagement. For LAC, the CTF money was the main support for the Nature sub-programme in the region and thus a key project for them. There is no sub programme coordinator for Nature Action in LAC, so the project was an opportunity to elevate UNEP in the region. However, a view was

⁵³ Key outcomes of the Rapid Capacity Needs Assessment to support the Implementation of the Kunming-Montreal Global Biodiversity Framework (KM-GBF). Workshop on the Operationalization of the Technical and Scientific Cooperation Support Centre. January 13-15, 2026.

⁵⁴ Key recommendations include (i) Improving/strengthening enabling environments for NBSAP Implementation; (ii) expanding/improving access to biodiversity data; (iii) Safeguarding intact habitats and restoring degraded ones; and (iv) Fostering south-south exchange and peer learning. The framework recognises the need to tailor modalities in the implementation of priority interventions to reflect country and regional context-specific needs and other dynamics.

expressed that there was limited coordination across Regional Offices⁵⁵ and therefore it was difficult to grasp the big picture, possible linkages and who else was involved and learn from best practice / other experiences. One RO had limited knowledge of the global level assessment. The global coordinator for Nature Action was not involved by the project in a coordination role or sent draft outputs for feedback. The sharing of documents was raised as an issue by some partners. A number of interviewees stated that they had not yet seen the full global report and were unclear how it will be used by countries and regions.

118. The project was overseen by the Deputy Director and the Head of the Biodiversity and Land Branch. The proposed PSC was not formed, so there were no regular briefings to a senior and diverse governing body or coordinated steering of the project. The short duration of the project meant that there was limited time to convene a PSC, but a mid-point meeting could have been useful to ensure all synergies were being exploited, improve visibility and to brainstorm the sustainability of the project's outputs. The project instead adopted 1-1 meetings with ROs to start the project as quickly as possible, engaging initially with Directors as well as technical staff. The work at the regional level was then managed through follow up meetings with the RO focal points. Good communications were maintained with the donor with a progress meeting held in September 2025.

119. Administrative issues: There were delays in the contracting of partners. For example, REC Caucasus in Armenia and the International Centre for Integrated Mountain Development (ICIMOD) in AP due to a new and more stringent UNEP partnership policy. In the AP, this meant that ICIMOD had only 2 months to complete the CN⁵⁶ (5 November 2025 - 31 December 2025) and more time was needed to conduct broad-based stakeholder consultations in key sites.

Stakeholder Participation and Cooperation

120. Stakeholder participation and cooperation was extensive including CBD National Focal Points, SCBD, UNEP-WCMC, TSCs, civil society and IPLCs. A total of 441 stakeholders were engaged in the CBD regional dialogues as discussed under Effectiveness above. TSCs are considered critical to the implementation of the KMGBF⁵⁷. The project held a number of meetings with TSCs on the RCA in September 2025⁵⁸ to explore areas of collaboration in supporting countries in revising their NBSAPs and accelerating its implementation. The project encouraged ROs to engage with the TSCs and the ROs saw the value and importance of this⁵⁹. There was limited engagement with Development Banks and the private sector.

121. UNEP- WCMC and UNEP-IEMP were cited as strategic partners in the project document but appear not to have played a significant role in project implementation. In the case of UNEP-WCMC this was due to changes in project design and perceived conflicts of interest⁶⁰, preference to manage the project through the UNEP team overseeing all NBSAP work and for

⁵⁵ The Africa RO had some engagement with AP RO to discuss running ministerial level workshops.

⁵⁶ Climate-Resilient Conservation and Livelihoods in the Manas-Kangchenjunga Transboundary Landscape of Bhutan, India and Nepal. Total funding – USD 2,350,600.

⁵⁷ The project invited the following CBD-accredited centres to collaborate on the rapid assessment: SANBI; RCMRD; OSS; COMIFAC; African Centre for Biodiversity (ACB); International Union for Conservation of Nature (IUCN); SPREP; Alexander von Humboldt Biological Resources Research Institute (Humboldt Institute in Colombia); CARICOM; Central American Commission for Environment and Development under the Central American Integration System (Comisión Centroamericana de Ambiente y Desarrollo - Sistema de la Integración Centroamericana) (CCAD-SICA); National Institute for Environmental Studies (Japan) (NIES) and CSE.

⁵⁸ South African National Biodiversity Institute (SANBI), Humboldt Institute, the Secretariat of the Pacific Regional Environmental programme (SPREP) and the Regional Centre for Mapping of Resources for development (RCMRD)). SANBI conducted capacity assessments

⁵⁹ In AP, SPREP was given prominent role and all TSCs participated in workshops. In LAC, all 3 centres participated. In Africa, the 5 TSCs were reportedly less involved, possibly due to the limited time to engage including face to face engagement, but CSE, for example, helped identify stakeholders in-country.

⁶⁰ Originally the project was to be implemented in AP only and UNEP-WCMC were co-creating the project. It was then changed to a global project and there were concerns over perceived conflicts of interest with WCMC both designing and executing the project.

ROs to have the flexibility to select suitable partners based in the region. They were however consulted on the RCA and co-organised the workshop in Asia Pacific (October 2025).

Responsiveness to Human Rights and Gender Equality

122. Human rights, gender balance and participation from diverse stakeholders, was put into practice during project implementation, across its four outputs. In general, the WOS approach was supported and promoted by the ROs where possible and disability inclusion was considered, for example through accessibility considerations at workshop venues.

123. The RCA included a dedicated section assessing the status of the Whole-of Society approach at the national level. The Rapid Capacity Needs Assessment Report notes that representatives from IPLCs and other civil society organizations working to support biodiversity conservation were interviewed during the regional dialogues, however, *coverage of Indigenous and Local Community perspectives* was limited and hence diverse IPLC experiences and local implementation realities will not have been fully capture. At the regional workshops and CBD dialogues efforts were made to include IPLCs, women and youth and ensure they had a voice. Gender balance among speakers and participants at the events held in 2025 was 40%, exceeding the end of project target. There were 12 representatives from women groups across the seven CBD regional dialogues. There were 15 representatives from IPLCs in total across 7 CBD Regional Dialogues (ranging from zero in West Asia and LAC to 5 in Francophone Africa). Youth groups participated in the CBD regional dialogues (10 in total across 7 regional dialogues, with 1-2 representatives at each) and at capacity building events including the participation Armenian Youth during UNEA-7. Youth were also reflected in the Armenia Landscape Analysis⁶¹. The project also sought to raise women's voices during the High-Level Political Forum side event.

Environmental and Social Safeguards

124. The Safeguard Risk Identification Form (see Annex D in Project Document), classifies the project as low risk The project follows UNEP's Environmental and Social Sustainability Framework (ESSF). Further, the project is designed to ensure that its interventions contribute directly to the implementation of the KMGBF, leading to safeguarding the environment, and contributing to people's livelihoods. For the "development of concept notes for future efforts towards scaled-up implementation of the KMGBF," it was advised to incorporate a Strategic Environmental Assessment (SEA), it is not clear to what extent this was done but should be a requirement of full proposal development. See Annex VII.

125. The project does not cover specific geographical areas where indigenous people live. However, in designing and implementing project interventions, perspectives of indigenous people and local communities were reflected, and their active participation ensured across the project activities, as discussed above.

Country Ownership and Driven-ness

126. Government / public sector agency engagement in the project was high, including through the RCA (61 countries responded to the survey), and capacity building events. However, the forward momentum of the project's results from project output to outcomes where not fully achieved and progress towards intermediate states is dependent on on-going commitment of Governments to implement their NBSAPs in an effective way embedding a

⁶¹ As part of the targeted support for Armenia, the project developed a landscape analysis on biodiversity and nature awareness among Armenian youth. Additionally, youth representative from Armenia were supported to participate the UN Environment Assembly, strengthening their capacities in environment governance and enhancing youth engagement in the global biodiversity process (Final Narrative Report).

WOG and WOS approach which requires the engagement and cooperation of diverse / all stakeholders.

Communication and Public Awareness

127. As discussed above under Effectiveness, the project had a target related to communication (Indicator 3.2.1), which was partially achieved. The high-level event held under Output 3 was expected to be the main communication output of the project and this was attended by 38 people as discussed above. The capacity building activities under Output 2 also included communications components, such as several webinars with STCs and at the sub-regional level in Africa to present the preliminary findings of the RCA. The project team worked with the Communication Division, however due to staff turnover no one from the Communications Division was interviewed as part of this review. The Final Narrative report notes that the RCA generated valuable data, which informed the subsequent outcomes as well as broader work across UNEP. This data was hosted on a database kept by UNEP and was shared with partners and other relevant organisations as appropriate. The knowledge generated and shared through the exchanges under Outcome 2 and Outcome 3 were recorded and similarly stored by UNEP for strategic dissemination with relevant partners. As proposals were confidential, this data was stored and managed sensitively.

128. The promotion of the project findings has continued post the project. Of note, a summary version of the RCA was published by the CBD at Subsidiary Body on Implementation SBI6 meeting (16th – 19th February) under information notes⁶², which includes a capacity assessment of country needs and specified entry points. At the same meeting 'Overview of the technological, technical and institutional gaps of parties'⁶³, was also published, which focuses on the targets and cross-cutting considerations of the KMBFF and cites other analysis of capacity needs that have been carried out, but does not cite the CTF assessment. Additional steps and discussion are needed to identify how to take forward the findings of the RCA, which is global in scale and intended to complement other assessments.

Findings Statements on Factors Affecting Performance and Cross-Cutting Issues:

129. Strong project management and supervision were key to the project's ability to deliver in the very short timeframe. However, the focus on delivery meant that some aspects of the project such as governance, coordination and communication were rationalised. This has implication for sustainability of the project's outputs in the sense that the draft and final version of the RCA were not widely distributed to key stakeholders and the lack of a PSC meant that strategic onward actions beyond the project were not discussed and detailed in an exit plan.

Rating for Factors Affecting Performance and Cross-Cutting Issues: Satisfactory

Rating for Quality of Project Management and Supervision: Satisfactory

Rating for Stakeholders Participation and Cooperation: Satisfactory

Rating for Responsiveness to Human Rights and Gender Equality: Satisfactory

Rating for Environmental and Social Safeguards: Satisfactory

Rating for Country Ownership and Driven-ness: Satisfactory

Rating for Communication and Public Awareness: Moderately Satisfactory

⁶² <https://www.cbd.int/documents/699273a2f86e8c0053e73dd7>

⁶³ <https://www.cbd.int/meetings/SBI-06>

V. CONCLUSIONS AND RECOMMENDATIONS

A. Conclusions

130. Overall, the project performed at a **Satisfactory** level and given the eight-month timeframe could not realistically be expected to have achieved more. The strongest performing aspects were successful implementation of the project through the ROs – without which the project would not have been feasible, effective partnerships with the SCBD and cohesive and committed project management. Comparative weaknesses were apparent in the lack of a formal governance structure, coordination between regional offices and dissemination of project draft reports and findings.

131. The main achievements of the project were: (i) delivery of the project within a challenging timeframe; (ii) completion of the Rapid Capacity Assessment (RCA), which provides a comprehensive evidence base on country needs, priorities, progress and capacity gaps in NBSAPs revision and implementation; (iii) diverse representation at the regional workshops focussed on regional priorities, which generated momentum for different stakeholders to work together and built awareness of the importance of a WOG and WOS approach; (vi) increased visibility of GBF through the HLPF; and, (v) the support provided to the Government of Armenia and the UNCO to prepare for the upcoming CBD COP17. These achievements were brought about largely by the commitment of the project team and close collaboration with Regional Offices and the project's focus on leveraging other projects and initiatives to meet countries' needs.

132. The sustainability of the project is rated at the **Moderately Likely** level. The project strengthened national and regional capacities for KMGBF implementation. By generating global and regional assessments, strengthening technical exchanges, and supporting high-level political commitment to biodiversity action, the project has helped create the conditions for more coordinated and informed implementation. However, the eight months of project implementation in 2025 was largely used to build partnership and collaboration between regional stakeholders to develop the RCA, further discussions are needed on how this RCA can be used by UNEP, other development partners and the countries themselves and additional efforts are needed to develop the CN and submit them to potential funders. Further, the support to Armenia, while impactful, ended at a critical time – eight months before COP17. While the project built momentum it was seen as seed funding intended to catalyse further funding and supporting activities, however, no onward support has been identified.

133. The project promoted South-South Cooperation through the organization of CBD regional dialogues and regional capacity building events, including the HLPF side event. At these events, representatives from countries shared their experiences, best practices, and challenges through active group discussions and exercises to learn from each other and strengthen regional partnership. The project promoted equality through the inclusion of IPLCs, gender and youth representatives at all events to elevate awareness and understanding of the importance of the WOS approach to the successful implementation of the KM-GBF. No unintended negative effects were identified.

Responses to Key Strategic Questions

134. The Terms of Reference for this review included a set of strategic questions of interest to UNEP which the TR has explored. Strategic question one - how did the project contribute to building capacities or the implementation of the KMGBF at the national, regional and global level? The support from the project has strengthen national capacities to align their NBSAPs with the KMGBF and implement national biodiversity commitments through the regional workshops and CBD dialogues, regional webinars, webinars with STCs and targeted capacity building activities in Armenia. The project's events and technical support have increased

awareness and understanding of the WOG and WOS approach central to successful implementation of the KMGBF, deepened understanding of KMGBF and SDG interlinkages, and advanced several KMGBF targets⁶⁴. The CBD dialogues enhanced capacities for the development and improvement of national monitoring plans and systems including the development and use of indicators. In general, the project's events facilitated knowledge exchange, South-South cooperation, and inclusive and collaborative working.

135. Strategic question two - How did the project collaborate with other initiatives and mechanisms on the NBSAPs in delivery of project outcomes? The project had a close and fruitful engagement with the SCBD, supporting many of the sub-regional dialogues in 2025, both through funding additional participants (including representatives from IPLC, gender and youth) and in terms of administrative / organisational support. The project complemented other key initiatives managed by the Nature Unit and was seen as part of a system / package of projects supporting NBSAP implementation. It had similar objectives to these other projects and hence due to the project it was possible to do more of what was needed (e.g. more participants at workshops, more partners and more integration).

136. Strategic question three - How did the project proactively address the challenges that it faced during project implementation? The main challenge facing implementation was the project's short timeframe. To address this challenge the project management team maintained a focus on delivery, which required a very practical and realistic approach to implementation that included some strategic adaptations, such as not spending time on the establishment of a formal PSC and budget reallocations. Partnerships and synergies with existing initiatives were key to meeting this challenge. The Global team and ROs took action to address the tight implementation timeframe by aligning workshops/meetings with other significant regional events, prioritising the project across administrative and programme teams and allocating additional staff.

137. Table 17 below provides a summary of the ratings and finding discussed in Chapter IV. Overall, the project demonstrates a rating of 'Satisfactory'.

UNEP Evaluation Office Validation of Performance Ratings:

The UNEP Evaluation Office formally quality assesses (see Annex IX) management led Terminal Review reports and validates the performance ratings therein by ensuring that the performance judgments made are consistent with evidence presented in the Review report and in-line with the performance standards set out for independent evaluations.

The Evaluation Office assesses a Terminal Review report in the same way as it assesses the initial draft of a Terminal Evaluation report. It applies the following assumptions in its validation process:

- That what is being assessed is the contents of the report and the extent to which it makes a consistent and justifiable case for the performance ratings it records.
- That the consultant has, within the report, presented all the evidence that was made available to them.
- That the Review has been based on a robust Theory of Change, reconstructed where necessary, which reflects UNEP's definitions at all levels of results.
- That the project team and key stakeholders have already reviewed a draft version of the report and provided substantive comments and made factual corrections to the Review Consultant, who has responded to them. The Evaluation Office assumes, therefore, that it has received the Final (revised) version of the report.

In this instance the Evaluation Office assesses and validates the overall project performance rating at the '**Moderately Satisfactory**' level.

Table 17: Summary of project findings and ratings⁶⁵

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
Strategic Relevance		HS	The rating is validated.	HS
1. Alignment to UNEP MTS, POW and strategic priorities	The project was fully aligned with UNEPs MTS (2022-2025) and POW (2024-2025)	HS	The rating is validated.	HS
2. Alignment to Donor/Partner strategic priorities	The project linked to China's COP15 Presidency and its commitment to effective implementation of the KMGBF through capacity building, knowledge exchange, networking and partnerships	HS	The rating is validated.	HS
3. Relevance to global, regional, sub-regional and national environmental priorities	Fully aligned with KMGBF and NBSAPs and significantly aligned with other MEAS (NDC, NAPs, LDN) and the SDGs	HS	The rating is validated.	HS
4. Complementarity with relevant existing interventions/coherence	The project complemented other projects managed by UNEP and other partners supporting KMGBF implementation such as GEF EASP and the Umbrella Programme to support NBSAP Update and the 7 th National Reports.	HS	The rating is validated.	HS
Quality of Project Design	The project document presents a clear problem and situation analysis, had a strong focus on building partnerships and expertise to promote efficiency and recognised that to successfully implement the KMGBF there is a need to adopt a WOG and WOS approach. Project design weaknesses include unclear causality as set out in the TOC, some indicators are not SMART, no disaggregated targets for minority groups or IPs, who were expected to be well incorporated into project implementation, and except for UNEP, no partners or stakeholders were engaged in project design.	S	The rating is validated.	S
Nature of External Context	There were no key external or unanticipated features of the project's implementing context limiting the project's performance	Favourable	The rating is validated.	F
Effectiveness			The corrected ratings aggregate to Moderately Satisfactory.	MS

⁶⁵ Most criteria will be rated on a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability and Likelihood of Impact are rated, also on a six-point scale, from Highly Likely (HL) down to Highly Unlikely (HU) and Nature of External Context is rated from Highly Favourable (HF) to Highly Unfavourable (HU).

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
1. Availability of outputs	Most outputs met or exceeded their targets. Key outputs include the RCA, successful capacity building events held with partners, including 7 regional dialogues with the SCBD, a side event at the HLPF which attracted high level speakers and the development of 5 Concept Notes. The project did not meet the target to engage with development banks but did engage with other funding sources.	S	The rating is validated.	S
2. Achievement of project outcomes	Three of the four outcomes have been fully achieved. Outcome 4 relating to funding of the CNs was not achieved due to the limited timeframe but is considered to have been unrealistic. Of note surveys were not used to measure change in capacity and awareness for Outcomes 2 & 3 as intended so the level of achievement cannot be strictly verified, but on the balance of available evidence are considered to have been achieved.	S	The consultant's rating within the text, page 40, has been validated (i.e. MS.) The level of achievement for outcome 3 is supported by triangulated evidence, while the other outcomes are either partially achieved or not achieved. For instance, outcome 1 and outcome 2, limited evidence supports the increase of understanding and enhanced capacity building. In addition, contrary to the assessment presented in the report, the EOU considers that the assumptions were only partially met, as Assumption 6 did not hold, based on the analysis presented in paragraphs 94 and 116.	MS
3. Likelihood of impact	Impact requires a shift from planning to implementation, which requires significant funding to address priority gaps and needs as set out in the RCA and other assessments.	ML	The rating is validated.	ML
Financial Management		S	The rating is validated.	S
1. Adherence to UNEP's financial policies and procedures	UNEP's financial policies and procedures were adhered to.	S	The rating is validated.	S
2. Completeness of project financial information	Co-financing of US\$596,298 reported, but no tracking details / proof provided.	MS	The rating is validated.	MS

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
3. Communication between finance and project management staff	Good communications were maintained between finance and project management staff	S	The rating is validated. However, it should be noted that the report briefly states good communication between finance and project management staff without providing supporting evidence.	S
Efficiency	Despite the very challenging project timeframe (eight months) the project achieved most of its targets on time and within budget due to the fact it was tightly managed, prioritised and fast tracked within UNEP both at the global and regional level, and exploited synergies with partners and other initiatives. UNEP's and its partners' expertise, and established networks, ensured the utilization of resources in a more integrated and cost-effective manner.	HS	The rating is validated.	HS
Monitoring and Reporting		MS	The rating is validated.	MS
1. Monitoring design and budgeting	The budget for monitoring project progress is not specified in the project document. US\$50,000 is allocated for the Terminal Review. The PD specifies monitoring data collection methods and responsibilities. The PD does not prompt for disaggregated data (for minority groups/ disadvantaged)	MS	The rating is validated.	MS
2. Monitoring of project implementation	Regular meetings were held with Regional Offices, relevant UNEP Divisions and partners to track the project's progress and several meetings were held with the donor. Due to the short timeframe of the project, there is no evidence that monitoring data were used for adaptive management.	MS	The rating is validated.	MS

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
3. Project reporting	Progress against indicators is provided in the Integrated Planning Monitoring and Reporting (December 2025). Reporting lacks detail with many statements lacking documented evidence and clarity on the specific contribution of the project support against several indicators and targets.	MS	The rating has been adjusted from MS to MU, on the basis that project reporting lacked substantiated evidence against the specific requirements of some indicators and targets, leaving validation of these indicators open to interpretation. In addition, while disaggregated data (e.g. on IPLCs, youth, and women's groups) were available and shared with the reviewer, the report mentions that IMPR provides limited qualitative and no quantitative data on these issues.	MU
Sustainability		ML	Based on the validated ratings for the sub-criteria, the overall sustainability rating has been revised.	MU
1. Socio-political sustainability	There is uncertainty at the regional level as to how the outputs / outcomes will be promoted / used by countries, compounded by the loss of key staff in some regions such as ROE, where the Nature Unit is no longer operating.	ML	The rating is validated.	ML
2. Financial sustainability	There is no secured on-ward funding for the five CNs and additional work will be needed to develop the CNs into full proposal and match them to potential funders	ML	The rating has been adjusted from ML to U. While the report indicates a high level of dependency and recognizes finance as a significant barrier to NBSAP implementation, the EOU notes that the report explicitly addresses the absence of secured onward funding, different levels of strategy/plan for developing the CNs into full proposals, and uncertainty of the new funding from the CTF.	MU

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
3. Institutional sustainability	Institutional capacity has been strengthened to a certain extent through the engagement of senior Government staff and focal points in the project's capacity building workshops and events. It is not clear to what extent the proposed cross-sectoral working groups / networks have been established or are operational beyond the project. The project's global CN note - ABNIP reflects a framework for continuation of the project at the global level. Its inclusion of TSCs in the delivery model reflects an emphasis on in-country mentoring, regional exchanges, and more country-level embedded technical support but is unfunded.	ML	The rating is validated.	ML
Factors Affecting Performance			The rating is validated.	S
1. Preparation and readiness	The project document includes a clear problem and situation analyses, an overview of all identified stakeholders categorised according to their level of influence and power and interest in the project and consideration of human rights and equality issues and potential effects. There is no costed workplan or procurement plan/documents in the project document	S	The rating is validated.	S
2. Quality of project management and supervision		S	The rating is validated.	S
2.1 UNEP/Implementing Agency:	The project benefited from a dedicated and cohesive project team who were highly responsive and efficient and critical to the delivery of the project within the short timeframe. Areas that could have been better managed include coordination across ROs and the sharing of project documents for review as well as the dissemination of the final outputs. The proposed PSC was not formed, so there were no regular briefings to a senior and diverse governing body or coordinated steering of the project.	S	The rating is validated.	S
2.2 Partners/Executing Agency:	The project work successfully with the SCBD at the global level, and with various organisations at the regional level.	S	The rating is validated.	S
3. Stakeholders' participation and cooperation	Stakeholder participation and cooperation was extensive including CBD National Focal Points, SCBD, TSCs, civil society and IPLCs. There was limited engagement with Development Banks and the private sector.	S	The rating is validated.	S

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
4. Responsiveness to human rights and gender equality	Human rights, gender balance and participation from diverse stakeholders, was put into practice during project implementation, in particular at the regional workshops and regional CBD dialogues. However, the RCA report notes that coverage of IPLC's perspectives was limited and hence diverse IPLC experiences and local implementation realities will not have been fully captured.	S	The rating is validated.	S
5. Environmental and social safeguards	The Safeguard Risk Identification Form classifies the project as low risk and the project followed UNEP's Environmental and Social Sustainability Framework (ESSF).	S	The rating is validated. However, it should be noted that the report does not provide analysis or evidence on the review of risk ratings, monitoring of project implementation for safeguarding issues, or reporting of safeguarding issues.	S
6. Country ownership and driven-ness	Government / public sector agency engagement in the project was high, However, the forward momentum is dependent on on-going commitment of Governments and diverse stakeholders.	S	The rating is validated.	S
7. Communication and public awareness	Output 3 was expected to be the main communication output and this was attended by 38 people. The capacity building activities under Output 2 also included communications components. Dissemination of key project documents appears to be limited but did continue post the project.	S	The rating is validated.	S
Overall Project Performance Rating		S	Based on the validated ratings for the review criteria, the overall project performance rating has been revised.	MS

B. Lessons learned

Lesson Learned #1:	UNEP Regional Office are key to effective implementation at the country level and need to be given the scope to frame global projects in a way that meets their specific regional priorities, be well capacitated and for global and regional teams to be clear on expectations at the outset.
Context/comment:	Working through ROs is an established delivery model of the Biodiversity and Land Branch and by design the ROs had a prominent role in the implementation of the project which would not have been possible without them. The project has reinforced ways of working with ROs – namely supporting flexibility in approaches and the importance of good communication. Every RO is different and engagement was enhanced by the work being aligned to regional interests and priorities while remaining consistent with UNEP's MTS. The project provided clear guidance on what was needed by the end of the year and kept in close communication to track progress and identify issues. Experts / sub-Nature coordinators are needed to deliver biodiversity related work, which is a concern going forward as several regions currently face staffing gaps in this area (in LAC this position is covered by a consultant, and is vacant in Europe and West Asia).
Cross-reference(s)	See paragraphs 77, 97

Lesson Learned #2:	For projects of short duration, project management and governance needs to be practical and agile to meet the challenging delivery timeline; the establishment of formal governance structures and frequent reporting may not be practical but suitable / lighter alternatives need to be in place.
Context/comment:	PSCs take time to set up and convene, and the project had only 8 months to deliver. While the project did not establish a PSC the project met frequently with the donor, ROs and other partners (including the CBD). However, a lighter oversight structure could have improved coordination across the ROs and provided strategic guidance on a project exit strategy.
Cross-reference(s)	See paragraph 118

Lesson Learned #3:	Many of the ROs cover a large number of diverse countries and well-resourced projects that accommodate direct engagement with countries make a difference.
Context/comment:	Many of the regions have a large number of countries and diverse sub regions (e.g. Africa has 54 member states, and LAC – 33 member states,). If project staff is limited it is difficult to have much engagement and coordination across the region. Both LAC and Africa hired consultants to build engagement at the country level. In Africa it was noted that in-person meetings are more effective and funds are needed for this.
Cross-reference(s)	See paragraph 77

Lesson Learned #4:	Coordination across the large number of events supporting KMGBF is critical so as not to overwhelm countries, encourage participation and support cost effectiveness
Context/comment:	Countries are overwhelmed with the many different projects related to the KMGBF. They are therefore appreciative of projects consolidating their efforts and enabling them to better understand the whole picture and achieving economies of scale.
Cross-reference(s)	See paragraph 83

C. Recommendations

Recommendation #1:	Review and improve internal procedures to reduce the time taken for project design and approval to optimise time for project implementation
Challenge/problem to be addressed by the recommendation:	Timely project approval would have meant more time to implement the project, which could have allowed the project to deliver more follow-up support based on the findings from RCA, deeper engagement with a broader set of countries and time to refine the CN and link to funders. Delays to project start up were due to slow project design and approval processes. This is not a project specific issue, with clearance for a project document ranging from 9 months to 2 years. Areas to considered include: (i) The requirement to produce two documents – one in donor's format, one in UNEP's, is time consuming hence a more streamlined process would be of benefit (e.g., using donor's format and adding additional information required by UNEP – perhaps in an annex; (ii) A programmatic approach for projects used to leverage other money / projects doing similar things. This would enable the use of the same (previously established) PSC and be explicit about synergies; (iii) Clarify UNEP roles and responsibilities under the CTF.
Cross-reference(s)	Paragraph 99, 100
Priority Level:	Opportunity for Improvement
Type of Recommendation	UNEP-wide
Responsibility:	UNEP PPD, project development teams
Proposed implementation time-frame:	12 months

Recommendation #2:	Ensure a wider dissemination of the project's outputs and hold discussions within UNEP and with partners, including the SCBD and TSCs, on how to promote and use the RCA at the global, regional and importantly the country level.
Challenge/problem to be addressed by the recommendation:	The full RCA report has not been widely disseminated/promoted, and some stakeholders are unclear how the results of the RCA will be used. Further discussion is required between UNEP and its partners, including the SCBD on how to move forward with the capacity building needs identified. Due to time constraints, in depth country level engagement by the project was limited. Given that NBSAPs are implemented at the country level there is a need to engage more with stakeholders at the country level and look more deeply at their needs and capacity and identify specific actions that align with their needs to implement each of the 23 KMGBF targets at the country level over next 5 years.
Cross-reference(s)	Paragraphs 85, 128
Priority Level:	Important
Type of Recommendation	Project
Responsibility:	Nature Framework Support Unit, Regional Offices
Proposed implementation time-frame:	6 months

Recommendation #3:	Develop a resource mobilization strategy detailing the financing opportunities and the next steps needed to secure funding for the priority capacity needs identified in the RCA and the project's Concept Notes. This should be compatible with and/or integrated into country level Biodiversity Finance Plans.
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Challenge/problem to be addressed by the recommendation:	The RCA's insights on needs and challenges provides a foundation for developing future projects, while key priority projects have been specified through the project's 5 CN (one at global and four at regional level). A financing strategy / resource mobilisation plan is recommended to identify ways of funding the existing projects and integrating the findings of the RCA into country level Biodiversity Finance Plans (BFP). Collaboration with BIOFIN, which is operating in 91 countries to develop BFP is encouraged. The integration of CNs into Biodiversity Financing Plans could leverage funding, while the findings of the RCA (using both the global report and the regional reports) could led weight to the funding solutions proposed by the BFP. In general, ROs and countries should be encouraged to look at a broad range of funding sources in line with the BIOFIN approach, including opportunities with the private sector given that many countries have limited fiscal space and the competitive nature of grant funding from donors. Discussions with CTF about ongoing funding is also recommended. There is no secured funding for the CN. Most ROs are targeting the KBF and GEF9 cycle but do not have resourced plans for developing and submitting the CN to potential donors and this needs to be acted on to ensure the projects are funded and implemented in good time to support the acceleration of the KMGBF.
Cross-reference(s)	Paragraph 111, 112
Priority Level:	Critical
Type of Recommendation	Project
Responsibility:	Nature Framework Support Unit, Regional Offices
Proposed implementation time-frame:	6 months

Recommendation #4:	Take action to maintain the momentum built on a WOG and WOS approach, working with partners to ensure such approaches become a standard and are mainstreamed into policies and initiatives.
Challenge/problem to be addressed by the recommendation:	While the project created momentum on a WOG and WOS approach a lot more emphasis and support are needed on this for it to become a standard across countries in the implementation of the KMGBF. There is a need to consistently broaden engagement with ministries dealing with sector-focused issues, moving beyond a focus on CBD focal points and Ministries of Environment, to leverage the whole-of-the-government approach. WOS approach is central to strengthening the human rights and gender dimensions. The project increased the representation of women, IPLCs and youth, but their <i>coverage was still considered to be</i> limited and more needs to be done to ensure diverse IPLC experiences and local implementation realities are fully captured. Of note the BES-Net, through its Indigenous and Local Knowledge (ILK) support unit led by UNESCO is focussed on these issues.
Cross-reference(s)	Paragraph 87, 88
Priority Level:	Critical
Type of Recommendation	Project
Responsibility:	Nature Framework Support Unit, Regional Offices
Proposed implementation time-frame:	On-going

Recommendation #5:	Help enable Technical and Scientific Cooperation Centres to optimise their role in KMGBF implementation.
Challenge/problem to be addressed by the recommendation:	The CBD nominated TSC have a mandate to support KMGBF implementation and given their strong connection to countries could efficiently and effectively do this <i>if</i> better resourced and capacitated. Currently they face a lot of challenges including a lack of dedicated financial support ⁶⁶ . Of note the inclusion of TSCs in the delivery mechanism of ABANIP prioritizes a delivery model that emphasizes in-country mentoring, regional exchanges, and more country-level embedded technical support. They should be engaged in the design / implementation of future projects. Supporting TSCs will importantly build institutional capacity within regions.
Cross-reference(s)	Paragraph 114
Priority Level:	High
Type of Recommendation	Project
Responsibility:	Nature Framework Support Unit, Regional Offices
Proposed implementation time-frame:	On-going

Recommendation #6:	In relation to Project management and Governance ensure: (i) a governance mechanism is maintained for projects of short timeframe, operating at a proportionate scale to the duration of the project; (ii) coordination mechanisms are in place, to draw on in-house expertise and promote a 'whole UNEP' approach to working; (iii) attention is paid to reporting against the project's indicators / targets at both the output and outcome level; and, (iv) detailed tracking of co-finance and timely provision of financial information in the format required for evaluations.
Challenge/problem to be addressed by the recommendation:	(i) The project did not convene a PSC as it focussed on delivery. However, a high-level governance body is considered important to steer the project, increase coordination across UNEP and define exit strategy (which the project lacks). (ii) There was limited coordination across ROs, probably due to time constraints. Future projects should build in-coordination across regional offices to enhance learning and identify possible synergies. Closer working across UNEP is also recommended to fully realise the potential of the work, given that all work teams / areas will benefit from the implementation of the KMGBF. The findings of the RCA and CNs could be presented internally and potentially be woven into GEF proposals. (iii) Project reporting was in some cases not related to the indicators and targets making it difficult to measure the project's achievements as intended. (iv) Project financial information <i>in the format and to then detail specified for UNEP evaluation templates</i> (including detailed information on cofinancing) should routinely be prepared by the project ahead of evaluations / or in good time to facilitate timely analysis.
Cross-reference(s) to relevant paragraphs	Paragraph 96,104, 117, 118

⁶⁶ In some instances, they are reputedly competing with UN Agencies for funding who are better resourced and established and hence often win bids. Further, funds they do manage to secure may be managed through UN Entities, who take cut, which has reportedly led to misunderstandings with the countries who thought all the money would be spent on them.

Priority Level:	High
Type of Recommendation	UNEP-wide
Responsibility:	Project managers and supervisors
Proposed implementation time-frame:	On-going

Recommendation #7:	Collate and disseminate lessons and experiences on KBGBF implementation to encourage uptake of best practices and awareness of solutions to challenges.
Challenge/problem to be addressed by the recommendation:	Lessons and experiences (at country level) need to be compiled and disseminated to support the move from outcomes to impact which requires the uptake by all parties to the CBD.
Cross-reference(s) to relevant paragraphs	Paragraph 90
Priority Level:	High
Type of Recommendation	Project (and future projects)
Responsibility:	Nature Framework Support Unit, Regional Offices, Partners
Proposed implementation time-frame:	On-going

ANNEX I. REVIEW FRAMEWORK

REVIEW QUESTIONS ⁶⁷	METHODS	SOURCES OF INFORMATION
Strategic Questions		
- How did the project contribute to building capacities or the implementation of the KMGBF at the national, regional and global level? - How did the project collaborate with other initiatives and mechanisms on the National Biodiversity Strategies and Action in delivery of project outcomes? - How did the project proactively address the challenges that it faced during project implementation?	Document review and interviews	Interviews with PM and stakeholders Project surveys on capacity building
Strategic relevance		
- To what extent is the project suited to the priorities and policies of the donors? - To what extent is the project suited to the priorities and policies of implementing countries and the target beneficiaries? - What is the project's relevance in relation to UNEP's mandate and its alignment with UNEP's policies and strategies <i>at the time of project approval</i> (MTS and POW) and what is the scope of any contributions made to MTS and POW⁶⁸? - To what extent did the project, either at design stage or during the project inception or mobilization, take 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	Document review and interviews	Project Documents, Interviews
Quality of Project Design		
- Please see Annex B in Inception Report - Stakeholders (beyond UNEP) did not participate in project design (see Table 6 in PD). Why was this?	Document review, Discussion with PM	Project Document (and any revisions)
Nature of External Context		

⁶⁷ Project specific questions are in blue text.

⁶⁸ Strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building (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.

REVIEW QUESTIONS ⁶⁷	METHODS	SOURCES OF INFORMATION
- Does the project document identify any unusually challenging operational factors that are likely to negatively affect project performance? (see Annex B) - Did the project face conflict, natural disaster and political upheaval? If so, what were the implications and how did the project mitigate the impacts	Document review, Discussion with PM	Project Document (and any revisions)
Effectiveness		
Availability of Outputs		
- How successful has the project been in producing / moving towards the programmed outputs (products and services delivered by the project itself) and milestones as per the Project Document, both in quantity and quality, as well as their usefulness and timeliness? - What are the key reasons behind the success (or failure) of the project in producing its different outputs and meeting expected quality standards? - Were key stakeholders appropriately involved in producing the programmed outputs?	Document review and interviews	Project progress / monitoring reports, Project document
Achievement of Project Outcomes		
- To what extent has the project contributed to the achievement of outcomes? - Outcome 1 is critical as it is bases for other outcomes. To what extent did Outcomes 2-4 build on Outcome 1 ? - What evidence is there that political momentum has been increased as a result of the project ? - What evidence is there that access to diversified finance has been enhanced / secured? - What evidence is there that the project has facilitated a whole of Government / Society approach ? - Has the project boosted political will / momentum on implementation of KM-GBF ? - How has the private sector been engaged (especially in terms of addressing the financing gap)? Outcome 1 - To what extent did the stocktaking exercise add value? How has it been used by regional bodies and other stakeholders? - What were the key needs identified? - The project had a focus on identifying and implementing more synergistic approaches to NBSAP design. What opportunities to create synergies with NDCs, NAPs and other national plans were identified? Outcome 2 - How strong was the collaboration with UNEP regional Offices, Subregional Technical and Scientific Cooperation (TSC) Support Centers in organisation of capacity building workshops? - What countries were selected for capacity development / technical support, and how were they selected?	Document review and interviews	Project progress / monitoring reports, Project document

REVIEW QUESTIONS ⁶⁷	METHODS	SOURCES OF INFORMATION
• The capacity building activities were to be jointly designed with selected countries to focus on identified priority needs (e.g. innovative financing, MEA synergies and policy coherence, mainstreaming major social and economic sectors (including One Health, food systems and gender). What specific areas did the countries prioritise and how well were they capacitated in these areas? Was a diverse portfolio of issues covered to support replication? • Has the effectiveness of the capacity building exercises been measured? • In terms of financing the Project Document (PD) mentions numerous times raising capacity to access newly available funds such as the GEF GBFF and engaging regional development banks. Has this been achieved and to what extent are these sources of financing likely to address the financing gaps in countries? • Stakeholders and Partnerships: PD states Synergies and policy coherence to build on ◦ Gender – GOZ, UN Women, CBD, IUCN ◦ One Health – Quadripartite Alliance – FAO, UNEP, WHO and World Organisation of Anula Heath (WOAH) • How did the project build on various UNEP Division and Offices on trade, urban, infrastructure, Digital Sequences Information (DSI)? • How did the project complement work of GEF EASP and NBSAP AP ? • How has South-South Cooperation and knowledge been enhanced by the project? Outcome 3 • How were opportunities to link high-level events linked with key global, events capitalised on and did this result in efficiency gains for the project? • To what extent were IPLCs included in these high-level events? • To what extent have the events contributed to South-South and triangular cooperation among sector, ministries, countries and relevant stakeholders ? • How did the findings of Outcome 1 feed into Outcome 3 ? • How successful were high level events in engaging regional development banks in mobilising finance ? • How effective were the high-level events in facilitating exchange of knowledge and experiences, especially between countries in the Global South and among Indigenous Peoples? • Did the high-level events drive political will and increased ambition for prioritizing and accelerating its implementation? Outcome 4 • How many Concept Notes were developed, and did they have a good regional distribution (at least 1 per regional was expected) ? • Have they secured financing (from Kunming Biodiversity Fund or other funding mechanism – GEF GBFF and NBSAP Accelerator Partnerships)?		

REVIEW QUESTIONS ⁶⁷	METHODS	SOURCES OF INFORMATION
- How have the regional development banks been engaged and has this resulted in a concrete flow of finance (has private sector financing flows been explored by the project, given the emphasis now being placed on the role of the private sector in closing the financing gap) ? - Only 3 out 100 countries produced CN, how were they selected and what is the scope to replicate this activity ?		
Likelihood of impact		
- To what extent has the project contributed, <i>and is likely in the future to further contribute</i>, to intermediate states, and the likelihood that those changes in turn to lead to positive changes in the natural resource base, benefits derived from the environment and human well-being? - What is the likelihood that the intervention may lead to unintended negative effects (project documentation relating to Environmental, Social and Economic Safeguards)? - What is actual or likely contribution of the project to the objective / intended impact? - What factors affected / will affect the project's success in achieving its objectives? - To what extent is it possible to disaggregate outcomes and impacts for the key project stakeholders, including women, youth and the poorest? - To what extent were HR and GE integrated in the Theory of Change and results framework of the intervention and to what degree did participating institutions/organizations change their policies or practices thereby leading to the fulfilment of HR and GE principles (e.g. new services, greater responsiveness, resource re-allocation)?	Document review and interviews	Project progress reports, Project document
Financial Management		
- Have UNEP's financial policies and procedures been adhered to? Have proper standards (clarity, transparency, audit etc.) been applied? - Has financial documentation been complete, accurate and available in a timely to ensure that sufficient and timely financial resources were available to the project and its partners? - Has there been good communication between financial (Fund management Officer) and project management staff? - How have administrative processes such as recruitment of staff, procurement of goods and services (including consultants), preparation and negotiation of cooperation agreements etc. influenced project performance (positively or negatively)? - What resources has the project leveraged since inception and how are these resources contributing to the project's ultimate objective - Confirmation of any underspend - Clarification on in-kind co-financing	Document review and interviews	Financial reports and budgets FMO
Efficiency		
- Has project execution been cost-effective and timely? - Have any cost- or time-saving measures been put in place to attempt to bring the project as far as possible in achieving its results within its secured budget and time? - How have any delays affected project execution, costs and effectiveness?	Document review and interviews	PM

REVIEW QUESTIONS ⁶⁷	METHODS	SOURCES OF INFORMATION
How have project teams made use of/built upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. to increase project efficiency?		
Monitoring and Reporting		
Monitoring of project implementation		
<u>M&E Design and budgeting:</u> - Does the project have a sound M&E plan to monitor results and track progress towards achieving project objectives? Have the responsibilities for M&E activities been clearly defined? Were the data sources and data collection instruments appropriate? Was the time frame for various M&E activities specified? Was the frequency of various monitoring activities specified and adequate? - How well was the project logical framework designed as a planning and monitoring instrument? - SMART-ness of indicators: Are there specific indicators in the logframe for each of the project objectives? Are the indicators measurable, attainable (realistic) and relevant to the objectives? Are the indicators time-bound? - Are indicators disaggregated (by gender, marginalisation or vulnerability) ? - To what extent did the project engage key stakeholders in the design and implementation of monitoring? - Did the project appropriately plan to monitor risks associated with Environmental Economic and Social Safeguards? - Budgeting and funding for M&E activities: Was support for M&E budgeted adequately and funded in a timely fashion during implementation? Were the resources for terminal evaluation / review adequate? <u>Monitoring of Project implementation</u> - Was the M&E system operational and did it facilitate timely tracking of results and progress towards projects objectives throughout the project implementation period? - How was monitoring information used to adapt and improve project execution, achievement of outcomes and ensure sustainability? - Adequacy of baseline information: To what extent was baseline information on performance indicators collected and presented in a clear manner? Was the methodology for the baseline data collection explicit and reliable? - Is risk monitoring (including safeguard issues) regularly documented? - Were the funds allocated to monitoring used for this activity?	Document review and interviews	Project document, Progress report
Project reporting		
<u>Project reporting</u> - To what extent have UNEP and donor reporting requirements been fulfilled? - To what extent has reporting been carried out with respect to the effects of the initiative on disaggregated groups	Document review and interviews	Progress report

REVIEW QUESTIONS ⁶⁷	METHODS	SOURCES OF INFORMATION
Sustainability		
Socio-political sustainability		
- Are there any social or political factors that may influence positively or negatively the sustenance of project results and progress towards impacts? - Is the level of ownership by the main stakeholders sufficient to allow for the project results to be sustained? - Are there sufficient government and other key stakeholder awareness, interests, commitment and incentives to achieve a transformation to sustainable agri-food practices? - Was a 'succession plan' developed during the life of the project? - Has sufficient capacity been built [for key stakeholders]? - Did the project promote positive sustainable changes in attitudes, behaviours and power relations between the different stakeholders? - To what extent has the integration of HR and GE led to an increase in the likelihood of sustainability of project results and benefits for women, youth and the poorest	Document review and interviews	Progress report
Financial sustainability		
- To what extent are project outcomes dependent on further financial inputs and is this available? - Are adequate financial resources available to use capacities built by the project? - Are there any financial risks that may jeopardize sustenance of project results and onward progress towards impact?	Document review and interviews	Progress report, project reports
Institutional Sustainability		
<u>Institutional sustainability</u> - How robust are the institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. required to sustain project results and lead to an impact on human behaviour and environmental resources, goods or services? - Are institutional capacity development efforts likely to be sustained?	Document review and interviews	Progress report, project reports
Factors affecting project performance and cross cutting issues		
Quality of project management and supervision		
- To what extent have the project implementation mechanisms outlined in the project document been followed and been effective in delivering project milestones, outputs and outcomes? - Have productive partner relationships been maintained? - How effective and efficient is project management and how well has management adapted to changes and challenges during the life of the project? - How well has project management responded to direction and guidance provided by steering bodies? - Was the Project Steering Committee (PSC) established / operationalised ? If not, how did this affect implementation / strategic decisions ?		

REVIEW QUESTIONS ⁶⁷	METHODS	SOURCES OF INFORMATION
Stakeholder participation and cooperation		
- How effective have communication and consultation with stakeholders been throughout the project life? - How has the project sought to maximize collaboration and coherence between various stakeholders, (e.g., sharing plans, pooling resources and exchanging learning and expertise) and how successful has this been? - Has the project engaged all differentiated groups, including gender groups?	Document review and interviews	Progress report, project reports. Communication strategy
Responsiveness to human rights and gender equity		
- To what extent has the project applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People? - To what extent the intervention adheres to UNEP's Policy and Strategy for Gender Equality and the Environment? - To what extent project implementation and monitoring 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 disadvantaged groups (especially those related to gender) in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation?	Document review and interviews	Progress report, project reports.
Environmental and social safeguards		
- Were UNEP requirements met, that is to: <i>review</i> risk ratings on a regular basis; <i>monitor</i> project implementation for possible safeguard issues; <i>respond</i> (where relevant) to safeguard issues through risk avoidance, minimization, mitigation or offsetting and <i>report</i> on the implementation of safeguard management measures taken? - How and to what extent has the management of the project minimised UNEP's environmental footprint ?	Document review and interviews	Progress report, project reports.
Country ownership and driven-ness		
- To what extent have government / public sector agencies been engaged in the project and how likely are they to ensure the forward momentum of the project's results post project completion? - Is the cooperation of all official bodies needed for change evident? (e.g. representatives from multiple sectors or relevant ministries beyond Ministry of Environment)? - How much have the government institutions been able to influence country level planning, budgeting and implementation? - To what extent does ownership extend to all gender and marginalised groups?	Document review and interviews	Progress report, project reports.
Communication and public awareness		
How effective have public awareness activities been in communicating the project's objective, progress, outcomes and lessons?	Document review and interviews Effectiveness of Outcome 3	Progress report, project reports.

REVIEW QUESTIONS ⁶⁷	METHODS	SOURCES OF INFORMATION
- Did the project identify and make use of existing communication channels and networks used by key stakeholders? - Did the project provide feedback channels?		

ANNEX II. STAKEHOLDERS CONSULTED DURING THE REVIEW

People consulted during the TR

Organization	Position	Role in the project	Gender
UNEP, Ecosystem Division	Deputy Director	Oversight	F
	Head, Nature Framework Support Unit	Oversight / strategic guidance	F
	Programme Management Officer	Project Manager	F
	Programme Management Assistance	Project Core Team Member	F
	GBF Project Officer	Project Core Team Member	M
	Finance Management Officer	Finance Management Officer	M
UNEP, Regional Office for Africa	Head, UNEP Liaison Office to AUC, UNECA, and Representative to Ethiopia	Project activities in Africa region	F
UNEP, Regional Office for Asia and Pacific	Programme Management Officer	Project activities in Asia Pacific region	F
	Consultant	Project activities in Asia Pacific region	F
UNEP Regional Office for Europe	International UN Volunteer	Project activities in Eastern Europe, including Armenia	F
UNEP Regional Office for Latin America and Caribbean	Regional Specialist in Biodiversity Communication and Networking	Project activities in Latin America and Caribbean	F
UNEP, New York Office	Associate Expert	High Level Political Forum (HLPF)	F
CSE	Senior Expert	Collaboration on Rapid Capacity Assessment	F
RCMRD	Geospatial Data and Technologies Manager	Collaboration on Rapid Capacity Assessment	M
CBD Secretariat	Programme Management Officer	Collaboration in organizing the regional dialogues	M
Foreign Economic Cooperation Office (FECO), Ministry of Ecology and Environment (MEE), China	Senior Programme Officer	Donor focal point	F

ANNEX III. KEY DOCUMENTS CONSULTED

Project planning and reporting documents

- Project Document
- Progress update China Trust Fund, 24 September (ppt). UNEP
- Progress update: China Trust Fund Project on GBF Implementation. 4 September 2025 (ppt). Nature Framework Support Unit, Biodiversity and Land Branch. Ecosystem Division. UNEP
- Memo and Project Review Committee (PRC) report. Dated 25 March 2026 (assume typo - meant to be 2025)
- China Trust Fund Progress Report, 15 April – 31 August 2025
- Integrated Planning Monitoring and Reporting (IPMR) Reporting April – December 2025.
- Financial information - Internal budgets and Remittance Advice for NGOs/ partners
- Final Narrative Report, May 4th 2026

- Project outputs - Outcome 1: Improved understanding of the status of Parties to the CBD of implementation of NBSAP to identify remaining needs, priorities and opportunities Workshop on the Operationalization of the technical and Scientific Cooperation Support Centre, Jan 13-15 2026
- Rapid Capacity Needs Assessment Report (undated)
- Report of the United Nations Environment Programme on its Rapid Capacity Assessment on National Biodiversity Strategies and Action Plans (NBSAPs) Revision and Implementation
- Concept Note: Assessment of the Status of NBSAP Revision and Implementation in CBD Party Countries in Support of the Kunming-Montreal Global Biodiversity Framework
- Analysis of capacity needs for KMGBF implementation: what has been done and what still needs to be done
- Regional Prioritization Guide for a Rapid Capacity Assessment to Support the Implementation of KMGBF
- CBD National Focal Points (Excel spreadsheet)
- NBSAP capacity Needs Survey (Excel files)
- Rapid Capacity Assessment (RCA) Timeline / Workplan
- NBSAP revision and Implementation Capacity Needs Assessment (Excel files)
- Meeting on the Rapid Assessment on Capacity Needs for NBSAP Revision and Implementation, Monitoring and National Reporting. UNEP, Humboldt Institute Programme. 17 September 2026
- Meeting on the Rapid Assessment on Capacity Needs for NBSAP Revision and Implementation, Monitoring and National Reporting. UNEP, RCMRD. Programme. 23 September 2026
- Meeting on the Rapid Assessment on Capacity Needs for NBSAP Revision and Implementation, Monitoring and National Reporting. UNEP, South African National Biodiversity Institute (SANBI). Programme. 16 September 2026
- Meeting on the Rapid Assessment on Capacity Needs for NBSAP Revision and Implementation, Monitoring and National Reporting. UNEP, SPREP Programme. 18 September 2026

Regional Office – Africa

- Concept Note. Regional Validation Workshop on “Accelerating the Implementation of the Kunming-Montreal Global Biodiversity Framework (KMGBF) through an Integrated and Synergistic Approach in Africa”. *Date: 01 November 2025*
- Regional Validation Workshop on Accelerating the Implementation of the Kunming-Montreal Global Biodiversity Framework (KM-GBF) in Africa and the first Africa Biodiversity Summit (ABS 2025). 1-5 November 2025, Gaborone, Botswana
- Capacity Gaps of Technical and Scientific Cooperation Centres in Africa under the Kunming Montreal-Global Biodiversity Framework. Environment Compliance Institute 17 FEBRUARY 2026
- Draft. African leaders Gaborone declaration on biodiversity

- Capacity gaps of the technical and scientific cooperation centers and NBSAP. Implementation gaps in selected Africa countries. Inception Report. Environment Compliance Institute. REVISED EDITION: 16/2/2026.
- Regional Validation Workshop on “Accelerating the Implementation of the Kunming-Montreal Global Biodiversity Framework (KMGBF) through an Integrated and Synergistic Approach in Africa” FINAL REPORT. Prudence Tangham Galega 17th November 2025.
- Barriers and Remedial Measures for Accelerated NBSAP Updates and Implementation in Selected West and East African Countries Environmental Compliance Institute (ECI). February 2026
- Global Rapid Capacity Needs Assessment Report. The Revision and Implementation of NBSAPs Aligned with the Kunming-Montreal Global Biodiversity Framework (KMGBF). Sub-region: Southern Africa
- Global Rapid Capacity Needs Assessment Report. The Revision and Implementation of NBSAPs Aligned with the Kunming-Montreal Global Biodiversity Framework (KMGBF). Sub-region: East Africa
- Global Rapid Capacity Needs Assessment Report. The Revision and Implementation of NBSAPs Aligned with the Kunming-Montreal Global Biodiversity Framework (KMGBF). Sub-region: North Africa
- Webinar: Key Findings from the Rapid Capacity Needs Assessment for NBSAP revision and implementation in alignment with KMGBF in Africa. *Key findings, needs and recommended solutions*. Prepared by Abdoulaye Diagana (PhD) and Andrew Chilombo (PhD). ppt
- Webinar: Key Findings from the Rapid Capacity Needs Assessment for NBSAP revision and implementation in alignment with KMGBF in Africa. North and East Africa sub-regions. 3 December 2025. ppt
- Webinar: Key Findings from the Rapid Capacity Needs Assessment for NBSAP revision and implementation in alignment with KMGBF in Africa. Keynote Presentation. Sub-region: Southern Africa. 3 December 2025. Ppt
- Webinar: Key Findings from the Rapid Capacity Needs Assessment for NBSAP revision and implementation in alignment with KMGBF in Africa. Agenda. Session 1: SADC Region.

Regional Office Asia Pacific

- Concept Note. Integrated Policy, Monitoring, and Financing Solutions for KMGBF Delivery in Asia-Pacific Countries
- Concept for the Pacific specific 1.5 days (9-10th October) led by SPREP with UNEP and partners as part of the Asia Pacific Workshop on “Accelerating the Implementation of the Kunming-Montreal Global Biodiversity Framework through an Integrated and Synergistic Approach”
- Asia-Pacific Regional Workshop Analysis. Bangkok, Thailand. October 7 to October 10, 2025
- Asia Pacific Workshop on “Accelerating the Implementation of the Kunming- Montreal Global Biodiversity Framework through an Integrated and Synergistic Approach”. 7-10 October 2025
- REPORT Asia Pacific Workshop on “Accelerating the Implementation of the Kunming- Montreal Global Biodiversity Framework through an Integrated and Synergistic Approach.” 7-10 October 2025
- Participant Feedback – Asia-Pacific Workshop

Regional Office for Latin America and the Caribbean

- China Trust Fund LAC Assessment. Final Report. November 16th, 2025
- Desk Review. Inputs for the presentation: Accelerating the implementation of the KM-GBF in LAC – UNEP’s China Trust Fund Project XXIV Reunión del Foro de Ministras y Ministros de Medio Ambiente de América Latina y el Caribe. 2ª sesión. *Segmento de Oficiales de Alto Nivel*. 29/09/2025
- Insights from the XXIV meeting of the forum of Ministers of Environment of LAC in Lima
- United Nations Environment Programme Latin America and the Caribbean Office (LACO) UNEP’s nature action subprogramme. China Trust Fund Project (CTF). consultancy report product no. 1a: preparatory documents for the high-level events such as agenda, presentation, briefing notes and reports. María Teresa Becerra Ramírez NBSAP expert consultant. October 2025

- Consultancy Report Product No. 1b: Report with Results from the High-Level Event and Recommendations. China Trust Fund Project – Latin America and the Caribbean. November 2025
- Regional Workshop on the Implementation of the Kunming-Montreal Global Biodiversity Framework (KM-GBF) Workshop Report Radisson Hotel Panama Canal. Panama City, November 26–28, 2025
- Summary of country interviews overview. Excel spreadsheet
- China Trust Fund - LAC NBSAP Assessment Country Interviews. Report prepared by: Carolina Navarrete Frías. October 2025. (Supporting documents include questionnaire, data collection format and power point presentation).
- LAC Assessment Final Report

Project outputs Outcome 2: Enhanced capacity of countries to scale up the implementation of their NBSAPs in alignment with the KM-GBF and other relevant national plans

- Armenia Landscape Analysis. PREPARED BY: The Greenpop Foundation for the UN Environment Programme (UNEP) December 12th, 2025
- Armenia Landscape Analysis, Executive Summary.
- Regional Office for Europe's Workplan to support UN Country Team Armenia in the lead up to the CBD COP17 July-December 2025 / Funding: China Trust Fund Project
- Mission Report 09/12/2025 Nature action coordination team Europe's mission to Armenia 20-28 November 2025
- Working Party on International Environmental Issues *CBD COP17, Armenia Needs Assessment* in preparation of the COP. *Ppt. January 2026*
- Needs Assessment for the Preparation and Delivery of the CBD COP17. Excel spreadsheet
- Mainstreaming Biodiversity in Armenia. Workshop Report, December 2025. EU Green Initiative.
- Communication Strategy for UN CBD COP127. December 2025, Yerevan. Regional Environmental Centre for Caucasus Armenia
- Annex I Guideline to Communications Strategy Framework
- Interim Progress Report. 'Support to the UNCT Armenia in the Lead-up to the Seventeenth Conference of the Parties (COP17) to the Convention on Biological Diversity Project'. Yerevan 2025
- Sustainable Food Systems in Armenia - Linkages to the National Food Systems Pathway (2021) and the Food Security Strategy (2023–2026) with a focus on Shirak and Syunik regions. Yerevan, Armenia. December 2025

Project outputs Outcome 3: Increased commitment by decision makers and other stakeholders to the implementation of the KM-GBF

- 2025 High-level Political Forum on Sustainable Development (HLPF). Advancing the Implementation of the 2030 Agenda for Sustainable Development through the Kunming-Montreal Global Biodiversity Framework. 13:15-14:30, 14 July 2025 (In Person). Conference Room F, UN Headquarters (New York, USA). Concept Note
- Meeting Report. High-Level Political Forum (HLPF) Side Event. Advancing the Implementation of the 2030 Agenda through the Kunming-Montreal Global Biodiversity Framework (KMGBF). *Organizers:* UNEP, Permanent Mission of Colombia, Government of the People's Republic of China. 14 July 202. UN Headquarters, New York, USA.
- High-Level Political Forum (HLPF) Side Event. Advancing the Implementation of the 2030 Agenda through the Kunming-Montreal Global Biodiversity Framework (KMGBF). Ppt. Presented by Doreen Lynn Robinson.
- Concept Note. February 2026. Accelerating Implementation of the Kunming-Montreal Global Biodiversity Framework in Africa through restoration of wetlands and terrestrial habitats

CBD Secretariat

- CBD. Subregional dialogue on biodiversity monitoring and reporting for countries in Western Asia Manama, 21–23 December 2025. Report of the subregional dialogue on biodiversity monitoring and reporting for countries in Western Asia
- CBD, Regional dialogue for member States of the Southern African Development Community and the East African Community on the update or revision of national and regional biodiversity

strategies and action plans. Cape Town, South Africa, 19–23 May 2025. Report of the regional dialogue for member States of the Southern African Development Community and the East African Community on the update or revision of national and regional biodiversity strategies and action plans

- CBD. Regional dialogue on biodiversity monitoring and reporting for francophone African countries Yaoundé, 3–5 September 2025. Dialogue régional sur le suivi de la biodiversité et l'établissement de rapports pour les pays francophones d'Afrique Yaoundé, 3-5 septembre 2025. Rapport du dialogue régional sur le suivi de la biodiversité et l'établissement de rapports pour les pays francophones d'Afrique.
- Regional dialogue for East and South Asia on biodiversity monitoring and reporting Bangkok, 9 and 10 October 2025. Report of the regional dialogue for East and South Asia on biodiversity monitoring and reporting.
- Regional dialogue on biodiversity monitoring and reporting with a focus on biodiversity and health for countries in Central Asia and Eastern Europe Yerevan, 25–28 November 2025. Report of the regional dialogue on biodiversity monitoring and reporting with a focus on biodiversity and health for countries in Central Asia and Eastern Europe
- Subregional dialogue on biodiversity monitoring and reporting for selected countries in the Caribbean Paramaribo, 2–4 December 2025. Report of the subregional dialogue on biodiversity monitoring and reporting for selected countries in the Caribbean.
- Subsidiary Body on Implementation. Sixth meeting Rome, 16–19 February 2026 Item 4 of the provisional agenda. Planning, monitoring, reporting and review: update on national biodiversity strategies and action plans, national targets and national reporting. Summary of key findings from regional and subregional dialogues on biodiversity monitoring and reporting
- CITES Second Meeting of Jaguar Range States. SEMARNAT headquarters, Mexico City, 22 to 24 September 2025. Provisional Agenda
- List of Participants at: Cape Town May 2025; Yaoundé September 2025; Bangkok – October 2025; Bogota – November 2025; Yerevan – November 2025; Paramaribo – December 2025; Manama – December 2025.
- Survey Questions – HLPF. June 2025

Project outputs work package 4: Enhanced access by countries to financial resources for scaling up the implementation of the KM-GBF

- Project Concept ideas based on RCA Responses
- Annex 5 – Final Progress Report 1. International Centre for Integrated Mountain Development (ICIMOD)
- Conservation Priorities, Climate Change Impacts, Human-Wildlife Conflict in the Manas-Kangchenjunga Landscape in Bhutan. Nima Norbu, PhD. December 2025
- Biodiversity, Climate Change, Human–Wildlife Interactions, and Livelihoods in the Manas-Kangchenjunga Landscape in India: Current Status and Key Challenges
- Biodiversity, climate change, human–wildlife interactions, and livelihoods in the Manas-Kangchenjunga landscape: current status and key challenges (Nepal)
- Annex 2. Project Concept Note. Climate-Resilient Conservation and Livelihoods in the Manas-Kangchenjunga Transboundary Landscape of Bhutan, India and Nepal.
- Strengthening Ecological Connectivity in Latin American and the Caribbean: Conservation, Restoration and South-South Cooperation for NBSAP Implementation. Program Concept Note
- Accelerating Implementation of the KMGBF in Africa through restoration of wetlands and terrestrial habitats. February 2026
- Concept Note – Accelerating Biodiversity Action for NBSAP Implementation Project.

Communication outputs

- [KMGBF-SDG Presentation @HLPF Side Event](#)
- [KMGBF-SDG Video](#)
- What are National Biodiversity Strategies and Action Plans. [UNEP National Action website, 30 December 2025](#)⁶⁹

⁶⁹ <https://www.unep.org/news-and-stories/story/what-are-national-biodiversity-strategies-and-action-plans-nbsaps>

- [Video on what are NBSAPs on Facebook and YouTube⁷⁰](#)
- [Kenya's blue print for turning Global Biodiversity Goals into National Action. UNEP National Action website, 7 January 2026⁷¹](#)
- <https://www.unep.org/news-and-stories/news/spotlight-nature-and-biodiversity>;

⁷⁰https://youtu.be/Z3PCaFyqEJk?si=9H3jKt9e3_gBNLGX; <https://www.facebook.com/watch/?v=850256407410715>

⁷¹ <https://www.unep.org/news-and-stories/story/kenyas-blueprint-turning-global-biodiversity-goals-national-action>;

ANNEX IV. SUMMARY OF RCA FINDINGS

The findings of this RCA highlight the need to accelerate the adoption and institutionalization of the KMGBF targets, mobilize and diversify secure domestic financing through innovative funding instruments, foster South–South cooperation and peer-peer learning, strengthen science–policy interfaces through inclusive digital platforms, deliver targeted capacity-building programs, and strengthen regional centres of excellence for them to provide technical assistance, training, and knowledge products that respond to national but also shared regional priorities. The findings bring additional clarity to the importance to strengthen data and monitoring systems, enhance institutional coordination, mainstream biodiversity into key sectors, and foster transboundary cooperation. These findings are aligned with an assessment conducted by NBSAP AP (August – December 2023) that also found that ‘financing is the most significant priority for most countries, alongside demands for skills development, creation and management of knowledge and information systems, improved governance processes, and implementation support (p.1).’⁷² Additionally, the South African National Biodiversity Institute (SANBI) conducted a capacity needs assessment in 9 countries⁷³ to inform its workplan for 2025-2026 and longer-term implementation roadmap. As in this UNEP RCA, SANBI identified data gaps related to related to invasive species, climate change/NbS/Ecosystem-based Adaptation, agriculture, ecosystem services, and System of Environmental-Economic Accounting ecosystem accounts. Also, SANBI noted institutional obstacles due to financial constraints – calling for in-country mentoring or coaching and regional technical workshops or exchanges to facilitate peer to peer learning.⁷⁴

Key findings

- **Significant regional variation in status and progress of NBSAP revision:** As of mid-December 2025, 67 NBSAPs had been submitted. Africa has the largest number of countries pending NBSAP updates, while LAC leads in revised submissions.
- **Data and technical gaps constrain implementation:** Countries consistently reported weak biodiversity baselines, fragmented data systems, and limited capacity in monitoring, evaluation, and spatial planning—undermining evidence-based target setting and reporting. Countries cite urgent needs for species and ecosystem inventories (87%), monitoring/trend data (67%), and spatial mapping (62%); parallel skill gaps concentrate in M&E (85%), data analysis (80%), and spatial planning (78%).
- **Data needs are acute,** with species and ecosystem inventories, monitoring and trend data, and spatial mapping identified as top priorities. Skill gaps in monitoring and evaluation, data analysis, and GIS/spatial planning are prevalent across regions.
- **Capacity landscape and gaps:** Technical and knowledge-based capacities are uneven, with critical gaps in data systems, monitoring frameworks, and restoration expertise.
- **Integration and institutional coordination:** Mainstreaming biodiversity into national development and sectoral plans faces barriers such as funding gaps, conflicting mandates, and weak institutional coordination.
- **Institutional coordination remains moderate:** Countries recognize the importance of embedding biodiversity into national development and sectoral plans yet face barriers. While many countries have established inter-ministerial committees and multi-stakeholder platforms, their effectiveness varies, and biodiversity mainstreaming across agriculture, infrastructure, and climate sectors remains limited, and often evaluated as ‘somewhat effective.’ Mainstreaming is

⁷² NBSAP Accelerator Partnership (2024). Challenges and opportunities for countries in achieving the Global Biodiversity Framework: Results of the NBSAP Accelerator Partnership’s Rapid Capacity Needs Assessment (RCNA) <https://www.cbd.int/doc/c/11de/5df8/377614b9edf75bda378ce9dd/nbsap-accelerator-capacityneedsassessment-sbi-04-en.pdf> [Accessed August 28, 2025]

⁷³ Names of countries: Angola, Botswana, Lesotho, Malawi, Mozambique, Namibia, Seychelles, South Africa and Zimbabwe.

⁷⁴ South Africa National Biodiversity Institute (2025). Regional Capacity needs Assessment Report – compiled by Emily Botts, Aimee Ginsburg, Amanda Driver and Peter Katanisa

hindered by funding gaps (65%), conflicting mandates (63%), and weak coordination (47%); even where coordination mechanisms exist, they are often rated ineffective or only somewhat effective.

- **Financial mobilization** remains a major challenge, with most countries relying on external donors. Diverse and innovative approaches are needed to address the US\$700 billion annually biodiversity financing gap globally. Most countries have some budget allocation but amounts generally cover only 0–25% of biodiversity conservation needs. External donors remain pivotal yet moderately predictable and sustainable. Domestic financing mechanisms, biodiversity budgeting, and innovative instruments (e.g., payments for ecosystem services, biodiversity levies) remain underdeveloped. National, domestic, international funding sources provide coverage for only 0–25% of biodiversity conservation needs. Priority mechanisms include Public-Private Partnerships (PPPs) (73%⁷⁵), payments for ecosystem services (70%), and biodiversity levies (53%). Barriers to biodiversity and carbon market participation include regulatory gaps (73%), lack of expertise (67%), and insufficient up-front investment in biodiversity conservation efforts (58%).
- **Whole-of-government and whole-of-society approaches are promoted but remain underdeveloped, particularly in engaging IPLCs, women, and youth.** *Whole-of-society engagement is weak:* Participation of Indigenous Peoples and Local Communities (IPLCs), women, youth, private sectors, and civil society organizations is recognized as essential but remains limited in practice. Overall, the whole-of-government and whole-of-society approaches are promoted in principle but remain under-institutionalized due to financial constraints, conflicting institutional mandates, and weak cross-sector coordination. Though there are countries that have reported best practices in whole-of-society approach (e.g. Burundi, Iran), the approach largely remains underdeveloped due to various factors such as geographical locations which make it reasonably expensive to ensure whole-of-society approach (particularly highlighted by small islands states). Public awareness at community and policymaker levels is moderate. Gender and social inclusion are not consistently integrated, and communities often lack tools for effective advocacy
- **Thematic integration:** Food systems and nature–health linkages are increasingly recognized, with efforts to align NBSAP goals with sustainable agriculture, food security, and One Health approaches. Restoration targets are included in most NBSAPs, but implementation is hindered by funding, technical skills, and land tenure issues. Marine biodiversity and health co-benefits are prioritized, but integration is moderate due to sectoral fragmentation and limited resources. To ensure effective linkages, countries need mechanisms such as inter-ministerial coordination committees or task forces, particularly involving the Ministry of Agriculture and Ministry of Health.
- **Integration of food systems and health:** Inter-ministerial committees and task forces exist in many countries (e.g., Africa 74%; Asia Pacific 100% - but only covers 4 countries), but their effectiveness is commonly rated ‘moderately effective’ or lower (e.g., Africa 40% moderately effective; Asia Pacific 25%). Biodiversity linkages with sustainable food systems and One Health approaches are increasingly acknowledged, yet operational integration is moderate constrained by limited resources, limited evidence bases, sectoral fragmentation, and technical capacity.
- **Good practices and lessons learned:** The main RCA provides a limited number of best practices example, including: (i) Institutionalizing the Participation of Indigenous Peoples and Local Communities in Biodiversity conservation in Russia; (ii) Eco-tourism levies and carbon market as biodiversity conservation financing models: Examples from Egypt and Morocco; and, (iii) Whole-of-government approach in NBSAP revision and implementation: Example of Kenya’s National Biodiversity Coordination Mechanism

⁷⁵ Percentages in brackets presented in this report refer to the proportion of country responses out of 60 country responses.

ANNEX V. LIST OF CAPACITY BUILDING EVENTS

Dialogues/Meeting	Date and location	No
[Africa] CBD Regional dialogue for member States of the Southern African Development Community and the East African Community on the update or revision of national and regional biodiversity strategies and action plans	19-23 May 2025, Cape Town, South Africa	1
[Africa] CBD Regional dialogue on biodiversity monitoring and reporting for francophone African countries	3-5 September 2025, Yaoundé, Cameroon	2
[Africa] Regional Validation Workshop on “Accelerating the Implementation of the Kunming-Montreal Global Biodiversity Framework (KMGBF) through an Integrated and Synergistic Approach in Africa”	2-5 November 2025, Gaborone, Botswana	3
[Asia] Asia Pacific Workshop on the implementation of the Kunming-Montreal Global Biodiversity Framework (Back to Back Meeting, CBD Regional dialogue for East and South Asia on biodiversity monitoring and reporting and Pacific Dialogue)	7-10 October 2025, Bangkok, Thailand	4
[Central Asia & Eastern Europe] CBD Regional dialogue on biodiversity monitoring and reporting with a focus on biodiversity and health for countries in Central Asia and Eastern Europe	25-28 November 2025, Yerevan, Armenia	5
[West Asia] CBD Subregional dialogue on biodiversity monitoring and reporting for countries in Western Asia	21-23 December 2025, Manama, Bahrain	6
[Latin America & Caribbean] High-level event in the context of the XXIV Meeting of the Forum of Ministers of Environment of LAC, to enhance the profile and visibility of the KM-GBF	29 September 2025, Lima, Peru	7
[Latin America & Caribbean] Subregional dialogue for Latin American countries on biodiversity monitoring and reporting with a focus on ecosystem restoration (Target 2 of the Kunming-Montreal Global Biodiversity Framework)	17-20 November 2025, Bogota, Colombia	8
[Latin America & Caribbean] The second Jaguar Range State Meeting	24 November – 5 December 2025, Samarkand, Uzbekistan	9
[Latin America & Caribbean] Regional Workshop on the Implementation of the Kunming-Montreal Global Biodiversity Framework	November 26–28, 2025, Panama City, Panama	10
[Latin America & Caribbean] Subregional dialogue on biodiversity monitoring and reporting for selected countries in the Caribbean	2-4 December 2025, Paramaribo, Suriname	11

ANNEX VI. ADDITIONAL FINANCIAL INFORMATION

Table: Budget allocation (source: Project Document)

	Office/ Division	Year 1	In Kind	Total
Regional budget	Africa	220,000	20,274	240,274
	Asia and the Pacific	261,000	32,124	293,124
	Europe	74,000	12,468	86,468
	Latin America and the Caribbean	226,000	23,110	249,110
	West Asia	94,000	14,092	108,092
	TOTAL REGIONAL BUDGET	875,000	102,068	977,068
Divisional budget	Communication	30,000		30,000
	Ecosystems	453,366	229,180	682,546
	TOTAL DIVISIONAL BUDGET	483,366	229,180	712,546
	New York Office	20,000		20,000
	TOTAL OFFICE BUDGET	20,000		20,000

Table: Budget Allocation by Output

Output	Budget USD	Lead / support Office
Output 1.1: Rapid assessment to understand the global, regional, and national status developed and disseminated (needs and priorities for KM-GBF implementation including gender)	59,000 (3.6%)	Ecosystems Division, Biodiversity and Land Branch Supported by Regional Offices
Output 2.1.: Workshops, capacity building activities, and technical support identified and organized at national, sub-regional, and regional level to accelerate the NBSAP Implementation for Parties to the CBD in collaboration with diverse partners (including the whole-of-society and whole-of-government including gender)	1,093,366 (68%)	Ecosystems Division, Biodiversity and Land Branch Supported by Regional Offices, STCs, Regional Bodies
Output 3.1.: High-level events convened to promote knowledge and experience sharing and networking among countries and promote political commitment and support to the scaled-up implementation of KM-GBF	47,000 (2.9%)	New York Office Supported by Ecosystems Division/Biodiversity and Land Branch
Output 3.2: Communication products developed to promote high-level events, workshops, capacity building activities, and technical support that are carried out under this project	30,000 (1.8%)	Communications Division Supported by Ecosystems Division/Biodiversity and Land Branch
Output 4.1: Facilitated and diversified access of countries to financial resources for scaling-up the implementation of the KM-GBF	149,000 (9.2%)	Ecosystems Division, Biodiversity and Land Branch Supported by Regional Offices, Regional Banks, STCs, Regional Bodies
Project evaluation	50,000	UNEP Ecosystems Division UNEP Regional Offices
Project Support Cost	185,688	
TOTAL	1,614,054	

Source: Project document

Table: Expenditures Statement

Budget Class	Original Budget	Commitments	Actual Expenditures	Consumed Budget (% change)	Available Balance
Staff and Other Personnel Costs	332,324.45	141.49	437,222.14	437,363.6 (24%)	- 105,039.18
Contractual Services	67,843.21	-	131,743.88	131,743.88 (97%)	- 63,900.67
Operating and Other Direct Costs	3,656.42	-	91,666.14	91,666.14 (2467)	- 88,009.72
Transfer/Grant to IP	279,158.00	-	172,908.42	172,908.42 (-37%)	106,249.58
Equipment and Furniture	-	-	-	-	-
Travel	742,886.41	-	560,156.85	560,156.85 (-24%)	182,729.56
UN-PSC	188,185.59	-	184,543.05	184,543.05	3,642.54
Total	1,614,054.08	141.49	1,578,240.48	1,578,381.97	35,672.11

ANNEX VII. ENVIRONMENTAL AND SOCIAL SAFEGUARDS ASSESSMENT

ESS PLANNING AT PROJECT DESIGN	
List any ESS issues identified at project design	The Safeguard Risk Identification Form (Annex D in Project Document), classifies the project as low risk. The project follows UNEP's Environmental and Social Sustainability Framework (ESSF). Further, the project is designed to ensure that its interventions contribute directly to the implementation of the KM-GBF, leading to safeguarding the environment and contributing to people's livelihoods.
For any ESS issues identified at project design, were <u>mitigation strategies</u> developed (Y/N)?	Yes. At project design, it was recommended that for the "development of concept notes for future efforts towards scaled-up implementation of the KM-GBF incorporated a Strategic Environmental Assessment (SEA).
Were any <u>gaps</u> in ESS issues identified at the review inception phase (Y/N)?	N/A. Due to the short project duration, there was no review at inception.

ESS MONITORING AT PROJECT IMPLEMENTATION	
Is there evidence that the potential emergence of ESS issues was actively <u>monitored</u> during project implementation (Y/N)? ⁷⁶ (If yes, briefly describe)	N/A. Classified as low risk project.
Is there a justification for the absence of ESS monitoring (Y/N)?	Yes, this is an upstream policy project

MANAGEMENT RESPONSIVENESS DURING PROJECT IMPLEMENTATION	
Identify the ESS issues/events <u>triggered</u> by the project.	N/A
Describe <u>consequences</u> of ESS issues/events during project implementation.	N/A
Describe the management response and identify supporting documentation.	N/A
Were negative ESS effects offset by management response (Y/N)? (If yes, briefly describe)	N/A

⁷⁶ **Low risk:** Negative impacts minimal or negligible: no further study or impact management required.

Moderate risk: Potential negative impacts, but limited in scale, not unprecedented or irreversible and generally limited to programme/project area; impacts amenable to management using standard mitigation measures; limited environmental or social analysis may be required to develop an Environmental and Social Management Plan (ESMP). Straightforward application of good practice may be sufficient without additional study.

High risk: Potential for significant negative impacts (e.g. irreversible, unprecedented, cumulative, significant stakeholder concerns); Environmental and Social Impact Assessment (ESIA) (or Strategic Environmental and Social Assessment (SESA)) including a full impact assessment may be required, followed by an effective comprehensive safeguard management plan.

ANNEX VIII. BRIEF CV OF THE REVIEWER

Name	Camille Bann
Profession	Environmental economics and policy consultant
Nationality	British
In-country experience	• <i>Europe</i>: UK, Romania, Lithuania, Croatia, Armenia, Slovakia, Ireland, Germany • <i>Africa</i>: Botswana, Lesotho, Namibia, Malawi, Mauritius, Mozambique, Kenya, Senegal, Cote d'Ivoire, South Africa, Seychelles, Tanzania, South Sudan • <i>Americas</i>: Bahamas, Brazil, Chile, Trinidad and Tobago, Jamaica • <i>Asia and Pacific</i>: Cambodia, Vietnam, Malaysia, Singapore, Philippines, Bangladesh, India, Fiji, Nepal, Turkey, Tajikistan, Lao PDR, China, Myanmar, Thailand, Mongolia, Lebanon, Pakistan, Papua New Guinea
Education	• 2003: PhD, Economics, University College London • 1991: MSc Environmental Economics and Natural Resource Management, University College London • 1988: BA (Hons) 2.1 Economics and Philosophy, University College London

Short biography

Ms Bann is an independent consultant with over thirty-five years of experience working with national and local Governments, private sector and civil society on sustainable development. She has worked across multiple sectors and policy areas including agriculture, forestry, industry, marine and coastal, tourism, climate change, protected areas and water management in 45 countries. Prior to becoming a freelance consultant in June 2009, she was Head of Environmental Economics at Jacobs UK Ltd. Before this she was Principal Economist at the Environment Agency for England and Wales leading on Water Framework Directive economic appraisal. From 1993 to 2003 she worked as an independent consultant with a focus on Southeast Asia for a range of private, public, academic and third sector clients. At the start of her career, she worked for several years for a policy research group – The Centre for Social and Economic Research on the Global Environment at University College London, whose remit covered climate change and biodiversity.

Key specialties and capabilities cover: valuation of ecosystem services, project and policy appraisal, design of policy instruments and financing mechanisms, integrated planning and strategic reviews and project and programme evaluations.

Selected assignments and experiences - Independent evaluations:

- Final Evaluation of Green Climate Fund funded project – Enhancing adaptive capacities of coastal communities, especially women, to cope with climate change induced salinity. Bangladesh
- Terminal Evaluation for UNDP-supported GEF Financed project – Support for the Orange-Senqu River Strategies Action Programme Implementation.
- Mid-term Review of the BMUV/IKI funded component of the Biodiversity and Ecosystems Services Network (BES-NET) Phase II.
- Terminal Evaluation of European Union Partnership Instrument (EUI) grant “The Economics of Ecosystems and Biodiversity: Promoting a sustainable agriculture and food sector.”
- Terminal Evaluation of the UNEP project ‘Enhanced Co-ordination and Implementation of the 10YFP and its programme’.
- Final Programme Evaluation of Joint UNDP-UN Environment Poverty Environment Initiative (PEI) 2013-2018.
- Midterm Evaluation (MTE) of the UNEP-ILO-UNDP-UNIDO-UNITAR Project ‘Partnership for Action on Green Economy (PAGE)’
- Lebanon – Independent Country Programme Evaluation (ICPE). UNDP. Inclusive Growth and Environment and Energy.
- Independent Terminal Evaluation of GEF Project – Expanding the Protected Area System to Incorporate Important Aquatic Ecosystems (Dolphin – EPASIAE).

- Independent Terminal Evaluation of the GEF Project Expansion and Strengthening of the Protected Area Subsystem of the Outer islands of Seychelles and its integration into the Broader Land and Seascape.
- Midterm Review of GEF project – Strengthening Capacity and Incentives for Wildlife Conservation in the Western Forest Complex, Thailand (PIMS 5436).
- Midterm Review of the GEF funded Seychelles Protected Areas Finance Project.
- Midterm Evaluation of the UNEP/GEF project 'Project for Ecosystem Services'
- Terminal Evaluation of Project: Strengthening National Institutional Capacities for Mainstreaming Environmental Agreements (MEAs) into National Poverty Reduction Strategies in South Sudan and Lao PDR.
- Terminal Evaluation of the UNEP GEF project: International Commission on Land Use Change and Ecosystems.
- Independent Expert Review of the Strategic Plan for Climate Resilience under the Pilot Program for Climate Resilience for The Gambia, Madagascar and the Kyrgyz Republic.

Implementation Plan of Recommendations

Project Title and Reference No.:	China Trust Fund Project: Accelerated Implementation by countries of the Kunming-Montreal Global Biodiversity Framework (KMGBF) through South-South cooperation in alignment with the Action Initiative for KMGBF (SMA ID: 232461)
Contact Person (TM/PM):	- Adriana Rivera Brusatin, Head, Nature Frameworks Support Unit (NFSU), Biodiversity and Land Branch (BLB), Ecosystems Division (adriana.rivera-brusatin@un.org) - Minsun Kim, Programme Management Officer, Nature Frameworks Support Unit (NFSU), Biodiversity and Land Branch (BLB), Ecosystems Division (minsun.kim@un.org)

RECOMMENDATIONS	PLANS			
	ACCEPTED (YES/NO/PARTIALLY)	WHAT WILL BE DONE?	EXPECTED COMPLETION DATE	RESPONSIBLE OFFICER/ UNIT/ DIVISION/ AGENCY
1. Review and improve internal procedures to reduce the time taken for project design and approval to optimise time for project implementation	Yes	Sharing the recommendation from the Management led terminal review with the Division responsible for the project development process to consider improvements to the internal procedures	December 2026	Ecosystems Division, Policy and Programme Division
2. Ensure a wider dissemination of the project's outputs and hold discussions within UNEP and with partners, including the SCBD and TSCs, on how to promote and use the RCA at the global, regional and country level.	Yes	Sharing the findings from the Rapid Capacity Assessment internally and with partners to use the information ; and discussing how to support countries in accelerating NBSAP implementation based on findings from RCA and other available resources (e.g. Global review of collective progress in the GBF implementation)	December 2027	Ecosystems Division/BLB/NFSU, Regional Offices, Partners
3. Develop a resource mobilization strategy detailing the financing opportunities and the next steps needed to secure funding for the priority capacity needs identified in the RCA and the project's Concept Notes. This should be compatible with and/or integrated into country level Biodiversity Finance Plans	Yes	By utilizing the results of the Rapid Capacity Assessment and the project concept notes developed as part of the project, exploring various funding opportunities and submitting the project concept notes to secure funding to address countries' needs	December 2027	Ecosystems Division/BLB/NFSU, Regional Offices, Partners

RECOMMENDATIONS	PLANS			
	ACCEPTED (YES/NO/PARTIALLY)	WHAT WILL BE DONE?	EXPECTED COMPLETION DATE	RESPONSIBLE OFFICER/ UNIT/ DIVISION/ AGENCY
4. Take action to maintain the momentum built on a WOG and WOS approach working with partners to ensure such approaches become a standard and are mainstreamed into policies and initiatives.	Yes	Promoting the importance of the Whole-of-Government and Whole-of-Society approaches through various projects and initiatives on NBSAP Implementation; and identifying best practices and sharing to scale up these approaches during the NBSAP implementation	December 2030	Ecosystems Division/BLB/NFSU, Regional Offices, Partners
5. Help enable Technical and Scientific Cooperation Centres to optimise their role in KMGBF implementation.	Yes	Enhancing collaboration with the Subregional Technical and Scientific Cooperation Centers to support countries' GBF implementation through various projects and initiatives on NBSAP Implementation	December 2030	Ecosystems Division/BLB/NFSU, Regional Offices
6. In relation to project management and governance ensure: (i) a governance mechanism is maintained for projects of short timeframe, operating at a proportionate scale to the duration of the project; (ii) coordination mechanisms are in place, to draw on in-house expertise and promote a 'whole UNEP' approach to working; (iii) attention is paid to reporting against the project's indicators / targets at both the output and outcome level; and, (iv) co-financing is tracked and details reported	Yes	As of July 2026, there is no potential project that will serve as the new phase of the project. Once a new project is established, a Project Steering Committee meeting will be convened to ensure coordination across the UNEP Division and Regional Offices. During the project development and implementation status, attention will be paid to indicators and targets to ensure the realistic ones are developed and well-tracked. Project financial information will be regularly monitored and prepared in accordance of with the evaluation template.	December 2030	Ecosystems Division/BLB/NFSU
7. Collate and disseminate lessons and experiences on KBGBF implementation to encourage uptake of best practices and awareness of solutions to challenges.	Yes	Identify the lessons learned and best practices on GBF implementation at the country, regional, and global, and disseminate them through various channels for scaling up (CBD COPs, SBSTTA meetings, SBI meetings, GBF Working Group Channel, Communications, etc.)	December 2030	Ecosystems Division/BLB/NFSU, Regional Offices, Partners

ANNEX IX. QUALITY ASSESSMENT OF THE REVIEW REPORT

All UNEP Reviews are subject to a quality assessment by the UNEP Evaluation Office. This is an assessment of the quality of the review product (i.e. Main Review Report).

A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1. The overall quality of the review report is calculated by taking the mean score of all rated quality criteria.

Rating the Report Quality Criteria

Review Title: China Trust Fund Project 'Accelerated Implementation by countries of the Kunming-Montreal Global Biodiversity Framework (KMGBF) through South-South cooperation in alignment with the Action Initiative for KMGBF' (SMA ID 232461)		
Consultant: Camille Bann		
Report Quality Criteria	UNEP Evaluation Office Comments	Final Report Rating
Section A: Executive Summary	Assessment	
1. Does the Executive Summary act as a concise, accurate standalone section, especially to inform decision-making? Consider how clearly and concisely the report presents: - a clear summary of the review object - review objectives, scope and methodology - the overall project review rating - a summary of main review findings, including key features of performance (strengths and weaknesses) - summary responses to key strategic review questions - summary of main conclusions, lessons learned and recommendations	<u>Coverage/omissions:</u> All required elements are addressed except for the summary response to key strategic review questions. <u>Strengths/weaknesses:</u> The executive summary is well articulated and presented in a concise manner. The summary of findings against the evaluation criteria is clearly structured, including areas requiring future attention, particularly with respect to effectiveness. The summary of the project's main achievements under the conclusions section also adds value. However, it would be beneficial to include a brief summary of the responses to the key strategic review questions.	<u>5.5</u>
Section B: The Project	Assessment	
2. Does the report clearly describe the key parameters, scale and complexity of the evalund? Consider how well the report presents: - an overview of the main issue that the project is trying to address - timeline, including dates of project approval, duration and number of phases (where appropriate) - geographic coverage (regions/countries) - total secured budget and project financing, including a table with funding sources - implementing and funding partners - institutional context (i.e. UNEP sub-programme, Division, Branch etc) - implementation structure with diagram - UNEP results frameworks to which it contributes (e.g. PoW Direct Outcome) - summary of results framework as stated in the ProDoc (or as officially revised)	<u>Coverage/omissions:</u> The section covers most of the key elements needed to describe the project. However, additional information, such as an overview of the main issues, geographic coverage including participating countries not simply mentioning 'global', and the implementation structure (including an organizational diagram), would be beneficial. <u>Strengths/weaknesses:</u> The section provides a concise description of the project, covering the key subsections and relevant information. The inclusion of the missing information would further strengthen the section.	<u>4</u>

Report Quality Criteria	UNEP Evaluation Office Comments	Final Report Rating
- stakeholder groups organised according to relevant common characteristics - whether the project has been evaluated in the past (e.g. mid-term, by an external agency, etc.) - substantive or significant changes in design during implementation		
Section C: Review Methods and Theory of Change	Assessment	
3. Does the report present a clear, comprehensive and adequate description of the <i>review methodology</i>? Consider how well it presents the following elements, and their adequacy based on the scope of the review: - statement of the purpose of the review and the key intended audience for the review findings - data collection methods and information sources - justification for methods used (e.g. electronic/face-to-face interviews, qualitative/quantitative analysis) - criteria and sampling strategies used to select stakeholders for consultations, and for sites/countries visited - number and types of respondents (<i>including in a table broken down by gender</i>) - strategies used to increase stakeholder engagement and response rate - methods used to include the voices/experiences of different and potentially excluded groups (e.g. women, marginalised) - data verification methods (e.g. triangulation) - data analysis methods (e.g. scoring, thematic analysis) - review limitations and mitigation measures (e.g. how these were addressed by the evaluator) - consideration for ethics and human rights issues, including how anonymity and confidentiality were protected	<u>Coverage/omissions:</u> The section mostly covers the key elements of the review methodology. <u>Strengths/weaknesses:</u> The section clearly explains the review methodologies, including the strategies adopted to ensure inclusivity, as well as the limitations and some mitigation measures. However, more detailed information on the mitigation strategies implemented during the review could be presented. In addition, the review would have been strengthened by including direct engagement with at least a limited sample of these beneficiaries – for example, a small number of IPLC, women's AND youth representatives from the regional dialogues, country representatives, training participants. This would have provided a stronger evidentiary basis to independently verify claims regarding beneficiary experience and outcome achievement.	<u>5</u>
4. Does the report describe an assessment and reformulation of the <i>Theory of Change</i>, and present an adequate articulation of the TOC causal pathways that were used to assess project performance (<i>narratively and diagrammatically</i>)? Consider how well the report presents: - whether the project design included a TOC - how the <i>TOC at review</i>⁷⁷ was designed (e.g. who was involved, etc) - confirmation/reconstruction of results in accordance with UNEP definitions (<i>including reformulation table, which may have initially been presented in the Inception Report and should appear in the Main Review report.</i>)	<u>Coverage/omissions:</u> The section covers most of the key elements, including the articulation of causal pathways and the identification of key drivers and assumptions. However, information on the stakeholders involved in the development of the Theory of Change (ToC) is missing. <u>Strengths/weaknesses:</u> The section provides reformulated results and articulates the causal pathways including restructured	<u>4</u>

⁷⁷ During the Inception Phase of the review process a *TOC at review Inception* is created based on the information contained in the approved project documents (these may include either logical framework or a TOC or narrative descriptions), formal revisions and annual reports etc. During the review process this TOC is revised based on changes made during project intervention and becomes the *TOC at review*.

Report Quality Criteria	UNEP Evaluation Office Comments	Final Report Rating
• articulation of causal pathways • identification of drivers and assumptions • identification of key actors in the change process	ToC at review with identified assumptions and drivers along the pathways. The reformulated results statements could be more closely aligned with UNEP's results definitions. For instance, although the review have clarified the beneficiaries of the results in the reformulated result statements, per UNEP's glossary, 'improved understanding' and 'enhanced/increased access' describe gains in knowledge, awareness, or conditions made available to beneficiaries, which are outputs. In addition, several original items presented as outputs are yet more appropriately classified as activities rather than outputs.	
Section D: Evidence and Analysis	Assessment	
5. Is the report based on <i>sufficient and adequate data</i> and <i>clear and credible evidence</i>? Consider how well the report presents: • sufficient evidence that is consistent throughout the report • evidence that is supported by data sources (e.g. quotes, reports, etc) • evidence that is explicitly triangulated, unless noted as having a single source • gaps in data are explained and justified • data sources that are reliable, adequate, sufficient for the scope of the review	<u>Coverage/omissions:</u> The report covers all criteria required for the review. <u>Strengths/weaknesses:</u> Overall, all sections are articulated concisely, and the report clearly acknowledges data gaps and measurement limitations. While the analysis is generally based on the available evidence, the overall quality and robustness of the assessment would have benefited from the inclusion of additional data and evidence from a broader range of stakeholders, as addressed in the review methods items above. In addition, more reference of information sources and supporting data would strengthen the analysis across the report. Although the analysis is generally consistent, some areas appear to lack consistency, particularly with regard to the assessment of the exit strategy, the adequacy of human resources, indigenous and local community perspectives and participation. Addressing these inconsistencies would strengthen the coherence of the report.	<u>4.5</u>

Report Quality Criteria	UNEP Evaluation Office Comments	Final Report Rating
6. Does the report include rigorous analysis and logical findings? Consider the extent to which the findings are: - supported by clear analysis that is consistent with the evidence presented - logical, clear and coherent - aligned with UNEP's Criteria Ratings Matrix - aligned with the review framework - more than descriptions and provide insights into 'how' and/or 'why' the project performed a certain way - balanced, presenting both successes and weaknesses	<u>Coverage/omissions:</u> The report generally presents its findings from the required perspectives, supporting a reasonably rigorous analysis. <u>Strengths/weaknesses:</u> Overall, despite the challenges arising from limited available data, the report presents reasonably logical findings based on the available evidence and it is generally in line with UNEP's criteria rating matrix and review framework. The analysis is clearly presented, presenting both successes and weaknesses and providing insights into 'why' and 'how' of the findings. However, some inconsistent analysis mentioned above were identified.	4.5
Section E: Review Findings	Assessment	
7. Does the report present evidence and analysis of project Strategic Relevance with respect to UNEP, partner and geographic policies and strategies at the time of project approval? Consider how well the report addresses: - Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities - Alignment to Donor/GEF/Partners Strategic Priorities - Relevance to Regional, Sub-regional and National Environmental Priorities - Complementarity with Existing Interventions: complementarity of the project at design (or during inception/mobilisation⁷⁸), with other interventions addressing the needs of the same target groups.	<u>Coverage/omissions:</u> The section covers all key aspects required to assess the strategic relevance. <u>Strengths/weaknesses:</u> The section demonstrates the project's strong strategic relevance with policies and strategies of the UNEP, its partners, donors, and regions, supported by appropriate evidence.	6
8. Does the report present a summary of the strengths and weaknesses of the Quality of Project Design, based on the detailed assessment presented in the Inception Report?	<u>Coverage/omissions:</u> The section presents a summary assessment of the quality of the project design, including a rating table. <u>Strengths/weaknesses:</u> The section clearly articulates the strengths and weaknesses of the project design.	⁷⁹ NOT RATED

⁷⁸ 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.

⁷⁹ The Quality of Project Design criterion is not rated in this table because the majority of the analysis is presented in the Inception Report and the Final Terminal Review report only contains a summary.

Report Quality Criteria	UNEP Evaluation Office Comments	Final Report Rating
9. Does the report recognise and describe, when appropriate, key features of the Nature of the External Context under which the project was implemented that limited the project's performance (e.g. conflict, natural disaster, political upheaval⁸⁰), and how they affected performance?	<u>Coverage/omissions:</u> The report includes a section on the Nature of the External Context. The section briefly addresses the nature of the external context. <u>Strengths/weaknesses:</u> The section briefly notes that no specific external factors affecting the project implementation were identified.	⁸¹ NOT RATED
10. Does the report present a well-reasoned, complete and evidence-based assessment of the Availability of Outputs to the intended beneficiaries? Consider how well the report presents: - a convincing, evidence-supported and clear presentation of the outputs made available by the project compared to its approved plans and budget - assessment of the nature and scale of outputs versus the project indicators and targets - assessment of the timeliness, quality and utility of outputs to intended beneficiaries - identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	<u>Coverage/omissions:</u> The section covers all outputs of the project. However, the section does not address any positive or negative effects of the project on disadvantaged groups. <u>Strengths/weaknesses:</u> The report provides a generally evidence-based assessment of output delivery, supported by results data, country examples, and narrative analysis. It also uses the standard results table, including the analysis of specific target-versus-actual figures for each indicator. The section is further strengthened by detailed narrative analysis of implementation challenges and limitations associated with each output. Country-specific examples also provide valuable evidence to support the assessment. However, the section would be strengthened by more consistently referencing information sources and demonstrating the triangulation of evidence across outputs.	<u>5</u>
11. Does the report present a well-reasoned, complete and evidence-based assessment of the Achievement of Outcomes, as a result of the uptake, adoption and/or implementation of outputs by the intended beneficiaries? This may include behaviour changes at an individual or collective level. Consider how well the report presents: a convincing and evidence-supported analysis of the uptake of outputs by	<u>Coverage/omissions:</u> The report provides evidence-based assessment of the achievement. <u>Strengths/weaknesses:</u> This section clearly demonstrates achievement against indicators and targets on the basis of evidence, while addressing the difficulties and	<u>4.5</u>

⁸⁰ 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 of the project team.

⁸¹ The Nature of External Context is not rated in this table because it is not consistently applicable across all projects. Some review reports will simply record that there was no unexpected unfavourable external factors, while others may have to describe critical external events.

Report Quality Criteria	UNEP Evaluation Office Comments	Final Report Rating
intended beneficiaries - assessment of the nature, depth and scale of outcomes versus the project indicators and targets - discussion of the contribution, credible association and/or attribution of outcome level changes to the work of the project itself - any constraints to attributing effects to the projects' work - identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	limitations to evaluate the increased capacity due to the absence of the planned survey for the measurement. Despite the challenges, some findings, particularly those relating to outcome 3, strongly demonstrates the achievements results (the Gaborone Declaration, the LAC forum of minister's endorsement of the CTF roadmap) by triangulating the evidence and information. Finally, analysis of assumptions and drivers is presented in Table 15. However, the Outcome 1 and 2 would be strengthened by examining the changes resulting from the uptake, adoption, and/or implementation of outputs by intended beneficiaries per UNEP's definition of outcomes. In addition, identification of positive or negative effects of the project on disadvantaged groups and explicit discussion on contribution, credible association, or attribution of outcome-level changes to the project's work would be beneficial.	
12. Does the report present an integrated analysis, guided by the causal pathways represented by the TOC, of all evidence relating to <i>Likelihood of Impact?</i> Consider how well the report presents: - an explanation of how causal pathways emerged and the resulting change processes - an explicit discussion of how drivers and assumptions played out - an explanation of roles played by key actors and change agents - identification of any unintended negative effects of the project, especially on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	<u>Coverage/omissions:</u> The section presents the analysis of the likelihood of impact in line with the ToC pathways. <u>Strengths/weaknesses:</u> The section articulates the assessment of the likelihood of impact by using a standard table. However, the section would benefit from an explanation of how the causal pathways emerged and how the resulting change processes were expected to occur. Although the report indicates that justification on the assessment is the same, more detailed and specific explanation of drivers and assumptions along the causal pathways and different level of results would be beneficial. In addition, consideration of any unintended negative effects of the project, especially on disadvantaged groups would be beneficial. Finally, the consistency on analysis should be ensured across the report. For instance, regarding assumptions from outputs to outcomes, the conflict analysis is presented.	<u>3.5</u>

Report Quality Criteria	UNEP Evaluation Office Comments	Final Report Rating
	(Assumption 6 vs Para 94 & Para 116).	
13. Does the report present an integrated analysis of all dimensions evaluated under Financial Management and include a completed 'financial management' table? Consider how well the report addresses the following: • <i>adherence</i> to UNEP's financial policies and procedures • <i>completeness</i> of financial information, including the actual project costs and actual co-financing used and explanation of any variances between planned and actual expenditures	<u>Coverage/omissions:</u> The section covers all key sub-sections to assess the financial management. <u>Strengths/weaknesses:</u> The report presents analysis concisely and clearly based on the available evidence. Overall, the section would present more analysis on adherence to UNEP's financial policies and procedures related to '<i>Regular budget revisions made when relevant and for expenditure variations of 10% and above</i>' enhance the sub-criteria. For instance, while no budget revisions were required by the CTF, the report could have elaborated on UNEP's internal procedures for the budget reallocations as the report identified the great changes. In addition, the analysis of the communication between finance and project management staff could have been better supported by the evidence.	<u>5</u>
14. Does the report present an integrated analysis of all dimensions evaluated under Efficiency? Consider how well the report presents: • cost-effective or time-saving measures put in place to maximise results within the secured budget and agreed project timeframe • implications of any delays and no cost extensions • discussion of making use, during project implementation, of/building on pre-existing institutions, partnerships and complementarities with other initiatives, programmes and projects etc. • the extent to which the management of the project minimised UNEP's environmental footprint.	<u>Coverage/omissions:</u> The report presents key dimensions reviewed under efficiency. <u>Strengths/weaknesses:</u> The report provides a clear assessment of the project's efficiency. Particularly, effective use of pre-existing partnerships is well supported by a range of evidence. The analysis on implementation and achievements of targeted outputs within the tight project timeline, as well as examples of how the project minimized UNEP's environmental footprint also strongly demonstrates a high level of efficiency. However, the discussion of internal delays in project commencement and complexity of the CTF structure would be better placed under other criteria such as quality of project design.	<u>5</u>

Report Quality Criteria	UNEP Evaluation Office Comments	Final Report Rating
15. Does the report present a well-reasoned, complete and evidence-based assessment of the project's Monitoring and Reporting? Consider how well the report addresses the following: - the quality of <i>monitoring of project implementation</i> (including use of monitoring data for adaptive management) - the quality of <i>project reporting</i> (e.g. PIMS and donor reports)	<u>Coverage/omissions:</u> The report includes the analysis on two aspects of monitoring and reporting. <u>Strengths/weaknesses:</u> The section presents an assessment of monitoring and reporting including specific examples of indicator measurement inconsistencies (outcome 1,3, 4 and output indicator 4.1.3), a baseline of 0 for all indicators, absence of implementation of the planned surveys to measure the changes. The report also clearly notes the absence of evidence that monitoring data were used to support adaptive management. However, the analysis could be strengthened by more explicitly assessing the implications of these data quality issues for the validation of results, and by more explicitly verifying the consistency of reported progress against the IPMR record.	<u>4.5</u>
16. Does the report present an integrated analysis of all dimensions evaluated under Sustainability (i.e. the endurance of benefits achieved at outcome level)? Consider how well the report addresses the following: - socio-political sustainability - financial sustainability - institutional sustainability	<u>Coverage/omissions:</u> The report covers all dimensions evaluated under sustainability. <u>Strengths/weaknesses:</u> Overall, the analysis of the sustainability is well articulated based on evidence including some specific examples. The degree of dependency across all dimensions to sustain the outcomes is clearly addressed. However, a more in-depth analysis of the level of ownership among key stakeholders and the mechanisms in place to adapt to changes in the social and political context would strengthen the assessment. In addition, the discussion of the exit strategy should be made more consistent. For example, paragraph 109 refers to a brief exit strategy, whereas paragraph 115 suggests that no exit strategy was in place. The analysis of the loss of key staff in certain regions, such as ROE, and the absence of an agreed continuity plan at the regional level would be more appropriately addressed under institutional sustainability.	<u>4.5</u>

Report Quality Criteria	UNEP Evaluation Office Comments	Final Report Rating
17. Does the report present a well-evidence analysis of the Factors Affecting Performance, <u>either in this section or in cross-referenced sections?</u> <i>These factors are not always discussed in stand-alone sections and may be integrated in the other performance criteria as appropriate. However, if not addressed substantively in this section, a cross reference must be given to where the topic is addressed, and that entry must be sufficient to justify the performance rating for these factors.</i> Consider how well the report addresses the following cross-cutting issues: • quality of project management and supervision⁸² • stakeholder participation and co-operation • responsiveness to human rights and gender equality • environmental and social safeguards • country ownership and driven-ness • communication and public awareness	<u>Coverage/omissions:</u> The report covers all key factors affecting performance. <u>Strengths/weaknesses:</u> Overall, the section provides succinct summary analysis of the factors affecting performance supported by the available evidence. However, regarding the responsiveness to human rights and gender equality, inclusion of the analysis on the human rights/gender considerations in the project expenditure would be beneficial. In addition, the analysis of indigenous and local community perspectives and participation should be more consistent (Para 123 vs Para 125). The analysis of Environmental and Social Safeguards would be strengthened by more explicitly addressing review of risk ratings, monitoring of project implementation for safeguarding issues, reporting on safeguarding issues (or confirmation that none arose), as well as the analysis of environmental social impacts to the key stakeholders would enhance the analysis of the sub-criteria. In addition, the analysis of the country ownership and drivenness would be strengthened by providing more evidence (such as government-driven advocacy, endorsement of results, or complementary actions) to support the assigned rating.	<u>5</u>
Section F: Conclusions, Lessons Learned and Recommendations	Assessment	
18. Do the Conclusions present a summative assessment of the evaluand as a whole, reflecting on prominent aspects of the project's performance? Consider how well the conclusions: • provide a compelling narrative and integrated assessment of project project's performance (i.e. achievements and	<u>Coverage/omissions:</u> The report covers the summary of synthesized analysis, summary response to the key strategic questions, lessons learned, summary table of project findings and ratings.	<u>5.5</u>

⁸² 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. This includes providing the answers to the questions on Core Indicator Targets, stakeholder engagement, gender responsiveness, safeguards and knowledge management, required for the GEF portal.

Report Quality Criteria	UNEP Evaluation Office Comments	Final Report Rating
limitations) - add deeper insights and analysis beyond the findings under each individual criterion - are derived from the synthesized analysis of evidence gathered during the review process - provide clear and succinct response to the key strategic questions - address the human rights and gender dimensions of the intervention explicitly (e.g. how these dimensions were considered, addressed or impacted on) - provide lessons that are rooted in real project experiences, describe the context from which they are derived, and do not duplicate recommendations	<u>Strengths/weaknesses:</u> Overall, the identified lessons learned are clearly articulated. They were rooted in real project experiences, and the report provided relevant context. However, the clarification on what differences would happen will enhance the clarity of Lesson 3.	
19. Does the report present Recommendations for specific action to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results? Consider how well the recommendations: - are clearly formulated and logically derived from the findings and/or conclusions - are feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when - include at least one recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions - represent a measurable performance target in order that the Evaluation Office can monitor and assess compliance with the recommendations. <u>NOTES:</u> (i) In cases where the recommendation is addressed to a third party, compliance can only be monitored and assessed where a contractual/legal agreement remains in place. Without such an agreement, the recommendation should be formulated to say that UNEP project staff should pass on the recommendation to the relevant third party in an effective or substantive manner. The effective transmission by UNEP of the recommendation will then be monitored for compliance. (ii) Where a new project phase is already under discussion or in preparation with the same third party, a recommendation can be made to address the issue in the next phase.	<u>Coverage/omissions:</u> The report includes seven recommendations, and it provides all information required under the standard report template. <u>Strengths/weaknesses:</u> Overall, the 7 recommendations are clearly formulated and logically derived from the findings, with cross-references to supporting evidence. The report also includes one recommendation addressing the mainstreaming of a WOG and WOS approach, including human rights and gender dimensions. However, recommendations could have been formulated as measurable performance targets to support monitoring and assessment of compliance. In addition, some recommendations specify 'on-going' as their timeframe rather than a defined period. A specified timeline will be useful to support implementation planning and compliance monitoring.	5
Section G: Report Structure and Presentation	Assessment	
20. Is the report well-structured and complete? Does it: - follow the Evaluation Office structure and formatting guidelines - include all required sections and annexes, as applicable - not exceed 50 pages in length from the Executive Summary to the end of the Conclusion	<u>Coverage/omissions:</u> The report follows the UNEP structure, guidance and formatting guidelines. The report also includes most of relevant annexes. <u>Strengths/weaknesses:</u> The review report is written in clear English and generally uses appropriate grammar, with only a few minor typos. The tone used is	5

Report Quality Criteria		UNEP Evaluation Office Comments	Final Report Rating
Does the report present information clearly and appropriately? Is it written: • in clear and accessible language • largely free from grammar, spelling and punctuation errors • in an adequate and professional tone • with the use of visual aids, such as maps, graphs tables and photos		appropriate for an official document. However, use of more visual aids would enhance the report.	
OVERALL REPORT QUALITY RATING			4.7
Rating (1–6)	Description		
6	Provides all content with high quality.		
5	Provides all content with minor weaknesses.		
4	Provides most content with minor weaknesses.		
3	Provides most content with significant weaknesses.		
2	Omits substantive content with significant weaknesses.		
1	Omits almost all content with major weaknesses.		