Terminal Evaluation of the UNEP/ GEF Project "Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based sources and activities (WIO-SAP)" (GEF ID 4940) 2016 -2024

Evaluation Office of the
United Nations Environment Programme

Distributed: April 2025

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For further information on this report, please contact:

Evaluation Office of UNEP
P. O. Box 30552-00100 GPO
Nairobi Kenya
Tel: (254-20) 762 3389
Email: unep-evaluation-director@un.org
Website: https://www.unep.org/evaluation-office

Project Title: “Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based sources and activities (WIO-SAP)”
GEF 4940
April 2025

Acknowledgements

This terminal evaluation was prepared for UNEP by Mr. Vassen Kauppaymuthoo, as an external consultant.

The evaluator would like to thank all the individuals and their organisations who were interviewed for this evaluation, as listed in Annex III, key stakeholders consulted, as well as the many other contributors who participated in surveys and meetings. I would like to thank in particular the Head of the Nairobi Convention Secretariat (NCS) and former WIO-SAP Project Manager Jared Bosire and Sammy Marathi Weru for their willingness to share information and for their support in preparing and carrying out the field missions.

The evaluation consultant would also like to thank UNEP Evaluation Manager, Stephen Baguma, UNEP Task Manager, Hartwig Kremer, UNEP Senior Evaluation Programme Assistant, Mercy Mwangi and the other members of the Project Team based in Nairobi for their support and guidance throughout the process.

Special thanks are also extended to all the partners and other stakeholders who generously shared their time and perspectives. All input provided by the WIOSAP Project partners, the implementation team, government representatives, beneficiaries and other stakeholders consulted during the process is gratefully acknowledged.

It is hoped that these findings, conclusions and recommendations will inspire, guide and be useful in improving the future work of the WIOSAP project, the GEF International Waters Programme's Thematic support on the promotion of collective management of transboundary water systems.

Evaluation Consultant
Vassen Kauppaymuthoo – Principal Evaluator

Evaluation Office of UNEP
Stephen Baguma – Evaluation Manager
Mercy Mwangi – Evaluation Management Assistant

Brief consultant Biography

Mr. Vassen Kauppaymuthoo is a Registered Professional Environmental Engineer, an Oceanographer and. Lawyer with more than 28 years working experience in the field in Small Island Developing States, Africa and the Southwestern Indian Ocean. His multi-disciplinary competence and approach together with his working experience with international and regional organisations (including UNEP, UNDP, ILO, NORAD, JICA, AFD, IOC) governments, academics, the private sector and CBOs/NGOs have allowed him to acquire an integrated analytical perspective to set up, manage, conduct and evaluate projects using a transversal approach in the context of the implementation of the international conventions and protocols and GEF funding.

About the Evaluation

Joint Evaluation: No

Report Language(s): English.

Evaluation Type: Terminal Evaluation

Brief Description: This report is a Terminal Evaluation of a UNEP/GEF Project "Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based sources and activities (WIO-SAP)" (GEF ID 4940) project implemented between 2016 and 2024. The project's overall development goal was to reduce impacts from land-based sources and activities and sustainably manage critical coastal-riverine ecosystems through the implementation of the WIOSAP priorities with the support of partnerships at national and regional levels. The evaluation sought to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, the Nairobi Convention Secretariat and contracting parties to the convention.

Source(s) of Funding by Country: Mauritius, Mozambique

Source(s) of Funding by Institution Type:

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

Key words: Sustainable Management, Coastal-Riverine Ecosystems, Terrestrial Freshwater, Integrated Monitoring, Ecosystem Based Approach, Sustainable Livelihoods.

Primary data collection period: September 2024 – December 2024

Field mission dates:

Mauritius 19 - 27 September 2024
Kenya 13 - 19 October 2024
Tanzania 10 - 16 November 2024
Madagascar 24 - 30 November 2024
Seychelles 8 - 14 December 2024

Table of Contents

List of Tables

List of Figures

List of Acronyms and Abbreviations

ADD	Assistant Deputy Director
ADF	Assistant Director of Fisheries
AfDB	African Development Bank
AFRC	Albion Fisheries Research Centre
AQUA	Agência Nacional para o Controlo da Qualidade Ambiental
ASCLME	Agulhas and Somali Current Large Marine Ecosystems
ASO	Acting Scientific Officer
AU	African Union
CBD	Convention on Biological Diversity
CBO	Community-Based Organisation
CEO	Chief Executive Officer
CHM	Clearing House Mechanism
COMESA	Common Market for Eastern and Southern Africa
CSIR	Council for Scientific and Industrial Research
DEO	Divisional Environment Officer
DEPI	Division of Environmental Policy Implementation
DSO	Divisional Scientific Officer
EA	Executing Agency
EAC	East African Community
EO/SEO	Environment Officer/Senior Environment Officer
FGD	Focus Group Discussion
GEF	Global Environment Facility
GIS	Geographic Information System
HQ	Headquarters
HRBA	Human-Rights Based Approach
ICA	International Cooperation Agreement
ICM	Integrated Coastal Management
ICZM	Integrated Coastal Zone Management
IGAD	Intergovernmental Authority on Development
IGO	International Governmental Organisation
IOC	Indian Ocean Commission
IP	Implementation Partner
IUCN	International Union for the Conservation of Nature
IW	International Waters
KMFRI	Kenya Marine and Fisheries Research Institute
LBSA	Protocol for the Protection of the Marine and Coastal Environment of the Western Indian Ocean
LME	Large Marine Ecosystems
MOB	Ministry of Blue Economy, Marine Resources, Fisheries and Shipping
MOE	Ministry of Environment, Solid Waste Management and Climate Change
MSP	Marine Spatial Planning
MTR	Mid-Term Review

MTS	Medium-Term Strategy
MWF	Mauritian Wildlife Foundation
NAMA	Nationally Appropriate Mitigation Action
NCS	Nairobi Convention Secretariat
NEMA	National Environment Management Authority
NFP	National Focal Point
NGO	Non-Governmental Organisation
NIC	National Implementation Committee
NPCS	National Parks and Conservation Service
PCA	Project Cooperation Agreement
PMU	Project Management Unit
POW	Programme of Work
PQD	Project Quality Design
PRF	Project Results Framework
PRODOC	Project Document
PSC	Project Steering Committee
RECs	Regional Economic Communities
RTF	Regional Task Force
RTOC	Reconstructed Theory of Change
SADC	Southern African Development Community
SAP	Strategic Action Programme
SAPPHIRE	Western Indian Ocean Large Marine Ecosystems Strategic Action Programme Policy Harmonisation and Institutional Reforms
SO/SSO	Scientific Officer/Senior Scientific Officer
SPP	Science to Policy Platform
SSFA	Small-Scale Funding Agreement
STO	Senior Technical Officer
SUA	Sokoine University of Agriculture
TDA	Transboundary Diagnostic Analysis
TO	Technical Officer
TOC	Theory of Change
TOR	Terms of Reference
TRASS	Terrestrial Restoration Action Society of Seychelles
UEM	Universidade Eduardo Mondlane
UN	United Nations
UNDAF	United Nations Development Assistance Frameworks
UNEP	United Nations Environment Programme
UNFCC	United Nations Framework Convention on Climate Change
WCS	Wildlife Conservation Society
WIO	Western Indian Ocean
WIOLAB	Addressing Land Based Activities in the Western Indian Ocean
WIOSAP	Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based sources and activities (WIO-SAP)
WWF	World Wildlife Fund for Nature

Project Identification Table

Table 1: Project Identification Table[1]

GEF Project ID/SMA ID[2]:	**GEF 4940:** Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based sources and activities (WIO-SAP).		
Implementing Agency (UNEP Division/ Branch/Unit):	[3] Ecosystems Division, Marine and Fresh Water Branch, GEF International Waters Unit	**Executing Agency:**	Nairobi Convention Secretariat
Sources of Funding (Co-finance):	***Country[4](ies):*** Comoros, Kenya, Madagascar, Mauritius, Mozambique, Seychelles, Somalia, South Africa, Tanzania.	***Institution[5] Name/Type:*** Governments (Comoros, Kenya, Madagascar, Mauritius, Mozambique, Seychelles, Somalia, South Africa, Tanzania). UNEP (UN body)	
Relevant SDG(s):	SDGs 5, 13 and 14		
MTS (at approval): MTS 2014-2017			
POW Direct Outcome(s) number/reference *(applicable for projects approved from 2022):* **OR** **POW Output(s) number/reference *(applicable for projects approved pre-2022)***	***POW Direct Outcome:*** Recovery of nature occurs and is contributing positively to ecosystem stability and human well-being. **Indicators** 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. 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. Increase in territory of land and seascapes that is under improved ecosystem conservation and restoration ***POW Output:***	**MTS 2025 Outcome(s) number/reference *(applicable for projects approved from 2022):*** **OR** **POW Expected Accomplishment(s) number/reference *(applicable for projects approved pre-2022):***	***MTS 2025 Outcome:*** **POW Expected Accomplishment:** There is a net increase in the extent of healthy, resilient and sustainably managed natural and productive landscapes and seascapes
Sub-programme:	2020-2021 - Healthy and productive ecosystems.	**Programme Coordination Project:**	N/A
UNEP approval date:	5 May2016	**GEF approval date:**	21 April 2016
GEF Operational Programme #:	GEF-5	**GEF Strategic Priority:**	Promotion of collective management of transboundary water systems.
Project type:	Full-size Project	**Focal Area(s):**	International Waters

[1] Project Identification Table based on Terms of Reference for the Terminal Evaluation
[2] SMA refers to the ID provided by the Integrated Planning, Management and Reporting Solution (IPMR) system, which was introduced by UNEP in July 2023.
[3] Formerly, Division of Environmental Policy Implementation (DEPI)
[4] Where applicable, list countries who have provided project funds and/or co-finance.
[5] Indicate where funding institutions are any/all of the following: Foundation/NGO; Private Sector; UN Body; Multilateral Fund; Environment Fund.

***Expected* start date:**	June 2016	**Actual start date:**	June 2016
***Planned* completion date:**	June 2021	**Actual operational completion date:**	30 April 2024
***Planned* total project budget at approval:**	US$ 88,553,341	**Actual total expenditures reported as of [30 March 2024]:**	US$ 53,402,611
GEF grant allocation:	US$ 10,867,000	**GEF grant expenditures reported as of [30 March 2024]:**	US$ 10,594,746
***Expected* Medium-Size Project/Full-Size Project co-financing:**	**Cash:** US$ 10,867,000 **In-kind:** US$ 77,686,341	**Secured Medium-Size Project/Full-Size Project co-financing:**	**Cash:** US$ 10,867,000 **In-kind:** US$ 42,807,865
No. of formal project revisions:	3	**Date of last approved project revision:**	28 February 2024
No. of Steering Committee meetings:	6	**Date of Last Steering Committee meeting:**	28 to 29 January, 2025
Mid-term Review/ Evaluation *(planned date)*:	October 2019	**Mid-term Review/ Evaluation (actual date):**	March 2022
Terminal Evaluation *(planned date)*:	December 2021	**Terminal Evaluation (actual date):**	August 2024
Coverage - Country(ies):	Comoros, Kenya, Madagascar, Mauritius, Mozambique, Seychelles, Somalia, South Africa, Tanzania.	**Coverage - Region(s):**	Africa
Dates of previous project phases:	N/A	**Status of future project phases:**	N/A

Executive Summary

Project background

1. The UNEP/GEF Project "Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based sources and activities (WIO-SAP" and referred to as "the WIOSAP project" (GEF ID 4940) is part of the UNEP Medium-Term Strategy's subprogramme on Healthy and Productive Ecosystems (SP3), and more specifically expected accomplishments 3 (a), (b) and (c) in order to enhance the capacity of countries to practice integrated management of terrestrial and freshwater ecosystems and mainstreaming cross-sectoral and integrated ecosystem management principles in their development and planning processes. The WIOSAP project, which ended on 30 June 2024, is equally aligned with UNEP Mid-Term Strategy 2018-2021[6] (Healthy and Productive Ecosystems and Environmental Governance) and 2022-2025[7] (Nature Action).

2. The objective of the WIOSAP project was to reduce impacts from land-based sources and activities and sustainably manage critical coastal-riverine ecosystems through the implementation of the WIOSAP priorities with the support of partnerships at national and regional levels[8]. The project covered the following countries of the Western Indian Ocean region: Comoros, Kenya, Madagascar, Mozambique, Mauritius, Seychelles, Somalia, South Africa and Tanzania.

3. The project was designed with four operational project components mirroring the project's expected outcomes and had a total budget of USD 88,553,341 inclusive of USD 77,686,341 in co-financing as co-financing and a GEF Trust Fund Grant of USD 10,867,000. The implementation of the project was overseen by the Task Manager in the GEF International Waters Unit, Marine and Freshwater Branch of the Ecosystems Division, UNEP and executed by the Nairobi Convention Secretariat (NCS) working closely with the National Focal Points (NFPs) and competent national authorities of project countries.

4. UNEP played a pivotal role as the GEF Implementing Agency, providing overarching supervision and technical support to the project. This involvement ensured that the project aligned with global environmental goals and standards.

5. Regionally, the Nairobi Convention Secretariat was the Executing Agency for the project which was co-executed with the participating countries through a "Partnerships Approach". UNEP/GEF signed an International Cooperation Agreement (ICA) with the Nairobi Convention Secretariat accordingly. The Nairobi Convention Secretariat's main role was therefore to coordinate, manage and monitor the implementation of the project in all the geographical area and to provide technical guidance and report regularly. The NCS also ensured that the WIOSAP project met the UNEP-GEF reporting and accounting policies and procedures while undertaking revisions in collaboration with the UNEP Task Manager as and when required.

6. At the national level, UNEP/GEF signed Small-Scale Funding Agreements with national institutions, including ministries, research centres and universities) and NGOs to formalise the objectives, deliverables, funding disbursement and reporting schedules.

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[6] https://wedocs.unep.org/bitstream/handle/20.500.11822/7621/-UNEP_medium-term_strategy_2018-2021-2016MTS_2018-2021.pdf.pdf?sequence=3&isAllowed=y

[7] https://wedocs.unep.org/bitstream/handle/20.500.11822/35162/Doc3%20Reve1%20EnglishK2100501.pdf?sequence=1&isAllowed=y

[8] Project Document, 2019

7. During the implementation of the WIOSAP Project, the global emergency related to the COVID-19 pandemic led to significant disruptions in the execution of the project. COVID-19-related restrictions prevented WIOSAP activities to be carried out, causing the issue of extensions to project milestones and deadlines.

This evaluation

8. In line with UNEP's 2022 Evaluation Policy[9], this terminal evaluation had the following purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP, the Nairobi Convention Secretariat and the contracting parties to the convention.

9. The evaluation was commissioned to assess the performance of the Project against nine evaluation criteria applied by UNEP: Strategic Relevance, Quality of Project Design, Nature of External Context, Effectiveness, Financial Management, Efficiency, Monitoring and Reporting, Sustainability, Factors Affecting Project Performance and Cross-Cutting Issues. The terminal evaluation also provided an answer to the three Key Strategic Questions, as defined in the evaluation Terms of Reference (Annex 7).

10. The Evaluation delved into an analysis of various documents and data obtained through, field visits in target Countries and interviews (in-person and remote) to gain insight into the structure of the project, its implementation and the roles of its partners. The evaluation covered the project implementation period from June 2016 to June 2024.

11. The reconstructed TOC (referred to as the RTOC at Evaluation), was discussed with NCS and the Target Countries of the WIOSAP project, and analysed considering field visits, interview results, as well as literature review, globally confirmed what was hypothesized in the RTOC at the inception phase in the Inception Report.

12. The evaluation used different approaches, combining quantitative and qualitative methods for collecting data and using a participatory approach. The quantitative method was used for the analysis of financial reports, while the qualitative was used for the triangulation of primary and secondary data. Qualitative methods were used to provide an in-depth view of the actions implemented at each level of intervention organization (institutional and operational). Additionally, qualitative data also made it possible to explore subjective and contextual issues, including the perspectives and perceptions of beneficiaries, partners, and stakeholders, to better understand the results of the project and help interpret and explain the results.

13. The methodological approach was based on stimulating active stakeholder participation, considering the commitments made during data collection in each country.

14. A literature review was carried out and ad hoc questions were asked during the interviews to explore which tools and mechanisms had been put in place in the project to ensure that potentially excluded groups (excluded by gender, vulnerability, disability, or marginalization) were involved during the project implementation phase. At the same time, visits to the target countries were requested and the observations made were useful for verifying the follow up of the gender approach and the inclusion of vulnerable groups.

[9] https://wedocs.unep.org/bitstream/handle/20.500.11822/41114/UNEP%20Evaluation%20Policy%282022-10%29.pdf?sequence=1&isAllowed=y

15. The Evaluation identifies lessons of operational relevance for future project formulation and implementation, especially where a second phase of the project is being considered.

Key findings

16. The objective of the WIOSAP project was to reduce impacts from land-based sources and activities and sustainably manage critical coastal-riverine ecosystems through the implementation of the WIOSAP priorities with the support of partnerships at national and regional levels. The project covered the following countries of the Western Indian Ocean region: Comoros, Kenya, Madagascar, Mozambique, Mauritius, Seychelles, Somalia, South Africa and Tanzania.

Strategic Relevance: **Highly Satisfactory**.

17. The initiative contributes to achieve GEF Corporate Goals 1 and 4: "Global natural resources" and "Building national and regional capacities and enabling conditions for addressing transboundary systems" respectively, focal area strategic objectives IW1 and IW2 (Paragraph 174).

18. *Strategic Relevance:* The initiative contributes to achieve GEF Corporate Goals 1 and 4: "Global natural resources" and "Building national and regional capacities and enabling conditions for addressing transboundary systems" respectively, focal area strategic objectives IW1 and IW2 (Paragraph 174). *Highly Satisfactory.*

19. *Quality of Project Design:* The Assessment of the Project Quality Design (PQD) was carried out by following the criteria and template developed by UNEP[10] (Paragraph 182). *Highly Satisfactory.*

20. *Nature of External Context:* Apart from the COVID-19, the MTR report equally outlined the other challenges which the project faced based on the external context and which caused the project to be further delayed. The said report therefore described several issues linked to the external context, namely: gender mainstreaming, the need for additional staff to support the Project Management Unit (PMU), capacity to report on co-financing, resource mobilisation, involvement of local communities, the adoption of guidelines and delays in achieving project outcomes (Paragraph 186). *Moderately Unfavourable.*

21. *Effectiveness:* WIOSAP has therefore significantly "improved and maintained the environmental health of the region's coastal and marine ecosystems through improved management of land-based systems" as defined in the Reconstructed TOC at Evaluation (Paragraph 251). *Highly Satisfactory.*

22. *Financial Management:* The project effectively managed its financial and administrative aspects, with significant assistance from NCS to countries in addressing administrative and financial challenges. NCS' support was instrumental in overcoming difficulties or delays encountered by countries in reporting (Paragraph 253). **Highly** *Satisfactory.*

23. *Efficiency:* WIOSAP Project demonstrated a high level of efficiency across various aspects in terms of cost-effectiveness and timely execution of the activities, considering the disruptions caused by COVID-19. The budget was managed in a cost-effective manner to achieve the project outcomes. Despite facing unforeseen circumstances such as delays and

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

the need for two no-cost extensions due to the COVID-19 pandemic and one additional no-cost extension to allow for the completion of the project activities. These extensions led to a change in the original completion date from June 2021 to April 2024 (Paragraph 266). *Satisfactory.*

Monitoring and Reporting: Highly Satisfactory

24. *Quality of Monitoring Design and Project Implementation:* The NCS supported the successful implementation of the quality and timely project monitoring despite the challenges linked to a large number of countries using different languages and having a diversity of national procedures. Quarterly, bi-annual and annual reports were submitted and validated accordingly to facilitate the close project monitoring and to adjust the activities when required to keep the project on track (Paragraph 271). However, However, the final technical and financial reports required from the beneficiaries were sometimes delayed due to lack of capacity or delays in project execution (for Seychelles and Tanzania) (Paragraph 274). *Highly Satisfactory*.

25. *Quality of Project Reporting:* Technical and financial reports of the WIOSAP project were submitted by NFPs on a biannual basis to allow for the formulation of the PIR reports and to maintain accountability and transparency. These reports were essential for tracking progress against the project's goals and were instrumental in the GEF Project Implementation Reports. The thoroughness of these reports helped maintain clarity and continuity in the project's aims, offering stakeholders a clear view of achievements and challenges. *Satisfactory*.

Sustainability: Moderately Likely

26. *Socio-political Sustainability*: The socio-political sustainability of the WIOSAP Project is related to the commitment of national institutions to reduce impacts from land-based sources and activities and sustainably manage critical coastal-riverine ecosystems. The socio-political sustainability varies from country to country across the WIO region with some countries like Kenya, Mauritius, Seychelles, Tanzania, South Africa being more committed than other countries like Somalia, Mozambique, Comoros and Madagascar. The socio-political sustainability is therefore *Moderately Likely*.

27. *Financial sustainability* has emerged as a significant catalytic success of the WIOSAP project, with the approval of larger project which will take over and further its achievements. These projects include a SIDA grant of USD 23.5 million in two phases, an ACP/EU project of EUR 2 million, the Go Blue Project totalling USD 8 million and various related projects in the region out of which the NCS benefited from EUR 7 million. The approval of other projects is equally in progress. The financial sustainability of the WIOSASP project is therefore *Highly Likely*.

28. The *Institutional sustainability* of the project can be seen as a challenge, as the lack of capacity in some countries has limited the smooth delivery of some outputs of the WIOSAP project, and this despite strong training components being implemented. This challenge is however mitigated by the setting up of regional task forces and the strong commitment of NCS, as well as the implication of universities in WIOSAP. The institutional sustainability of the WIOSASP project is therefore *Moderately Likely*.

Factors Affecting Project Performance and Cross-Cutting Issues: Highly Satisfactory

29. *Preparation and Readiness:* The potential weaknesses at inception stage were minimal as the project underwent several reviews before being finalised and approved. However, the COVID-19 pandemic impacted project operations. Based on the weaknesses identified at the

MTR phase of the project, a 15 points MTR Recommendations Action Plan was drawn up and submitted to address those challenges accordingly. The NCS, NIPs and NFPs took the necessary measures to implement those recommendations through the PSC. Adequate funding and co-funding was secured to ensure a fruitful delivery of the project activities. The NCS as executing agency used a proactive and reactive approach to address the challenges linked to preparation and readiness successfully. *Satisfactory.*

30. *Quality of Project Management and Supervision:* UNEP effectively fulfilled its role by providing strategic guidance and oversight, while NCS, as the executing agency, demonstrated high-quality management and maintained project momentum despite challenges. Both agencies ensured robust engagement and effective implementation of project activities. *Highly Satisfactory.*

31. *Stakeholder Participation and Cooperation:* Based on the evaluation of the project reports and site visits carried out in five countries, it was determined that stakeholder participation and cooperation was essential to allow WIOSAP to achieve its objectives. Members of the community and specially women were instrumental for the successful implementation of the critical habitats restoration and Eflow activities while the sustainable alternative livelihood opportunities provided by the project were developed and executed by them. *Satisfactory*.

32. *Responsiveness to Human Rights and Gender Equity:* The WIOSAP Project demonstrated a strong commitment to upholding human rights and promoting gender equity, particularly during the challenging circumstances of the COVID-19 pandemic. This commitment was reflected in several key aspects of the project's implementation through the protection of Human Rights During COVID-19, gender Inclusion and Empowerment and addressing Personal Challenges. *Highly Satisfactory.*

33. *Environmental and Social Safeguards:* The WIOSAP Project has been designed and implemented to meet the UNEP requirements for environmental and social safeguards. This is translated in the project objective and outcomes. To this effect, risk ratings were reviewed regularly to ensure that any adjustments in the risk landscape were promptly identified and addressed. This practice was crucial for maintaining the safety and integrity of the project's operations throughout its duration. The NCS as Executing Agency was particularly attentive to minimizing UNEPs environmental footprint while efforts were made to implement eco-friendly practices and reduce resource usage, aligning the project's operations with UNEP's overarching goals of environmental conservation and sustainability. *Highly Satisfactory*.

34. *Country Ownership and Drivenness:* The country ownership and drivenness of the WIOSAP varies throughout the region. In Kenya, Mauritius, Mozambique and Tanzania the project received the necessary support and drive, in Seychelles the constructed wetland project was unnecessarily delayed partly due to a lack of country drivenness while in Comoros, Madagascar and South Africa some components of the project implementation denoted a lack of ownership and commitment. For Somalia, the situation was more complicated due to the political situation. *Moderately Satisfactory.*

35. *Communication and Public Awareness:* The WIOSAP project successfully managed to ensure proper communication and awareness through the setting up of a communication cell at the level of the NCS and through stories in mainstream media and project dashboards. Photos and videos of project activities and PSC meetings were regularly taken and posted on the website and the Facebook page of the Convention Secretariat. All documents pertaining to the technical outputs from countries were uploaded on the website of the convention and significant milestones such as the signature of the ICZM Protocol were successfully communicated. *Highly Satisfactory.*

Conclusions

36. Based on the findings from this evaluation, the project demonstrated overall performance rated "**Satisfactory**" (a list of ratings against all evaluation criteria is found in Table 26. Summary of project findings and ratings).

37. WIOSAP reached its objective "To reduce impacts from land-based sources and activities and sustainably manage critical coastal-riverine ecosystems through the implementation of the WIO-SAP priorities with the support of partnerships at national and regional levels".

38. Table 2 summarises the ratings with respect to the evaluation criteria

Table 2: Summarised Rating Table

Criterion	Rating
A. Strategic Relevance	Highly Satisfactory
B. Quality of Project Design	Highly Satisfactory
C. Nature of External Context	Moderately Unfavourable
D. Effectiveness	Highly Satisfactory
E. Financial Management	Highly Satisfactory
F. Efficiency	Satisfactory
G. Monitoring and Reporting	Highly Satisfactory
H. Sustainability	Moderately Likely
I. Factors Affecting Performance	Highly Satisfactory
Overall Project Rating	**Satisfactory**

Summary response to the key strategic questions

39. *Strategic Question 1:* In what ways, and to what extent, was gender mainstreamed[11] in the implementation and monitoring of the project?

Women formed part of the critical elements which made WIOSAP a success due to the relentless support and commitment, especially during the implementation of the field activities in the forests or at sea. The management staff of the NCS is equally compliant to the gender policies of UNEP.

40. *Strategic question 2:* In what ways, and to what extent, were the recommendations from the Mid Term Review actioned upon? To what extent did project implementation incorporate lessons learned from previous interventions?

Based on the weaknesses identified at the MTR phase of the project, a 15 points MTR Recommendations Action Plan was drawn up and submitted to address those challenges accordingly. The NCS, NIPs and NFPs took the necessary measures to implement those recommendations through the PSC. However, some issues like the submission of detailed co-funding reports still remain a challenge.

[11] Gender mainstreaming is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.

Source: ECOSOC Agreed Conclusions 1997/2

41. *Strategic question 3:* What changes were made to adapt to the effects of COVID-19 and how might any changes have affected the project's performance?

All the project activities were stopped during the pandemic to safeguard life and the project underwent two no-cost extensions accordingly. These changes did not affect project performance but delayed the project completion date.

Lessons Learned

42. *Lesson Learned #1: A regional approach is important in addressing transboundary environmental issues.* The project design was centred around the reduction of the impacts from land-based sources and activities and the sustainable management of critical coastal-riverine ecosystems. The regional approach mentioned in the project objective clearly demonstrates the linkages between the various critical ecosystems in the WIO and the necessity to approach and manage challenges at a regional level.

43. *Lesson Learned #2: It is necessary to use a scientific approach to integrate land and sea.* The approach adopted by WIOSAP was innovative in as much as it did not only look at coastal ecosystems from a marine perspective, but it used a source to sea (Ridge to Reef) approach tackling the problems at source. This integrated approach should be encouraged at the regional level.

44. *Lesson Learned #3: The adoption, signature and ratification of protocols are critical to catalyse change at WIO level.* WIOSAP demonstrated the importance of protocols and regional strategies as vehicle of change throughout the region. In fact, following the adoption of the LBSA and ICZM protocols, MSP Strategy, Strategic Framework for Coastal and Marine Water Quality Monitoring, national legislations and frameworks are being drafted to allow those protocols/frameworks to be domesticated in national laws and processes. This regional to national approach has therefore proved to be effective to bring change throughout the region.

45. *Lesson Learned #4. Regional expertise is best suited to provide support for projects in the WIO:* The project required regional expertise knowledgeable in the field in order to deliver successfully all its outputs and reach its ultimate goal. The NCS managed to tap national and regional research institutions using regional experts to execute the project successfully. This approach should be replicated in the future. This was captured through the establishment of Thematic Regional Task Forces at Component level, which strongly promoted shared learning. The Task Forces also created an opportunity for capacity mobility across countries.

46. *Lesson Learned #5: It is essential to carry out preliminary studies prior to project implementation to identify the challenges and reduce the rate of failures.* In one country, the mangrove restoration project struggled to achieve its outcomes as the project site had been ill-chosen with high salinity and sediment loads. Moreover, the coastal forest which was just planted using project funds was burnt to the ground. It is therefore important to carry out the necessary scientific and social studies prior to the project and before site selection accordingly.

47. *Lesson Learned #6: There is a need to apply simple and practical solutions to achieve the intended results.* The implementation of constructed wetlands to solve the discharge of untreated wastewater issues was ideal in as much as it provided a simple low cost and low maintenance solution which was replicated in Continental Africa and SIDS.

48. *Lesson Learned #7: It is essential to combine and mix partners at implementation level to achieve the intended results.* The implementation of the project using a number of actors from universities with specialised experts, to NGOs, CBOs, national government agencies and the private sector provides tangible and sustainable results and ownership which are necessary to ensure that the project has long term impacts. This approach could be replicated in future projects.

49. *Lesson Learned #8: There is a need to adopt innovative approaches and adaptability in project management to face unforeseen circumstances.* The project was designed prior to the COVID-19 pandemic, However, the NCS as Executing Agency managed to successfully overcome this challenge. Although the Project Document contained a section on risk assessments, COVID-19 has not and could not be foreseen. Adaptability and innovation to face such events is therefore critical.

50. *Lesson Learned #9: The commitment of policy makers is a prerequisite to reach the intended objectives.* The achievements of the WIOSAP project can be related to the integrated scientific, technical, administrative and political approach which forms a part and parcel of the project. The political commitment to sign protocols and adopt regional frameworks is normally followed by ratification and adoption at national levels. This process was well understood and implemented in the context of the WIOSAP project.

51. *Lesson Learned #10: Regional capacity building and continuous training activities are necessary in order to face staff mobility challenges and ensure long term sustainability of projects.* WIOSAP Project highlighted the critical importance of building capacity to ensure a proper project implementation and continuity in a context of high staff mobility. Regional universities could be involved in this field to ensure long term sustainability and impacts.

Recommendations

52. *Recommendation #1: Future projects should increase focus on capacity building, the sensitisation of policy makers and the development of adequate institutional setups at national level throughout the WIO.* The main barrier to the ratification of the ICZM and LBSA protocols and the use of tools developed under WIOSAP was linked to the lack of capacity, inadequate institutional setups and the lack of sensitisation of policy makers about the protection of coastal and riverine environments in countries of the WIO (Outcomes A.1., A.2., D.1.).

53. *Recommendation #2: Future projects should include support staff and resources as well as equipment covering project management, engineering, quantity surveying, maintenance monitoring and other specialised support to ensure the optimal use of financial resources and the successful delivery of outputs.* Some of the civil engineering works carried out and financed under the WIOLAB project such as constructed wetlands did not perform properly, requiring additional funding under the WIOSAP project. Moreover, the lack of capacity and equipment in water quality monitoring was a limitation to the successful delivery of certain Outputs (B.1. and B.2.).

54. *Recommendation #3: Limitations linked to the specialised aspect of certain interventions should be considered at project design stage.* The specialised aspect of Eflow assessments has limited the replication of the approach throughout the region (Outcomes C.1. and C.2.).

1. INTRODUCTION

55. The Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based sources and activities (WIO-SAP) project was set up upon request from the contracting parties of the Nairobi Convention following the successful completion of the Addressing Land-based Activities in the Western Indian Ocean (WIO-LaB) project[12] which was implemented between 2004 and 2010. The project priority interventions were informed by the Strategic Action Programme for the Protection of the Coastal and Marine Environment of the Western Indian Ocean from Land-based Sources and Activities[13] developed under the WIOLAB-SAP project.

56. The main objective of the WIOSAP project was "to reduce impacts from land-based sources and activities and sustainably manage critical coastal-riverine ecosystems through the implementation of the WIO-SAP priorities with the support of partnerships at national and regional levels[14]" The project covered nine countries of the WIO region, namely: Comoros, Kenya, Madagascar, Mauritius, Mozambique, Seychelles, Somalia, South Africa and Tanzania.

57. The WIOSAP project was approved by the Global Environment Facility (GEF) Chief Executive Officer (CEO) on 21 April 20216 and by the United Nations Environment Programme (UNEP) on 5 May 2016, and implemented between 15 August 2016 and 31 October 2024 following three extensions (two extensions linked to COVID-19 and one extension to allow for the completion of pending activities). The technical closure date of the project was 30 April 2024 and the financial closure date of the project was 31 October 2024.

58. The project was designed with four operational project components mirroring the project's expected outcomes: A) Sustainable Management of Critical Habitats, B) Improved Water Quality, C) Sustainable Management of River Flows, D) Governance and Regional Collaboration. The initial total budget for the project amounted to USD 88,553,341[15] inclusive of a GEF Trust Fund contribution of USD 10,867,000. The final total budget amounted to USD 53,674,865 with a reduced amount of reported in-kind co-funding of USD 42,807,865 and a GEF Trust Fund contribution of USD 10,867,000.

59. The project Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based sources and activities (WIO-SAP) and referred to as the "WIOSAP Project" initially fell under the UNEP Medium-Term Strategy 2014-2017[16] subprogramme 3 on Ecosystem Management and Environmental Governance, and more specifically expected accomplishments 3 (a), (b) and (c) in order to enhance the capacity of countries to practice integrated management of terrestrial and freshwater ecosystems and mainstreaming cross-sectoral and integrated ecosystem management principles in their development and planning processes. However, the WIOSAP project at closure equally aligned with UNEP Mid-Term Strategy 2018-2021[17] (Healthy and Productive Ecosystems and Environmental Governance) and 2022-2025[18] (Nature Action).

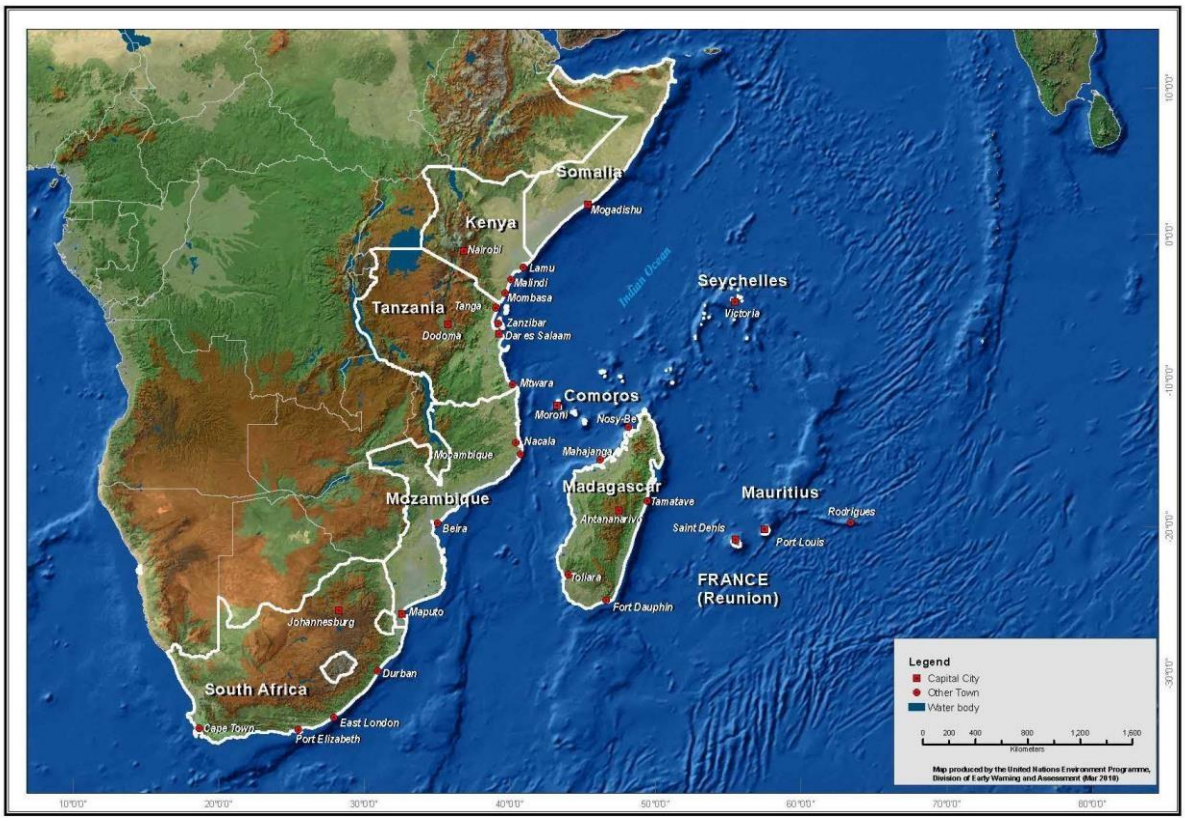
[12] https://www.thegef.org/projects-operations/projects/1247
[13] https://nairobiconvention.org/CHM%20Documents/WIO-Lab%20Outputs/TDA%20and%20SAP/WIO-LaB%20SAP.pdf
[14] Project Document, 2016.
[15] Figures submitted at the financial closure of the project on 31 October 2024
[16] https://www.unep.org/resources/report/unep-medium-term-strategy-2014-2017
[17] https://wedocs.unep.org/bitstream/handle/20.500.11822/7621/-UNEP_medium-term_strategy_2018-2021-2016MTS_2018-2021.pdf.pdf?sequence=3&isAllowed=y
[18] https://wedocs.unep.org/bitstream/handle/20.500.11822/35162/Doc3%20Reve1%20EnglishK2100501.pdf?sequence=1&isAllowed=y

60. The initiative contributed to GEF Corporate Goals 1 and 4: "Global natural resources" and "Building national and regional capacities and enabling conditions for addressing transboundary systems" respectively, focal area strategic objectives IW1 and IW2 within International Waters strategic programme of GEF V which includes:

- IW1: Catalyze multi-state cooperation to balance conflicting water uses in trans-boundary surface and ground water basins while considering climatic variability and change
- IW2: Catalyze multi-state cooperation to rebuild marine fisheries and reduce pollution of coasts and Large Marine Ecosystems (LMEs) while considering climatic variability and change.

61. The project covered nine countries: Comoros, Kenya, Madagascar, Mauritius, Mozambique, Seychelles, Somalia, South Africa and Tanzania, as indicated in the following map (Figure 1).

Figure 1: Map of Target Countries



62. A Mid-Term Review (MTR) of the project completed in March 2022 rated the project as 'Satisfactory'. An MTR Recommendations Action Plan was equally drawn up in the context of the Mid-Term Review exercise.

63. In line with the United Nations Environment Programme (UNEP) Evaluation Policy and the UNEP Project and Programme Management Manual the Terminal Evaluation was undertaken at operational completion to assess the project's performance in terms of relevance, effectiveness and efficiency, and determine outcomes and impacts (actual and potential) stemming from the project, including sustainability.

64. The key intended users of the evaluation exercise include GEF Secretariat, United Nations Environment Programme (including the GEF International Waters Unit of the Ecosystems Division), the Nairobi Convention Secretariat and National Executing Agencies/National Designated Entities.

2. EVALUATION METHODS

65. The Evaluation had 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, Nairobi Convention Secretariat and key project country stakeholders.

66. Therefore, the Evaluation aimed to identify key lessons from the project to guide future project formulation and execution, especially for potential follow-up phases. By analysing successes, challenges, and adaptations, the Evaluation has provided actionable insights to improve the effectiveness and impact of future projects.

67. At the heart of this evaluation lay in the analysis and reconstruction of the project's Theory of Change (TOC). The reconstructed TOC was shared with NCS and Target Countries. The final version of the TOC is presented later in this report (Section Theory of Change at Evaluation) and has been consistently used throughout the evaluation process.

68. In line with UNEP evaluation standards, the WIOSAP project was evaluated against nine criteria. In addition to these criteria, cross-cutting issues, such as human rights and gender, have also been considered. These criteria were broken down into sub-categories and were also supported by key questions for analysis.

69. For each criterion, the UNEP Evaluation Office has developed a ratings matrix detailing the main elements required to be demonstrated at each level. This matrix allowed for evaluation criteria to be rated on a six-point scale, ranging from Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U) and 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). After considering all evidence, ratings against each criterion were weighted to derive the Overall Project Performance Rating, with the greatest weight placed on outcome achievement, followed by sustainability dimensions.

70. In this context, the evaluation exercise was carried out based on the following three key strategic questions:

1) ***Question 1:*** *In what ways, and to what extent, was gender mainstreamed*[19] *in the implementation and monitoring of the project?*
2) ***Question 2:*** *In what ways, and to what extent, were the recommendations from the Mid Term Review actioned upon? To what extent did project implementation incorporate lessons learned from previous interventions?*
3) ***Question 3:*** *What changes were made to adapt to the effects of COVID-19 and how might any changes have affected the project's* performance?

[19] Gender mainstreaming is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality. Source: ECOSOC Agreed Conclusions 1997/2

71. Considering this, therefore, one of the main questions to understand during the evaluation was "why" the project from 2016 to 2024 was developed in this way, whether at regional or national level, seeking to understand its contextualisation, barriers and possible opportunities for future activities.

72. The evaluation considered three guiding principles:

1) Why things happened that way in that context?
2) What contributions and changes the project brought to the context?
3) What lessons have been learnt and how can they be taken forward?

73. The evaluation used a mix of methods, combining quantitative and qualitative methods for collecting data and using a participatory approach. The quantitative method was used for the analysis of financial reports, while the qualitative was used for the triangulation of primary and secondary data. Qualitative methods were used to provide an in-depth view of the actions implemented at each level of intervention organization (institutional and operational).

74. Additionally, qualitative data also made it possible to explore subjective and contextual issues, including the perspectives and perceptions of beneficiaries, partners, and stakeholders, to better understand the results of the project and help interpret and explain the results.

75. The methodological approach was based on stimulating active stakeholder participation, considering the commitments made during data collection in each country. This was done by using and proposing any useful tools and methods that would allow for interviews. In other words, the project evaluation sought the involvement of institutional actors (government representatives and agencies) who participated in the implementation of the intervention to reflect the perceptions of each of the parties at each stage of the intervention. Additionally, active participation was necessary to ensure local ownership of the analysis and the joint identification of national priorities and solutions adapted to the local context. Besides reflecting on the implementation of the project, the Evaluation Consultant used the participatory approach to explore lessons learned and insights into areas for improvement, which were crucial information for developing relevant and achievable recommendations.

76. To ensure that potentially excluded groups (excluded by gender, vulnerability, disability, or marginalization), the literature review in the specific documentation was carried out and ad hoc questions were asked during the interviews to explore which tools and mechanisms had been put in place. At the same time, visits to the target countries were requested and the observations made were useful for verifying the follow up of the gender approach and the inclusion of vulnerable groups.

77. Throughout this evaluation process and in the drafting of the Evaluation Report efforts have been made to represent the views of both mainstream and more marginalised groups.

78. The methodology also relied on an analytical dimension that identified the causal factors of the observed results, not necessarily measuring the magnitude of the project's "impact" in the sense that it measured what would have happened if it hadn't happened. Instead, the analysis considered the context in which the project was implemented and checked the observed results against those predicted by the theory of change, reconstructing explanations of the progress made and the limits of the achievements, considering the constraints and opportunities for the program actors at each stage of implementation.

2.1 Phases of the Terminal Evaluation

79. The evaluation process of the WIOSAP Project was divided into several phases:

A. Inception phase – started and concluded in September 2024– in which an initial desk review was done, and the Inception Report submitted and approved. The Desk review continued throughout the evaluation process (secondary data collection and analysis).
B. Primary data collection – started on 19 September 2024 and concluded on 14 December 2024 – in which country missions, and semi-structured open-ended interviews were carried out both in-person and online.
C. Analysis – started in mid-December 2024 and concluded at the end of December 2024 – primary and secondary data were cross-referenced and combined, highlighting the frequency of information with the main purpose of verifying the ToC.
D. Final report writing – started in January 2025 and concluded in February 2025 – with the writing of the draft final report and finalization of the report after comments.

80. A detailed schedule is included as 0Annex V: EVALUATION ITINERARY.

2.2 Data Collection Methods

81. The methods used to carry out the evaluation were mainly the following:

A. Desk Review. In the initial phase of the review, an initial review of the documents made available by the UNEP team was carried out with the creation of a Shared Drive. This initial review allowed the Evaluation Consultant to familiarize himself with the intervention and its different components and to refine the review methodology. In the next phases of the Evaluation, a more in-depth document review was carried out, with the aim of understanding different aspects:

a. The specific intervention context and project objectives;
b. The characteristics of the project and its environment;
c. The main operational characteristics of the project.

B. Key Informant/Qualitative Interviews with key players from the institutions involved at regional and national level and UNEP/NCS staff involved in the project were realized either face-to-face (individually or in group), through field missions, or online (for Comoros, Mozambique, Somalia and South Africa for terminal evaluation resources optimisation) using purposive sampling methodology. The interviews were carried out either individually or in group, virtual interviews were recorded (with the interviewee's consent) and based on an interview guideline adapted to the target. Other interviews were made face-face as part of the field visits to selected project countries. The interviews were semi-structured with an open response and guided by the Evaluation Framework included as Annex II: EVALUATION FRAMEWORK/MATRIX of this report. Interviewed key informants (KIIs) indicated other people to interview (snowballing sampling methodology). During the data collection phase, the Evaluation Consultant carried out 33 meetings covering the nine countries which benefited from the project, meeting a total of 143 persons (98 Male and 47 Female). The list of persons interviewed is enclosed as Annex III: PEOPLE CONSULTED DURING THE EVALUATION

C. Quantitative Analysis of Financial Data. The Evaluation conducted a detailed quantitative analysis of the financial data. This analysis (involved examining budget allocations, expenditures, and financial reports related to the WIOSAP Project. The Evaluation compared the budget allocations with expenditures to evaluate the project's financial performance. In parallel, interviews were conducted with key stakeholders involved in the project, including project managers, team members, and

financial officers. These interviews provided valuable insights into the budget allocation process, spending patterns, and any challenges encountered during the project implementation. Simultaneously, a thorough review of relevant documents such as project proposals, budget plans, and financial reports from NCS was undertaken. This document analysis helped in understanding the context in which budget decisions were made and assessing their impact on the project's financial health.

D. **Visits to Selected Project Sites and Target Countries of the project.** Field missions included observations on the level of completion of the project activities on the ground and interviews with key stakeholders in ministries, research institutions and community members involved in the project implementation. During the Terminal Evaluation exercise, a total of 14 field visits were carried out in five selected countries (Kenya, Madagascar, Mauritius, Seychelles and Tanzania)[20]. A list of the project sites visited is attached (Annex V: EVALUATION ITINERARY).

2.3 Sampling Methods

82. The Evaluation Consultant recommended that a Survey was not necessary for this type of evaluation.

Table 3: Table of respondents

Target Respondents - Individuals		**A.# people involved in the project Total (M/F)**	**B.# people contacted Total (M/F)**	**Sample size (% B/A)[21]**	**C. # people responded Total (M/F)**	**Response rate (% C/B) [22]**
Project Team (those with management responsibilities e.g. Project Management Unit)	Implementing agency	2 (2M)	2 (2M)	100%	2M	100%
	Executing agency/ies	9 (2 M/7 F)	9 (2M/7 F)	100%	9 (2M/7 F)	100%
Beneficiaries: *Examples:* Duty bearers Gate keepers, Direct beneficiaries, Indirect beneficiaries, Civil society representatives		5,000	145 (97 M/48 F)	3%	97 M/48 F	100%
Target Respondents - Entities		**Entities involved in the Project**				
		A. # entities involved in the project	**B.# entities contacted**	**Sample size (% B/A)[23]**	**C. # entities responded**	**Response rate (% C/B)[24]**
Project (implementing/ executing) partners *(receiving funds from the project)*		30	21	70%	21	100%
Project (collaborating/ contributing[25]) partners *(not receiving funds from the project)*		107	24	22%	24	100%
Field Visits	**Region / country / locality[26]**	**A. # of Countries Involved**	**B.# Countries visited**	**Sample Size (%B/A)[27]**		
	Africa	9	5	56%		

[20] Selection of the countries for field visits was based on the need to balance geographical considerations (spread and island/ mainland), adequate coverage of the scope of the project in terms of result areas and grant allocation
[21] Calculated as the percentage of people who were contacted out of the total number of people involved in the project.
[22] Calculated as the percentage of people who responded out of the total number of people contacted.
[23] Calculated as the percentage of entities who were contacted out of the total number of entities involved in the project.
[24] Calculated as the percentage of entities who responded out of the total number of entities contacted.
[25] Contributing partners may be providing resources as either cash or in-kind inputs (e.g. staff time, office space etc.).
[26] In case of a global project, the unit of analysis is 'region'. In case of a regional or multi-country project, the unit of analysis is 'country'. In case of a single country project, the unit of analysis is 'locality', which could refer to a city, town, village, etc.
[27] Calculated as the percentage of project sites in each region, country or locality that were visited out of the total number of project sites in those regions, countries, or localities.

2.4 Data Analysis Methods

83. The first set of data which was analysed consisted of information extracted during the desk review (i.e. ProDoc, MTR, technical and financial reports submitted by the project implementing/executing partners) to determine the level of correspondence with the initially approved activities, outputs and financial disbursements listed in the ProDoc. The initial findings were structured in the form of a gap analysis which identified potential deviations and areas requiring more focus. Once this phase was completed, specific site visits were planned to capture additional information from direct and indirect beneficiaries to determine whether the information contained in the technical and financial reports needed to be clarified. Descriptive, diagnostic, qualitative and quantitative data analysis techniques were subsequently applied to reach the findings required in the TE evaluation process.

2.5 Ethical Considerations

84. Data was collected with respect for ethics and human rights issues. The interviews were recorded after the explicit consent of the interviewee, anonymously and the use of the recording content is strictly internal to the Evaluation Consultant. All pictures were taken, and other information gathered after prior informed consent from people, all discussions remained anonymous, and all information was collected according to the UN Standards of Conduct.

2.6 Challenges, Limitations and Mitigation measures

85. Table 4 below summarises the challenges encountered, and the mitigation measures taken by the Evaluation Consultant accordingly.

Table 4: Challenges identified during the inception phase

Challenges Identified	Risk	Mitigation Measures	Status at the Data Collection phase
Collecting data and evidence on the inclusion of vulnerable groups. Considering the nature of the project which includes community projects, it is important to include vulnerable groups in the terminal evaluation process, despite inclusion, communication and language barriers.	Failure or lack of satisfaction in achieving effective inclusion of vulnerable groups	• Prepare ad hoc questionnaires that can investigate these specific aspects • Request documents for verification and evidence from UNEP and the actors involved • Identify key players who can be interviewed to enrich the quality of the evaluation including during field visits with the support of IPs	The Evaluation Consultant ensured that projects involving the community were visited and members of the community were interviewed accordingly whenever possible.
Political instability impacting safety. Public protests during election periods may affect the safety and security during the evaluation mission.	The safety of the consultant may be compromised	• Avoid areas or countries where the safety risks are high	The Evaluation Consultant contacted local embassies to gather additional information and proposed to reorganise the mission schedule by avoiding Mozambique and conducting field visits in Madagascar instead

3. THE PROJECT

3.1 Context

86. There is a broad scientific consensus in the Western Indian Ocean (WIO) region that the critical coastal and marine ecosystems, mainly mangroves, seagrass beds, estuaries/rivers and coral reefs will continue to be degraded by the impacts of land-based sources and activities if no significant conservation interventions that cut across the region are implemented.

87. The WIOSAP project was therefore designed and implemented 'to reduce impacts from land-based sources and activities and sustainably manage critical coastal and marine ecosystems through the implementation of the agreed WIO-SAP priorities with the support of partnerships at national and regional levels. The WIO-SAP project was largely based on the WIO-LaB Strategic Action Programme (SAP) for the protection of the WIO Region from land-based sources and activities that was developed as part of the UNEP-GEF WIO-LaB Project that was implemented in the WIO Region in the period 2004 - 2010. The WIO-SAP project was thus a response to a request made by the Contracting Parties to the Nairobi Convention and it presented an opportunity to the governments in the region and their conservation partners to jointly implement strategies of protecting the coastal and marine ecosystems from land-based sources and activities to provide essential goods and services on sustainable basis. Without such an intervention, degradation of the region's valuable coastal and marine resources will continue unabated with a likelihood of reversing gains made by governments and conservation organizations in the region. The project recognized that concerted management effort will contribute substantially to poverty alleviation and gender equality, through sustainable livelihoods and economic development.

88. The project was expected to build on the national and regional conservation initiatives being undertaken by all participating countries' governments and conservation organizations involved in the project at the local, national and regional levels. The project was aimed at addressing the main threats to the critical coastal and marine ecosystems of the WIO Region as identified in the Transboundary Diagnostic Analysis (TDA) developed under the concluded WIO-LaB Project. The WIO-LaB project focused on addressing land-based activities and sources of degradation of the coastal and marine ecosystems; including physical alteration and destruction of habitats; water and sediment quality deterioration due to pollution; and the alteration of river freshwater flows and sediment loads. The project targeted to address cross-cutting issues of governance and awareness which are important in the sustainable management of the coastal and marine ecosystems in the region.

3.2 Results Framework

89. The WIOSAP Project was structured into four components reflecting eight project outcomes (Table 5). Each target country adapted its outputs and indicators so that they were in line with local capacities and context.

Table 5: Project Outcomes and Outputs

OUTCOMES	OUTPUTS
COMPONENT A: Sustainable Management of Critical Habitats	
Outcome A1: Appropriate tools and methodologies are used to manage critical habitats to enhance their resilience	A.1.1. National institutions undertake participatory spatial planning to increase the resilience of selected key coastal ecosystems to anthropogenic impacts including the impacts of climate change and variability
	A.1.2. Management plans developed and adopted for at least 5 key habitats, reinforcing the regional MPA network and mitigating habitat loss and climate change impacts

OUTCOMES	OUTPUTS
and long-term sustainability	A.1.3. At least 1 key degraded coastal habitat restored and resilience increased
	A.1.4. Pilot actions to build capacity in ICM
Outcome A2: Appropriate tools and methods support coastal planning and management	A.2.1. Economic valuation of at least 3 key critical coastal and marine habitats including integration of economic valuation to coastal management and planning
	A.2.2. Tools and guidelines for vulnerability assessment and spatial planning supports monitoring and management actions
	A.2.3. Sustainable livelihood strategies regarding extractive use activities developed and adopted for specific coastal and marine natural resources
	A.2.4. Adoption of regional indicators and baseline assessment in support of critical habitat monitoring and management
Component B: Improved Water Quality	
Outcome B1: Quality of coastal receiving waters improved through pilot interventions	B.1.1. Cost-effective technologies for municipal wastewater treatment demonstrated in at least 3 sites
	B.1.2. Effluents at a minimum of 3 demonstration sites are collected, treated, recycled and/or disposed of in accordance with international best practices
	B.1.3. Pilot actions undertaken to build capacity for water quality management and ICM promoted through empowerment of communities and other actors at the demonstration sites
Outcome B2: Regulatory framework for monitoring and management of pollutant loads, effluents and receiving water quality implemented/adopted at regional level	B.2.1. Regionally harmonized framework for monitoring pollution loads and water quality standards developed for receiving coastal waters
	B.2.2. Regionally harmonized standards and monitoring framework for pollutant loads and effluent and marine water quality standards adopted by at least 3 countries through participatory national and regional consultations
	B.2.3. Regulatory and human capacity of national and regional facilities/institutions strengthened to promote implementation of water quality monitoring using regional standards
Component C: Sustainable Management of River Flows	
Outcome C1: Environmental Flow Assessments (EFAs) underpin the integrated management of river flows and coastal areas and implementation of assessment recommendations strengthens ecosystem resilience	C.1.1. Environmental flow assessments conducted in at least 2 pilot river basins to determine the environmental, economic and social trade-offs in water allocation and the need for management of river flows with respect to coastal areas
	C.1.2. Implementation of flow assessment recommendations and participatory river basin management approaches yield environmental, economic and/or social benefits as a result of improved river flows to the coast
Outcome C2: Capacity to conjunctively manage river flows and coastal areas strengthened	C.2.1. Institutional arrangements for implementation of climate sensitive environmental flow assessments developed, taking into consideration the environmental flow into the coastal areas and estuaries
Component D: Governance and Regional Collaboration	
Outcome D1: Updated policies and strong institutions underpin WIO-SAP implementation	D.1.1. ICZM protocol developed and adopted at the regional level
	D.1.2. LBSA protocol ratified in at least 4 countries and supported in all countries through the development of policy briefs, model legislation and capacity building to practitioners
	D.1.3. Implementation of the WIO-SAP succeeds at national level through the coordination and guidance of interministerial committees and regional task forces
	D.1.4. Establishment of a funding pipeline to support long-term implementation of the SAP through Nairobi Convention including coordination of stakeholders and facilitation of learning and exchange in support of WIOSAP project implementation
Outcome D2: Improved knowledge management systems and exchange mechanisms support WIO management, governance and awareness creation	D.2.1. Existing Nairobi Convention Clearing House Mechanism expanded to incorporate information on national and regional investments and projects, climate variability and change, guidelines, methodologies and success stories, among others
	D.2.2. Established science-policy exchange platform under the Nairobi Convention for policy and for consensus on key LBSA and ICZM issues in the WIO Region

3.3 Stakeholders

90. The WIOSAP Project Document[28] provide lists of the potential stakeholders, their engagement in the project and their potential role. Moreover, the analysis of the key documents of the WIOSAP project (Original Project Proposal (2016), Mid-Term Review Report (2022) and Project Implementation Reports leads to the classification of stakeholders at different levels as indicated in Table 6.

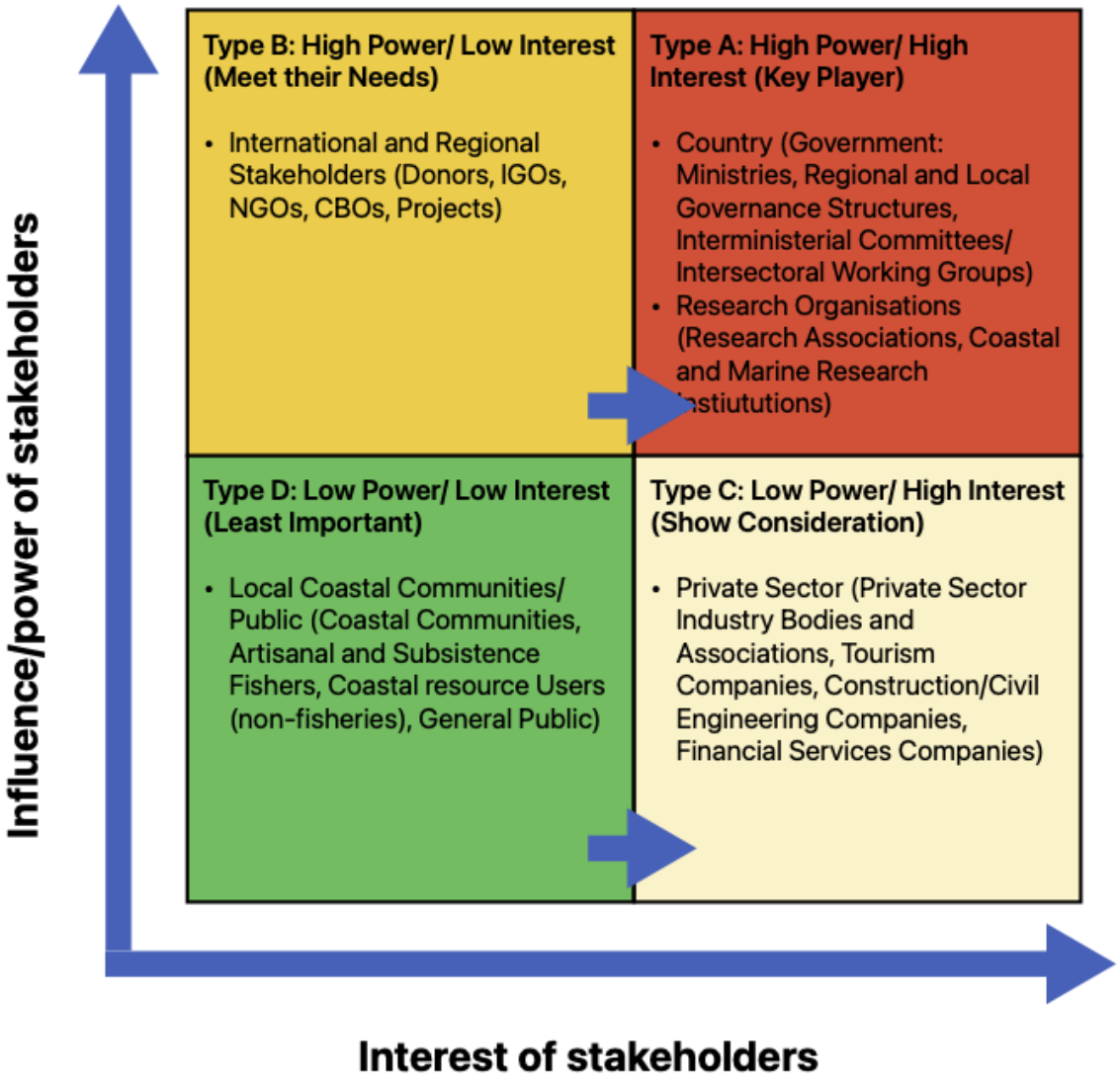
Table 6: Key Project Stakeholders

International Organisations: UN Agencies including UNEP, UNDP and NCS;
Regional economic commissions and political institutions: Indian Ocean Commission, African Union, COMESA, SADC, IGAD, EAC;
Ministries and National Focal Point Institutions: Ministries responsible for the subject of environment, inland and coastal waters and oceans from the participating countries;
Academia and research institutes: WIOMSA, Institute of Marine Sciences Zanzibar, Sokoine University of Agriculture, Mauritius Oceanography Institute, Albion Fisheries Research Centre, Universidade Eduardo Mondlane (UEM), Kenya Marine and Fisheries Research Institute (KMFRI), Council for Scientific and Industrial Research (CSIR), Macquarie University, Maritime Technology Cooperation Centre, Wildlife Resources Training Institute, Nelson Mandela University;
The Private Sector: Kenya Association of Manufacturers;
International and National NGOs: Birdlife International, The Nature Conservancy, World Wild Fund for Nature, Nature Kenya, Mauritian Wildlife Foundation, Terrestrial Restoration Action Society of Seychelles (TRASS), WWF, Western Indian Ocean Mangrove Network, Prime Africa, IUCN, WCS
Regulatory agencies: Agência Nacional para o Controlo da Qualidade Ambiental (AQUA).

91. These stakeholders have been categorised as follows: High Power/Low Interest, High Power/High Interest, Low Power/Low Interest and Low Power/High Interest as indicated in the following Figure 2.

[28] https://nairobiconvention.org/clearinghouse/sites/default/files/WIOSAP%20Project%20documents.pdf

Figure 2: Stakeholder interest/influence



92. An in-depth stakeholder analysis has been carried out taking into consideration gender aspects among both stakeholders and beneficiaries as indicated in the following Table 7.

Table 7: Stakeholders Analysis

Stakeholders	Explain the power they hold over the project results/implementation and the level of interest	Did they participate in the project design, and how	Potential roles and responsibilities in project implementation	Changes in their behaviour expected through implementation of the project
Type A: *High power / high interest = Key player*				
Country (Government) Stakeholders • Ministries with the following portfolios participate in decision making: Environment & Water, Fisheries & Aquaculture, Agriculture and Forestry, Urbanisation and Coastal Development, Mining, Energy, Foreign Affairs, Industrial Development, Finance & Economic Planning, Tourism • Regional and local governance structures • Interministerial Committees/Intersectoral Working Groups	They are the key players for the achievement of results and their consolidation, they represent the sustainability of the project, having a high power of influence, implementation and decision-making	They were involved in the project writing through consultations and took advantage of previous regional collaborative projects	Involved in the Project Steering Committee, development of policies, regulatory instruments, guidelines, programmes, management plans, strategies, ICZM plans, indicators and technical execution of project activities, selection of wastewater treatment technologies, training workshops, Environmental Flow Assessments, negotiations and ratification of protocols, economic valuation of critical habitats, mechanisms for financing restoration, development of alternative livelihood systems for coastal communities, spatial planning and local initiatives, co-financing and awareness, overseeing project activities	Government stakeholders were the main beneficiaries of the project which allowed them to create regional knowledge sharing networks and partnerships to take advantage of the lessons learnt from the region to develop quickly and efficiently new legislations, strategies and programmes to reduce impacts from land-based sources and activities and sustainably manage critical coastal-riverine ecosystems However, the political sphere was equally sensitised through the regional meetings organised by the NC. The understanding that the project could not fund running costs and long-term sustainability remains a challenge for some countries.
Research Organisation Stakeholders • Research Associations • Coastal and Marine Research Institutions	They are the key players for the achievement of results and their consolidation, they represent the sustainability of the project, having a high power of influence, implementation and science-based decision-making	They were involved in the project writing through consultations and took advantage of previous regional collaborative projects	Monitor EQOs and indicators, building capacity for coastal monitoring, technical support for development of guidelines/monitoring tools, multidisciplinary marine and coastal research, implementation of coastal marine monitoring programmes, science-based policy and management advice, development of national and regional guidelines for water quality management	Academia used extensively the opportunities provided by the project to develop knowledge and expertise, academic programmes and research projects while training a new generation of specialised staff and engineers throughout the region. In fact, the expertise on constructed wetlands, eflows and water quality monitoring has been developed throughout the WIO region.
Type B: *High power/ low interest over the project =Meet their needs*				

Stakeholders	Explain the power they hold over the project results/implementation and the level of interest	Did they participate in the project design, and how·	Potential roles and responsibilities in project implementation	Changes in their behaviour expected through implementation of the project
International & Regional Stakeholders • Donors • IGOs • NGOs • CBOs • Projects	These stakeholders have high power in the partnership and regional/international consolidation of the project	To be better determined during the evaluation	Provide support to implementation of activities at national and regional levels, ensure adequate financial and procedural oversight, facilitate regional and international dialogue and networking, support to ratify/accede to relevant protocols, work with relevant stakeholders to implement and sustain project activities & partnerships, implement complementary activities to promote project efficiency and effectiveness and avoid duplication of effort (SAPPHIRE)	International and regional institutions have used the outcomes and lessons learnt from the project to develop new projects and provide additional funding. The Go Blue Project which is currently being funded and implemented has built directly on the results of the WIOSAP project.
Type C: *Low power/ high interest over the project= Show consideration*				
Private Sector Stakeholders • Private Sector Industry Bodies and Associations • Tourism Companies • Construction/Civil Engineering Companies • Financial Services Companies	They do not have much power in relation to the project, but they can be used as a resonance and influence on the results and enhancement of actions	They were not involved in writing the Project	Coordinate sectorial industry participation in SAP, pilot in-country interventions on wastewater management, dissemination of information and support to communities in development of alternative livelihood systems (critical habitat restoration and construction of wastewater treatment plants). Also played an important role in supporting marine plastics reduction initiatives.	The private sector has benefited from the project outcomes through regional projects such as the Green Ports initiative developed during WIOSAP. Civil society has equally benefited from the project which has been used as seed money to develop new projects or additional phases and increase the scope of their intervention.
Type D: *Low power /low interest over the project= Least important*				
Local Coastal Communities/Public Stakeholders • Coastal Communities • Artisanal and Subsistence Fishers • Coastal Resource Users (non-fisheries) • General Public	They have no power and are indirectly affected by the actions of the project	They were not involved in writing the Project	Participate in ICZM and MSP processes, development of alternative livelihood including restoration of critical habitats and best practices, sensitised to need to change their behaviour	Local coastal communities have been extensively involved in the project throughout the region through the rehabilitation of coastal habitats (mangroves, seagrass, corals) and they have developed new sustainability tools to sustain their activities (eco-tourism, honey production)

3.4 Project Implementation Structure and Partners

135. The **GEF Implementing Agency** responsible for the project was UNEP GEF International Waters Unit within its Marine and Fresh Water Branch, Ecosystems Division (formerly, Division on Environmental Policy Implementation also known as DEPI). UNEP provided supervisory and technical advisory oversight for the project.

136. The Nairobi Convention Secretariat was the **Executing Agency** for the project in partnership with the participating countries' national institutions and 'Non-Governmental Organisations (NGOs). As the Executing Agency, the Nairobi Convention Secretariat, was responsible for all project management, monitoring and self-assessment at country level, technical guidance and reporting. The Nairobi Convention Secretariat's main role was therefore to coordinate the implementation of the project in all the geographical area covered by the project and to ensure that the WIOSAP project adhered to the UNEP-GEF policies and procedures. Acting as Executing Agency, the NCS needed to ensure that the project was executed in a timely and cost-effective manner, while meeting the set objectives and ensuring that the project results framework was continuously monitored or revised as and when required in collaboration with the UNEP Task Manager. Furthermore, the Executing Agency was the lead agency for the reporting and accounting of resources to UNEP-GEF.

137. **National Focal Points** of the project were the Nairobi Convention Secretariat Focal Points as mentioned as follows[29]:

Comoros: The Director- "Ministère de la Production, de l'Environnement, de l'Energie, de l'Industrie et de l'Artisanat- Direction Générale de l'Environnement"
Kenya: The Principal Secretary-Ministry of Environment, Natural Resources and Regional Development Authorities
Madagascar: Point Focale Nationale de la convention de Nairobi- Ministère de l'Environnement de l'Écologie, et des Forêts
Mauritius: The Divisional Environment Officer- Ministry of Environment, Solid Waste Management and Climate Change
Mozambique: National Director of Environment (DINAB)-Ministry of Land, Environment and Rural Development (MITADER)
Seychelles: Director General Waste, Enforcement and Permits Division- Ministry of Environment Energy and Climate Change
Somalia: Director General of Environment-Office of the Prime Minister
South Africa: Chief Director: Specialist Monitoring Services-Department of Forestry, Fisheries and Environment(DFFE)
Tanzania: Principal Fisheries Officer- Vice President's Office

138. In-country IPs which were involved and signed PCAs and SSFAs with UNEP for the project are listed in Table 8 as follows:

[29] https://www.nairobiconvention.org/nairobi-convention/who-we-are/focal points/#:~:text=The%20Nairobi%20Convention%20Focal%20Points,and%20within%20the%20convention%20area.

Table 8: List of entities involved in the WIOSAP Project at National Level

Participating Country	Sector	Specific Stakeholder
Comoros	Government Ministries	"Ministère de la Production, de l'Environnement, de l'Energie, de l'Industrie et de l'Artisanat- Direction Générale de l'Environnement"
	Regulatory Agencies	Direction Générale de l'Environnement et des Forets
Kenya	Government Ministries	Ministry of Environment, Natural Resources and Regional Development Authorities
	Academia & Research Institutes	Kenya Marine and Fisheries Research Institute
	NGOs	East Africa Natural History Society, World Wildlife Fund for Nature Kenya
Madagascar	Government Ministries	Ministère de l'Environnement de l'Écologie, et des Forêts
Mauritius	Government Ministries	Ministry of Environment, Solid Waste Management and Climate Change, Ministry of Blue Economy, Marine Resources, Fisheries and Shipping
	Academia & Research Institutes	Albion Fisheries Research Centre, Mauritius Oceanography Institute
	NGOs	Mauritian Wildlife Foundation
Mozambique	Government Ministries	Ministry of Land, Environment and Rural Development (MITADER)
	Academia & Research Institutes	Universidade Eduardo Mondlane (UEM), Universidade Eduardo Mondlane Faculdade de Engenharia
	Regulatory Agencies	Agência Nacional para o Controlo da Qualidade Ambiental (AQUA)
Seychelles	Government Ministries	Ministry of Environment, Energy and Climate Change
	NGOs	Terrestrial Restoration Action Society of Seychelles (TRASS)
Somalia	Government Ministries	Directorate of Environment Office of the Prime Minister
South Africa	Government Ministries	Department of Environmental Affairs
	Regulatory Agencies	Department of Environment, Forestry and Fisheries
Tanzania	Government Ministries	Vice-President's Office, Division of Environment, Tanzania, Second Vice-President's Office Zanzibar
	Academia & Research Institutes	University of Dar es Salaam, Sokoine University of Agriculture

139. According to the ProDoc[30] (Page 118) "The work of the project was to be carried out by national and regional consultants and national and regional organizations, including educational, research, governmental and non-governmental organizations (NGOs) and community-based organizations, among others. […] International consultants will be involved in specific activities where capacity in the region is lacking." This unique approach was designed to optimize the use of national and regional capacity for the project implementation.

[30] WIOSAP Project Document

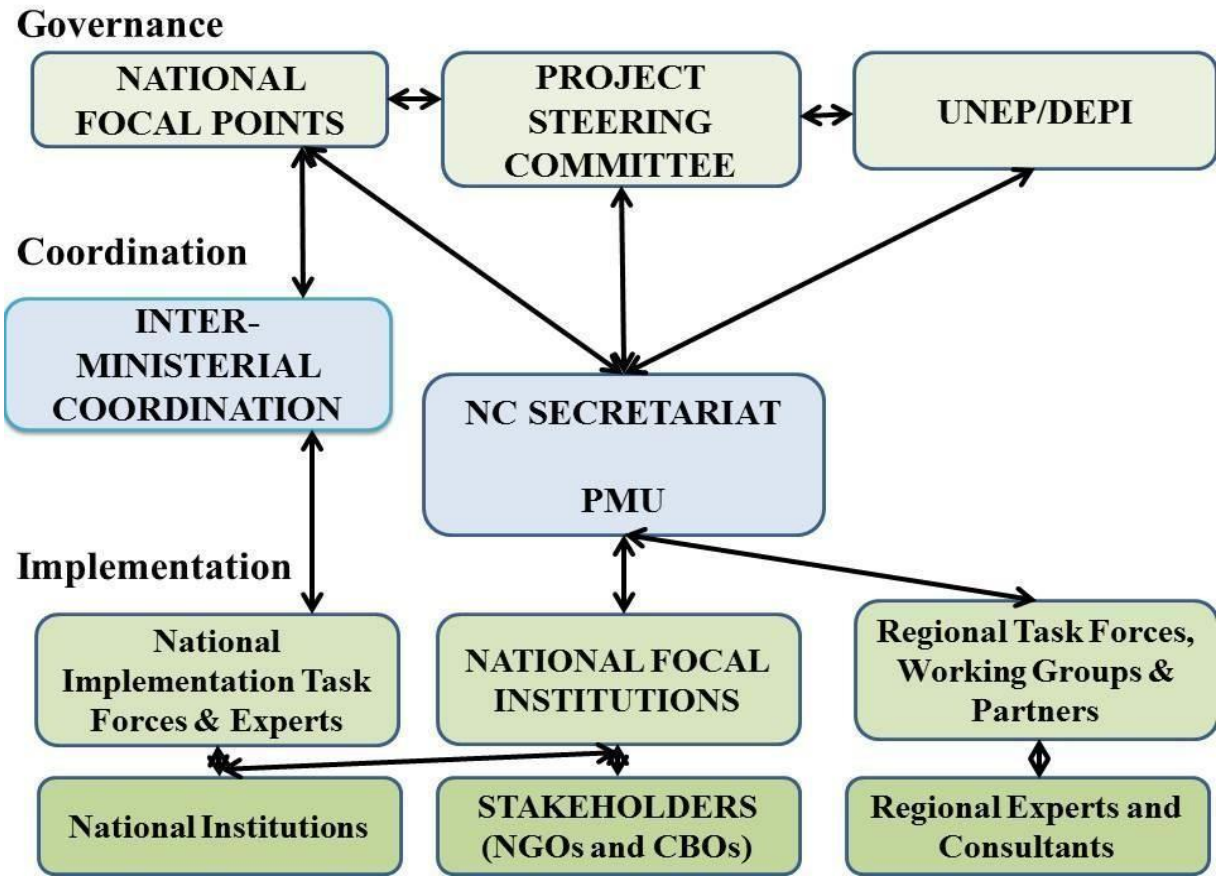
140. The **Project Steering Committee** (PSC) was set up with the National Focal Points, representatives of UNEP GEF IW, Nairobi Convention and donor organisations. The PSC provided strategic guidance and oversaw the implementation of the project, received periodic reports on progress, reviewed progress and made recommendations to UNEP concerning any revision of the result framework and the monitoring and evaluation plan. The PSC was expected to meet annually to review project work plans, budgets and progress reports. During the life of the project, the PSC met officially on six occasions, with three additional ad hoc meetings.

141. The **Project Management Unit** (PMU) was located at the NCS, the executing agency. The PMU was headed by a Project Manager with the support of Policy/Governance Officers and general financial and administrative support staff from the Secretariat.

142. The project was designed to make use of both international and national consultants if and when necessary. Figure 3 below summarises the WIOSAP project implementation structure.

143. The analysis of these partnerships and institutional arrangements provided valuable insights into the project's structure and functionality. It helped in understanding how different actors collaborated to achieve common goals and highlighted areas where improvements could be made for more effective implementation.

Figure 3: Organigram of the Project with key project key stakeholders[31]



[31] Mid-Term Review Report

3.5 Changes in Design during Implementation

144. The project was supposed to end in June 2021 at approval. However, during the implementation of the WIOSAP Project, the global emergency related to the coronavirus disease (COVID-19) pandemic led to significant constraints and delays. COVID-19-related restrictions made it impossible for WIOSAP project participants to meet physically or receive face-to-face training, while project activities on the ground were delayed by restrictions imposed to control the spread of the pandemic. As a result, thereof, the project underwent two consecutive no-cost extensions as recommended in the Mid Term Review (MTR)[32]. A third no-cost extension was granted to allow for the completion of the pending activities. The final technical closure was therefore extended to 30 April 2024 while the final financial closure was fixed on 31 October 2024.

145. An action plan containing fifteen recommendations and related strategies was drawn up during the MTR to address the issues occurring within a period of four years of project implementation (June 2016 to December 2021). These recommendations were implemented as summarised as follows:

1) The Project Results Framework was revised to address inconsistencies between the description of the outputs and activities in the ProDoc

2) Indicators on gender mainstreaming were developed and included in the revised PRF

3) Pending activities were reviewed and a new workplan/budget revision was produced

4) Reporting on co-financing was improved

5) Provision of co-financing below expectation was identified as an issue to be addressed

6) An exit/sustainability strategy was produced

7) The resource mobilisation strategy was expanded by including the private sector

8) Awareness raising campaigns on the value of demonstration projects were devised to target local communities

9) Measures to accelerate the adoption of the Integrated Coastal Zone Management (ICZM) Protocol were adopted

10) The water quality monitoring framework/capacity building activities were implemented

11) Efforts to accelerate the adoption of the Protocol for the Protection of the Marine and Coastal Environment of the Western Indian Ocean (LBSA) Protocol by all parties were put up

12) The consolidation of the documents, lessons, good practices and experiences was initiated

13) The implementation of Marine Spatial Planning in the region was accelerated

14) A “no-cost” extension proposal was developed and approved to achieve the outcomes which have been delayed and

15) The disbursement of additional support approved by the PSC was expedited.

[32] MTR, March 2022

3.6 Project Financing

146. Table 9 and Table 10 below provide information about the GEF financing of the WIOSAP Project including co-financing from the Governments involved. These tables have been populated using financial information available as of 30 June 2024. The final financial report will be submitted after the approval of the Terminal Evaluation Report.

Table 9: Expenditure by Outcome/Output as at 30 June 2024

Project Component	Expected Outcomes	Estimated cost at design	Actual Cost/ expenditure	Expenditure Ratio
Component A: Sustainable management of critical habitats	**Outcome A.1:** Appropriate tools and methodologies are used to manage critical coastal and marine habitats in order to enhance their resilience and long-term sustainability	2,650,000	1,883,879.25	0.71
	Outcome A.2: Appropriate tools and methods (which integrate economic, social and environmental considerations) support coastal planning and management	838,000	553,885.73	0.66
	Sub Total Outcome A	**3,488,000**	**2,437,764.98**	**0.70**
Component B: Water quality management	**OUTCOME B.1:** Quality of coastal receiving waters improved through pilot interventions	1,600,000	1,493,253.76	0.93
	OUTCOME B.2: Regulatory framework for monitoring and management of pollutant loads, effluents and receiving water quality implemented/adopted at regional level	710,000	428,489.69	0.60
	Sub Total Outcome B	**2,310,000**	**1,921,743**	**0.83**
Component C: Sustainable management of river flows	**OUTCOME C.1:** Environmental Flow Assessments (EFAs) underpin the integrated management of river flows and coastal areas and implementation of assessment recommendations strengthens ecosystem resilience	700,000	870,480.54	1.24
	OUTCOME C.2: Capacity to conjunctively manage river flows and coastal areas strengthened	475,000	53,370.70	0.11
	Sub Total Outcome C	**1,175,000**	**923,851.29**	**0.79**
Component D: Governance, learning and exchange	**OUTCOME D.1:** Updated policies and strong institutions underpin WIO-SAP implementation	800,000	1,335,968.33	1.67
	OUTCOME D.2: Improved knowledge management systems and exchange mechanisms support WIO management, governance and awareness creation	700,000	645,787.13	0.92
	Sub Total Outcome D	**1,500,000**	**1,981,755.46**	**1.32**
	Total (A+B+C+D)	**8,473,000**	**7,265,114.73**	**0.86**
	Project Management and Coordination	2,394,000	3,329,631.39	1.39
	Total project costs	**10,867,000**	**10,594,746.12**	**0.97**

Table 10: Co-financing Table as at 30 June 2024

Sources of Co-financing	Name of Co-financier (source)	Type of Co-financing	Co-financing Amount ($)
National Government	Mauritius	In-kind	4,402,500
National Government	Mozambique	In-kind	33,101,850
Other Multilateral Agency (ies)	WIOMSA	In-kind	5,303,515
Total Co-financing		In-kind	**42,807,865**

4. THEORY OF CHANGE AT EVALUATION

Reconstructing the Theory of Change

147. To review the Theory of Change (TOC), the following key documents were taken into account:

- The Project Document (ProDoc);
- The MTR document
- Documents and information provided during the data collection phase and field visits.

148. No TOC diagram was included in the WIOSAP Project Document, because it was not required at the time the project was drafted. However, a TOC was developed during the project inception phase, which fed into a reconstructed TOC Diagram in the Mid-Term Review Report submitted in 2022 which served as the basis for the present analysis. The analysis of the TOC at this evaluation phase was carried out in-line with the Guidelines provided by the UNEP Evaluation Office.

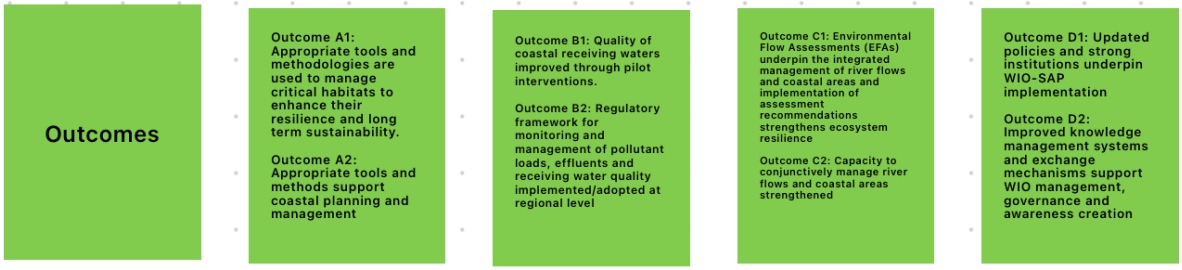
149. The WIOSAP project was set up upon the request of participating countries based on the findings and recommendations generated by the WIOLAB project. The Terminal Evaluation of the WIOLAB project confirmed that: "The achievement of longer-term impacts may be affected by financial constraints and related shortfalls in institutional capacity and investment at the national level".

150. Based on the above, the goal of the WIOSAP Project was set to improve and maintain the environmental health of the region's coastal and marine ecosystems through improved management of land-based stresses. The Project aimed at achieving this goal by jointly implementing strategies of protecting the coastal and marine ecosystems from land-based sources and activities to provide essential goods and services on a sustainable basis while addressing regional concerted management efforts aiming at contributing substantially to poverty alleviation and gender equality through the provision of sustainable livelihoods and economic development.

151. From this perspective, the Reconstructed Theory of Change (RTOC) at this evaluation phase can be summarised as follows: if strategies of protecting the coastal and marine ecosystem from land based sources and activities to provide essential goods and services on a sustainable basis are implemented, and concerted regional management efforts aiming at contributing substantially to poverty alleviation and gender equality through the provision of sustainable livelihoods and economic development are addressed, then the environmental health of the Western Indian Ocean region 's coastal and marine ecosystems will be maintained and improved because the management of land-based stresses is improved.

152. In this reconstructed TOC at the evaluation, minor changes were made such as the introduction of Level 1 and Level 2 Intermediate States which were also assumed for allowing a more logical connection between outcomes and impact.

153. This scenario would be achieved by the realisation of the following outcomes:



154. In the WIOSAP MTR, the following assumptions and drivers were identified:

- Effective interministerial cooperation, political and financial commitments, stakeholders' engagement was achieved
- Communities' engagement, effective communication, use of tools, collaboration between stakeholders was achieved
- Demonstration projects were replicated, effluents collected, treated and recycled, pilot actions implemented
- Countries implemented agreements, capacity was built
- Effective frameworks to resolve economy issues were developed
- Environmental Flow Assessment was supported by tools
- Sufficient institution capacity was developed
- Political support was provided
- There was coordinated management willingness to expand CHM and
- Sustainable financing mechanisms were put in place
- Synergy was established with RECS

155. The WIOSAP project was also affected by COVID-19, which created major challenges for national institutions in implementing the project.

156. Although not stated in the outcomes, the WIOSAP project assumes that the gender approach is integrated and that the project will impact vulnerable groups to the same level.

Causal Pathways

157. The project is structured in four components with highly interlinked causal pathways: Component A: Sustainable management of critical habitats; Component B: Improved water quality; Component C: Sustainable management of river flows; and Component D: Governance and regional collaboration. These foundational components are based on a source to sea approach under the prism of sustainable livelihoods and economic development.

158. From the source, Component C adopts the Eflows process to sustainably manage river flows to reduce the impact of land-based pollution carried to the sea (sediments and contaminants). The success of the outputs carried out under this component directly affect the quality of receiving coastal waters which are also subject to specific outputs under Component B.

159. Nearer to the coastline Component B deals with the setting up of constructed wetlands to carry out the treatment of wastewater and develop a regionally harmonised framework for pollution monitoring of pollution loads and water quality standards. The results achieved by the Outputs of this component are equally influenced by the success of the outputs of Component A which deals specifically about the restoration of key degraded coastal ecosystems, the development of MSP, ICZM, and Integrated Coastal Management with sustainable livelihood activities.

160. Finally Component D which covers governance and regional collaboration provides the overarching umbrella to ensure that the three aforementioned components A to C are carried out within the necessary framework at regional level.

161. More specifically, under Project Component A, the main assumptions which were identified were institutional capacity and capacity building, stakeholders' and communities' engagement and collaboration, the implementation of pilot actions, the replication of pilot projects and the use of tools. The main drivers were linked to collaboration between stakeholders and the replication of projects. These drivers and assumptions led to the achievement of Outcomes A1 and A2.

162. Under Component B, the main assumptions which were identified were the replication of demonstration projects, the building of capacity up to institutional level, and the collection of effluents which would be treated and recycled. The main driver which was identified was the replication of the projects. This driver and the assumptions listed hereabove led to the achievement of Outcomes B1 and B2.

163. Subsequently, under Component C, the main assumptions related to the implementation of Eflow assessments supported by tools, the replication of demonstration projects, capacity building up to institutional level. The two drivers were collaboration between stakeholders and the replication of the Eflow assessments throughout the region. These drivers and assumptions led to the achievement of Outcomes C1 and C2.

164. Finally, Under Component D, the main assumptions which were identified were political and financial commitments, effective interministerial cooperation, coordinated management willingness to expand Clearing House Mechanism sufficient institutional capacity and the development of frameworks to resolve economy issues. The main drivers were linked to political support, coordinated management willingness to expand CHM and synergy with RECs.. These drivers and outcomes led to the achievement of Outcomes D1 and D2.

165. Effective inter-ministerial cooperation, political and financial commitments, political support, sustainable financing mechanisms and countries implementing agreements; and the following drivers were present: synergy with Regional Economic Communities (RECs), effective communication, collaboration between stakeholders and communities' engagement, the outcomes led to two levels of Intermediate States.

166. The following two Level 1 Intermediate States are described as follows:

- Concerted regional management efforts aiming at contributing substantially to poverty alleviation and gender equality which can be considered as unforeseen positive outcomes of the project; and

- Strategies of protecting the coastal and marine ecosystem from land-based sources and activities to provide essential goods and services on a sustainable basis are implemented.

167. The two aforementioned Level 1 intermediate states would lead to the following Level 2 Intermediate State:

- Reduced impacts from land-based sources and activities and sustainably managed critical coastal-riverine ecosystems through the implementation of the WIO-SAP priorities with the support of partnerships at national and regional levels.

168. Finally, the Long Term Impact of the project, the "Improved and maintained environmental health of the region's coastal and marine ecosystems through effective management of land-based systems" would be reached provided that the following assumptions were verified, namely: effective inter-ministerial cooperation, political and financial commitments, political support, sustainable financing mechanisms and countries implementing agreements; and the following drivers were present: synergy with RECs, effective communication, collaboration between stakeholders and communities' engagement.

169. Table 11 presents a justification of the reconstructed TOC in order to better understand the next diagram in Figure 4.

Table 11: Justification for Reformulation of Results Statements

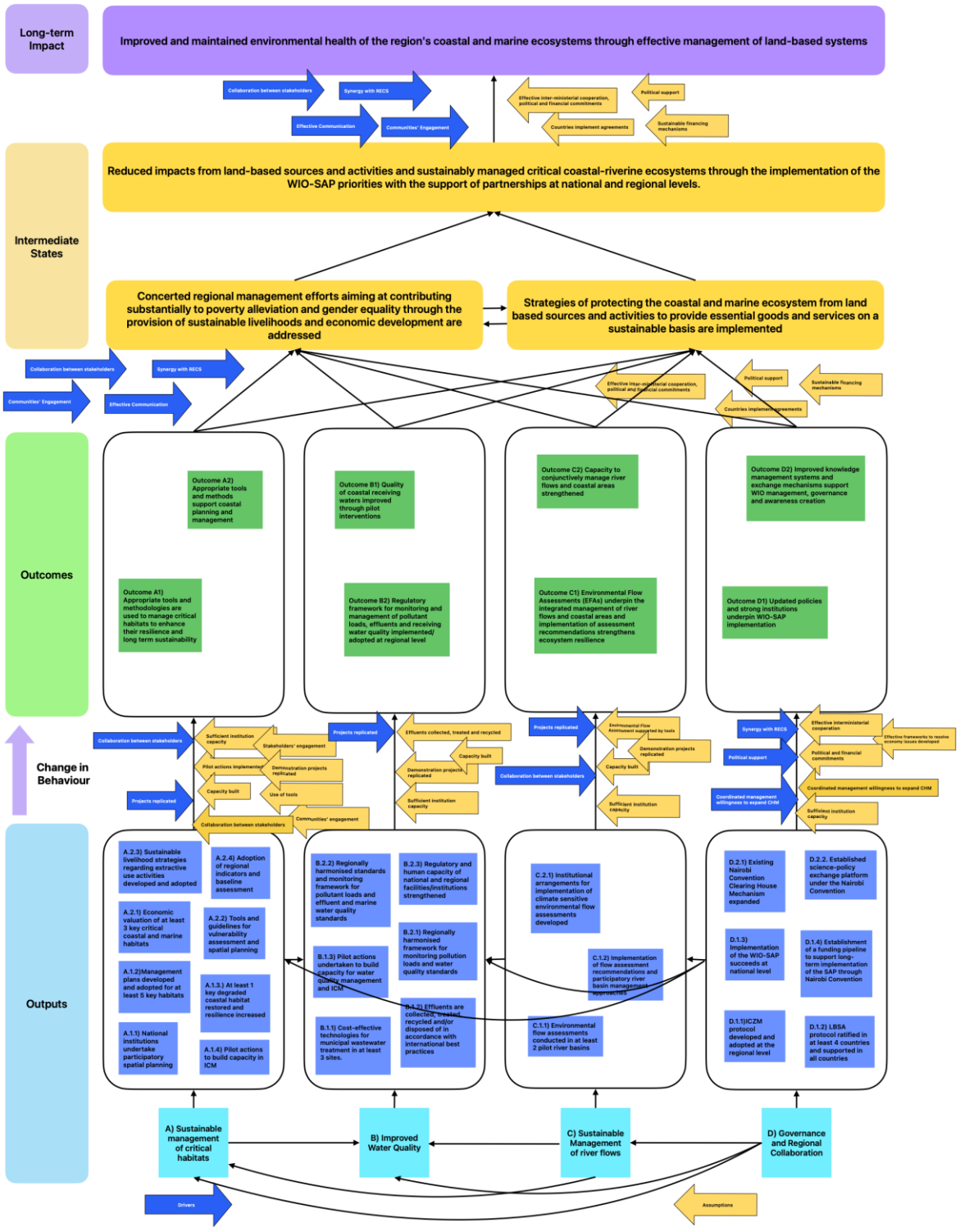
Formulation in original project document(s)	Formulation for Reconstructed Theory of Change at Evaluation (RTOC at Evaluation)	Justification for Reformulation
(LONG LASTING) IMPACT		
Improved state of the critical coastal-riverine ecosystems through strengthened transboundary coordination and management as well as integrated management within participating countries	Adequate conservation & sustainable use of coastal-riverine ecosystems contributing to poverty alleviation and gender equality through national and regional cooperation using science-based governance.	This reformulation emphasised the long-term impact of the project.
INTERMEDIATE STATES		
Impacts from land-based sources and activities reduced and sustainably managed critical coastal-riverine ecosystems through the implementation of the WIO-SAP priorities with the support of partnerships at national and regional levels	1. Concerted regional management efforts aiming at contributing substantially to poverty alleviation and gender equality. 2. Strategies of protecting the coastal and marine ecosystem from land based sources and activities to provide essential goods and services on a sustainable basis are implemented.	Two distinct but interrelated Level 1 intermediate states leading to a Level 2 intermediate state were formulated and hypothesised for the impact to be realised: one indicating the importance of poverty alleviation and gender equality and the second to the implementation of strategies for the protection of marine ecosystem from land based sources.

170. In the course of the project evaluation, this reconstructed TOC was discussed with key actors to highlight any documented changes or revisions to this structure or in the project's intervention logic, whether arising from external factors or due to stakeholder needs. COVID-19 had a major influence on the project and this assumption was verified during discussions with stakeholders at different levels and from different perspectives.

171. The reconstructed TOC diagram in Figure 4, as follows, represents the TOC at evaluation stage.

ToC Diagram

Figure 4: ToC at Evaluation



5. EVALUATION FINDINGS

5.1 Strategic Relevance

5.1.1 Alignment to UNEP MTS, POW and Strategic Priorities

172. The project was aligned to the UNEP Medium-Term Strategy 2014-2017[33] strategic focus of (a) Ecosystem Management, (b) Environmental Governance and (c) Chemicals and Wastes and to the UNEP Marine and Coastal Strategy 2010 at approval and was equally aligned with UNEP Mid-Term Strategy 2018-2021[34] (Healthy and Productive Ecosystems and Environmental Governance) and 2022-2025[35] (Nature Action) at closure.

173. In relation to the PoW, the project is in line with the following priority areas of the PoW 2016-2017: Ecosystem Management (mainstreaming the ecosystem approach in policymaking and implementation processes, facilitating the reversal of ecosystem degradation and water quality), Environmental Governance (improve coherence and synergy in environmental governance), Chemicals and Waste (lessen the environmental and human health impacts of chemicals and waste).

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

5.1.2 Alignment to UNEP/GEF/Donor Strategic Priorities

174. The initiative contributes to achieve GEF Corporate Goals 1 and 4: "Global natural resources" and "Building national and regional capacities and enabling conditions for addressing transboundary systems" respectively, focal area strategic objectives IW1 and IW2 within International Waters strategic programme of GEF V which includes:

- IW1: Catalyze multi-state cooperation to balance conflicting water uses in trans-boundary surface and ground water basins while considering climatic variability and change;
- IW2: Catalyze multi-state cooperation to rebuild marine fisheries and reduce pollution of coasts and Large Large Marine Ecosystems (LMEs) while considering climatic variability and change.

Rating for Alignment to UNEP/GEF/Donor Strategic Priorities: Highly Satisfactory

5.1.3 Relevance to Global, Regional, Sub-regional and National Priorities

175. Global Environmental Priorities:

a) The WIOSAP Project was aligned with four of the 17 SDGs, namely:

i. SDG6 Ensure availability and sustainable management of water and sanitation for all;
ii. SDG 11 Make cities and human settlements inclusive, safe, resilient and sustainable;
iii. SDG 13 Take urgent action to combat climate change and its impacts; and
iv. SDG 14 Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

[33] https://www.unep.org/resources/report/unep-medium-term-strategy-2014-2017
[34] https://wedocs.unep.org/bitstream/handle/20.500.11822/7621/-UNEP_medium-term_strategy_2018-2021-2016MTS_2018-2021.pdf.pdf?sequence=3&isAllowed=y
[35]https://wedocs.unep.org/bitstream/handle/20.500.11822/35162/Doc3%20Reve1%20EnglishK2100501.pdf?sequence=1&isAllowed=y

b) The project objectives equally stem from multi-lateral environmental agreements such as the Convention on Biological Diversity and the United Nations Framework Convention on Climate Change (UNFCC), the Barbados Programme of Action for the Sustainable Development of Small Island Developing States.

176. **Regional and Sub-regional Priorities:** The main regional and sub-regional priorities based on which the project is aligned are: the Nairobi Convention and its protocols (LBSA and ICZM), regional priorities defined in Agenda 21 (Chapters 17 and 18), the Convention on Biological Diversity, the Pan-African Conference on Sustainable Integrated Coastal Management (Mozambique, 1998), the Arusha Resolution on Integrated Coastal Zone Management (ICZM) in Eastern Africa. Other relevant regional frameworks relevant to WIOSAP include the African Union's 2050's Integrated Maritime Strategy, a number of regional river basin governance frameworks and Regional Economic Integration Agreements in the Southern and Eastern African Region have also provided relevant policy and institutional contexts for the WIOSAP project.

177. **National Environmental Policies:** WIOSAP covered nine countries with differing legal, policy, sectoral and institutional contexts: history, language spoken (English, French, Portuguese); and post-independence frameworks among other.. Although these contexts are different, the project managed to integrate the approaches by implementing regional demonstration projects which were replicable and applicable to all of them. Therefore, the WIOSAP Project aligns perfectly with the needs of the target countries in terms of sustainable management of critical habitats and river flows, water quality management and governance. WIOSAP was instrumental in producing and sharing experience at the regional level, facilitating the drafting and passing of relevant legislations throughout the region. One of the major milestones of the project was the adoption of the Integrated Coastal Zone Management Protocol at COP 11 in September 2023.

Rating for Relevance to Global, Regional, Sub-regional and National Priorities: Highly Satisfactory (HS)

5.1.4 Complementarity with Existing Interventions/ Coherence

178. While the UNEP implemented WIOSAP project was developed based on the findings of the SAP developed under the WIOLAB project, it ran in parallel with the United nations Development Programme (UNDP) implemented Western Indian Ocean Large Marine Ecosystems Strategic Action Programme Policy Harmonization and Institutional Reforms (SAPPHIRE) project which was developed based on the outcomes of Agulhas and Somali Current Large Marine Ecosystems SAP. Both projects were executed by the Nairobi Convention Secretariat allowing for a harmonisation of activities for both projects and ultimately combining institutional and administrative processes for a single implementation of both SAPs.

179. The integrated implementation of WIOSAP and SAPPHIRE projects allowed the NCS to attract additional support from a variety of sources to complement the activities carried out under those projects and pursue them in the future. These resources include those from assessed contributions from the Contracting Parties (around USD 1.2M), Sida (Sweden) Partnership with FAO (USD 7M), EU WIO Blue Economy Project (EUR 10M), and BMZ which is a partnership between GIZ and the Western Indian Ocean Governance Initiative (EUR 15M).

180. WIOSAP indirectly supported research activities of several institutions throughout the WIO region, including the Faculty of Engineering of Eduardo Mondlane University (UEM) in Mozambique, Sokoine University of Agriculture and regional organisations such as WIOMSA, contributing significantly to the region's scientific research and technical innovation in the region. These activities have catalyzed additional funding to allow those initiatives to be continued after the operational closure of the project.

Rating for Complementarity with Existing Interventions/Coherence: Highly Satisfactory (HS)

181. The relevance of the WIOSAP Project is therefore highly satisfactory in terms of alignment and coherence with major international, national and regional policies and strategies.

Rating for Strategic Relevance: Highly Satisfactory (HS)

5.2 Quality of Project Design

182. The Assessment of the Project Quality Design (PQD) was carried out by following the criteria and template developed by UNEP[36] as summarised in the table below. WIOSAP project is rated **Highly Satisfactory**, achieving a very positive assessment of the quality of the project design.

Table 12: Assessment of PQD Table

	SECTION	SELECT RATING Original	SCORE (1-6)	WEIGHTING	TOTAL (Rating x Weighting)
A	Operating Context	Satisfactory	5	**0.4**	**2**
B	Project Preparation	Satisfactory	5	**1.2**	**6**
C	Strategic Relevance	Highly Satisfactory	6	**0.8**	**4.8**
D	Intended Results and Causality	Satisfactory	5	**1.6**	**8**
E	Logical Framework and Monitoring	Satisfactory	5	**0.8**	**4**
F	Governance and Supervision Arrangements	Highly Satisfactory	6	**0.4**	**2.4**
G	Partnerships	Highly Satisfactory	6	**0.8**	**4.8**
H	Learning, Communication and Outreach	Satisfactory	5	**0.4**	**2**
I	Financial Planning / Budgeting	Satisfactory	5	**0.4**	**2**
J	Efficiency	Satisfactory	5	**0.8**	**4**
K	Risk identification and Social Safeguards	Satisfactory	5	**0.8**	**4**
L	Sustainability / Replication and Catalytic Effects	Satisfactory	5	**1.2**	**6**
M	Identified Project Design Weaknesses/Gaps	Satisfactory	5	**0.4**	**2**
	TOTAL SCORE (Sum Totals)		**Highly Satisfactory**		**5.2**

1 (Highly Unsatisfactory)	< 1.83	4 (Moderately Satisfactory)	>=3.5 <=4.33
2 (Unsatisfactory)	>= 1.83 < 2.66	5 (Satisfactory)	>4.33 <= 5.16
3 (Moderately Unsatisfactory)	>=2.66 <3.5	6 (Highly Satisfactory)	> 5.16

183. The following sections provide descriptions of the major points of interest of the assessment of the project quality design based on the Project Document.

- **Operating Context -** The WIOSAP project document describes the operational context of the project, highlighting the aspects, gaps and challenges for the implementation of the strategic action programme for the protection of the Western Indian Ocean from

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

land-based sources and activities. The challenges described therein did not include possible negative factors such as conflicts and changes of government. However, during the evaluation additional elements have confirmed that conflicts and COVID-19, considered as medium to low risk in the project document, have affected the proper execution of the project. ***Rating*: Satisfactory**

- **Project Preparation** - Overall, the preparation of the WIOSAP project was based on the outcomes of the WIOLAB project which contained a detailed analysis of the problems and situations, adequately involving partners and stakeholders at different levels. It is unclear, however, what level of attention was paid to human rights and, to some extent, to gender issues. ***Rating*: Satisfactory**
- **Strategic Relevance** – The WIOSAP project which is an offshoot of the GEF funded WIOLAB project was highly aligned with both UNEP's strategic priorities, but also with donor (GEF) strategies and national plans, and other external interventions. Thus, the project was consistent with international, regional, and national strategic frameworks to reduce impacts from land-based sources and activities and sustainably manage critical coastal-riverine ecosystems through the implementation of the WIO-SAP priorities with the support of partnerships at national and regional levels. ***Rating*: Highly Satisfactory**
- **Governance and Supervision Arrangements, Partnerships (GSAP) & Learning, Communication and Outreach** (LCO)- The analysis on the WIOSAP project structure, management, partnerships and communication within and outside the project was adequate, although no dissemination and lesson sharing strategy had been mentioned. ***Rating*:** Satisfactory (LCO) to **Highly Satisfactory (GSAP)**
- **Financial Planning / Budgeting** - The financial planning and budgeting was properly structured. The budget was high and commensurate with the Project's duration and multi-country scope. The management capacity in relation to the spending capacity of national governments was adequate. ***Rating*: Satisfactory**
- **Risk identification and Social Safeguards, Sustainability / Replication and Catalytic Effects** - The main risks were identified in the project document, but unpredictable risks such as COVID-19 were not. Sustainability was well indicated and identified. ***Rating:* Satisfactory**
- **Identified Project Design Weaknesses/Gaps** – This item has been further assessed during the evaluation exercise and the project design did not have any weaknesses or gaps. ***Rating:* Satisfactory**

Rating for Project Design:	**Highly Satisfactory (HS)**

5.3 Nature of the External Context

184. The planned completion date of the project was June 2021. However, during the implementation of the WIOSAP Project, the global emergency related to the COVID-19 pandemic led to significant constraints and delays. COVID-19-related restrictions made it impossible for WIOSAP project participants to meet physically or receive face-to-face training, while project activities on the ground were delayed by restrictions imposed to control the spread of the pandemic.

185. To address these challenges, the NCS set up adaptation strategies by implementing two no-cost extensions while focusing to some extent on virtual training and remote technical assistance. These measures caused the project to be delayed by more than two years (2021 to 2023).

186. Apart from the COVID-19, the MTR report equally outlined the other challenges which the project faced based on the external context, and which caused the project to be further delayed. The said report therefore described several issues linked to the external context, namely: gender mainstreaming, the need for additional staff to support the Project Management Unit (PMU), capacity to report on co-financing, resource mobilisation, involvement of local communities, the adoption of guidelines and delays in achieving project outcomes.

187. As a result, thereof, a third extension was granted until 30 April 2024 for the operational closure and 31 October 2024 for the financial closure to cater for the accumulated delays in project implementation in certain countries. NCS provided continuous support throughout all the countries of the WIO region in order to cater for these challenges related to the external context.

Rating for Nature of the External Context: Moderately Unfavourable (MU)

5.4 Effectiveness

188. The information submitted to the Evaluation Consultant by the Terminal Evaluation Office and the NCS was analysed based on the pathway outlined in the Reconstructed Theory of Change at Evaluation. Field visits and interviews provided additional insight on the effectiveness of the project. The availability of outputs is described by components and outcomes in the following paragraphs.

5.4.1 Availability of Outputs

Table 13: Availability of Output under Outcome A.1.

Outcome A.1.: *Appropriate tools and methodologies* are used to manage critical coastal and marine habitats in order to enhance their resilience and long-term sustainability			
Outputs related to Outcome A.1.	**Indicators**	**End of Project Target(s)**	**Level of Achievement**
Output A.1.1.: National institutions undertake participatory spatial planning to increase the resilience of selected key coastal ecosystems to anthropogenic impacts including the impacts of climate change and variability.	Spatial plans adopted by competent authorities and stakeholders building on extensive stakeholder analysis. All relevant sectors and a wide group of stakeholders (including civil society, private sector and women's' groups) are involved from the onset and partnerships are established with agencies that have capacity in gender training and analysis.	New spatial plans prepared for at least five [5] key marine and coastal zones in at least 5 countries by 2020.	**Partially Achieved** (Only one Marine Spatial Plan was produced in Kenya)
Output A.1.2. Management plans developed and adopted for at least 5 key critical coastal and marine habitats, reinforcing the regional MPA network and mitigating habitat loss and climate change impacts;	5 critical coastal and marine habitats management plans in target countries adopted taking socio-economic dimension and in particular gender considerations into account in all stages of the process.	Management plans adopted for at least [5] coastal zones in at least 5 countries by 2020.	**Fully Achieved** (4 MPA management plans produced for Comoros, 1 for Kenya, 1 for Mozambique and 1 for Mauritius)
Output A.1.3. At least one key degraded critical coastal habitat restored, and resilience increased;	Ha of priority habitats restored.	By 2020, there will be at least a total of 5 ha each of coral reefs, seagrass beds, mangrove forest in	**Fully Achieved** (A total of 155 hectares were restored throughout the region and Mangrove and

Outcome A.1.: *Appropriate tools and methodologies* are used to manage critical coastal and marine habitats in order to enhance their resilience and long-term sustainability			
Outputs related to Outcome A.1.	**Indicators**	**End of Project Target(s)**	**Level of Achievement**
		degraded hotspot sites.	Seagrass Restoration Guidelines produced)
Output A.1.4. Pilot actions build capacity in ICM, demonstrating how ICM can be strengthened at the local level through the empowerment of communities and other actors at on the ground interventions (under A.1.2. and A.1.3.).	Number of ICZM plans in target coastal sites involving wide range of stakeholders. Number of multistakeholder meetings held with all involved stakeholders including civil society and women's groups	By 2020, at least 5 ICZM plans for target coastal zones will be developed, involving wide stakeholder dialogue including women and civil society.	**Partially Achieved** (4 management plans were developed following ICZM principles)

189. The first set of outputs of the WIOSAP Project defined during the project formulation phase (Outputs A.1.1. to A.1.4.) were linked to the development of Marine Spatial Plans (MSPs), Management Plans and Integrated Coastal Zone Management (ICZM) plans in at least 5 countries, with the restoration of at least five hectares of marine environmentally sensitive areas.

190. Although an MSP strategy was developed and working group was established at regional level and capacity building activities were carried out with the support of international experts, only one MSP project was implemented in the region, in Kenya (Kilifi). The objective underlying Output A.1.1. was therefore too ambitious for the project in the actual context.

191. The project successfully developed seven (7) management plans (4 for Comoros, one for Kenya, one for Mozambique and one for Mauritius) at national and regional levels (Output A.1.2.). In this context, a Regional Task Force on Critical Habitats[37] was set up under the project to support this initiative. Those management plans were developed following ICZM principles, therefore contributing indirectly and partly to the achievement of the two aforementioned targets.

192. Mangrove and Seagrass Restoration Guidelines were produced in the context of the project both in French and English. The target of rehabilitation of 5 hectares of coral reefs, seagrass beds and mangrove forests (Output A.1.3.) has been exceeded with 146 hectares of mangroves, 9 hectares of seagrass throughout the region. However, only 0.10 hectares of coral reefs have been rehabilitated in Mauritius only. This picture is however not uniform throughout the region with a low level of success for the rehabilitation of mangroves in the Boeny region in Madagascar as evidenced during the site visit carried out in the context of the TE exercise.

193. In the same the same way, ICZM plans were supposed to be adopted in at least five countries and no ICZM plan was finally drawn up during the project lifespan despite the stated intention (Output A.1.4.). This ambitious target was fixed well before the adoption of the ICZM Protocol in 2023. However, the drawing up of Management Plans in Comoros, Kenya, Mozambique and Tanzania is a precursor to the development of those plans.

[37] https://www.nairobiconvention.org/nairobi-convention-projects/implementation-of-the-strategic-action-programme-for-the-protection-of-the-western-indian-ocean-from-land-based-sources-and-activities-wiosap/progress/

Challenges

194. The level of delivery of the outputs under Outcome A.1 confirmed that the lack of capacity, of regional and national policies and of proper institutional setups were limiting factors for the implementation of MSP and ICZM under this Outcome during the project implementation period.

Table 14: Availability of Output under Outcome A.2.

Outcome A.2.: ***Appropriate tools and methods*** *(which integrate economic, social and environmental considerations) support coastal planning and management*			
Outputs related to Outcome A.2.	**Indicators**	**End of Project Target(s)**	**Level of Achievement**
Output A.2.1. Economic valuation of at least three (3) key critical coastal and marine habitats including integration of economic valuation to coastal management and planning.	Regional guidelines for Economic Valuations of at least three (3) key coastal ecosystems adopted and used in actual valuation studies.	By 2020, Economic valuation studies will be undertaken for at least 1 coastal ecosystem in at least 5 countries in the region using the guidelines.	**Fully Achieved** (Guidelines were produced, an economic valuation of the vast transboundary conservation area between Kenya and Tanzania was undertaken, including many diverse coastal habitats ranging from mangroves, seagrass, corals, mudflats, rock shores. The process included a number of MPAs, LLMAs and managed areas)
	Values of coastal and marine ecosystem services incorporated in management planning including particular attention to the involvement from the onset - and considerations of women and civil society.	By 2020, information on the value of coastal and marine ecosystems is used in decisions of coastal planning.	
Output A.2.2. Tools and guidelines for vulnerability assessment and spatial planning supports monitoring and management actions.	Toolkits and guidelines for vulnerability assessments, spatial planning developed and applied including gender sensitive analysis.	By 2020, guidelines and methodologies for vulnerability assessment and spatial planning will be used in at least 5 countries in the region.	**Fully Achieved** A Toolkit for vulnerability assessment and a Strategic Framework on Marine Spatial Planning produced. The toolkit was applied and 4 national and one regional synthesis report produced
Output A.2.3. Sustainable extractive use strategies developed and adopted for specific coastal and marine natural resources.	Number of sites with extractive use strategies for coastal natural resources adopted for implementation.	By 2020, sustainable extractive use strategies will be developed and adopted for specific coastal and marine natural resources, in at least 5 countries in the region.	**Partially Achieved** (4 management plans produced for Comoros, Kenya, Mozambique and Tanzania)
Output A.2.4. Adoption of regional indicators and baseline assessment in support of critical habitat monitoring and management.	A set of regional indicators for ecosystem monitoring, assessment and management, developed and adopted (taking the SDG development into account) including socio economic and gender specific indicator	By 2017, **regional indicators** and guidelines for ecosystem assessment will be drafted. They will be tested in all habitat pilot sites and wider to set baseline for 2016.	**Fully Achieved** (Regional Ecosystem Monitoring Framework, MPA Outlook and critical habitat task force)
		By 2020, indicators are monitored towards the end of the project to demonstrate the change in the ecosystem status in pilot sites and in the region in general. SDG process is integrated into the indicator framework.	

195. The second set outputs of the WIOSAP Project (Outputs A.2.1. to A.2.4.) were linked to the economic valuation of at least one ecosystem in at least 5 countries, the development of guidelines and methodologies for vulnerability assessment and MSP, and sustainable extractive use strategies for at least 5 countries. Output A.2.4. was linked to the development of regional indicators and guidelines for ecosystem management with the demonstration of change and the subsequent use of this tool to inform decisions linked to coastal planning.

196. The proposed economic valuation of coastal ecosystems was a huge task, considering the extent of such systems across nine countries forming part of the project. This output was therefore too ambitious and only achievement was the preliminary work of drawing up guidelines. Output A.2.1. was therefore only partially achieved. However, and the exercise of mapping and economic evaluation of coastal resources will be completed in Kenya with the support of the Go Blue Project.

197. The project saw the successful development of a toolkit for vulnerability assessment which was applied to four countries, namely Kenya, Tanzania, Mozambique and Madagascar. Moreover, Technical Working Group was set up and Strategic Framework was populated in relation to MSP, demonstrating a full achievement of this output A.2.2.

198. The development and adoption of sustainable extractive use strategies (Output A.2.3.) is linked directly to coastal management plans to reduce the pressure on coastal resources while fostering of alternative community livelihood opportunities. This output has been partially achieved with the drawing up of four management plans in Comoros, Kenya, Mozambique and Tanzania.

199. A Regional Ecosystem Monitoring Framework has been developed for the region (Output A.2.4.) and these indicators have been tested and they are being used at regional level within the framework of green ports and critical habitats outlook as confirmed during the interviews and field visits. This output has therefore been fully achieved.

200. A critical habitat task force has equally been operationalised at the regional level under the aegis of the NCS.

Challenges

201. Inadequate capacity at government level and the lack of sensitisation at policy level for economic valuation were considered as the main challenges linked to the delivery of Output A.2.1. Regional trainings were carried out by Macquarie University to address those challenges, with a limited impact.

Table 15: Availability of Output under Outcome B.1.

Outcome B.1.: *Quality of coastal receiving waters improved through* ***pilot interventions***			
Outputs related to Outcome B.1.	**Indicators**	**End of Project Target(s)**	**Level of Achievement**
Output B.1.1. Cost-effective technologies for municipal wastewater treatment demonstrated in at least 3 sites;	Removal rates of N and P in the sites Best practices of innovative pilot activities captured and disseminated to all key stakeholders including civil society and user groups (i.e. women's groups)	Reduction of at least 50% of the baseline of N&P pollution loads in the three hotspots initiated.	**Partially Achieved** (Constructed Wetland Technology implemented in Kenya, Tanzania and Seychelles in the process of completion)
Output B.1.2. Effluents at a minimum of 3 demonstration sites are collected,	Removal rates of COD and nutrients. Increased m3 of reuse of treated wastewater	By 2020, At least 50% of the treated wastewater from hotspots reused and	**Partially Achieved** (Constructed Wetland Technology implemented in Kenya, Tanzania and

Outcome B.1.: *Quality of coastal receiving waters improved through* ***pilot interventions***			
Outputs related to Outcome B.1.	**Indicators**	**End of Project Target(s)**	**Level of Achievement**
treated, recycled and/or disposed of in accordance with international best practices.		recycled three hotspots.	Seychelles in the process of completion)
Output B.1.3. Pilot actions undertaken to build capacity for water quality management and ICM promoted through empowerment of communities and other actors at the on the ground interventions.	ICM plans incorporate water quality management. Number of multistakeholder meetings held in preparation of the ICM plans with particular attention is given to the empowerment of women and the input of civil society	By 2020, there will be ICM plans in at least 5 countries in the region, incorporating water quality management.	**Partially Achieved** (No ICM plan developed but Strategic Framework for Coastal and Marine Water Quality Management, Guidelines for Setting Water and Sediment Quality Targets for Coastal and Marine Areas, Training and Capacity Development Programme at country-level and Water Quality Task Force)

202. The third set outputs of the WIOSAP Project (Outputs B.1.1. to B.1.3.) were linked to the reduction of at least 50% of the N&P pollution loads in three hotspots identified (Output B.1.1.), the reuse and recycling of 50% of the treated wastewater (Output B.1.2.) and the development of ICZM Plans in at least five countries incorporating water quality management (Output B.1.3.).

203. During the site visits, the Evaluation Consultant confirmed that the constructed wetlands of Chake Chake in Pemba, Tanzania and Shimo-La-Tewa in Kenya performed beyond expectations, although the project in Seychelles had been subject to delays in implementation extending beyond the operational closing date of WIOSAP. Output B.1.1. has therefore been partially achieved (2/3) with other successful constructed wetlands wastewater treatment projects stemming from WIOSAP project (Mkindani in Kenya co-funded by Go Blue). This methodology of domestic wastewater treatment has proved to be efficient, low maintenance and electro-mechanical free, allowing for its replication throughout the WIO region. The social benefits have equally been tangible, as discussed with the beneficiaries at Chake Chake, the latter confirming the drastic reduction in diseases with the implementation of the project. This target has therefore been fully achieved and even exceeded with high social and health benefits.

204. Output B.1.2. was partially achieved with the three sites (Shimo-La-Tewa and Mkindani and eventually Mahe in Seychelles when it will be completed) directing treated wastewater for irrigation of agricultural lands. This can be extended to Chake Chake in Pemba, Tanzania which currently discharges the treated water at sea without much additional investment.

205. Although WIOSAP saw the development of a regional framework, guidelines for water quality and the development of capacity and national water quality monitoring frameworks for five countries (Kenya, South Africa, Tanzania, Seychelles and Madagascar), the national validation of these outputs has still not been conducted, indicating an incomplete execution of Output B.1.3. This process will be taken forward by the SAPPHIRE project. It is however understood that as mentioned hereabove, no ICZM plan has been drawn up under the project, and therefore none incorporating water quality management, indicating that this output has only been partially achieved.

206. A water quality management task force has been operationalised at the regional level under the aegis of the NCS with the support of experts nominated by NFPs to support these activities.

Challenges

207. During the site visit, it was noted that engineering support was weak and that the contractors provided no guarantee on the work, requiring additional funding from WIOSAP to upgrade constructed wetlands implemented during the WIOLAB project. Contractors should therefore be subject to such guarantees and a retention fund should be subtracted from the contract value accordingly.

Table 16: Availability of Output under Outcome B.2.

Outcome B.2.: ***Regulatory Framework*** *for monitoring and management of pollutant loads, effluents and receiving water quality adopted at regional level*			
Outputs related to Outcome B.2.	**Indicators**	**End of Project Target(s)**	**Level of Achievement**
Output B.2.1. Regionally harmonized framework for monitoring pollution loads and water quality standards developed for receiving coastal waters.	Regional receiving marine water standards developed and agreed with elements of participative monitoring	By 2020, regionally receiving marine water standards will be agreed upon in the region.	**Fully Achieved** (Strategic Framework for Coastal and Marine Water Quality Management)
Output B.2.2. Regionally harmonized standards and monitoring framework for pollutant loads and effluent and marine water quality standards adopted by at least five (5) countries through participatory national and regional consultations.	Regionally harmonised total pollution load standards.	By 2020, regionally harmonized total contaminant load standards will be adopted.	**Fully Achieved** (Guidelines for Setting Water and Sediment Quality Targets for Coastal and Marine Areas, Training and Capacity Development Programme at country-level and Water Quality Task Force)
	Number of regional (2) and national (5) multistakeholder consultations taken place.		
Output B.2.3. Regulatory and human capacity of national and regional facilities/institutions strengthened to promote implementation of water quality monitoring using regional standards.	Number of competent institutions involved in the network of monitoring of water quality.	By 2020, At least five scientists from each participating country are involved in the network of water quality monitoring.	**Fully Achieved** (Training and Capacity Development Programme at country-level and Water Quality Task Force)
	Allowable difference between the quality of monitoring between the reference institution and other participating institutions	By 2020, monitoring results show an improved quality of monitoring activities among all the participating institutions.	

208. The fourth set outputs of the WIOSAP Project (Outputs B.2.1. to B.2.3.) were linked to the adoption of regional receiving marine water standards (Output B.2.1.), regionally harmonised total contaminant load standards (Output B.2.2.) and the participation of five scientists from each country in a network of water quality monitoring with improved quality of monitoring activities (Output B.2.3.).

209. Guidelines for water quality and sediments standards were adopted during the eleventh NCS COP in August 2024 (Decision CP 11/12) after the project operational closure. However, despite this delay, the official adoption indicates that the level of achievement of this target (B.2.1.) is full.

210. Regarding Output B.2.2., five countries (Kenya, Madagascar, Seychelles, South Africa and Tanzania)[38] benefited from the support of WIOSAP for this component and the nine countries covered by WIOSAP adopted the guidelines at the NCS COP 11, indicating that the target has been fully achieved.

211. A regional task force on water quality monitoring was established under the aegis of the NCS and it still operational. Output B.2.3. has therefore been fully achieved.

Challenges

212. During the site visit, it was noted that the lack of capacity in water quality monitoring and the lack of equipment for national enforcing agencies limited the outputs. It is therefore advised to develop regional networks to share experiences, capacity and equipment accordingly.

213. The uptake of these outputs into evidence-based policy decisions remains difficult.

Table 17: Availability of Output under Outcome C.1.

Outcome C.1.: ***Environmental Flow Assessments*** *(EFAs) underpin the integrated management of river flows and coastal areas and implementation of assessment recommendations strengthens ecosystem resilience*			
Outputs related to Outcome C.1.	**Indicators**	**End of Project Target(s)**	**Level of Achievement**
Output C.1.1. Environmental flow assessments conducted in at least three (3) pilot river basins to determine the environmental, economic and social trade-offs in water allocation and the need for management of river flows with respect to coastal areas.	Number of studies of Environmental Flow Assessment.	Environmental Flow Assessment studies conducted in at least 3 river basins draining into the Indian Ocean.	**Fully Achieved** (3 Eflow assessments: Tanzania, Mozambique and Madagascar)
Output C.1.2. Implementation of flow assessment recommendations and participatory river basin management approaches yield environmental, economic and/or social benefits as a result of improved river flows to the coast.	Number of integrated river basin management plans (including critical socio-economic elements and gender considerations)	By 2020, implementation of EFA recommendation show initial improvement of flows in pilot rivers.	**Partially Achieved** (Effective in Tanzania and Mozambique)
	Number of assessment recommendations implemented		

214. The fifth set outputs of the WIOSAP Project (Outputs C.1.1. to C.1.2.) were linked to the conduct of three Environmental Flow Assessments in three river basins draining into the WIO (Output C.1.1.) and the implementation of recommendations show river water quality improvement (Output C.1.2.).

215. During the implementation of the WIOSAP project, three environmental flow assessments were carried out, namely on the Imbarare River ending at the level of the Rufiji Delta in Tanzania, the Incomati River in Mozambique and the Boeny River in Madagascar. The field visits related to this component of the WIOSAP project exercise was limited to Tanzania for logistical reasons. However, remote interviews and documents available on the NCS CHM website[39] for the two other projects confirmed that the objectives have been met. Output C.1.1. has therefore been fully achieved.

[38] https://www.nairobiconvention.org/water-quality-management-in-the-western-indian-ocean/
[39] https://nairobiconvention.org/clearinghouse/wiosap-demo-projects

216. Regarding Output C.1.2., site visits conducted during the TE exercise and online interviews confirmed that it has been achieved in Tanzania and Mozambique, but not in Madagascar due to institutional capacity challenges. This Output has therefore been partially achieved.

217. Environmental Flow Assessments have been subject to a COP decision (CP 11/12) in a source to sea context in order to streamline regional shared learning experiences.

Challenges

218. Environmental Flow Assessments are very technical, requiring highly qualified and specialised personnel only found in Tanzania, Mozambique and South Africa. Other countries therefore still need support to implement such assessments.

Table 18: Availability of Output under Outcome C.2.

Outcome C.2.: ***Capacity*** *to conjunctively manage river flows and coastal areas strengthened*			
Outputs related to Outcome C.2	**Indicators**	**End of Project Target(s)**	**Level of Achievement**
Output C.2.1. Institutional capacity for implementation of climate sensitive environmental flow assessments enhanced and supported by appropriate guidelines, methodologies and networks at both national and regional level.	Number of EFA guidelines and methodologies. Case study documentation for best practice including gender specific case studies. Number of active networks involved Number of participating institutions	EFA assessment exercises include strong capacity building component using the guidelines. Institutional capacity is reinforced to ensure effective implementation through targeted training. Harmonized policies and guidelines	**Fully Achieved** (Capacity Building in Cape Town in 2019 and Tanzania in April 2024, Guidelines Produced and Regional Task Force set up)

219. The sixth set of outputs of the WIOSAP Project (Output C.2.1.) was linked capacity building in Eflows and harmonised policies and guidelines.

220. At regional level, comprehensive regional capacity building exercises were carried out in Cape Town in 2019 and in Tanzania in April 2024, before the operational closure of WIOSAP. These exercises allowed regional expertise to be shared among the countries of the WIIO region.

221. At country level, the level of implementation of this output was mixed depending on the country. The most successful implementation was carried out in Tanzania on the Imbarare River where Sokoine University of Agriculture supported government, river basin authorites and communities in the process. In Mozambique, the collaboration was limited to the University and the communities while this approach was not used in Madagascar.

222. A regional task force on Eflows has been set up and Guidelines for the Assessment of Environmental Flows in the Western Indian Ocean have been drawn up under the aegis of the WIOSAP project. However, harmonised national policies are still missing. Output C.2.1. has therefore been fully achieved.

Challenges

223. The specialised aspect of Eflows requiring experts in the field is a limitation to its replication throughout the region.

Table 19: Availability of Output under Outcome D.1.

Output D.1.: *Updated **policies** and strong institutions underpin WIO-SAP implementation*			
Outputs related to Outcome D.1	**Indicators**	**End of Project Target(s)**	**Level of Achievement**
Output D.1.1. ICZM protocol developed and adopted at the regional level.	Adoption of the ICZM Protocol.	By 2020, all Nairobi Convention parties will have signed the ICZM protocol and at least 2 countries will ratify it.	**Partially Achieved** (ICZM Protocol Signed in 2023, no ratification)
Output D.1.2. LBSA protocol ratified in at least 4 countries and supported in all countries through the development of policy briefs, model legislation and capacity building to practitioners.	Number of countries ratifying/acceding the LBSA Protocol.	By 2020, LBSA protocol will be ratified by at least 6 countries.	**Partially Achieved** (LBSA Protocol signed in 2010, ratified by 5 countries)
Output D.1.3. Implementation of the WIO-SAP succeeds at national level through the coordination and guidance of interministerial committees and regional task forces;	Establishment/building on existing structures.	By end of 2015, National task forces to support inter-ministerial committee and regional task forces established and operational in all participating countries.	**Fully Achieved** (PSC, RTF, NIC)
Output D.1.4. Establishment of a funding pipeline to support long-term implementation of the SAP through Nairobi Convention including coordination of stakeholders and facilitation of learning and exchange in support of WIOSAP project implementation.	An effective regional management structure for the implementation of the WIOSAP Project. WIOSAP PMU at the Nairobi Convention Secretariat.	By end 2015, the WIO-SAP Project Management Unit will have been established at the Nairobi Convention Secretariat and the first meeting of Steering Committee will be organised.	**Fully Achieved** (PMU, PSC, RTF, NIC)

224. The seventh set of outputs of the WIOSAP Project (Outputs D.1.1. to D.1.4.) were linked to the ratification of the ICZM Protocol by at least two countries (Output D.1.1.) and LBSA Protocol by six countries (Output D.1.2.) throughout the WIO region. Output D.1.3. refers to the establishment of National Task Forces and Output D.1.4. is linked to the setting up of a Project Management Unit.

225. No country has ratified the ICZM Protocol which was adopted and signed by Nairobi Convention Contracting Parties on 11 September, 2023. Output D.1.1. has therefore been partially achieved. It is however foreseen that the objective of ratification of the said Protocol will be achieved in the short to medium term.

226. The LBSA Protocol was adopted and signed on 31 March 2010. Five countries ratified the protocol out of a target of six[40]: Mauritius, Mozambique, Seychelles, Tanzania[41] and finally South Africa on 28 March 2024. A workshop was organised in December 2018[42] to sensitise governments and other partners in the region on the Protocol, challenges to preventing LBSA, and tools available to support prevention activities. Decision CP 11/9 of the COP 11 urged contracting parties to "sign, ratify and accede to the Amended Nairobi Convention and the Protocol on Land Based Sources". Output D.1.2. has therefore been partially achieved. It is however foreseen that the objective of ratification of the said Protocol will be achieved in the short to medium term.

[40] https://www.nairobiconvention.org/CHM%20Documents/WIOSAP/Outputs/LBSA%20Workshop%202018_Report.pdf
[41] https://open.unep.org/docs/gef/PIR/FY2023/4940_WIOSAP_PIR2023.pdf
[42] https://www.nairobiconvention.org/CHM%20Documents/WIOSAP/Outputs/LBSA%20Workshop%202018_Report.pdf

227. Both Outputs D.1.3. and D.1.4. have been fully achieved with the setting up of the PMU, PSC, RTFs, NICs.

Challenges

228. The ratification of conventions requires the sensitisation of policy makers who need to be convinced that the protocols are essential for the protection and sustainable use of the coastal and marine environment. The timely signature and ratification at national level therefore remains a challenge.

Table 20: Availability of Output under Outcome D.2

Outcome D.2.: *Improved* ***knowledge management*** *systems and exchange mechanisms support WIO management, governance*			
Outputs related to Outcome D.2.	**Indicators**	**End of Project Target(s)**	**Level of Achievement**
Output D.2.1. Existing Nairobi Convention Clearing House Mechanism expanded to incorporate information on national and regional investments and projects, climate variability and change, guidelines, methodologies and success stories, among others.	Number of documents in the updated Nairobi Convention Clearing House Mechanism.	By 2020, CHM will be updated to include information and tools that will be generated by the WIOSAP Project.	**Fully Achieved** (CHM operational, updated including information and tools from WIOSAP and increase of 100% of access between 2016 and 2023[43])
	Number of accesses to the CHM websites.	By 2020, there will be at least 25% increase in the number of accesses to NC CHM.	
Output D.2.2. Established science-policy exchange platform, under the Nairobi Convention for policy and for consensus on key LBSA and ICZM issues in the WIO region.	Science-policy forum promoting greater interaction between marine scientists and policy makers.	By 2020, science-policy forum will be established under the Nairobi Convention.	**Fully Achieved** (Setting up of Platform, 2 policy workshops and 7 policy briefs were drawn up)
		By 2020, the project will organise at least 2 science-policy workshops and facilitate preparation of at least 5 policy briefs.	

229. The eighth set of outputs of the WIOSAP Project (Outputs D.2.1. to D.2.2.) were linked to access to the CHM and science policy platforms and policy briefs respectively.

230. The first Output D.2.1. has been fully achieved: the CHM is operational, it was updated including information and tools from WIOSAP and there was an increase of 100% of access between 2016 and 2023[44].

231. In June 2019, the joint meeting of PSCs for WIOSAP and SAPPHIRE, approved the establishment of a Science to Policy Platform (SPP)[45] at the Convention level. Following this meeting, workshops wore organised in March 2021[46] and December 2023[47] to promote the linkages between science and policy for evidence-based decision-making. A compendium of 7 sectorial policy briefs was published. Output D.2.2. has therefore been fully achieved.

[43] https://trends.google.com/trends/explore?date=all&q=nairobi%20convention&hl=en
[44] https://trends.google.com/trends/explore?date=all&q=nairobi%20convention&hl=en
[45] https://www.nairobiconvention.org/CHM%20Documents/WIOSAP/WIOSAP%20docs%20for%20website/Third%20WIOSAP%20PSC/V2-Meeting%20Report%20_%20Third%20WIOSAP%20PSC%20meeting.pdf
[46] https://www.nairobiconvention.org/clearinghouse/sites/default/files/Final%20Report_2021%20WIO%20Science%20to%20Policy%20Meeting.pdf
[47] https://www.nairobiconvention.org/clearinghouse/sites/default/files/Concept%20Note%20Science%20to%20Policy%205-7%20Dec%202023.pdf

Challenges

232. CHM requires regular maintenance and update and policies need to be used and translated into laws at in the countries of the WIO.

Rating for Availability of Outputs: Satisfactory

5.4.2 Achievement of Project Outcomes

233. The Evaluation examined how the availability of the outputs has led to institutional changes and systemic effects. This chapter provides a qualitative analysis and interpretation of the outcomes achieved, based on the Reconstructed Theory of Change (TOC) at Evaluation from outputs to outcomes, as illustrated in Figure 4.

Table 21: Achievement of Outcome A.

Component A: Sustainable Management of Critical Habitats			
Outcome	**Indicators**	**End of Project Target(s)**	**Level of Achievement**
Outcome A.1.: ***Appropriate tools and methodologies*** are used to manage critical coastal and marine habitats in order to enhance their resilience and long-term sustainability	Adoption, integration and use of tools and methodologies for improved and sustainable coastal and marine habitats management and restoration Adoption of spatial plans and establishment of planning capacity to support and guide the management process. Adoption of the ICZM Protocol and ratification of LBSA Protocol by all countries by the year 2020. Close collaboration with ongoing related initiatives such as the UNDP implemented SAPPHIRE project among others to strengthen synergies	The LBSA Protocol ratified in at least 6 countries and the ICZM Protocol signed by at least 8 countries by the year 2020. Creation of synergies between activities of WIOSAP and SAPPHIRE and integration of results into the regional governance framework of the Nairobi Convention	**Partially Achieved** (Mangrove and Seagrass Restoration Guidelines produced, LBSA Protocol ratified by 5 countries and ICZM Protocol signed by 10 countries, synergy between WIOSAP and SAPPHIRE , regional governance framework established)
Outcome A.2 Appropriate tools and methods *(which integrate economic, social and environmental considerations) support coastal planning and management*	Tools such as regional guidelines for economic valuation and guidelines for vulnerability assessment and spatial planning and extractive use strategies are integrated into coastal planning and management.	By 2020, tools which integrate economic, social and environmental considerations will be integral part of the coastal planning and management process	**Partially Achieved** (Guidelines on Methodologies for the Valuation of Coastal and Marine Ecosystems, A Toolkit for Climate Change Vulnerability Assessment, A Regional Strategy for Marine Spatial Planning and a Western Indian Ocean Regional Ocean Governance Strategy including extractive use produced but insufficiently integrated into coastal planning and management)

234. Under Outcome A.1., the project used appropriate tools and methodologies to manage critical habitats to enhance their resilience and long-term sustainability. The ratification of the LBSA Protocol was ratified by five countries only (Mauritius, Mozambique, Seychelles, South Africa and Tanzania) and the ICZM Protocol was signed and adopted by all countries in September 2023 before the project operational closure date of 30 April 2024. Hence the project encountered challenges in terms of timely adoption of protocols and ratification at national level. However, it is very likely that this process will be successfully completed for both Protocols with the support of SAPPHIRE and other projects such as Go Blue which have taken over the WIOSAP results further. Furthermore, the restoration of degraded coastal habitats has brought results above expectation throughout the region in general. The targets of outcome A.1. were therefore partially achieved.

235. Outcome A.2. focused on the development of appropriate tools and methods to support coastal planning and management. Guidelines on Methodologies for the Valuation of Coastal and Marine Ecosystems, A Toolkit for Climate Change Vulnerability Assessment, A Regional Strategy for Marine Spatial Planning and a Western Indian Ocean Regional Ocean Governance Strategy including extractive use were therefore produced. Although the project did not manage to produce ICZM Plans as initially proposed, four Coastal Management Plans were populated (Comoros, Kenya, Mozambique and Tanzania), taking into consideration some ICZM principles. However, the economic valuation could not form part of any ICZM plan. However, it is probable that this process will be achieved through the Go Blue project which will pursue part of the work already accomplished by WIOSAP in Kenya. The challenges are linked to the wide area to be covered, capacity gaps and the limited sensitisation at policy level. However, these challenges are balanced by the setting up and operationalisation of a regional toolkit, the development of alternative community livelihood opportunities and the setting up of a functional Critical Habitats Task Force under the aegis of the NCS. The targets of this component were therefore partially achieved.

Table 22: Achievement of Outcome B.

Component B: Improved water quality			
Outcome	**Indicators**	**End of Project Target(s)**	**Level of Achievement**
Outcome B.1. *Quality of coastal receiving waters improved through* ***pilot interventions***	Overall reduction of the annual amount of nutrient input (t/a) to the coastal waters in pilot sites leads to improved quality of coastal and receiving waters	Total of at least three innovative investments in improved wastewater management in three countries	**Fully Achieved** (Constructed Wetland Technology implemented in Kenya, Tanzania and Seychelles in the process of completion)
		Improved quality of coastal receiving waters due to reduction of N & P pollution loads by at least 50% over baseline (kg/year).	
Outcome B.2. ***Regulatory Framework*** *for monitoring and management of pollutant loads, effluents and receiving water quality adopted at regional level*	Policy, legislative and institutional arrangement to support monitoring frameworks for pollutant loads, effluents and receiving water quality set up supporting SAP implementation at national and regional level as appropriate.	A regionally harmonised water quality and pollution monitoring framework set up for the region by 2020.	**Fully Achieved** (Strategic framework, guidelines for water quality, the development of capacity and national water quality monitoring frameworks established for five countries
	Monitoring and management frameworks are strengthened at both national and regional levels		

236. Outcome B.1. focused on improving the quality of coastal receiving waters through pilot interventions. The implementation of constructed wetlands at four locations (Tanzania, Kenya (Mtwapa and Mikindani) and Seychelles) was very successful, having the advantage of low maintenance and high efficiency in terms of wastewater treatment while the positive social and health impacts were above expectations. The targets of this component were therefore fully achieved.

237. Outcome B.2. aimed at implementing and adopting a regulatory framework at regional level for monitoring and management of pollutant loads, effluents and receiving water quality. A Regional Task Force on Water Quality was set up under the aegis of the NCS. A Strategic Framework for Coastal and Marine Water Quality, guidelines for water quality, the development of capacity and national water quality monitoring frameworks have been operationalised for five countries (Kenya, South Africa, Tanzania, Seychelles and Madagascar). The regional framework for water quality component of the project will be taken further by the SAPPHIRE project. The targets of this component were therefore fully achieved.

Table 23: Achievement of Outcome C.

Component C.: Sustainable management of river flows			
Outcome	**Indicators**	**End of Project Target(s)**	**Level of Achievement**
Outcome C.1. Environmental Flow Assessments *(EFAs) underpin the integrated management of river flows and coastal areas and implementation of assessment recommendations strengthens ecosystem resilience*	Strengthened resilience and improved and integrated management of river flows and coastal areas	By 2020 improvement of flows in pilot rivers	**Fully Achieved** (3 Eflow assessments in Tanzania, Mozambique and Madagascar and flow improved)
Outcome C.2. Capacity *to conjunctively manage river flows and coastal areas strengthened*	Strengthened and improved capacity for conjunctive management of rivers and coastal areas	Enhanced capacities using harmonized guidelines leading to effective conjunctive management	**Fully Achieved** (Guidelines for Eflows produced and conjunctive management initiated)

238. Outcome C.1. ensured that Environmental Flow Assessments (EFAs) underpin the integrated management of river flows and coastal area and that ecosystem resilience is strengthened through the implementation of assessment recommendations. WIOSAP managed to tap rare, specialised experts from the region in order to produce Guidelines and implement this component successfully in three river basins draining into the Indian Ocean, in Mozambique, Tanzania and Madagascar. The activities carried out under this component prove that regional capacity can bring tangible and long-lasting changes in the Western Indian Ocean as it has been established during field visits and remote interviews that the flow in those rivers has improved. The process therefore needs to be expanded regionally. The objectives of this component were therefore fully achieved.

239. Outcome C.2. was focused on the strengthening of capacity to conjunctively manage river flows and coastal areas. WIOSAP developed strong specialised regional training exercises on Eflows in Cape Town in 2019 and in Tanzania in April 2024 to disseminate the knowledge while ensuring replicability. Moreover, a Regional Task Force on Eflows has been established under the NCS to ensure long term benefits. Field visits and remote interviews have confirmed that conjunctive management of river basins is now a reality in Tanzania and Mozambique. The objectives of this component were therefore fully achieved.

Table 24: Achievement of Outcome D.

Component D: Governance and Regional Collaboration			
Outcome	**Indicators**	**End of Project Target(s)**	**Level of Achievement**
Outcome D.1. *Updated* ***policies*** *and strong institutions underpin WIO-SAP implementation*	Timely adoption and ratification of Protocols	Accelerated ratification of the ICZM and LBSA Protocols	**Partially Achieved** (Ratification of Protocols still delayed)
	Successful implementation of outputs through coordination and guidance of existing interministerial committees and regional task forces	National and regional institutional set up for WIO SAP implementation strengthened	
Outcome D.2 *Improved* ***knowledge management*** *systems and exchange mechanisms support WIO management, governance and awareness creation*	Integration of information on investments, climate variability and changed into improved knowledge management system (CHM)	Improved and updated multisectoral information within CHM and access to it	**Fully Achieved** (CHM fully operational and Science-Policy Platform operational)
	Science-policy forum actively promotes greater interaction on marine related issues	Improved Science-policy interface with increased awareness creation, knowledge sharing of lessons learnt and policy briefs	

240. Outcome D.1. dealt with the updating of policies and strong institutions underpinning WIOSAP Implementation. Although the ICZM Protocol has been adopted and signed in September 2023 and no country has ratified it up to now, and although the LBSA Protocol has only been ratified by five countries in the region, the progress achieved throughout the region can be attributed to the WIOSAP Project and it is estimated that the outcome, although not timely, will be achieved in the short to medium term. Throughout the execution of the project, a functional and efficient PMU and national implementation committees have been established. The targets of this component were therefore partially achieved.

241. Outcome D.2. targeted improved knowledge management systems and exchange mechanisms to support Western Indian Ocean management, governance and awareness creation. The CHM is fully operational and it integrates documents from WIOSAP Moreover the Science Policy Platform is fully operational. The targets of this component were therefore fully achieved.

242. This comprehensive success for the achievement of the WIOSAP objectives warrants an overall assessment rating of "Satisfactory".

Rating for Achievement of Project Outcomes: Satisfactory

5.4.3 Likelihood of Impact

243. The objective of WIOSAP was to reduce of the impacts from land-based sources and activities and to the sustainable management of critical coastal-riverine ecosystems through the implementation of the WIOSAP priorities with the support of partnerships at national and regional levels.

244. This innovative integrated approach adopted by WIOSAP from ridge to reef has taken the management of coastal and marine areas to another level. In fact, the project not only considered the local challenges of sea water quality or the degradation of the sensitive marine ecosystems such as coral reefs, mangroves and seagrass, but it adopted a source to sea catchment area-based approach to address those challenges at source from the source of rivers, sometimes a thousand kilometres inland as it is the case for Tanzania, Mozambique and Madagascar. The project in fact created a regional ICZM Plan for the WIO.

245. To achieve its objectives, WIOSAP adopted a four-pronged approach with four components: A. Sustainable Management of critical habitats B. Improved water quality C. Sustainable management of river flows and D. Governance and regional collaboration. These four components covered the adoption of regional protocols, the rehabilitation of degraded habitats, the establishment of ICZM plans, the use and dissemination of low-cost low maintenance constructed wetlands for wastewater treatment and the adoption of regulatory frameworks for water quality, the innovative use and capacity building using regional expertise for Eflows. Furthermore, knowledge management systems were established, and regional task forces were set up to allow for the use of regional expertise and coordination.

246. This approach proved to be very effective with long-lasting sustainable impacts, since WIOSAP emanated from WIOLAB and that the project will be taken further through the Go Blue initiative.

247. The changes brought by WIOSAP therefore proved to be permanent and catalytic throughout the WIO region with the dissemination of knowledge, the building of capacity, the setting up of science-based task forces to inform policy makers and the formal adoption of protocols (ICZM and LBSA) which will crystallise the approach and methodology allow for further replication.

248. The adoption of protocols and the setting up of a regional platform under the aegis of the NCS will trickle down at national level through the adoption of modern and effective national legislations relating to ICZM and LBSA.

249. WIOSAP has equally significantly proved without any doubt that regional WIO expertise can and should be used to achieve the objectives of the project which require knowledge of the region.

250. The project has equally attracted large additional international funding which will ensure that the objectives of the project are brought forward through Go Blue and other initiatives.

251. WIOSAP has therefore significantly "improved and maintained the environmental health of the region's coastal and marine ecosystems through improved management of land-based systems" as defined in the Reconstructed TOC at Evaluation.

Rating for Achievement of Likelihood of Impact: Highly likely

252. The rating for Effectiveness is therefore provided as follows:

Rating for Effectiveness:	**Highly Satisfactory (HS)**

5.5 Financial Management

5.5.1 Adherence to UNEP's Financial Policies and Procedures

253. The project effectively managed its financial and administrative aspects, with significant assistance from NCS to countries in addressing administrative and financial challenges. NCS' support was instrumental in overcoming difficulties or delays encountered by countries in reporting.

254. Financial reporting was conducted regularly, ensuring transparency and accountability in financial management. In fact, Half Yearly Finance Progress Reports and Quarterly Expenditure Statement and Unliquidated Obligations Reports were submitted regularly between July 2016 and June 2023. Moreover, regular Financial Reports were submitted by all the recipients of funds from the project from inception to completion. Some of these documents are available on the web site of the NCS[48]. In fact, the NCS played a crucial role in guiding and supporting countries to prepare comprehensive reports that accurately documented the project's financial activities.

255. Regarding procurement, national appropriate administrative procedures were followed, and NCS provided substantial assistance to countries if and when necessary. All procurement processes were carried out abiding strictly to national procurement laws and policies.

256. WIOSAP budget was successfully managed with appropriate no-cost extensions and budget amendments to cater for the disruptions caused by COVID-19 and to accommodate additional critical activities.

Rating for Adherence to UNEP's Financial Policies and Procedures: Highly Satisfactory

5.5.2 Completeness of Financial Information

257. The constraints in financial management were related mainly to the COVID-19 pandemic which required a budget review to adjust activities to the new context and cater for delays linked to lockdowns.

258. The budget received from the GEF was used almost entirely, with a total expenditure of USD 10,594,746.12 out of a total initial budget of USD 10,867,000.00 with an expenditure ratio of 0.97 as summarised in Table 9.

259. The in-kind co-financing amounted to USD 42,807,865. This amount was substantially lower than the amount mentioned in the project document which was USD 88,553,341 as summarised in Table 10.

260. All the financial information provided throughout the lifespan of the project was complete and accurate.

Rating for Completeness of Financial Information: Highly Satisfactory

5.5.3 Communication Between Finance and Project Management Staff

261. Regular meetings and updates ensured alignment between the financial team and project management regarding budgetary matters and project progress, with support from NCS and UNEP.

262. Financial reports and updates were provided to project management promptly, ensuring transparency and accountability, with guidance from NCS.

263. Efforts were made to overcome language barriers, ensuring effective communication among team members from different linguistic backgrounds, with assistance from NCS.

[48] https://www.nairobiconvention.org/nairobi-convention-projects/implementation-of-the-strategic-action-programme-for-the-protection-of-the-western-indian-ocean-from-land-based-sources-and-activities-wiosap/documents/#1583431070780-8ed5a45e-cd49

264. Clear communication channels facilitated the exchange of information, enabling swift resolution of financial issues, with assistance from NCS and UNEP.

265. Feedback and input from both financial and project management teams were considered in decision-making processes, enhancing overall project management, with guidance from NCS and UNEP.

Rating for Completeness of Communication Between Finance and Project Management Staff: Highly Satisfactory

Table 25: Financial Management

Financial management components:		Rating	Evidence/ Comments
1. Adherence to UNEP's/GEF's policies and procedures		**HS**	**The Adherence to UNEP's/GEF's policies and procedures was Highly Satisfactory**
Any evidence that indicates shortcomings in the project's adherence to UNEP or donor policies, procedures or rules		Yes	Throughout the WIOSAP Project, all financial operations were conducted in accordance with UNEP's established financial policies and procedures. Tender procedures comply with UNEP requirements. The project consistently adhered to UNEP's financial guidelines, which helped maintain transparency and accountability in financial matters. Financial transactions followed internationally recognized guidelines and standards.
Was first disbursement carried out within 9 months of UNEP's project approval date.		Yes	The first payment made within 9 months
2. Completeness of project financial information		**HS**	**The Completeness of Project Financial Information was Highly Satisfactory**
Provision of key documents to the evaluator (based on the responses to A-H below)			
A	Co-financing and Project Cost's tables at design (by budget lines)	Yes	Financial information was complete and accurate.
B	Revisions to the budget	No	Just internally, due COVID-19 pandemic consequences.
C	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes	SSFAs signed.
D	Proof of fund transfers	Yes	Comprehensive records of all financial transactions were maintained.
E	Proof of co-financing (cash and in-kind)	No	Records of all financial transactions were missing.
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	Summary reports on project's expenditures by budget lines regularly provided through Quarterly and Annual financial reports
G	Copies of any completed audits and management responses *(where applicable)*	N/A	
H	Any other financial information that was required for this project (list):	No	
3. Communication between finance and project management staff		**HS**	**The communication between finance and project management staff was Highly Satisfactory**
Project Manager and/or Task Manager's level of awareness of the project's financial status.		HS	Regular meetings and updates ensured alignment between the financial team and project management regarding budgetary matters and project progress, with support from NCS and UNEP.
Fund Management Officer's knowledge of project progress/status when disbursements are done.		HS	Financial reports and updates were provided to project management promptly, ensuring transparency and accountability, with guidance from NCS.
Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.		HS	Efforts were made to overcome language barriers, ensuring effective communication among team members from different linguistic backgrounds, with assistance from NCS.

Financial management components:	Rating	Evidence/ Comments
Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.	HS	Clear communication channels facilitated the exchange of information, enabling swift resolution of financial issues, with assistance from NCS and UNEP
Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the evaluation process	HS	Feedback and input from both financial and project management teams were considered in decision-making processes, enhancing overall project management, with guidance from NCS and UNEP
Overall rating	**HS**	

Rating for Financial Management: High Satisfactory (HS)

5.6 Efficiency

266. WIOSAP Project demonstrated a high level of efficiency across various aspects in terms of cost-effectiveness and timely execution of the activities, considering the disruptions caused by COVID-19. The budget was managed in a cost-effective manner to achieve the project outcomes. Despite facing unforeseen circumstances such as delays and the need for two no-cost extensions due to the COVID-19 pandemic and one additional no-cost extension to allow for the completion of the project activities. These extensions led to a change in the original completion date from June 2021 to April 2024.

267. One key aspect of cost-effectiveness was the increase of the budget allocated to certain specific projects and to increase regional expertise and engagement to support the setting up and functioning costs of regional task forces and produce scientific and technical documentation to be used for science-based decision within the WIO region.

268. Several actions were taken to ensure the timely execution of the activities listed in the WIOSAP Project, including the provision of additional specialised technical support and additional funding. The NCS team provided relentless support to ensure that challenges were addressed proactively and swiftly to keep the project up and running. The WIOSAP Project's efficient management of resources, proactive approach to addressing challenges, and strategic leveraging of partnerships contributed to its success in achieving objectives within the allocated budget and timeframe.

269. Governmental support was equally instrumental to the successful achievement of the objectives of WIOSAP. In fact, the regional arrangements of the project with national implementation committees and partners facilitated the process.

Rating for Efficiency: Satisfactory (S)

5.7 Monitoring and Reporting

5.7.1 Monitoring Design and Budgeting

270. The WIOSAP Project's monitoring framework was meticulously crafted to incorporate SMART (Specific, Measurable, Achievable, Relevant, Time-bound) indicators, ensuring measurable outcomes. This underscores the project's commitment to rigorous tracking and evaluation, ensuring that all planned activities could be quantitatively assessed and adjusted as necessary.

Rating for Monitoring Design and Budgeting: Highly Satisfactory (HS)

5.7.2 Monitoring of Project Implementation

271. The NCS supported the successful implementation of the quality and timely project monitoring despite the challenges linked to a large number of countries using different languages and having a diversity of national procedures. Quarterly, bi-annual and annual reports were submitted and validated accordingly to facilitate the close project monitoring and to adjust the activities when required to keep the project on track.

Rating for Monitoring of Project Implementation: Highly Satisfactory (HS)

5.7.3 Project Reporting

272. Technical and financial reports of the WIOSAP project were submitted by NFPs on a biannual basis to allow for the formulation of the Project Implementation Reports (PIRs) and to maintain accountability and transparency. These reports were essential for tracking progress against the project's goals and were instrumental in the GEF Project Implementation Reports. The thoroughness of these reports helped maintain clarity and continuity in the project's aims, offering stakeholders a clear view of achievements and challenges.

273. The main monitoring tools included work plans and Project Implementation Reports (PIR), which schematically represented the level of progress toward objectives and the implementation rate of activities (through percentage completion). NCS and the Task manager at UNEP (that supervised the WIOSAP Project implementation) provided continuous support and follow-up through ongoing communication (email, etc.) and participation in the WIOSAP Project's annual regional meetings of national coordinators (Focal Points) - especially in the compliance with planned deadlines and timelines. At all monitoring levels, the focus was on achieving activities and outputs and meeting outcomes.

274. However, the final technical and financial reports required from the beneficiaries were sometimes delayed due to lack of capacity or delays in project execution (for Seychelles and Tanzania).

Rating for Project Reporting: Satisfactory (S)

275. The rating for Monitoring and Reporting is therefore provided hereafter:

Rating for Monitoring and Reporting: Highly Satisfactory (HS)

5.8 Sustainability

276. The evaluation exercise has determined the level of long-term commitment to achieve, further develop and improve the project outcomes through the following three dimensions of sustainability.

5.8.1 Socio-political Sustainability

277. The socio-political sustainability of the WIOSAP Project is related to the commitment of national institutions to reduce impacts from land-based sources and activities and sustainably manage critical coastal-riverine ecosystems. The socio-political sustainability varies from country to country across the WIO region.

278. In Kenya, Mauritius, Seychelles, Tanzania, South Africa, the project is well anchored and despite some local challenges linked to procurement in South Africa and lack of capacity for project implementation in Seychelles, the political commitment is present.

279. Somalia is subject to political instability, causing a major socio-political challenge for the project, while in Comoros and Madagascar, the commitment to sustain the project in the long term is weak.

280. Similarly, recent political events in Mozambique have slowed down the progress of the involvement of the national government in the process. However, the other components linked to academia, research and communities is very strong.

281. Overall, the socio-political sustainability of the WIOSAP Project can be deemed Moderately Likely, considering various factors, including COVID-19. In fact, lockdown measures restricted mobility which is necessary to foster and maintain national buy-in.

Rating for Socio-political Sustainability: Moderately Likely (ML)

5.8.2 Financial Sustainability

282. The financial sustainability of the project describes whether the project will be able to attract sufficient funding to continue to operate after its financial closure. WIOSAP successfully catalysed the setting up and operationalisation of new projects which will take over from the results achieved by the project.

283. In fact, WIOSAP successfully attracted large co-funding and direct funding through the NCS as follows:

i. 2 consultants have been recruited to develop a related project to be funded by Swedish International Development Cooperation Agency (SIDA) to be implemented in two phases totalling USD 8.5 million and USD 15 million respectively
ii. WIOSAP managed to catalyse the funding of an African, Caribbean, and Pacific and European Union (ACP/EU) funded project on multi-lateral agreements totalling USD 2 million
iii. The Go Blue Project which is a continuation of the WIOSAP project has been funded at the level of USD 8 million
iv. The EU has funded various projects linked to the outcomes of WIOSAP through the WIO Region at the level of EUR 58 million out of which EUR 7 million were allocated to the NCS.

284. Moreover, WIOSAP and its sister programme SAPPHIRE developed an integrated programme for which will eventually inform the development of projects to be funded over the next 10 years.

285. Finally, the NCS is currently working with the African Development Bank (AfDB) on a project of USD 20 million which has been submitted last year and which may form part of the execution work with the Food and Agriculture Organization of the United Nations (FAO).

Rating for Financial Sustainability: Highly Likely (HL)

5.8.3 Institutional Sustainability

286. The institutional sustainability of the project can be seen as a challenge, as the lack of capacity in some countries has limited the smooth delivery of some outputs of the WIOSAP project, and this despite strong training components being implemented.

287. However, the setting up of regional task forces and the strong commitment of NCS, as well as the engagement of universities such as Sokoine University of Agriculture (SUA) and Universidade Eduardo Mondlane (UEM) as key actors have mitigated partly this challenge and there is now a need to expand regional exchanges and lessons learnt in order to achieve fully institutional sustainability.

288. Moreover, the implementation of the project components and the further adoption of the ICZM and LBSA protocols will contribute positively to the setting up of proper institutional frameworks at national level.

Rating for Institutional Sustainability: Moderately Likely (ML)

Rating for Sustainability (Likelihood): Moderately Likely (ML)

5.9 Factors Affecting Performance and Cross-Cutting Issues

5.9.1 Preparation and Readiness

289. Addressing design weaknesses: The potential weaknesses at inception stage were minimal as the project underwent several reviews before being finalised and approved.

290. Responding to changes during the implementation: The COVID-19 pandemic impacted project operations. Based on the weaknesses identified at the MTR phase of the project, a 15 points MTR Recommendations Action Plan was drawn up and submitted to address those challenges accordingly. The NCS, NIPs and NFPs took some measures to implement those recommendations through the Project Steering Committee.

291. Securing and Utilizing Funds: Adequate funding was secured to ensure a fruitful delivery of the project activities. However, securing and reporting co-funding remained an issue despite Recommendations 4 and 5 of the MTR Recommendations Action Plan as the final amount reported only represented 48.34% of the original pledges.

292. The NCS as executing agency used a proactive and reactive approach to address the challenges linked to preparation and readiness successfully.

Rating for Preparation and Readiness: Satisfactory (S)

5.9.2 Quality of Project Management and Supervision

UNEP/Implementing Agency:

293. UNEP has effectively fulfilled its role as the implementing agency, providing oversight and strategic guidance throughout the project. UNEP Task Manager played a crucial role in coordinating activities, ensuring adherence to project goals, and facilitating communication among all stakeholders involved, including NCS, various focal points, administrators, financial managers, and Ministries.

Partners/Executing Agency:

294. The NCS, as the lead and executing agency, has demonstrated high-quality management in executing the project's day-to-day operations. Their leadership was instrumental in navigating the project through its phases, ensuring effective implementation of activities, and maintaining robust engagement with all partners. The NCS managed to maintain project momentum and adapt to the dynamic project environment, underscoring their capability in managing complex projects.

Rating for Quality of Project Management and Supervision: Highly Satisfactory (HS)

5.9.3 Stakeholders Participation and Cooperation

295. Based on the evaluation of the project reports and site visits carried out in five countries, it was determined that stakeholder participation and cooperation was essential to allow WIOSAP to achieve its objectives. Members of the community and specially women were instrumental for the successful implementation of the critical habitats restoration and Eflow activities while the sustainable alternative livelihood opportunities provided by the project were developed and executed by them.

296. However, the success was not uniform throughout the region as the mobilisation of the communities involved in the mangrove and coastal forest restoration project in Boeny was not sufficient to deter forest fires after the project was completed. In the same manner, the project in Somalia was downscaled from a large scale mangrove restoration project involving a large number of community members to a nursery.

Rating for Stakeholders Participation and Cooperation: Satisfactory (S)

5.9.4 Responsiveness to Human Rights and Gender Equality

297. The WIOSAP Project demonstrated a strong commitment to upholding human rights and promoting gender equity, particularly during the challenging circumstances of the COVID-19 pandemic. This commitment was reflected in several key aspects of the project's implementation:

i. Protection of Human Rights During COVID-19: All the project activities were stopped during the pandemic to safeguard life and the project underwent two no-cost extensions accordingly;

ii. Gender Inclusion and Empowerment: Women formed part of the critical elements which made WIOSAP a success due to the relentless support and commitment, especially during the implementation of the field activities in the forests or at sea;

iii. Addressing Personal Challenges: The NCS responded to personal challenges faced by persons working in the context of the project on a continuous manner to ensure the project continuity at all times.

Rating for Responsiveness to Human Rights and Gender Equality: Highly Satisfactory (HS)

5.9.5 Environmental and Social Safeguards

298. The WIOSAP Project was designed and implemented to meet the UNEP requirements for environmental and social safeguards. This is translated in the project objective and outcomes. To this effect, risk ratings were reviewed regularly to ensure that any adjustments in the risk landscape were promptly identified and addressed. This practice was crucial for maintaining the safety and integrity of the project's operations throughout its duration. The NCS as Executing Agency was particularly attentive to minimizing UNEPs environmental footprint while efforts were made to implement eco-friendly practices such as the selection of consultants and the use of expertise from the region during project implementation (universities and research centres), the choice of a limited number of representative countries for field visits (five out of nine) and combination of missions in neighbouring countries to reduce the carbon footprint during the TE phase. Moreover, additional measures were taken to optimise and reduce resource usage by tapping local sources, aligning the project's operations with UNEP's overarching goals of environmental conservation and sustainability.

Rating for Environmental and Social Safeguards: Highly Satisfactory (HS)

5.9.6 Country Ownership and Driven-ness

299. The country ownership and drivenness of the WIOSAP varies throughout the region. In Kenya, Mauritius, Mozambique and Tanzania the project received the necessary support and drive while in Comoros, Madagascar, Seychelles and South Africa some components of the project implementation denoted a lack of ownership and commitment. For Somalia, the situation was more complicated due to the political situation.

Rating for Country Ownership and Driven-ness: Moderately Satisfactory (MS)

5.9.7 Communication and Public Awareness

300. The WIOSAP project successfully managed to ensure proper communication and awareness through the setting up of a communication cell at the level of the NCS. Photos and videos of project activities and PSC meetings were regularly taken and posted on the website and the Facebook page of the Convention Secretariat. All documents pertaining to the technical outputs from countries were uploaded on the website of the convention and significant milestones such as the signature of the ICZM Protocol were successfully communicated.

Rating for Communication and Public Awareness: Highly Satisfactory (HS)

301. The rating for Factors Affecting Performance and Cross-Cutting Issues is therefore provided hereafter:

Rating for Factors Affecting Performance and Cross-Cutting Issues: Highly Satisfactory (HS)

6. CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusions

302. Before the project was initiated, there was a growing pressure on natural resources of the WIO that had the potential to cause serious degradation to the coastal and marine environment. This situation could eventually cause an erosion of socio-economic development gains, magnify problems associated with increased poverty, food shortages, ill-health and eventually also compromise social stability and security in countries in the region, some of which are listed among the least developed countries in the world. Furthermore, several of the estuaries in the WIO region were known to be experiencing stress due to land-based activities upstream and were therefore less able to provide the ecosystem services upon which communities depended[49]. The WIOLAB project which was developed and implemented between 2005 and 2010, made significant achievements to address those issues: development of a Transboundary Diagnostic Analysis (TDA) and a Strategic Action Programme (SAP) for the Protection of the Coastal and Marine Environment of the Western Indian Ocean from Land-based Sources and Activities.

303. WIOSAP was a response to a request made by the Contracting Parties to the Nairobi Convention as a continuation of the WIOLAB project. WIOSAP created a long-lasting impact in Comoros, Kenya, Madagascar, Mauritius, Mozambique, Seychelles, Somalia, South Africa, Tanzania, and consequently in the WIO region. In fact, the UNEP/GEF Project "Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based sources and activities (WIO-SAP" and referred to as "the WIOSAP project" (GEF ID 4940) executed by the NCS has enhanced the capacity of countries to practice integrated management of terrestrial and freshwater ecosystems and mainstreaming cross-sectoral and integrated ecosystem management principles in their development and planning processes. The project has contributed substantially to the reduction of impacts from land-based sources and activities and sustainably manage critical coastal-riverine ecosystems through the implementation of the WIOSAP priorities with the support of partnerships at national and regional levels.

304. WIOSAP achieved the following major milestones to increase governance and regional collaboration, sustainably manage critical habitats, improve water quality and sustainably manage river flows:

- **Development and adoption of key Protocols, Guidelines, Strategic Frameworks, Toolkits and Policy Briefs:** the ICZM Protocol was adopted and signed during the implementation of WIOSAP. Furthermore, Guidelines for Seagrass and Mangrove Ecosystem Restoration, Economic Valuation, Eflows and Setting Water and Sediment Quality Targets for Coastal and Marine Areas were developed. A toolkit on climate change vulnerability assessments was produced together with a Strategic Framework on MSP, a Regional Ecosystem Monitoring Framework and a Strategic Framework for Coastal and Marine Water Quality Management. A compendium of seven sectorial policy briefs was also published. Under Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based sources and activities (WIO-SAP), a total of 20 regional frameworks and strategies were developed, completed, launched and adopted across the region.

[49] https://publicpartnershipdata.azureedge.net/gef/PMISGEFDocuments/International%20Waters/Regional%20-%20%284940%29%20-%20Implementation%20of%20the%20Strategic%20Action%20Programme%20f/01-16-2013%20WIO%20SAP%20Implementation%20PIF.doc

- **Setting up of Regional Task Forces, Working Groups[50] and Platforms:** Three RTFs (on Sustainable Management of Critical Habitats; Water Quality, and River Flows) were established to ensure effective regional collaboration, shared learning and quality control of the products to be delivered through Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based sources and activities (WIO-SAP). Furthermore, a technical working group on marine litter and microplastics was established to provide a forum for sharing and exchanging of information (with the production of four reports) to provide policy guidance and advice to the Nairobi Convention and other regional frameworks and synthesize information and produce peer-reviewed publications and other products and finally a technical working group (TWG) on Marine Spatial Planning (MSP) was operationalised under the project. A WIO Science to Policy Platform was equally created under WIOSAP.

- **Capacity building:** A Training and Capacity Development Programme was developed under WIOSAP;

- **Setting up and operationalisation of a WIOSAP CHM within the NCS CHM**: WIOSAP CHM forms an integral part of the Nairobi Convention Clearinghouse which is a sustainable 'data shop', providing accurate and relevant data and information for improved management and protection of the coastal and marine environment in the Western Indian Ocean region. The Nairobi Convention Clearinghouse falls within the auspices of the Nairobi Convention. The Nairobi Convention Clearinghouse goal is to improve the data sharing, coordination and participation of the Western Indian Ocean countries.

- **Sustainable management of river flows from source to sea:** WIOSAP conducted three Eflow assessments throughout the region in Tanzania, Mozambique and Madagascar using multi-stakeholder integrated river basins approach demonstrating that an effective protection of coastal resources requires an integrated approach integrating river basin-coastal ecosystems. These projects can now be replicated at regional level;

- **Restoration of critical coastal habitats:** WIOSAP equally saw the rehabilitation of 155 hectares of critical coastal habitats throughout the region when the original objective was only 5 hectares each of coral reefs, seagrass beds and mangrove forests in degraded hotspot sites, confirming that the project was result-oriented. These projects can now be replicated regionally;

- **Increasing coastal water quality:** Four constructed wetland technology projects were implemented throughout the region in Kenya, Tanzania and Seychelles, confirming that the use of low technology nature based systems is effective to treat wastewater generated on land while changing the lives of people by protecting their health and quality of life from water borne diseases. These projects can now be implemented throughout the WIO region;

- **Adopting the Ridge to Reef Concept at Regional Level**: By facilitating the implementation of 21 demonstration projects covering four outcomes in nine countries[51] WIOSAP managed to demonstrate that there is a need to adopt an integrated regional approach from source to sea in order to understand and tackle the

[50] https://www.nairobiconvention.org/nairobi-convention-projects/implementation-of-the-strategic-action-programme-for-the-protection-of-the-western-indian-ocean-from-land-based-sources-and-activities-wiosap/progress/
[51] https://nairobiconvention.org/clearinghouse/wiosap-demo-projects

major challenges faced in the WIO region by involving all the actors and by placing the humans at the centre.

305. NCS played a key role in guiding and supporting the implementation of the WIOSAP Project as executing partner by providing continuous advice and technical assistance to the countries involved while promoting a participatory and collaborative approach, actively involving all stakeholders in the decision-making process and implementation of project activities. Through WIOSAP, the NCS proved to be the most suitable reliable and efficient partner to support WIO countries in addressing challenges related to the enhancement of the capacity of those countries to practice integrated management of terrestrial and freshwater ecosystems and mainstreaming cross-sectoral and integrated ecosystem management principles in their development and planning processes.

6.1.1 Summary of the main strengths of the WIOSAP Project

306. Regional Impact: The changes brought by WIOSAP therefore proved to be permanent and catalytic throughout the WIO region with the dissemination of knowledge, the building of capacity, the setting up of science-based task forces to inform policy makers and the formal adoption of protocols (ICZM and LBSA) which will crystallise the approach and methodology allow for further replication.

307. Project Management and Execution: The implementing and executing arrangements of the project through UNEP and the NCS proved to be a very effective combination as the as both organisations have an excellent reputation and are well enshrined in the WIO region.

308. Financial Sustainability post-project: WIOSAP successfully catalysed the setting up and operationalisation of new projects which will take over from the results achieved by the project at the level of USD 60.5 million (Refer to Paragraph 283 of this report).

309. Communication and Public Awareness: The use of a dedicated NCS communication team and the setting up of the CHM provided the adequate visibility to the WIOSAP project.

6.1.2 Summary of the main weaknesses of the WIOSAP Project

310. Socio-Political Context: The socio-political context in the region is complex, uneven and sometimes challenging, producing different results in terms of national ratification of protocols and implementation of the project on the ground, especially in Somalia, Madagascar and more recently in Mozambique.

311. Financial Sustainability: Although WIOSAP attracted sufficient funding to continue to operate beyond the project completion date, securing and reporting co-funding remained an issue despite Recommendations 4 and 5 of the MTR Recommendations Action Plan as the final amount reported only represented 48.34% of the original pledges (Refer to Paragraph 292 of this report). Moreover, the challenges linked to the disbursements of funds for projects which have not materialised due to national procurement constraints (South Africa) needs to be addressed.

312. The Terminal Evaluation exercise equally comprised the answer to three strategic questions as follows.

313. **Strategic Question 1:** In what ways, and to what extent, was gender mainstreamed[52] in the implementation and monitoring of the project?

Women formed part of the critical elements which made WIOSAP a success due to the relentless support and commitment, especially during the implementation of the field activities in the forests or at sea. The management staff of the NCS is equally compliant the gender policies of UNEP.

314. **Strategic Question 2**: In what ways, and to what extent, were the recommendations from the Mid Term Review actioned upon? To what extent did project implementation incorporate lessons learned from previous interventions?

Based on the weaknesses identified at the MTR phase of the project, a 15 points MTR Recommendations Action Plan was drawn up and submitted to address those challenges accordingly. The NCS, NIPs and NFPs took the necessary measures to implement those recommendations through the PSC. However, some issues like the submission of detailed co-funding reports still remains a challenge.

315. Strategic Question 3: What changes were made to adapt to the effects of COVID-19 and how might any changes have affected the project's performance?

All the project activities were stopped during the pandemic to safeguard life and the project underwent two no-cost extensions accordingly. These changes did not affect project performance but delayed the project completion date.

316. The table below provides a summary of the ratings and finding discussed in Chapter 5. Overall, the project demonstrates a rating of '**Satisfactory**'.

[52] Gender mainstreaming is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.
Source: ECOSOC Agreed Conclusions 1997/2

Table 26. Summary of project findings and ratings[53]

Criterion	Summary assessment	Rating
Strategic Relevance	High relevant particularly with national and regional context and plans.	**HS**
1. Alignment to UNEP MTS, POW and Strategic Priorities	Very well aligned with UNEP MTS and PoW strategies.	HS
2. Alignment to UNEP Donor/GEF/Partner strategic priorities	The initiative contributes to achieve GEF Corporate Goals 1 and 4: "Global natural resources" and "Building national and regional capacities and enabling conditions for addressing transboundary systems" respectively, focal area strategic objectives IW1 and IW2 within International Waters strategic programme of GEF V	HS
3. Relevance to global, regional, sub-regional and national environmental priorities	The WIOSAP Project is aligned with four of the 17 SDGs, the Nairobi Convention and its protocols (LBSA and ICZM), regional priorities defined in Agenda 21 (Chapters 17 and 18), the Convention on Biological Diversity, the Programme of Action for the Sustainable Development of Small Island Developing States (Barbados, 1994), the Pan-African Conference on Sustainable Integrated Coastal Management (Mozambique, 1998), the Arusha Resolution on Integrated Coastal Zone Management (ICZM) in Eastern Africa. Other relevant regional frameworks relevant to WIOSAP include the African Union's 2050's Integrated Maritime Strategy	HS
4. Complementarity with existing interventions/ Coherence	While the UNEP implemented WIOSAP project was developed based on the findings of the SAP WIOLAB project, it ran in parallel with UNDP implemented SAPPHIRE project which was developed based on the outcomes of Agulhas and Somali Current Large Marine Ecosystems SAP. Both projects were executed by the Nairobi Convention Secretariat allowing for a harmonisation of activities for both projects and ultimately combining institutional and administrative processes for a single implementation of both SAPs.	HS
Quality of Project Design	Overall, the quality of the project design was highly satisfactory.	**HS**
Nature of External Context	During the implementation of the WIOSAP Project, the global emergency related to the COVID-19 pandemic led to significant constraints and delays. COVID-19-related restrictions made it impossible for WIOSAP project participants to meet physically or receive face-to-face training, while project activities on the ground were delayed by restrictions imposed to control the spread of the pandemic.	**MU**
Effectiveness		**HS**
1. Availability of outputs	Some Outputs partly delivered	S
2. Achievement of project outcomes	Comprehensive success of achievement of WIOSAP objectives	S
3. Likelihood of impact	WIOSAP has therefore significantly "improved and maintained the environmental health of the region's coastal and marine ecosystems through improved management of land-based systems".	HL
Financial Management	Highly Satisfactory project financial management.	**HS**
1. Adherence to UNEP's financial policies and procedures	Aligned with UNEP procedures.	HS
2. Completeness of project financial information	Information completed and organized.	HS
3. Communication between finance and project management staff	Very frequent and transparent flow of information.	HS

[53] 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
Efficiency	Cost-effectiveness well optimized	**S**
Monitoring and Reporting	Positive and strong Monitoring and Reporting processes.	**HS**
1. Monitoring design and budgeting	Well monitored and used.	HS
2. Monitoring of project implementation	The Project has been monitored adequately.	HS
3. Project reporting	The Project progress has been reported appropriately.	S
Sustainability	Sustainability is the critical point of the project and has been mainly affected by COVID-19.	**ML**
1. Socio-political sustainability	Overall, the socio-political sustainability of the WIOSAP Project can be deemed Moderately Likely, considering various factors, including COVID-19. In fact, lockdown measures restricted mobility which is necessary to foster and maintain national buy-in	ML
2. Financial sustainability	Financial sustainability is evaluated as highly likely with large projects approved	HL
3. Institutional sustainability	The institutional sustainability of the project can be seen as a challenge, as the lack of capacity in some countries has limited the smooth delivery of some outputs of the WIOSAP project, and this despite strong training components being implemented.	ML
Factors Affecting Performance		**HS**
1. Preparation and readiness	The NCS as executing agency used a proactive and reactive approach to address the challenges linked to preparation and readiness successfully.	S
2. Quality of project management and supervision	Very high quality of management of NCS and supervision of UNEP	HS
2.1 UNEP/Implementing Agency:	Very high quality of supervision of UNEP	*HS*
2.2 Partners/Executing Agency:	Very high quality of management of NCS	*HS*
3. Stakeholders' participation and cooperation	Members of the community and specially women were instrumental for the successful implementation of the critical habitats restoration and Eflow activities while the sustainable alternative livelihood opportunities provided by the project were developed and executed by them.	S
4. Responsiveness to human rights and gender equality	The WIOSAP Project demonstrated a strong commitment to upholding human rights and promoting gender equity, particularly during the challenging circumstances of the COVID-19 pandemic	HS
5. Environmental and social safeguards	The WIOSAP Project has been designed and implemented to meet the UNEP requirements for environmental and social safeguards.	HS
6. Country ownership and driven-ness	The country ownership and drivenness of the WIOSAP varies throughout the region. In Kenya, Mauritius, Mozambique and Tanzania the project received the necessary support and drive while in Comoros, Madagascar, Seychelles and South Africa some components of the project implementation denoted a lack of ownership and commitment. For Somalia, the situation was more challenging due to the political situation.	MS
7. Communication and public awareness	The WIOSAP project successfully managed to ensure proper communication and awareness through the setting up of a communication cell at the level of the NCS	HS
Overall Project Performance Rating	**Satisfactory**	**S**

6.2 Lessons Learned

Lesson Learned #1:	**A regional approach is important in addressing transboundary environmental issues**
Context/comment:	The project design was centred around the reduction of the impacts from land-based sources and activities and the sustainable management of critical coastal-riverine ecosystems. The regional approach mentioned in the project objective clearly demonstrates the linkages between the various critical ecosystems in the WIO and the necessity to approach and manage challenges at a regional level.

Lesson Learned #2:	**It is necessary to use a scientific approach to integrate land and sea**
Context/comment:	The approach adopted by WIOSAP was innovative in as much as it did not only look as coastal ecosystems from a marine perspective, but it used a source to sea (Ridge to Reef) approach tackling the problems at source. This integrated approach should be encouraged at the regional level.

Lesson Learned #3:	**The adoption, signature and ratification of protocols are critical to catalyse change at WIO level**
Context/comment:	WIOSAP demonstrated the importance of protocols as vehicle of change throughout the region. In fact, following the signature of the LBSA and ICZM protocols, national legislations are being drafted to allow those protocols to be domesticated in national laws. This regional to national approach has therefore proved to be effective to bring change throughout the region.

Lesson Learned #4:	**Regional expertise is best suited to provide support for projects in the WIO**
Context/comment:	The project required regional expertise knowledgeable in the field in order to deliver successfully all its outputs and reach its ultimate goal. The NCS managed to tap national and regional research institutions using regional experts to execute the project successfully. This approach should be replicated in the future.

Lesson Learned #5:	**It is essential to carry out preliminary studies prior to project implementation to identify the challenges and reduce the rate of failures**
Context/comment:	In one country, the mangrove restoration project struggled to achieve its outcomes as the project site had been ill-chosen with high salinity and sediment loads. Moreover, the coastal forest which was just planted using project funds was burnt to the ground. It is therefore important to carry out the necessary scientific and social studies prior to the project and before site selection accordingly.

Lesson Learned #6:	**There is a need to apply simple and practical solutions to achieve the intended results**
Context/comment:	The implementation of constructed wetlands to solve the discharge of untreated wastewater issues was ideal in as much as it provided a simple low cost and low maintenance solution which was replicated in Continental Africa and SIDS.

Lesson Learned #7:	**It is essential to combine and mix partners at implementation level to achieve the intended results**
Context/comment:	The implementation of the project using a number of actors from universities with specialised experts, to NGOs, CBOs, national government agencies and the private sector provides tangible and sustainable results and ownership which are necessary to ensure that the project has long term impacts. This approach could be replicated in future projects.

Lesson Learned #8:	**There is a need to adopt innovative approaches and adaptability in project management to face unforeseen circumstances**
Context/comment:	The project was designed prior to the COVID-19 pandemic, However, the NCS as Executing Agency managed to successfully overcome this challenge. Although the Project Document contained a section on risk assessments, COVID-19 has not and could not be foreseen. Adaptability and innovation to face such events is therefore critical.

Lesson Learned #9:	**The commitment of policy makers is a prerequisite to reach the intended objectives**
Context/comment:	The achievements of the WIOSAP project can be related to the integrated scientific, technical, administrative and political approach which forms a part and parcel of the project. The political commitment to sign protocols is normally followed by ratification and adoption at national levels. This process was well understood and implemented in the context of the WIOSAP project.

Lesson Learned #10:	**Regional capacity building and continuous training activities are necessary in order to face staff mobility challenges and ensure long term sustainability of projects**
Context/comment:	WIOSAP Project highlighted the critical importance of building capacity to ensure a proper project implementation and continuity in a context of high staff mobility. Regional universities could be involved in this field to ensure long term sustainability and impacts.

6.3 Recommendations

Recommendation #1:	**Future projects should increase focus on capacity building, the sensitisation of policy makers and the development of adequate institutional setups at national level throughout the WIO.**
Challenge/problem to be addressed by the recommendation[54]:	The main barrier to the ratification of the ICZM and LBSA protocols and the use of tools developed under WIOSAP was linked to the lack of capacity, inadequate institutional setups and the lack of sensitisation of policy makers about the protection of coastal and riverine environments in countries of the WIO (Outcomes A.1., A.2., D.1.).
Priority Level[55]:	Critical
Type of Recommendation[56]:	UNEP-Wide
Responsibility:	Governments with UNEP and NCS Support
Proposed implementation time-frame:	When developing or implementing new projects
Cross-reference(s) to rationale and supporting discussions: This recommendation follows the identification of the challenges linked to the delays in the adoption and ratification of ICZM and LBSA Protocols as described in Paragraphs 194, 201 and 228 of this report. The domestication of these Protocols is essential to ensure the long term impact and sustainability of the outcomes of WIOSAP and of future regional projects.	

[54] The same challenge/problem can lead to a recommendation of more than one type, i.e. one or more of the following: Project Level, UNEP-wide or Partners recommendation.
[55] Critical, Important or Opportunity for Improvement.
[56] Project Level, UNEP-Wide or Partners recommendation.

Recommendation #2:	**Future projects should include support staff and resources as well as equipment covering project management, engineering, quantity surveying, maintenance monitoring and other specialised support to ensure the optimal use of financial resources and the successful delivery of outputs.**
Challenge/problem to be addressed by the recommendation:	Some of the civil engineering works carried out and financed under the WIOLAB project such as constructed wetlands did not perform properly, requiring additional funding under the WIOSAP project. Moreover, the lack of capacity and equipment in water quality monitoring was a limitation to the successful delivery of certain Outputs (B.1. and B.2.).
Priority Level:	Critical
Type of Recommendation:	Project Level, UNEP-Wide and Partners
Responsibility:	UNEP with NCS and Government Support
Proposed implementation time-frame:	When developing or implementing new projects
Cross-reference(s) to rationale and supporting discussions: The challenges linked to the improvement of the quality of coastal waters were linked to the weak engineering and quantity surveying support, leading to the mal-functioning and collapse of certain constructed wetlands which needed to be refurbished at additional costs (Paragraph 207) and the lack of water quality monitoring staff and equipment to ensure that the said equipment was performing properly (Paragraph 212). Projects contain civil engineering works financed by GEF should therefore be managed by teams of professional engineers, quantity surveyors, project managers with the necessary laboratory support which could be hired at regional level to ensure that the proper quality and guarantees are provided and that the performance of such works is in line with the objectives.	

Recommendation #3:	**Limitations linked to the specialised aspect of certain interventions should be considered at project design stage.**
Challenge/problem to be addressed by the recommendation:	The specialised aspect of Eflow assessments has limited the replication of the approach throughout the region (Outcomes C.1. and C.2.).
Priority Level:	Opportunity for Improvement
Type of Recommendation:	UNEP-Wide
Responsibility:	UNEP with NCS Support
Proposed implementation time-frame:	At project design stage.
Cross-reference(s) to rationale and supporting discussions: The use of specialised tools such as Eflow assessments at river basin level requires specialised personnel only available in Tanzania, Mozambique and South Africa. Capacity building and replication opportunities being limited for such specialised approaches (Sections 218 and 223 of this report), due consideration needs to be given to the adoption of such approaches in future projects.	

ANNEX I: RESPONSE TO STAKEHOLDER COMMENTS

Response to stakeholder comments received but not (fully) accepted by the evaluator(s), where appropriate

Page Ref	Stakeholder comment	Evaluator(s) Response	UNEP Evaluation Office Response
	All comments received were addressed satisfactorily.		

ANNEX II: EVALUATION FRAMEWORK/MATRIX

Evaluation Criteria (to which rating applies)	**Evaluation sub-questions (Key and starting question)**	**Judgement Criteria / Indicators**	**Data sources**
A. Strategic Relevance: has the WIOSAP project done the right things?			
i. Alignment to the UNEP Medium Term Strategy (MTS), Project of Work (PoW) and Strategic Priorities	A1. How well aligned was WIOSAP project to the UNEP strategies and priorities (MTS & POW)?	• Degree of alignment with the MTS and PoW, under which the Project was approved, including: the scale and scope of any contributions made to the planned results reflected in the relevant MTS and PoW. • Degree of alignment with UNEP strategic priorities, including the Bali Strategic Plan for Technology Support and Capacity Building (BSP) and South-South Cooperation (S-SC).	Desk study; KIIs
ii. Alignment to Donor/GEF/Partner Strategic Priorities	A2. How well aligned WIOSAP project was to the Donor/GEF/Partner Strategic Priorities?	• The degree to which WIOSAP project was suited to or responded to the GEF as expressed in the funding agreement and other donor priorities.	Desk study; KIIs
iii. Relevance to Global, Regional, Sub-regional and National Environmental Priorities	A3. How well aligned WIOSAP project was to Global, Regional, Sub-regional and National Environmental Priorities?	• Degree of alignment of the WIOSAP project: Global priorities such as the SDGs and Agenda 2030, UN Development Assistance Frameworks (UNDAF) and CCA, Regional, National development plans, Poverty reduction strategies, Nationally Appropriate Mitigation Action (NAMA) and Needs of the countries. • Within this section consideration will be given to whether the needs of all beneficiary groups are being met and reflects the current policy priority to leave no one behind.	Desk study; KIIs; Field visits
iv. Complementarity with Relevant Existing Interventions/Coherence	A4. How coherent WIOSAP project was with the other relevant interventions?	• Degree of how well the activities of WIOSAP project took account of ongoing and planned initiatives that address similar needs of the same target groups, including optimizing synergies and avoiding duplication of effort or being implemented by other agencies within the same country, sector or institution (UNDAF or One UN programming, UN other programs).	Desk study; KIIs Field visits
	A5. Did WIOSAP project include human rights and gender equality?	• Degree to which WIOSAP project has applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People. Within these human rights contexts, degree to which WIOSAP project adheres to UNEP's Policy and Strategy for Gender Equality and the Environment. • Degree to which WIOSAP project background/ context included a discussion of appropriate gender-related processes (policies, plans) or trends and links with the Project theme. • Whether the Project consulted with gender or marginalized groups in design, implementation, etc. as appropriate.	Desk study; KIIs

Evaluation Criteria (to which rating applies)	**Evaluation sub-questions (Key and starting question)**	**Judgement Criteria / Indicators**	**Data sources**
		• Existence of procedures in lines with gender equality and promotion related activities or specialists; The extent to which gender-related challenges and entry-points were addressed.	
	A6. How well has country ownership been achieved with WIOSAP project?	• Understand what the level of country ownership was, also considering the management difficulties faced during COVID. • How the different stakeholders interacted and how they cooperated.	Desk study; KIIs; Field visits
B. Quality of Project Design: How well was the Project designed?			
i. Evaluate the quality of the project design in all its phases (developed in detail in the next framework)	B1. To what extent was WIOSAP project design suitable for achieving the envisaged outcomes in its timeframe?	• Follows indicators/criteria and assessment from the Project Design Quality Assessment (PDQA): Final evaluation ratings table (as item B) in the Main Evaluation Report taking into consideration stakeholders' participation and cooperation and responsiveness to human rights and gender equality)	Desk study; KIIs
C. Nature of External Context: How did the nature of external context influence WIOSAP project?			
i. The influence of factors external to the project.	C1. How did the nature of external context influence WIOSAP project?	• Follows indicators/criteria and assessment from the PDQA: Final evaluation ratings table as item C: Rating is established for the Project's external operating context considering: the prevalence of conflict, disasters and shocks (including COVID-19), political upheaval and serious economic crises	Desk study; KIIs; Field visits
D. Effectiveness: Did WIOSAP project achieve its results?			
i. Availability of Outputs	D1. Did WIOSAP project deliver its Project outputs and milestones towards the intended beneficiaries?	• Degree of success in producing the planned outputs (both in terms of quantity and quality); degree of success in achieving the milestones as set out in the Project design document and the UNEP/GEF project/subsidy document for WIOSAP project funding. • In this case, the ToC and the proposed changes will also be checked, leading to a final version of the ToC.	Desk study; KIIs; Field visits
ii. Achievement of Project Outcomes	D2. Did WIOSAP project deliver its outcomes?	• Degree of success in the achievement of planned outcomes (both in terms of quantity and quality); degree of success in achieving the milestones as set out in the Project design document and the UNEP/GEF project/subsidy document for WIOSAP project funding. • In this case, the ToC and the proposed changes will also be checked, leading to a final version of the ToC. • The following factors will be considered: Quality of project management and supervision, stakeholders' participation and cooperation, responsiveness to human rights and gender equality and communication and public awareness.	Desk study; KIIs; Field visits
iii. Likelihood of Impact	D3. What difference did	• The degree or likelihood of the intended, positive impacts becoming a reality;	Desk study;

Evaluation Criteria (to which rating applies)	**Evaluation sub-questions (Key and starting question)**	**Judgement Criteria / Indicators**	**Data sources**
	WIOSAP project make?	• In this case, the ToC and the proposed changes will also be checked, leading to a final version of the ToC.	KIIs; Field visits
E. Financial Management: Was the Project's financial management functional?			
i. Evaluate the financial management of the project	E1. Was WIOSAP project adherent to UNEP's financial policies and procedures?	• The degree of adherence to UNEP's financial policies and procedures (Project and grant managed by UNEP); Degree of the application of proper financial management standards and adherence to UNEP's financial management policies.	Desk study; KIIs;
	E2. Was WIOSAP project´s financial information complete ?	• The actual spends across the life of the project of funds secured from all donors; Whether standard financial documentation is missing, inaccurate, incomplete or unavailable in a timely manner.	Desk study; KIIs;
	E3. Was the communication between financial and Project Management staff adequate ?	• The degree of communication between the partners and stakeholders in the project as it relates to the effective delivery of the planned Project and the needs of a responsive, adaptive management approach.	Desk study; KIIs;
	E4. Were there any constrains in the financial management?	• Any financial management issues that have affected the timely delivery of the Project or the quality of its performance.	Desk study; KIIs;
F. Efficiency: Did WIOSAP project conduct its operations in the right (cost-effective) way?			
i. Assess the extent to which the project delivered maximum results from the given resources, including an assessment of the cost-effectiveness and timeliness of project execution.	F1. Was WIOSAP project implemented in the most cost-efficient way?	• The degree to which the activities under the UNEP ProDoc and GEF funding agreement delivered maximum results from the given resources; cost-effectiveness & timeliness of execution; • Whether the WIOSAP project was implemented in the most efficient way compared to alternative interventions or approaches. • Degree of efforts made by the Project/project teams during implementation to make use of/build upon pre-existing work to increase efficiency.	Desk study; KIIs; Field visits
	F2. Were the WIOSAP project extensions necessary and cost-efficient?	• The factors underpinning the need for any Project extensions; • Advantages and disadvantages of cost extensions; Degree to which any Project extension could have been avoided through stronger Project management; • Existence of any negative impacts caused by Project delays or extensions.	Desk study; KIIs
	F3. Did WIOSAP successfully apply preparation and readiness in its operations? (from criteria I)	• Degree to which appropriate measures were taken to either address weaknesses in the WIOSAP project design or respond to changes that took place between project approval, the securing of funds and mobilization; • The nature and quality of engagement with stakeholder groups by the Project Team;	Desk study; KIIs; Field visits

Evaluation Criteria (to which rating applies)	**Evaluation sub-questions (Key and starting question)**	**Judgement Criteria / Indicators**	**Data sources**
		• The confirmation of partner capacity and development of partnership agreements as well as initial staffing and financing arrangements.	
G. Monitoring and Reporting: Did the WIOSAP project succeed in its monitoring and reporting?			
i. Monitoring Design and Budgeting	G1. Did WIOSAP project succeed in monitoring design and budgeting?	• The existence of a sound monitoring plan, including: Degree of design to track progress against SMART results towards the provision of the WIOSAP project's outputs and achievement of Project outcomes and degree of inclusion of a level disaggregated by gender, marginalization or vulnerability, including those living with disabilities. • The degree of relevance and appropriateness of the WIOSAP project indicators used in the project document and grant; The methods used for tracking progress against them as part of conscious results-based management. • The degree of quality of the design of the monitoring plan; The funds allocated for its implementation. • The adequacy of resources for Mid-Term and Terminal Evaluation/Review.	Desk study; KIIs
ii. Monitoring of Project Implementation	G2. Did WIOSAP project succeed in monitoring of implementation?	• Assessment of the quality of the monitoring design against the ToC and the implementation of the project's monitoring system. • Degree of the monitoring system´s operational level, including: Degree to which it facilitated the timely tracking of results and progress towards WIOSAP project objectives throughout the Project implementation period and degree to which the WIOSAP project gathered relevant and good quality baseline data that is accurately and appropriately documented. • The quality of the information generated by the monitoring system during the project implementation, including: How it was used to adapt and improve project execution, achievement of outcomes and ensure sustainability. • Degree to which the funds allocated for monitoring were used to support this activity. Were they enough? • Degree to which the previous evaluations' and assessments recommendations were effectively monitored and implemented. • The performance at project completion against Core Indicator Targets (identified retrospectively with comments on performance as the project was approved prior to GEF-7).	Desk study; KIIs; Field visits
iii. Project Reporting	G3. Did WIOSAP project succeed in reporting ?	• The degree to which reporting commitments to UNEP and GEF have been fulfilled. • Degree to which reporting has been carried out with respect to the effects of WIOSAP project on disaggregated groups;	Desk study; KIIs

Evaluation Criteria (to which rating applies)	**Evaluation sub-questions (Key and starting question)**	**Judgement Criteria / Indicators**	**Data sources**
		• Whether monitoring and reporting reflected gender- differentiated achievements/challenges; • Whether the intentions assessed with the gender marker score were, in fact, included in monitoring practices and implemented. • Whether additional requirements to report regularly were required and met by the Project team/countries.	
H. Sustainability: Are the changes estimated to last?			
i. Socio-political Sustainability	H1. Did WIOSAP project achieve socio-political sustainability?	• The degree to which social or political factors support the continuation and further development of the benefits derived from WIOSAP project outcomes; • The degree of ownership, interest and commitment among government and other stakeholders to take the WIOSAP project achievements forwards. • Whether capacity development efforts are likely to be sustained (priority interest).	Desk study; KIIs; Field visits
ii. Financial Sustainability	H2. Did WIOSAP project achieve financial sustainability ?	• The degree to which both WIOSAP project outcomes and the outcomes specified in the GEF grant are dependent on future funding for the benefits they bring to be sustained.	Desk study; KIIs
iii. Institutional Sustainability	H3. Did WIOSAP project achieve institutional sustainability?	• The degree to which the sustainability of WIOSAP project outcomes (especially those relating to policies and laws) is dependent on issues relating to institutional frameworks and governance; • Whether institutional achievements (such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc.) are robust enough to continue delivering the benefits associated with the WIOSAP project outcomes after WIOSAP project closure; • Whether institutional capacity development efforts are likely to be sustained.	Desk study; KIIs; Field visits
I. Factors Affecting Project Performance and Cross-Cutting Issues: How was the project implemented throughout?			
i. Preparation and Readiness	I1. Were appropriate measures taken to either address weaknesses in the project design or respond to changes that took place between project approval, the securing of funds and project mobilisation?	• The degree of project implementation from the preparation phase to the actual start of activities in order to understand its efficiency and initial implementation, considering also the nature and quality of engagement with stakeholder groups by the project team, the confirmation of partner capacity and development of partnership agreements as well as initial staffing and financing arrangements	Desk study; KIIs
i. Quality of Project Management and	I2. Did the WIOSAP project successfully apply Quality	• The effectiveness of Project management with regards to: providing leadership towards achieving the planned Project outcomes; managing team structures;	Desk study; KIIs

Evaluation Criteria (to which rating applies)	**Evaluation sub-questions (Key and starting question)**	**Judgement Criteria / Indicators**	**Data sources**
Supervision	of Project Management and Supervision in its operations?	maintaining productive partner relationships (including Steering Groups, etc.); maintaining Project relevance within changing external and strategic contexts; communication and collaboration with UNEP colleagues; risk management; use of problem-solving; project adaptation and overall execution. • Evidence of adaptive management should be highlighted.	
ii. Stakeholder Participation and Cooperation	I3. Did the WIOSAP project successfully apply Stakeholder Participation and Cooperation in its operations?	• The quality and effectiveness of all forms of communication and consultation with stakeholders throughout the WIOSAP project life; • The support given to maximize collaboration and coherence between various stakeholders, including sharing plans, pooling resources and exchanging learning and expertise; • The inclusion and participation of all differentiated groups, including gender groups; • The progress, challenges and outcomes regarding engagement of stakeholders in the project occurring since the MTR.	Desk study; KIIs; Field visits
iii. Responsiveness to Human Rights and Gender Equality	I4. Did 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 ?	• The degree to which the project adhered to UNEP's gender equality and environment policy and strategy. • What extent project implementation and monitoring have taken into consideration: (i) possible inequalities (especially those related to gender) in access to, and the control over, natural resources; (ii) specific vulnerabilities of disadvantaged groups (especially women, youth and children and those living with disabilities) to environmental degradation or disasters; and (iii) the role of disadvantaged groups (especially those related to gender) in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation; • Completed gender-responsive measures & actual gender result areas.	Desk study; KIIs; Field visits
iv. Environmental and Social Safeguards	I5. Did WIOSAP project successfully apply Environmental and Social Safeguards in its operations ?	• Whether UNEP requirements were met to: review risk ratings on a regular basis; monitor WIOSAP project implementation for possible safeguard issues; respond (where relevant) to safeguard issues through risk avoidance, minimization, mitigation or offsetting and report on the implementation of safeguard management measures taken. • Degree to which any issues arising from the WIOSAP project environmental/ risk assessment impact in relation to gender and marginalized groups were integrated. • The extent to which the management of the WIOSAP project minimized UNEP's environmental footprint; • Implementation of management measures against Safeguards Plan submitted at CEO Approval.	Desk study; KIIs; Field visits

Evaluation Criteria (to which rating applies)	**Evaluation sub-questions (Key and starting question)**	**Judgement Criteria / Indicators**	**Data sources**
v. Country Ownership and Driven-ness	I6. Did WIOSAO project successfully apply Country Ownership and Driven-ness in its operations?	• The quality and degree of engagement of government / public sector agencies in the project and that is necessary for long-lasting impact to be realized, focusing on: moving forwards from outputs to project outcomes or, moving forward from project outcomes towards intermediate states • All gender and marginalized groups.	Desk study; KIIs; Field visits
vi. Communication and Public Awareness	I7. Did WIOSAP project successfully apply Communication and Public Awareness in its operations?	• The degree of effectiveness of: Communication of learning and experience sharing between WIOSAP project partners and interested groups arising from the project during its life and Public awareness activities that were undertaken during the implementation of the WIOSAP project to influence attitudes or shape behaviour among wider communities and civil society at large. • Degree to which existing communication channels and networks were used effectively, including: Meeting the differentiated needs of gendered or marginalized groups, whether any feedback channels were established. • Degree to which knowledge sharing platforms have been established under the Project, and if so, the sustainability of the communication channel under either socio-political, institutional, or financial sustainability, as appropriate • Knowledge Management Approach including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice • Adaptive Management Action: reviewed based on documentation approved at CEO Endorsement/Approval.	Desk study; KIIs; Field visits

ANNEX III: PEOPLE CONSULTED DURING THE EVALUATION

People consulted during the Evaluation

Location	Organisation	Name	Position	Gender
Comoros	Ministere de l'Environnement Charge du Tourisme-Direction Generale de l'Environnement et des Forets	Ali Attoumani	Chef de Service	M
		Ambadi Issouf	Chef de Service	M
Kenya	National Environment Management Authority	Issak Elmi	Advocate	M
		William Odeyo	Environment Officer	M
		Plan-Isaiah Kyengo	Regional Director of Environment-Coast	M
		James Kamula	Senior Principal Environment Management Officer	M
		Jackson Kipkgua	Executive Environment Officer	M
		Cerrido Kochale	Environment Officer	M
		William Odeyo	Environmental Specialist	M
	Kenya Marine and Fisheries Research Institute	Jacob Ochiewo	Director	M
		Jacqueline Uku	Principal Research Scientist	F
		Harrison Onga'nda	Principal Research Scientist	M
		Stephen Mwangi	Principal Research Scientist	M
		Veronica Wanjeru	Senior Research Scientist	F
		Anthony Kanga	Research Officer	M
		Patrick Chada	Personal Assistant	M
		Lillian Daudi	Senior Research Scientist	F
		Joseph Kamau	Acting Director	M
		Amon Kimeli	Senior Research Scientist	M
	Kenya Prison Service	Edward Gituma	Inspector	M
		Katana Charo	Officer	M
		Juliet Mwicigi	Inspector	F
	Kilifi County Government	Esak Randu	County Government of Kenya	M
		Bethuel Sanga	County Government of Kenya	M
		Samson Merama	County Government of Kenya	M
	Nature Kenya	Francis Kagema	Coordinator	M
	Beneficiaries of the Sabaki River Estuary Mangrove Project	Men x 13	Members of the Community	13 M
		Women x 22	Members of the Community	22 F
Mauritius	Ministry of Environment, Solid Waste Management and Climate Change	Ramchurn Seenauth	NCS Representative/DEO	M
		Henna Ramdour	NCS Desk Officer, EO/SEO	F
	Mauritius Oceanography Institute (MOI),	Daniel Marie	Director	M
		Jim Mosaheb	ADD	M
		Oocheetsing Sadasing	RS	M
		S Curpen	RS	M
		T Seetohul	ARS	M
		C Samyan	TA/STA	M
	Albion Fisheries Research Centre (AFRC)	G Dhunnoo	ADF	M
		Vijay Mangar	DSO	M
		M Fakoo	DSO	M
		Z Dhurmeea	DSO	M
		Sundy Ramah	SO/SSO	M
		K Ruhee	SO	M
		R Francois	SO	M
		V Meetun	TO	M
		Y Heeramun	TO	M
		Kevin Ruhomaun	Director	M
		Deepak Ramjeeawon	SO Conservation	M

Location	Organisation	Name	Position	Gender
	National Parks and Conservation Service (NPCS)	I Sheik Abbas	TO/STO	M
		Kersley Pynee	Acting SO	M
	Mauritian Wildlife Foundation (MWF).	Vikash Tatayah	Conservation Director	M
		Pascal SK Mucktoom	Horticulturist	M
Madagascar	Centre National de Recherches sur l'Environnement	YVES MONG Jean Michel	Director CNRE	M
	Ministere de l'Environnement et du Developpement Durable	Jacquis RASOANAINA	NFP	M
	Direction Regionale de l'Environnement de Mahajanga	Jimmy ANDRIANANTENAINA	Directeur Regional Boeny-Betsiboka / MEDD	M
		Fidisoa RATSITOHAIMA	Responsable Biodiversité	M
		Ruffin ZAMANY	Responsable Forets	M
		Christophe RAFALIANTSOA	Chef de Service	M
		Lainyoniaina Mihaja RABEARIMALALA	Responsable Reboisement	M
	Centre National de Recherches Oceanographiques	Jean Charles LOPE	Chercheur at CNRO	M
	Universite de Mahajanga	Adolphinah RAZAIARISOA	Stagiaire	M
	Participants in Mangrove Restoration Project	Aphonse PIERRE	Community Member	M
		VENTSOA	Community Member	M
		Justin TOMBOAVY	Community Member	M
	Boat Operators	Jose Alain RAKOTONIRINA	Skipper	M
		Edson JAWADE	Skipper	M
Mozambique	Universidade Eduardo Mondlane	Dinis Juizo	Dean Faculty of Engineering	M
		Clemencio Nhamtumbo	Assistant Professor	M
	City of Maputo	Nordino Paluluane	Civil Engineer	M
Seychelles	Ministry of Agriculture, Climate Change and the Environment	Nanette Laure	Director General	F
	Ministry of Agriculture, Climate Change and the Environment	Anie Simeon	Principal Climate Adaptation Officer	F
	Terrestrial Restoration Action Society of Seychelles (TRASS)	Victorin Laboudallon	Chairperson	M
		Marc Jean-Baptiste	Vice Chairman Forestry Management Expert	M
	Ministry of Agriculture, Climate Change and the Environment	Frederick Kinloch	Director of Solid Waste	M
	Seychelles Infrastructure Agency	Anthea Laurence	Project Engineer	F
		Shana Bristol	Project Officer	F
		Daniel Adam		M
	Neil's Construction	Vel Surmar	Contractor	M
		Dominic Senevrite	Contractor	M
	Seychelles Ports Authority	Sony Francois Payet	CEO	M
		Philippe Samson	Deputy CEO	M
		Rajelle Barbe	Port Environment & Social Impact Manager	F
		Tira Vidot	Port Environment & Social Impact Officer	F
South Africa	Department of Forestry, Fisheries and the Environment	Ayanda Matoti	Director Monitoring	F
		Tembisa Sineke	Director Integrated Projects and International Coordination	M

Location	Organisation	Name	Position	Gender
	Government of Kwazulu-Natal Department of Forestry, Fisheries and the Environment	Yazeed Peterson	Director Coastal and Marine Pollution Management	M
Somalia	Ministry of Environment and Climate Change	Hassan Abdullahi	Environmental Impact Assessment Expert	M
Tanzania	Vice President's Office	Dr Paul E Deogratius	Ag Director of Environment	M
		Simon Wankyo	Principal State Attorney	M
	Sokoine University of Agriculture (SUA)	Prof. Japhet Kashaigili	Professor	M
	Participants in EFlow Project Ndandu	Men x7	Community Members	7 M
		Women x7	Community Members	7 F
	1st Vice President Office Zanzibar	Mwalim Khamis	Coordinator	M
	Zanzibar Building Agency	Amour Salim	Engineer	M
	Beneficiaries of the Project in Chake Chake	Men x5	Community Members	5 M
		Women x5	Community Members	5 F
	1st Vice President Office Zanzibar	Ihyasa P Haji	Director	M
	1st Vice President Office Zanzibar	Alawi H Hija	Officer	M
	Institute of Marine Sciences	Margareth Kyewayanga	Former Director	F
		Mwita Mangora	Acting Director	M
Regional	Port Management Association of Eastern and Southern Africa (PMAESA)	Colonel Ciseau	Secretary General	M
	Western Indian Ocean Marine Science Association (WIOMSA)	Arthur Tuda	Executive Director	M
		Julius Francis	Executive Secretary	M
UNEP	Nairobi Convention Secretariat	Jared Bosire	Head NCS and Project Manager of WIOSAP	M
		Sammy Marathi Weru	Consultant	M
		Melisa Wandia	Communications Officer	F
		Winnie Akiso	Communications Officer	F
		Josephine Ruria	Programme Assistant	F
		Mastura Chelangat	Administrative Assistant	F
		Caroline Bii	Budget and Finance Officer	F
		Penina Letela	Budget and Finance Officer	F
		Agnes Mukami	Programme Assistant	F
	GEF International Waters Unit	Hartwig Kremer	IW Portfolio Manager	M
	Ecosystems Division	Derrick Njiru	Programme Assistant	M

ANNEX IV: KEY DOCUMENTS CONSULTED

The evaluation process has been carried out based on the following documentary information:

- The Terms of Reference of the Project Evaluation (2024)
- Reports and background documents provided by UNEP Evaluation Office, namely:
  - Relevant background documentation, inter alia [Request for CEO endorsement and associated attachments, Project Cooperation Agreement (PCA) and its associated amendments].
  - Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), grant agreements, the logical framework and its budget.
  - Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, steering committee meeting minutes, relevant correspondence and including the Project Implementation Reviews and Tracking Tool etc.
  - Project deliverables.
  - Mid-Term Review of the project.
- WIOLAB Terminal Evaluation Report
- SAPPHIRE project document and reports
- The Nairobi Convention COP 11 decisions and List of Stakeholders
- UNEP Medium-term Strategy 2014–2017, “Environment for Development”
- GEF-5 Focal Area Strategies

ANNEX V: EVALUATION ITINERARY

Country	Date@Time	Activity/Organization	Key Informants
Mauritius	19/9/2024@10h30	Meeting with MWF	1 Conservation Director
	24/09/2024@9h30	Introductory Meeting at the MOE	2 NFP Representatives 2 IP Representatives (AFRC & MOI)
	24/09/2024@14h	Meeting at AFRC (MOB)	1 ADF 3 DSO 3 SO 2 TO
	25/09/2024@10h	Meeting at MOI	1 Director 1 ADD 2 RS 1 ARS 1 TA/STA
	25/09/2024@14h	Field Visit at Le Morne	1 RS 1 ARS
	26/09/2024@8h30	Meeting at NPCS	1 Director
	26/09/2024@10h	Field Visit at Ile aux Aigrettes	1 Conservation Director 1 Horticulturist
	26/09/202412h	Field Visit at Banc d'Olives	1 SO/SSO (AFRC)
	26/09/2024@14h	Debriefing Meeting	2 NFP Representatives 1 IP Representative (AFRC)
	Total		**6 Meetings** **3 Field Visits**
Kenya	15/10/2024@9h30	Introductory Meeting KMFRI	1 Principal Research Scientist 1 Project Manager 1 Researcher
	15/10/2024@10h30	Briefing/Inception Meeting at KMFRI with Nature Kenya, NEMA	1 Director 1 Regional Director of Environment 1 Acting Director 1 Advocate 1 Executive Environment Officer 1 Senior Principal Environment Management Officer 3 Principal Research Scientist 1 Senior Principal Environment Management Officer 3 Senior Research Scientist 1 Coordinator 1 Environment Officer 1 Research Officer 1 Personal Assistant
	15/10/2024@15h	Meeting at PMAESA	1 Secretary General 1 Regional Director of Environment 1 Advocate 1 Senior Principal Environment Management Officer 1 Executive Environment Officer
	16/10/2024@10h30	Field Visit at Shimo-La-Tewa Constructed Wetland	1 Inspector 3 Male Kenya Prison Service Officers 3 Female Kenya Prison Service Officers 1 Regional Director of Environment 1 Acting Director 1 Advocate 1 Senior Principal Environment Management Officer 1 Executive Environment Officer 1 Senior Research Scientist 1 Principal Research Scientist
	16/10/2024@13h30	Field Visit at Mikindani Constructed Wetland	1 Regional Director of Environment 1 Acting Director

Country	Date@Time	Activity/Organization	Key Informants
			1 Advocate 1 Senior Principal Environment Management Officer 1 Executive Environment Officer 1 Senior Research Scientist 1 Principal Research Scientist
	17/10/2024@10h	Meeting at Kilifi County MSP GIS Laboratory and Office	1 Regional Director of Environment-Coast 1 Advocate 1 Executive Environment Officer 1 Environmental Specialist 1 Environment Officer 3 Members of County Government of Kenya
	17/10/2024@12h	Field Visit and Meeting with the Community at Sabaki River Estuary	1 Regional Director of Environment-Coast 1 Advocate 1 Executive Environment Officer 1 Environmental Specialist 1 Environment Officer 35 Community Members
	Total		**4 Meetings** **3 Field Visits**
Tanzania	11/11/2024@9h	Meeting with the Vice President's Office	1 Acting Director of Environment 1 Principal State Attorney
	11/11/2024@21h	Meeting with SUA	1 Professor
	12/11/2024@10h30	Meeting the Community at Mdandu (Eflow Project)	1 Professor 1 Principal State Attorney 14 Community Members
	12/11/2024@10h30	Field Visit Eflow Project Mdandu	1 Professor 1 Principal State Attorney
	12/11/2024@12h30	Field Visit Eflow Project Igima	1 Professor 1 Principal State Attorney
	14/11/2024@9h	Field Visit of Constructed Wetland at Chake Chake, Pemba, Zanzibar	1 Principal State Attorney 1 Coordinator 1 Engineer 10 Community Members
	14/11/2024@12h	Meeting with the 1st Vice President's Office in Chake Chake, Pemba, Zanzibar	1 Principal State Attorney 1 Coordinator 1 Engineer
	15/11/2024@14h	Meeting with the 1st Vice President's Office in Kilimani, Zanzibar	1 Director 1 Officer 1 Coordinator
	22/11/2024@12h30	Meeting Online with WIOMSA	1 Executive Secretary
	22/11/2024@15h	Meeting Online with Institute of Marine Sciences	1 Former Director 1 Acting Director
	22/11/2024@17h30	Meeting Online with WIOMSA	1 Executive Director
	Total		**8 Meetings** **3 Field Visits**
Madagascar	25/11/2024@16h	Field Visit of Betsiboka River	1 Director
	26/11/2024@9h30	Meeting with the Direction Regionale de l'Environnement de Mahajanga	2 Directors 1 Regional Director 1 NFP 1 Responsabe Biodiversite 1 Responsable Forets 1 Chef
	27/11/2024@10h30	Field Visit and Meeting Community Members of Boeny Mangrove Restoration Project	2 Directors 1 NFP 1 Responsabe Biodiversite 1 Responsable Forets 1 Chef de Service

Country	Date@Time	Activity/Organization	Key Informants
			3 Community Members
	28/11/2024@9h30	Field Visit of Water Quality Monitoring Project at Betsiboka Estuary	2 Directors 1 Responsible Biodiversite 1 Responsable Reboisement 1 Chef de Service 1 Researcher 1 NFP 2 Skippers
	28/11/2024@15h	Debrief Meeting with Stakeholders	2 Directors 1 NFP
	Total		**2 Meetings** **3 Field Visits**
Seychelles	10/12/2024@14h	Courtesy Call to the Ministry of Agriculture, Climate Change and Environment	1 NFP and Director General Waste , Enforcement and Permits 1 Principal Climate Adaptation Officer
	11/12/2024@9h30	Field Visit of TRASS Project at Praslin	1 Chairman 1 Vice-Chairman and Forestry Management Expert
	12/12/2024@10h	Field Visit of Constructed Wetland at Mahe	1 Director Solid Waste 1 Project Engineer 2 Project Officers 2 Contractors
	12/12/2024@15h	Meeting at the Seychelles Ports Authority	1 CEO 1 Deputy CEO 1 Port Environment & Social Impact Manager 1 Port Environment & Social Impact Officer
	12/12/2024@14h	Debrief Meeting Ministry of Agriculture, Climate Change and Environment	1 NFP and Director General Waste , Enforcement and Permits 1 Director of Solid Waste
	Total		**3 Meetings** **2 Field Visits**
UNEP/NCS	18/10/2024@13h	Meeting with the Staff of the NCS at United Nations Environment Programme HQ	1 NCS Head 1 SAPPHIRE Senior Programme Manager 1 Programme Manager 1 Programme Assistant 1 Administrative Assistant 2 Budget and Finance Officers 2 Communication Officers 1 Consultant
	Total		**1 Meetings** **0 Field Visit**
Grand Total	**25 Meetings**		**14 Field Visits**

List of People Met				
Location	**Organization**	**Name**	**Position**	**Gender**
Comoros	Ministere de l'Environnement Charge du Tourisme-Direction Generale de l'Environnement et des Forets	Ali Attoumani	Chef de Service	M
	Ministere de l'Environnement Charge du Tourisme-Direction Generale de l'Environnement et des Forets	Ambadi Issouf	Chef de Service	M
	Total Interviewed	**2 Male**	**0 Female**	**2**
Kenya	NEMA	Issak Elmi	Advocate	M
	NEMA	William Odeyo	Environment Officer	M
	NEMA	Plan-Isaiah Kyengo	Regional Director of Environment-Coast	M
	NEMA	James Kamula	Senior Principal Environment Management Officer	M
	NEMA	Jackson Kipkgua	Executive Environment Officer	M
	NEMA	Cerrido Kochale	Environment Officer	M
	NEMA	William Odeyo	Environmental Specialist	M
	KMFRI	Jacob Ochiewo	Director	M
	KMFRI	Jacqueline Uku	Principal Research Scientist	F
	KMFRI	Harrison Onga'nda	Principal Research Scientist	M
	KMFRI	Stephen Mwangi	Principal Research Scientist	M
	KMFRI	Veronica Wanjeru	Senior Research Scientist	F
	KMFRI	Anthony Kanga	Research Officer	M
	KMFRI	Patrick Chada	Personal Assistant	M
	KMFRI	Lillian Daudi	Senior Research Scientist	F
	KMFRI	Joseph Kamau	Acting Director	M
	KMFRI	Amon Kimeli	Senior Research Scientist	M
	Kenya Prison Service	Edward Gituma	Inspector	M
	Kenya Prison Service	Katana Charo	Officer	M
	Kenya Peison Service	Juliet Mwicigi	Inspector	F
	Kilifi County Government	Esak Randu	County Government of Kenya	M
	Kilifi County Government	Bethuel Sanga	County Government of Kenya	M
	Kilifi County Government	Samson Merama	County Government of Kenya	M
	Nature Kenya	Francis Kagema	Coordinator	M
	Beneficiaries of the Sabaki River Estuary Mangrove Project	Men x 13	Members of the Community	13 M
	Beneficiaries of the Sabaki River Estuary Mangrove Project	Women x 22	Members of the Community	22 F
	Total Interviewed	**33 Male**	**26 Female**	**59**
Mauritius	MOE	Ramchurn Seenauth	NCS Representative/DEO	M
	MOE	Henna Ramdour	NCS Desk Officer EO/SEO	F
	MOI	Daniel Marie	Director	M
	MOI	Jim Mosaheb	ADD	M
	MOI	Oocheetsing Sadasing	RS	M
	MOI	S Curpen	RS	M

List of People Met				
Location	**Organization**	**Name**	**Position**	**Gender**
	MOI	T Seetohul	ARS	M
	MOI	C Samyan	TA/STA	M
	AFRC	G Dhunnoo	ADF	M
	AFRC	Vijay Mangar	DSO	M
	AFRC	M Fakoo	DSO	M
	AFRC	Z Dhurmeea	DSO	M
	AFRC	Sundy Ramah	SO/SSO	M
	AFRC	K Ruhee	SO	M
	AFRC	R Francois	SO	M
	AFRC	V Meetun	TO	M
	AFRC	Y Heeramun	TO	M
	NPCS	Kevin Ruhomaun	Director	M
	NPCS	Deepak Ramjeeawon	SO Conservation	M
	NPCS	I Sheik Abbas	TO/STO	M
	NPCS	Kersley Pynee	Acting SO	M
	MWF	Vikash Tatayah	Conservation Director	M
	MWF	Pascal SK Mucktoom	Horticulturist	M
	Total Interviewed	**22 Male**	**1 Female**	**23**
Madagascar	Centre National de Recherches sur l'Environnement	YVES MONG Jean Michel	Director of CNRE	M
	Ministere de l'Environnement et du Developpement Durable	Jacquis RASOANAINA	NFP	M
	Direction Regionale de l'Environnement de Mahajanga	Jimmy ANDRIANANTENAINA	Directeur Regional Boeny –Betsiboka / MEDD	M
	Direction Regionale de l'Environnement de Mahajanga	Fidisoa RATSITOHAIMA	Responsable Biodiversite	M
	Direction Regionale de l'Environnement de Mahajanga	Ruffin ZAMANY	Responsable Forets	M
	Direction Regionale de l'Environnement de Mahajanga	Christophe RAFALIANTSOA	Chef de Service	M
	Direction Regionale de l'Environnement de Mahajanga	Lainyoniaina Mihaja RABEARIMALALA	Responsable Reboisement	M
	Centre National de Recherches Oceanographiques	Jean Charles LOPE	Chercheur at CNRO	M
	Universite de Mahajanga	Adolphinah RAZAIARISOA	Stagiaire	M
	Participant in Mangrove Restoration Project	Aphonse PIERRE	Community Member	M
	Participant in Mangrove Restoration Project	VENTSOA	Community Member	M
	Participant in Mangrove Restoration Project	Justin TOMBOAVY	Community Member	M
	Boat Operator	Jose Alain RAKOTONIRINA	Skipper	M
	Boat Operator	Edson JAWADE	Skipper	M
	Total Interviewed	**14 Male**	**0 Female**	**14**
Mozambique	Universidade Eduardo Mondlane	Dinis Juizo	Dean Faculty of Engineering	M
	Universidade Eduardo Mondlane	Clemencio Nhamtumbo	Assistant Professor	M
	City of Maputo	Nordino Paluluane	Civil Engineer	M
	Total Interviewed	**3 Male**	**0 Female**	**3**
Seychelles	Ministry of Agriculture, Climate Change and the Environment	Nanette Laure	Director General	F

List of People Met				
Location	**Organization**	**Name**	**Position**	**Gender**
	Ministry of Agriculture, Climate Change and the Environment	Anie Simeon	Principal Climate Adaptation Officer	F
	TRASS	Victorin Laboudallon	Chairperson	M
	TRASS	Marc Jean-Baptiste	Vice Chairman Forestry Management Expert	M
	Ministry of Agriculture, Climate Change and the Environment	Frederick Kinloch	Director of Solid Waste	M
	Seychelles Infrastructure Agency	Anthea Laurence	Project Engineer	F
	Seychelles Infrastructure Agency	Shana Bristol	Project Officer	F
	Seychelles Infrastructure Agency	Daniel Adam		M
	Neil's Construction	Vel Surmar	Contractor	M
	Neil's Construction	Dominic Senevrite	Contractor	M
	Seychelles Ports Authority	Sony Francois Payet	CEO	M
	Seychelles Ports Authority	Philippe Samson	Deputy CEO	M
	Seychelles Ports Authority	Rajelle Barbe	Port Environment & Social Impact Manager	F
	Seychelles Ports Authority	Tira Vidot	Port Environment & Social Impact Officer	F
	Total Interviewed	**8 Male**	**6 Female**	**14**
Somalia	Ministry of Environment and Climate Change	Hassan Abdullahi	Environmental Impact Assessment Expert	M
	Total Interviewed	1 Male	0 Female	1
South Africa	Department of Forestry, Fisheries and the Environment	Ayanda Matoti	Director Monitoring	F
	Department of Forestry, Fisheries and the Environment	Tembisa Sineke	Director Integrated Projects and International Coordination	M
	Government of Kwazulu-Natal Department of Forestry, Fisheries and the Environment	Yazeed Peterson	Director Coastal and Marine Pollution Management	M
	Total Interviewed	2 Male	1 Female	3
Tanzania	Vice President's Office	Dr Paul E Deogratius	Ag Director of Environment	M
	Vice President's Office	Simon Wankyo	Principal State Attorney	M
	SUA	Pr. Japhet Kashaigili	Professor	M
	Participants in EFlow Project Ndandu	Men x7	Community Members	7 M
	Participants in EFlow Project Ndandu	Women x7	Community Members	7 F
	1st Vice President Office Zanzibar	Mwalim Khamis	Coordinator	M
	Zanzibar Building Agency	Amour Salim	Engineer	M
	Beneficiaries of the Project in Chake Chake	Men x5	Community Members	5 M
	Beneficiaries of the Project in Chake Chake	Women x5	Community Members	5 F
	1st Vice President Office Zanzibar	Ihyasa P Haji	Director	M
	1st Vice President Office Zanzibar	Alawi H Hija	Officer	M
	Institute of Marine Sciences	Margareth Kyewayanga	Former Director	F
	Institute of Marine Sciences	Mwita Mangora	Acting Director	M
	Total Interviewed	**20 Male**	**13 Female**	**33**
Regional	PMAESA	Colonel Ciseau	Secretary General	M

List of People Met				
Location	**Organization**	**Name**	**Position**	**Gender**
	WIOMSA	Arthur Tuda	Executive Director	M
	WIOMSA	Julius Francis	Executive Secretary	M
	Total Interviewed	**3 Male**	**0 Female**	**3**
UNEP/NCS	UNEP	Stephen Baguma	Evaluation Manager	M
	UNEP NCS	Jared Bosire	Head and Project Manager of WIOSAP	M
	UNEP GEF	Hartwig Kremer	IW Portfolio Manager	M
	UNEP	Derrick Njiru	Programme Assistant	M
	NCS Consultant	Sammy Marathi Weru	Consultant	M
	UNEP SAPPHIRE	Timothy Andrew	Senior Programme Manager	M
	UNEP NCS	Melisa Wandia	Communications Officer	F
	UNEP NCS	Winnie Akiso	Communications Officer	F
	UNEP NCS	Josephine Ruria	Programme Assistant	F
	UNEP NCS	Mastura Chelangat	Administrative Assistant	F
	UNEP NCS	Caroline Bii	Budget and Finance Officer	F
	UNEP NCS	Penina Letela	Budget and Finance Officer	F
	UNEP NCS	Agnes Mukami	Programme Assistant	F
	Total Interviewed	**6 Male**	**7 Female**	**13**
Grand Toal Interviewed		**98 Male**	**47 Female**	**143**

ANNEX VI: BRIEF CV OF THE EVALUATOR

1. Family name: KAUPPAYMUTHOO
2. First name: Vassen
3. Date of birth: 26/11/1971
4. Passport holder: Mauritius
5. Contact details:: 116, La Plantation Marguery, Black River, Mauritius. Tel: +23054216666 Email: vassenk@delphiniumltd.com

6. Education:

Institution (Date from - Date to)	Degree(s) or Diploma(s) obtained
University of London 2017	**LLB Bachelor of Laws**
University of Quebec, Canada 1997	**MSc Oceanography (Masters in Science)**
Ecole des Mines, France 1994	**Environmental Engineer (Masters in Science)**

7. Language skills (A1 to C2):

Language	Reading	Speaking	Writing
English	C2	C2	C2
French	C2	C2	C2
Creole	C2	C2	C2
German	B2	B2	B2
Spanish	A2	B2	B2

8. Membership of professional bodies: Since 2014: Member of the Royal Society of Arts and Sciences (Founded 1829) ;Since 2013: Member of the International Association of Water Law; Since 2010: Founder and President of the NGO Oceanyka specialized in the protection of the environment and biodiversity and management of natural resources at community level; 2002: Western Indian Ocean Marine Science Association; 2002: United Nations Development Programme Sharing Reef Knowledge Network; 1999: Institute of Engineers of Mauritius 1997: Council of Registered Professional Environmental Engineers of Mauritius
9. Other skills: United Nations Environment Programme Evaluation Specialist; Registered trainer with the Mauritius Qualifications Authority in environment and oceanography; Professional diver; Qualified skipper; Canada Private Pilot Licence holder; Computer literate including Microsoft Word, Excel, Power Point, Outlook Express.
10. Present position: Independent Consultant
11. Key qualifications:

- 28 years of practice and experience as Registered Professional Environmental Engineer, Qualified Oceanographer and Lawyer in a Small Island Developing State (Mauritius), the Southwestern Indian Ocean and Africa
- 28 years professional experience in the policy and strategy development in the fields of blue economy, environmental and biodiversity sector including marine pollution with a practical understanding of regional and marine management and biodiversity conservation in Africa
- 28 years of experience in conservation and preservation of the environment through the drawing up of Environmental Impact Assessment Reports, Environmental Monitoring Plans, marine biodiversity surveys, marine pollution surveys and community work, participating in committees for planning and development of institutional and legal frameworks and planning guidelines
- Working on fisheries and aquaculture projects drafting of recommendations for the management of Environmentally Sensitive Areas in Mauritius and Rodrigues

- Carried out at least ten projects involving conservation and preservation of biodiversity including for AFD through Oceanyka as Project Scientific Director for an Oceanographic Expedition in the Mascarene Plateau to create a Marine Protected Area (BIOME Expedition Project)
- Sustainable development and contingency planning in case of environmental emergency and spills
- Preparation of action plan in the field of environmental conservation and protection in the context of the protection of environmentally sensitive areas, ICZM Plans and ecosystem-based approaches in the context of climate change
- Proven experience in preparation of policies, strategies, laws, regulations: review of policies, strategies, laws and regulations as LLB Holder for Environmentally Sensitive Areas in Mauritius and Rodrigues and for the Climate Change Adaptation and Mitigation Measures/Climate Change Vulnerability Assessment for the Government of Mauritius, drawing up of a tourism carrying capacity and Strategic Environmental Assessment for Mauritius and Rodrigues through international funding using the existing SIDPR Report for Rodrigues
- Regional experience in Southwestern Indian Ocean including Mauritius, Rodrigues, Seychelles, Madagascar, Reunion, Comoros, Kenya, Tanzania/Zanzibar as regional coordinator for the Indian Ocean Commission in the context of the Western Indian Ocean Coastal Challenge (EU Funded project)
- Continental Africa and Small Island Developing State experience including Sao Tome and Principe, Guinee Bissau, Cape Verde, Senegal and Mauritius, Rodrigues, Seychelles, Madagascar, Reunion, Comoros in the context of the application of the African Union Strategy on Blue Economy for the International Labour Organisation and NORAD
- Continental Africa/SADC experience including Angola, Lesotho, Malawi, Mozambique, Democratic Republic of Congo and Madagascar as Terminal Evaluation Specialist of the United Nations Environment Programme/GEF Project: "Multi country project to strengthen institutional capacity on LMO testing in support of national decision making" – GEF ID 5283
- Fluency in English, French and Creole

12. Professional experience:

Dates	Location	Organisation	Position	Description
08/2024 to 02/2025	Somalia, Kenya, Tanzania, Mozambique, South Africa, Comoros, Madagascar, Seychelles, Mauritius	UNEP	Evaluation Consultant	Terminal Evaluation Specialist of the United Nations Environment Programme/GEF Project: "Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based sources and activities (WIO-SAP)" – GEF ID 4940.
12/2023 to 05/2024	Angola, DRC, Lesotho, Madagascar, Malawi & Mozambique	UNEP	Evaluation Specialist	Terminal Evaluation Specialist of the United Nations Environment Programme/GEF Project: "Multi country project to strengthen institutional capacity on LMO testing in support of national decision making" – GEF ID 5283.
09/2023-11/2023	Mauritius	UNEP	Senior Consultant-Oil Spill Contingency Plan Expert	Finalisation of the Updated National Oil Spill Contingency Plan of the Republic of Mauritius
09/2022-04/2023	Tanzania/Zanzibar	EU	Lead Consultant Blue Economy Expert	The general objective of this assignment is to assess the capacity and potential of the blue economy SME sector in Tanzania and determine the appropriate instrument(s) and technical assistance to support private sector investments in the blue economy in Tanzania including Zanzibar archipelago.
08/2022 - 01/2023	Mauritius and Seychelles	ILO	National Consultant	Support the implementation of the SDG-Fund project for Mauritius and Seychelles, implemented jointly with United Nations agencies. Planning, coordination, monitoring, and reporting of activities of the project which fall under ILO's responsibilities. *Provide support to the CO-Antananarivo and ILO Specialists.*

Dates	Location	Organisation	Position	Description
09-12/2021	Continental Africa and SIDS	NORAD/AU	International Consultant Blue Economy	Identify relevant thematic and geographical priorities in a strategic and long-term cooperation with Norway at sea Map relevant actors, their competence and capacity, as well as how they relate to each other, and facilitate good donor coordination
09-12/2021	Mauritius, Rodrigues, Seychelles, Comoros, Madagascar, Reunion, Cap Verde, Guinee Bissau, Senegal & STP	ILO	International Consultant and Regional Coordinator	Coordination and Development of the activities in the field of Blue Economy for African Island States based on the African Union Strategy on Blue Economy; Implementation of the Abidjan Declaration; Development of a Blue Economy Planning and Strategy for African Island States including marine pollution; Capacity Building
05/2021-12/2021	Mauritius and Rodrigues	UNDP/GEF	Local Coordinator and Team Leader/Expert	Study on the Carrying Capacity of the Lagoons of the Republic of Mauritius and Development of a Strategic Environmental Assessment for the Integrated Coastal Zone Management Plans of Black River and Rodrigues.
06/2021	Mauritius	AFD	Local coordinator and Expert	ADAPTACTION Final Project Review and Evaluation. Project capitalisation with detailed assessment of the project objectives, deliverables, consultants and institutions and site visits.
08/2020-08/2021	Mauritius	Oceanyka NGO - UNDP/GEF	Project Scientific Director	Implementation of Sustainable Livelihood Projects for Marine Protected Areas by NGOs in the Republic of Mauritius to reduce the human pressure on the marine environment and cater for marine pollution.
2019	Mauritius	AFD	Environmental and Oceanography Expert	Environmental Monitoring Planning and Execution for Climate Change Adaptation Coastal Protection Project including social and gender impact assessment including blue economy
09/2018-06/2021	Mauritius	AFD	Environmental and social expert	Drawing up of a Land Drainage Master Plan for the Republic of Mauritius. Evaluation of drainage systems impacts, risk management and ecosystem-based solutions. Environmental and social assessment & vulnerability assessment.
09/2018-03/2021	Mauritius	UNDP / GEF ME & MOBE	Team Leader / Coordinator / Coastal Zone Management and Legal Expert	Mainstreaming Biodiversity in the Republic of Mauritius (SIDS): Review and Update of ESA Data, Maps, Policy and Management Recommendations;Review of Environmentally Sensitive Areas and ICZM Planning: Analytical Review of CZM Plans ; Development of ICZM Plans; Institutional and Governance Arrangement for MPA Management
09/2018-12/2019	Mauritius	AFD	Team Leader-CCVA/RA	Enhancing Resilience to Climate Change in the Republic of Mauritius (SIDS) including social impact assessment;
2017	France	University of Paris I Pantheon Sorbonne	Lecturer	LLM Module- Lecture on Environmental Legislation and its Applications. Lecture on environmental impact assessments and blue economy as a new pillar for the economy of small islands
04-12/2017	Seychelles , Mauritius, Comoros, Madagascar, Tanzania, Mozambique, Kenya	IOC / EU	Regional Coordinator of the WIOCC	In support for the implementation of the Mauritius Strategy for SIDS in the ESA-IO region - Phase II (ISLANDS II) covering Mauritius, Seychelles, Zanzibar, Madagascar and Comoros:

Dates	Location	Organisation	Position	Description
2016-2017	Mauritius	PMO / World Bank / TNC	Marine Environment Expert	Preparation of the African Inter Ministerial Conference on Ocean Economies and Climate Change and Marine Spatial Planning Report for the Republic of Mauritius in the context of the development of blue economy in the region
2016-2017	Mauritius	**SOFRECO / AFD / MCCI**	Environmental Expert	Contributed in the study and then direct support to the Chamber of Commerce to implement first steps of the roadmap for setting up and operating an economically sustainable and effective E-Waste management system in Mauritius
2015-2017	Mauritius	Ministry of Environment,	Environmental Expert	With Disaster and Beach Management and the International Organization for Migration of the United Nations development of Policy Paper on Migration, Environment and Climate Change & the importance of blue economy to act as new pillar
2015	Mauritius	National Ocean Council	Environmental Expert	Working group on Environment Protection, Governance and Sustainable Development
2014-2017	Mauritius	MCB Forward Foundation	Environmental Expert &Oceanographer	Development of blue economy community project in the context of a social integration project. Environmental and Oceanographic Assessment of Agalega.
01/2000-03/2017	Mauritius	Delphinium Ltd.	Director, Environmental Engineer and Oceanographer	Direct, organise, coordinate and manage the work of the company
01 to 12/2014	Mauritius	The Ocean Economy Commission of Mauritius	Chairman	Setting up the strategy for the setting up of a specific Ministry of Ocean Economy regrouping ocean related matters, and the sustainable development of ocean.
01 to 12/2013	Mauritius	Greenpeace	Local Coordinator	Preparation and local coordination for the Greenpeace Indian Ocean Tour 2013
2011-2012	Mauritius	Ministry of Tourism		Preparation of regulations concerning dolphin watching activities.
01 to 12/2011	Mauritius	JICA	Local coordinator	Project monitoring and evaluation « Environmental Sanitation Project of Montagne Jacquot Sea Outfall » financed by the Government of Japan (50 million USD)
2011	Mauritius	BBC	Oceanographer	Simon Reeve Indian Ocean Series TV programme with a particular focus on the fishing sector, the protection of our marine resources and the Chagos archipelago.
2011	Mauritius	Lagon Bleu Eco Sud	Marine Environment Expert	Detailed study of the Blue Bay Marine Park in Mauritius evaluation of the state of the biodiversity and remedial measures to be taken to protect same to protect tourism as a main pillar of the blue economy sector
2010	Mauritius	Reuters / Globe and Mail	Marine Environment Expert	Publication on the state of the coral reefs and the impact of tourism as well as the remedial measures to be taken to protect our marine environment.
2009	Mauritius	Environmental Justice Foundation	Marine Environment Expert	Report on IUU fishing and the seafood hub of the Republic of Mauritius in the context of blue economy
01 to 12/2008	Mauritius and Namibia	Commonwealth Foundation	Oceanographer	Civil society report and presentation of findings during an African Union Interministerial Meeting in Namibia; Propose development avenues for blue economy in the region

Dates	Location	Organisation	Position	Description
01 to 12/2008	Tanzania, Mozambique & Mauritius	Commonwealth Foundation	Coordinator	Study tours and site surveys concerning small-scale fishermen in Tanzania, Mozambique and Mauritius to develop coastal community blue economy components
01 to 12/2008	Kenya	Institute for Security Studies	Oceanographer and Environmental Consultant	Study on food security linked to artisanal fishing in Africa and drawing up of the Kilifi Declaration in Kenya to ensure that the concept of blue economy is inclusive
01 to 12/2007	Mauritius	Ministry of Fisheries	Oceanographer and Environmental Consultant	Evaluation of a new law on aquaculture and fisheries (« Aquatic Business Activities Bill ») in the context of the development of blue economy in Mauritius
06/2005	Philippines	UNDP	Oceanographer and Environmental Consultant	Project evaluation « Bohol Marine Triangle Project (BMTP) » in the context of the protection of marine biodiversity assets within the framework of blue economy
07 to 12/2003	Mauritius	Ministry of Public Utilities	Oceanographer and Environmental Consultant	Environmental and oceanographic monitoring for the installation of underwater wastewater discharge infrastructures at Montagne Jacquot
01 to 12/2002	Mauritius	Ministry of Tourism	Environmental Consultant	Environmental Consultant for the Golf development Strategy for the Republic of Mauritius.
06 to 08/2002	Mauritius	State Property Development Co. Ltd.	Oceanographer and Environmental Consultant	Environmental Impact Assessment and oceanographic study for the development of the Grand Baie Waterfront.
01 to 12/2001	Mauritius	Rodrigues Regional Assembly	Oceanographer	Oceanographic survey and report between Rivière Cocos and Mourouk within the lagoon and up to 1 km outside the reef; Desalination project for water supply for domestic purposes.
01 to 12/2001	Mauritius	The Working Group on Marine Resources MRC	Working Group Member	Determination of priority areas for research and sustainable development of oceans and the development of blue economy as a new pillar of the economy
11/2000-03/2004	Mauritius and Rodrigues	UNDP	National Environment Consultant	Drafting of a Global Environment Facility (GEF) MSP project document and project brief entitled: “Partnerships for Marine Protected Areas in Mauritius and Rodrigues” USD 4.5 million
01 to 12/2000	Mauritius	The Government of Mauritius	Expert witness of the Forget Commission	Determine the extension of industrial marine pollution in the regions of Pointe aux Sables to Baie du Tombeau, the impacts on artisanal fishermen communities as well as the amount of compensation to be paid.
09-12/1999	Mauritius	The Mauritius Oceanography Institute	Project Officer Physical Oceanography	Setting up and development of the Mauritius Oceanography Institute:
11/1997-12/1998	Mauritius and Rodrigues	UNDP	Environmental Engineer / Oceanographer	Managing and coaching of community based semi-industrial fishing project
10/1995-09/1999	Mauritius	Kauppaymuthoo Consultants Ltd	Oceanographer / Environmental Engineer	Supervising 5 technical and administrative staff Management and technical working experience at supervisory level, drawing up of technical reports and documents
01 to 12/1997	Mauritius	Ministry of Tourism	Environmental Engineer / Oceanographer	Tourism Carrying Capacity for the Republic of Mauritius: environmental and oceanographic data collection and interpretation and calculations of the carrying capacity.

ANNEX VII: EVALUATION TORS (WITHOUT ANNEXES)

TERMS OF REFERENCE

Terminal Evaluation of the UNEP/GEF project

Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based sources and activities [GEF ID 4940]

Section 1: PROJECT BACKGROUND AND OVERVIEW

1. Project General Information

Table 1. Project summary

GEF Project ID/SMA ID[57]:	**GEF 4940:** Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based sources and activities (WIO-SAP).		
Implementing Agency (UNEP Division/ Branch/Unit):	[58] Ecosystems Division, GEF International Waters Unit	**Executing Agency:**	Nairobi Convention Secretariat
Sources of Funding (Co-finance):	***Country[59](ies):*** Comoros, Kenya, Madagascar, Mauritius, Mozambique, Seychelles, Somalia, South Africa, Tanzania.	***Institution[60] Name/Type:*** Governments (Comoros, Kenya, Madagascar, Mauritius, Mozambique, Seychelles, Somalia, South Africa, Tanzania). UNEP (UN body)	
Relevant SDG(s):	SDGs 5, 13 and 14		
MTS (at approval): MTS 2014-2017			
POW Direct Outcome(s) number/reference *(applicable for projects approved from 2022):* **OR** **POW Output(s) number/reference *(applicable for projects approved pre-2022)***	***POW Direct Outcome:*** Recovery of nature occurs and is contributing positively to ecosystem stability and human well-being. **Indicators** 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. 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. Increase in territory of land and seascapes that is under improved	**MTS 2025 Outcome(s) number/reference *(applicable for projects approved from 2022):*** **OR** **POW Expected Accomplishment(s) number/reference *(applicable for projects approved pre-2022):***	***MTS 2025 Outcome:*** **POW Expected Accomplishment:** There is a net increase in the extent of healthy, resilient and sustainably managed natural and productive landscapes and seascapes

[57] SMA refers to the ID provided by the Integrated Planning, Management and Reporting Solution (IPMR) system, which was introduced by UNEP in July 2023.
[58] Formerly, Division of Environmental Policy Implementation (DEPI)
[59] Where applicable, list countries who have provided project funds and/or co-finance.
[60] Indicate where funding institutions are any/all of the following: Foundation/NGO; Private Sector; UN Body; Multilateral Fund; Environment Fund.

	ecosystem conservation and restoration ***POW Output:***		
Sub-programme:	2020-2021 - Healthy and productive ecosystems.	**Programme Coordination Project:**	N/A
UNEP approval date:	5 May 2016	**GEF approval date:**	21 April 2016
GEF Operational Programme #:	GEF-5	**GEF Strategic Priority:**	Promotion of collective management of transboundary water systems.
Project type:	Full-size Project	**Focal Area(s):**	International Waters
***Expected* start date:**	June 2016	**Actual start date:**	June 2016
***Planned* completion date:**	June 2021	**Actual operational completion date:**	30 April 2024
***Planned* total project budget at approval:**	US$ 88,553,341	**Actual total expenditures reported as of [30 March 2024]:**	US$ 9,249,103
GEF grant allocation:	US$ 10,867,000	**GEF grant expenditures reported as of [30 March 2024]:**	US$ 9,249,103
***Expected* Medium-Size Project/Full-Size Project co-financing:**	**Cash:** US$ 10,867,000 **In-kind:** US$ 77,686,341	**Secured Medium-Size Project/Full-Size Project co-financing:**	**Cash:** US$ 10,867,000 **In-kind:** US$ 77,686,341
No. of formal project revisions:	2	**Date of last approved project revision:**	17 March 2021
No. of Steering Committee meetings:	6	**Date of Last Steering Committee meeting:**	8th – 9th July 2022
Mid-term Review/ Evaluation *(planned date):*	October 2019	**Mid-term Review/ Evaluation (actual date):**	March 2022
Terminal Evaluation *(planned date):*	December 2021	**Terminal Evaluation (actual date):**	August 2024
Coverage - Country(ies):	Comoros, Kenya, Madagascar, Mauritius, Mozambique, Seychelles, Somalia, South Africa, Tanzania.	**Coverage - Region(s):**	Africa
Dates of previous project phases:	N/A	**Status of future project phases:**	N/A

2. Project Rationale

There is a broad scientific consensus in the Western Indian Ocean (WIO) region that the critical coastal and marine ecosystems, mainly mangroves, seagrass beds, estuaries/rivers and coral reefs will continue to be degraded by the impacts of land-based sources and activities if no significant conservation interventions that cut across the region are implemented.

The Project entitled 'Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based sources and activities' (WIO-SAP) was therefore designed and implemented 'to reduce impacts from land-based sources and activities and sustainably manage critical coastal and marine ecosystems through the implementation of the agreed WIO-SAP priorities with the support of partnerships at national and regional levels. The WIO-SAP project was largely based on the WIO-LaB Strategic Action Programme (SAP) for the protection of the WIO Region from land-based sources and activities that was developed as part of the UNEP-GEF WIO-LaB Project that was implemented in the WIO Region in the period 2004 - 2010. The WIO-SAP project was thus a response to a request made by the Contracting Parties to the Nairobi Convention and it presented an opportunity to the governments in the region and their conservation partners to jointly implement strategies of protecting the coastal and marine ecosystems from land-based sources and activities to provide essential goods and services on sustainable basis. Without such an intervention, degradation of the region's valuable coastal and marine resources will continue unabated with a likelihood of reversing gains made by governments and conservation organizations in the region. The project recognized that concerted management effort will contribute substantially to poverty alleviation and gender equality, through sustainable livelihoods and economic development.

The project was expected to build on the national and regional conservation initiatives being undertaken by all participating countries' governments and conservation organizations involved in the project at the local, national and regional levels. The project was aimed at addressing the main threats to the critical coastal and marine ecosystems of the WIO Region as identified in the Transboundary Diagnostic Analysis (TDA) developed under the concluded WIO-LaB Project. The WIO-LaB project focused on addressing land-based activities and sources of degradation of the coastal and marine ecosystems; including physical alteration and destruction of habitats; water and sediment quality deterioration due to pollution; and the alteration of river freshwater flows and sediment loads. The project targeted to address cross-cutting issues of governance and awareness which are important in the sustainable management of the coastal and marine ecosystems in the region.

Figure 1 Map of the Western Indian Ocean region.

3. Project Results Framework

The project results framework is built around four components / result areas that are tabulated below. The detailed project result framework forms **Error! Reference source not found.** of this document.

Table 1: Summary Results Framework[61]

PROJECT OBJECTIVE: To reduce impacts from land-based sources and activities and sustainably manage critical coastal-riverine ecosystems through the implementation of the WIO-SAP priorities with the support of partnerships at national and regional levels	
Components	**Outcomes**
Component A: Sustainable management of critical habitats whose focus was on the protection, restoration and management of critical coastal habitats and ecosystems recognizing the enormous value of healthy critical coastal and marine habitats for the future well-being of people in the WIO region.	**Outcome A.1: Appropriate tools and methodologies** are used to **manage critical coastal and marine habitats** in order to enhance their resilience and long-term sustainability
	Outcome A.2 Appropriate tools and methods (which integrate economic, social and environmental considerations) **support coastal planning and management**
Component B: Improved water quality whose focus was on the need for the WIO Region's water quality to attain international standards by the year 2035.	**Outcome B.1 Quality of coastal receiving waters improved** through **pilot interventions**
	Outcome B.2 Regulatory Framework for monitoring and management of pollutant loads, effluents and receiving water quality adopted at regional level
Component C: Sustainable management of river flows which was aimed at promoting wise management of river basins in the region through implementation of a suite of activities aimed at building the capacity for environmental flows assessment and application in river basins of the region.	**Outcome C.1 Environmental Flow Assessments** (EFAs) underpin the integrated management of river flows and coastal areas and implementation of assessment recommendations strengthens ecosystem resilience
	Outcome C.2 Capacity to conjunctively manage river flows and coastal areas strengthened
Component D: Governance and regional collaboration which focused on strengthening governance and awareness in the WIO region with a view to facilitating sustainable management of critical coastal ecosystems and habitats.	**Outcome D.1 Updated policies and strong institutions** underpin WIO-SAP implementation
	Outcome D.2 Improved **knowledge management** systems and exchange mechanisms support WIO management, governance and awareness creation

The project responds to the GEF Corporate Goals 1 and 4: 'Global natural resources' and 'Building national and regional capacities and enabling conditions for addressing transboundary systems' respectively, and more specifically to the GEF Strategic programme objectives for international waters 'catalyze multi-state cooperation to rebuild marine fisheries and reduce pollution of coasts and Large Marine Ecosystems'. The project contributes to Sub-programme 3[62] of the UNEP Programme of Work on "Ecosystem management" and in particular expected accomplishments 3(a), (b), and (c) with the aim to contribute to countries increasingly being able to practice integrated management of terrestrial and freshwater ecosystems and mainstreaming cross-sectoral and integrated ecosystem management principles in their development and planning processes [Expected outcome (a) and expected accomplishment (b) Services and benefits derived from ecosystems will be increasingly integrated into national development planning and accounting (expected accomplishment (c)]. The project contributes to the WIO region's priorities for addressing the impacts of climate change and also supports core human and institutional capacity building in line with other GEF-IW strategic objectives.

[61] As per the Request for CEO endorsement dated 21 April 2016.

[62] Formerly referred to as Healthy and Productive Ecosystems sub programme.

4. Executing Arrangements

The project was funded by the Global Environment Facility (GEF) and executed by the Nairobi Convention Secretariat under the supervision of the United Nations Environment Programme Ecosystems Division[63]. The participating countries included: Comoros, Madagascar, Mauritius, Seychelles, Mozambique, Kenya, Tanzania, Somalia and South Africa. The management and administrative structure for the project consisted of the Executing Agency, Project Steering Committee (PSC), and Project Management Unit based at the Nairobi Convention Secretariat in Nairobi, Kenya. Other actors included the National Project Coordinators, Inter-Ministerial Coordination Committees and National and Regional Technical Working Groups. Below is a brief description of the roles and responsibilities of each of the mentioned actors.

Table 2: Roles and responsibilities for Project Execution

Roles and Responsibilities	
Steering Committee	The WIOSAP Project Steering Committee (PSC) whose membership consisted of the representatives of the participating countries (National Focal Points), UNEP/DEPI and donors and was chaired by a senior government official elected by the participating countries. • Provide policy-level liaison to national governments, through Interministerial Coordination Committees, in connection with the implementation of the project at country level. • Approving strategic decisions, annual work plans and identifying additional funding for the implementation of the project. • Monitoring and evaluation of the project and make sure that the results of evaluations are used for performance improvement, accountability and learning.
Executing Agency	Project was executed by the Nairobi Convention Secretariat. • Provide technical support including hiring and administration of international and local personnel, • Procurement of goods and services, travel arrangements and other miscellaneous support as required by the PMU in consultation with UNEP.
Project Management Unit	The WIOSAP Project Management Unit (PMU) was established in the Nairobi Convention Secretariat. This allowed the project management team to interact with the executing partners including the already established network in the WIO region. The key staff at the WIOSAP PMU included the Project Manager, Scientific/Technical Officer, Policy/Governance Officer and an Administrative/Financial Assistant. While the procurement process (preparation of announcements, TORs and selection of service providers, etc.) was the responsibility of the PMU, the contracting of service providers was undertaken by the Executing Agency (UNEP/ DEPI IW unit). The Nairobi Convention Secretariat served as a secretariat of the Steering Committee and host of the Project Management Unit (PMU). • Create detailed TORs for all regional consultants, international consultants, and subcontracts in close coordination with NCS; • Assist the Executing Agency in hiring the consultants and subcontractors, by providing technical review of qualifications; • Create annual detailed work plans for adoption by the Project Steering Committee; • Track implementation of the work plan and manage actively to correct deficiencies in project progress; • Serve as Secretariat to the Project Steering Committee; • Liaise with the implementing and executing agencies, and with other international partners and participants; • Review and approve all final work products; • Prepare a semi-annual project newsletter for broad distribution within the region; • Liaise with other GEF and non-GEF projects in the region, to assure synergy and minimize overlap • In collaboration with the NCS and the countries, develop project pipelines aiming at raising additional resources for implementation of the WIOSAP project activities.

[63] Formerly referred to as Division of Environmental Policy Implementation (DEPI)

National Project Coordinators: At the national level, the participating countries were expected to appoint WIOSAP Project National Project Coordinators who would, working with Nairobi Convention National Focal Points, oversee the implementation of various project activities at national level. The WIOSAP National Project Coordinators would also liaise closely with the Nairobi Convention National Focal Points in order to facilitate linkages with established national processes that would be instrumental in the delivery of the project at national level.

Inter-Ministerial Coordination Committee: Each of the participating countries were expected to build on existing or establish an Inter-Ministerial Coordination Committee or similar national inter-agency mechanism, facilitated by the Nairobi Convention National Focal Points, to help assure effective coordination and communication amongst all ministries during the implementation of the project and ensure sustainability of project results at country level.

National and Regional Technical Working Groups: The National and Regional Technical Working Groups were expected to lead on specific activities of the project together with the inter-ministerial committees that would have been established in participating countries, particularly those already operating under the auspices of the Nairobi Convention. Similar technical working groups would be established at regional level in addition to those already established within the framework of the Nairobi Convention, such as PADH Task Force, Legal and Technical Review Task Force, among others.

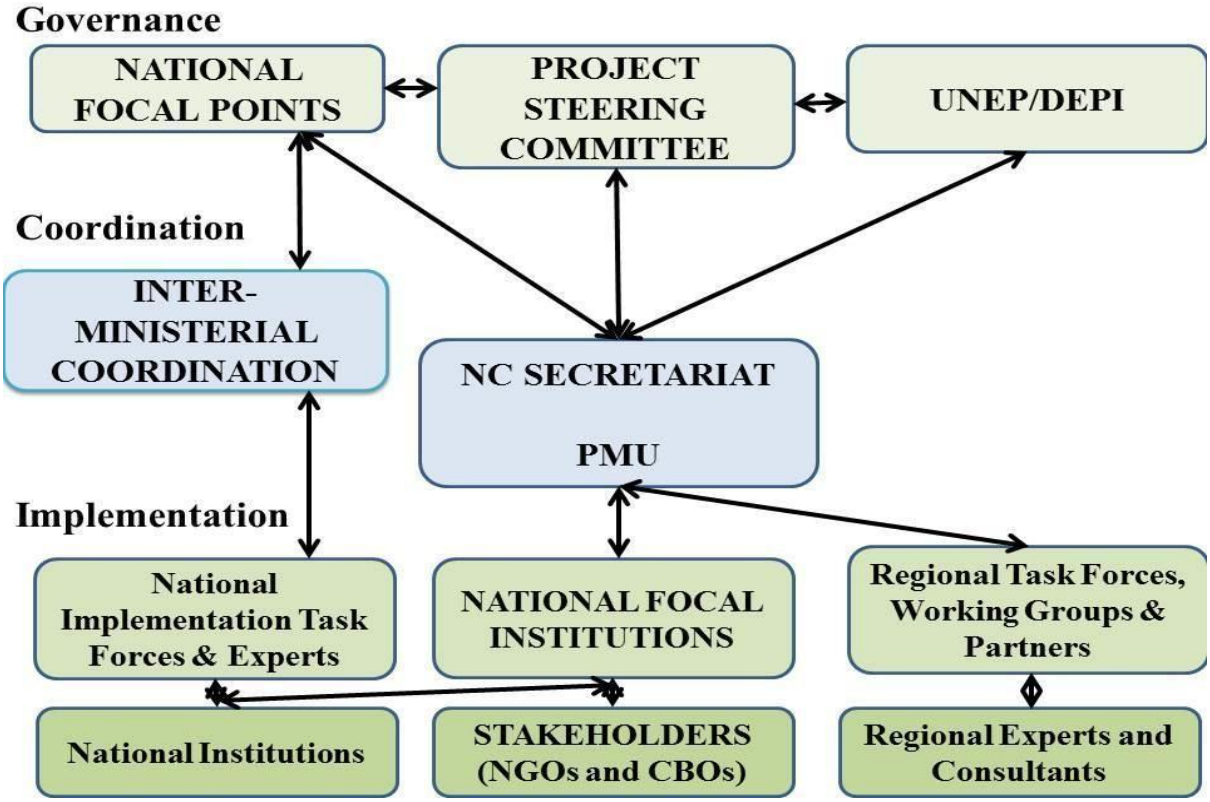


Figure 2: Project Implementation Structure

5. Project Cost and Financing

The total project budget at project design and approval was US$ 88,553,341and comprised of **US$ 10,867,000** GEF financing and **US$ 77,686,341** In-kind and cash co-financing. Details are tabulated below.

Table 3: Total Project Budget[64]

Project Component	Grant Type	Expected Outcomes	Trust Fund	Grant Amount ($)	Confirmed Co-financing ($)	Total (US$)
Component A: Sustainable management of critical habitats	TA	**Outcome A.1:** Appropriate tools and methodologies are used to manage critical coastal and marine habitats in order to enhance their resilience and long-term sustainability	GEFTF	2,650,000	25,865,977	28,515,977
	TA	**Outcome A.2:** Appropriate tools and methods (which integrate economic, social and environmental considerations) support coastal planning and management	GEFTF	838,000	14,463,566	15,301,566
	Sub Total Outcome A			**3,488,000**	**40,329,543**	**43,817,543**
Component B: Water quality management	TA	**OUTCOME B.1:** Quality of coastal receiving waters improved through pilot interventions	GEFTF	1,600,000	11,032,960	12,632,960
	TA	**OUTCOME B.2:** Regulatory framework for monitoring and management of pollutant loads, effluents and receiving water quality implemented/adopted at regional level	GEFTF	710,000	5,352,040	6,062,040
	Sub Total Outcome B			**2,310,000**	**16,385,000**	**18,695,000**
Component C: Sustainable management of river flows	TA	**OUTCOME C.1:** Environmental Flow Assessments (EFAs) underpin the integrated management of river flows and coastal areas and implementation of assessment recommendations strengthens ecosystem resilience	GEFTF	700,000	10,549,205	11,249,205
	TA	**OUTCOME C.2:** Capacity to conjunctively manage river flows and coastal areas strengthened	GEFTF	475,000	6,450,736	6,925,736
	Sub Total Outcome C			**1,175,000**	**16,999,941**	**18,174,941**
Component D: Governance, learning and exchange	TA	**OUTCOME D.1:** Updated policies and strong institutions underpin WIO-SAP implementation	GEFTF	800,000	1,469,478	2,269,478
	TA	**OUTCOME D.2:** Improved knowledge management systems and exchange mechanisms support WIO management, governance and awareness creation	GEFTF	700,000	540,868	1,240,868
	Sub Total Outcome D			**1,500,000**	**2,010,346**	**3,510,346**
	Total (A+B+C+D)			**8,473,000**	**75,724,830**	**84,197,830**
	Project Management and Coordination		GEFTF	2,394,000	1,961,511	4,355,511
	Total project costs			**10,867,000**	**77,686,341**	**88,553,341**

[64] Extract from the Request for CEO endorsement dated 21 April 2016.

Table 4: Sources of confirmed project co-financing[65]

Sources of Co-financing	Name of Co-financier (source)	Type of Co-financing	Co-financing Amount ($)
National Government	Comoros	In-kind	5,900,000
National Government	Kenya	In-kind	12,000,000
National Government	Madagascar	In-kind	1,200,000
National Government	Mauritius	In-kind	4,500,000
National Government	Mozambique	In-kind	19,000,000
National Government	Seychelles	In-kind	4,600,000
National Government	Somalia	In-kind	168,400
National Government	Tanzania	In-kind	14,600,000
National Government	South Africa	In-kind	5,280,341
Other Multilateral Agency (ies)	Nairobi Convention Secretariat	In-kind	1,750,000
GEF Agency	UNEP DEPI[66]	In-kind	1,565,000
Other Multilateral Agency (ies)	Birdlife International	In-kind	1,262,600
Other Multilateral Agency (ies)	WIOMSA	In-kind	4,110,000
Other Multilateral Agency (ies)	WWF	In-kind	1,750,000
Total Co-financing		In-kind	**77,686,341**

6. Implementation Issues

Two project revisions were undertaken during the life of the project. The first amendment that became effective on 17 March 2021 was a no cost extension with a technical closure by 30 June 2022 and a financial closure by 31 December 2022 while the second extension was a no cost extension with a technical closure by 31 December 2023 and a financial closure by 30 June 2024 to avail more time for successful completion of the 20 demonstration projects following COVID-19 disruptions.

A mid-term review of the project completed in March 2022 rated the project satisfactory. Some of the key recommendations were to: revise the WIO-SAP Project Results Framework (PRF) to bring clarity to some of the outputs, develop indicators on gender mainstreaming and integrate them into the PRF and step-up efforts towards implementing partners to provide co-financing and improve reporting on co-financing among others.

[65] Extract from the Request for CEO endorsement dated 21 April 2016.
[66] Renamed Ecosystems Division.

Section 2. OBJECTIVE AND SCOPE OF THE EVALUATION

7. Objective of the Evaluation

In line with the UNEP Evaluation Policy[67] and the UNEP Programme Manual[68], the Terminal Evaluation is undertaken at operational completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The Evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP, the Nairobi Convention Secretariat and the contracting parties to the convention. Therefore, the Evaluation will identify lessons of operational relevance for future project formulation and implementation, especially where a second phase of the project is being considered. Recommendations relevant to the whole house may also be identified during the evaluation process.

8. Key Evaluation Principles

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

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

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

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

9. Key Strategic Questions

In addition to the evaluation criteria outlined in Section 10 below, the Evaluation will address the **strategic questions** listed below. These are questions of interest to UNEP and to which the project is

67 https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies
68 https://wecollaborate.unep.org

believed to be able to make a substantive contribution. Also included are five questions that are required when reporting in the GEF Portal and these must be addressed in the TE.

Question 1: In what ways, and to what extent, was gender mainstreamed[69] in the implementation and monitoring of the project?

Question 2: In what ways, and to what extent, were the recommendations from the Mid Term Review actioned upon? To what extent did project implementation incorporate lessons learned from previous interventions?

Question 3: What changes were made to adapt to the effects of COVID-19 and how might any changes have affected the project's performance?

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

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

What was the performance at the project's completion against Core Indicator Targets? (For projects approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided[70]).

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

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

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

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

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

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

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

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

[69] Gender mainstreaming is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.
Source: ECOSOC Agreed Conclusions 1997/2

[70] This is not applicable for Enabling Activities

10. Evaluation Criteria

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

A. Strategic Relevance

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

i. Alignment to the UNEP Medium Term Strategy[71] (MTS), Programme of Work (POW) and Strategic Priorities

The Evaluation should assess the project's alignment with the MTS and POW under which the project was approved and include, in its narrative, reflections on the scale and scope of any contributions made to the planned results reflected in the relevant MTS and POW. UNEP strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building[72] (BSP) and South-South Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. S-SC is regarded as the exchange of resources, technology and knowledge between developing countries.

ii. Alignment to Donor/GEF/Partner Strategic Priorities

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

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

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

iv. Complementarity with Relevant Existing Interventions/Coherence[73]

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[71] *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*

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

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

An assessment will be made of how well the project, either at design stage or during the project inception or mobilization[74], took account of ongoing and planned initiatives (under the same sub-programme, other UNEP sub-programmes, or being implemented by other agencies within the same country, sector or institution) that address similar needs of the same target groups. The Evaluation will consider if the project team, in collaboration with Regional Offices and Sub-Programme Coordinators, made efforts to ensure their own intervention was complementary to other interventions, optimized any synergies and avoided duplication of effort. Examples may include UNDAFs or One UN programming. Linkages with other interventions should be described and instances where UNEP's comparative advantage has been particularly well applied should be highlighted.

Factors affecting this criterion may include:

Stakeholders' participation and cooperation

Responsiveness to human rights and gender equality

Country ownership and driven-ness

B. Quality of Project Design

The quality of project design is assessed using an agreed template during the evaluation inception phase, ratings are attributed to identified criteria and an overall Project Design Quality rating is established. The complete Project Design Quality template should be annexed in the Evaluation Inception Report. Later, the overall Project Design Quality rating[75] should be entered in the final evaluation ratings table (as item B) in the Main Evaluation Report and a summary of the project's strengths and weaknesses at design stage should be included within the body of the report.

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

Stakeholders' participation and cooperation

Responsiveness to human rights and gender equality

C. Nature of External Context

At evaluation inception stage a rating is established for the project's external operating context (considering the prevalence of conflict, natural disasters and political upheaval[76]). This rating is entered in the final evaluation ratings table as item C. Where a project has been rated as facing either an Unfavourable or Highly Unfavourable external operating context, and/or a negative external event has occurred during project implementation, the ratings for Effectiveness, Efficiency and/or Sustainability may be increased at the discretion of the Evaluation Consultant and Evaluation Manager together. A justification for such an increase must be given.

D. Effectiveness

i. Availability of Outputs[77]

The Evaluation will assess the project's success in producing the programmed outputs and making them available to the intended beneficiaries as well as its success in achieving milestones as per the project design document (ProDoc). Any *formal* modifications/revisions made during project implementation will be considered part of the project design. Where the project outputs are inappropriately or inaccurately stated in the ProDoc, reformulations may be necessary in the reconstruction of the Theory of Change (TOC). In such cases a table should be provided showing the original and the reformulation of the outputs for transparency. The availability of outputs will be

[74] *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.*

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

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

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

assessed in terms of both quantity and quality, and the assessment will consider their ownership by, and usefulness to, intended beneficiaries and the timeliness of their provision. It is noted that emphasis is placed on the performance of those outputs that are most important to achieve outcomes. The Evaluation will briefly explain the reasons behind the success or shortcomings of the project in delivering its programmed outputs and meeting expected quality standards.

Factors affecting this criterion may include:

Preparation and readiness

Quality of project management and supervision[78]

ii. Achievement of Project Outcomes[79]

The achievement of project outcomes is assessed as performance against the project outcomes as defined in the reconstructed[80] Theory of Change. These are outcomes that are intended to be achieved by the end of the project timeframe and within the project's resource envelope. Emphasis is placed on the achievement of project outcomes that are most important for attaining intermediate states. As with outputs, a table can be used where substantive amendments to the formulation of project outcomes is necessary to allow for an assessment of performance. The Evaluation should report evidence of attribution between UNEP's intervention and the project outcomes. In cases of normative work or where several actors are collaborating to achieve common outcomes, evidence of the nature and magnitude of UNEP's 'substantive contribution' should be included and/or 'credible association' established between project efforts and the project outcomes realised.

Factors affecting this criterion may include:

Quality of project management and supervision

Stakeholders' participation and cooperation

Responsiveness to human rights and gender equality

Communication and public awareness

iii. Likelihood of Impact

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

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

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[78] 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.

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

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

The Evaluation will consider the extent to which the project has played a catalytic role[81] or has promoted scaling up and/or replication as part of its Theory of Change (either explicitly as in a project with a demonstration component or implicitly as expressed in the drivers required to move to outcome levels) and as factors that are likely to contribute to greater or long-lasting impact.

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

Factors affecting this criterion may include:

Quality of Project Management and Supervision (including adaptive management)

Stakeholders' participation and cooperation

Responsiveness to human rights and gender equality

Country ownership and driven-ness

Communication and public awareness

E. Financial Management

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

Factors affecting this criterion may include:

Preparation and readiness

Quality of project management and supervision

F. Efficiency

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

Focusing on the translation of inputs into outputs, cost-effectiveness is the extent to which an intervention has achieved, or is expected to achieve, its results at the lowest possible cost. Timeliness refers to whether planned activities were delivered according to expected timeframes as well as whether events were sequenced efficiently. The Evaluation will also assess to what extent any project

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

extension could have been avoided through stronger project management and identify any negative impacts caused by project delays or extensions. The Evaluation will describe any cost or time-saving measures put in place to maximise results within the secured budget and agreed project timeframe and consider whether the project was implemented in the most efficient way compared to alternative interventions or approaches.

The Evaluation will give special attention to efforts made by the project teams during project implementation to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities[82] with other initiatives, programmes and projects etc. to increase project efficiency.

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

Factors affecting this criterion may include:

Preparation and readiness (e.g. timeliness)

Quality of project management and supervision

Stakeholders' participation and cooperation

G. Monitoring and Reporting

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

i. Monitoring Design and Budgeting

Each project should be supported by a sound monitoring plan that is designed to track progress against SMART[83] results towards the provision of the project's outputs and achievement of project outcomes, including at a level disaggregated by gender, marginalisation or vulnerability, including those living with disabilities. In particular, the Evaluation will assess the relevance and appropriateness of the project indicators as well as the methods used for tracking progress against them as part of conscious results-based management. The Evaluation will assess the quality of the design of the monitoring plan as well as the funds allocated for its implementation. The adequacy of resources for Mid-Term and Terminal Evaluation/Review should be discussed if applicable.

ii. Monitoring of Project Implementation

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

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

iii. Project Reporting

UNEP has a centralised project information management system (Anubis) in which project managers upload six-monthly progress reports against agreed project milestones. This information will be provided to the Evaluation Consultant(s) by the Evaluation Manager. Some projects have additional requirements to report regularly to funding partners, which will be supplied by the project team (e.g. the

[82] *Complementarity with other interventions during project design, inception or mobilization is considered under Strategic Relevance above.*
[83] *SMART refers to results that are specific, measurable, achievable, relevant and time-oriented. Indicators help to make results measurable.*

Project Implementation Reviews and Tracking Tool for GEF-funded projects). The Evaluation will assess the extent to which both UNEP and donor reporting commitments have been fulfilled. Consideration will be given as to whether reporting has been carried out with respect to the effects of the initiative on disaggregated groups.

Factors affecting this criterion may include:

Quality of project management and supervision

Responsiveness to human rights and gender equality (e.g. disaggregated indicators and data)

H. Sustainability

Sustainability[84] is understood as the probability of the benefits derived from the achievement of project outcomes being maintained and developed after the close of the intervention. The Evaluation will identify and assess the key conditions or factors that are likely to undermine or contribute to the endurance of achieved project outcomes (i.e. 'assumptions' and 'drivers'). Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention. Where applicable an assessment of bio-physical factors that may affect the sustainability of project outcomes may also be included.

i. Socio-political Sustainability

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

ii. Financial Sustainability

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

iii. Institutional Sustainability

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

Factors affecting this criterion may include:

Stakeholders' participation and cooperation

Responsiveness to human rights and gender equality (e.g., where interventions are not inclusive, their sustainability may be undermined)

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

Communication and public awareness

Country ownership and driven-ness

I. Factors Affecting Project Performance and Cross-Cutting Issues

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

1. Preparation and Readiness

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

2. Quality of Project Management and Supervision

In some cases, 'project management and supervision' may refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects[85], it may refer to the project management performance of the executing agency and the technical backstopping and supervision provided by UNEP. The performance of parties playing different roles should be discussed and a rating provided for both types of supervision (UNEP/Partner/Executing Agency) and the overall rating for this sub-category established as a simple average of the two.

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

3. Stakeholder Participation and Cooperation

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

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

4. Responsiveness to Human Rights and Gender Equality

The Evaluation will ascertain to what extent the project has applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People.

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

Within this human rights context the Evaluation will assess to what extent the intervention adheres to UNEP's Policy and Strategy for Gender Equality and the Environment[86].

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

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

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

5. Environmental and Social Safeguards

UNEP projects address environmental and social safeguards primarily through the process of environmental and social screening at the project approval stage, risk assessment and management (avoidance, minimization, mitigation or, in exceptional cases, offsetting) of potential environmental and social risks and impacts associated with project and programme activities. The Evaluation will confirm whether UNEP requirements[87] were met to: *review* risk ratings on a regular basis; *monitor* project implementation for possible safeguard issues; *respond* (where relevant) to safeguard issues through risk avoidance, minimization, mitigation or offsetting and r*eport* on the implementation of safeguard management measures taken. UNEP requirements for proposed projects to be screened for any safeguarding issues; for sound environmental and social risk assessments to be conducted and initial risk ratings to be assigned are evaluated above under Quality of Project Design).

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

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

6. Country Ownership and Driven-ness

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

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

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

project over outputs and outcomes and that is necessary for long-lasting impact to be realised. Ownership should extend to all gendered and marginalised groups.

7. Communication and Public Awareness

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

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

Section 3. EVALUATION APPROACH, METHODS AND DELIVERABLES

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

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

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

- Relevant background documentation, inter alia [Request for CEO endorsement and associated attachments, Project Cooperation Agreement (PCA) and its associated amendments].
- Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), grant agreements, the logical framework and its budget.
- Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, steering committee meeting minutes, relevant correspondence and including the Project Implementation Reviews and Tracking Tool etc.
- Project deliverables.
- Mid-Term Review of the project.
- Evaluations/reviews of similar projects.
    - Terminal evaluation of GEF Addressing Land- based Activities in the Western Indian Ocean

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

- UNEP Task Manager (TM).
- The Executing Agency [Nairobi Convention Secretariat]
- Project management team.
- UNEP Fund Management Officer (FMO).
- Portfolio Manager and Sub-Programme Coordinator, where appropriate.
- Project partners.
    - Birdlife International.
    - Western Indian Ocean Marine Sciences Association (WIOMSA),
    - World Wide Fund for Nature (WWF).

Participating country institutions and civil society organisations

- Comoros - General Directorate of Environment and Forests (DGEF).
- Kenya - Kenya Marine and Fisheries Research Institute (KMFRI), Jomo Kenyatta University of Agriculture and Technology, Nature Kenya, WWF-Kenya
- Madagascar - Ministry of Environment and Sustainable Development (MEDD), [Directorate General of Environment, Centre National de Recherches Oceanographiques (CNRO), Centre National de Recherches sur l'Environnement (CNRE)].
- Mauritius - Mauritius Oceanography Institute (MOI), Albion Fisheries Research Centre (AFRC), Mauritian Wildlife Foundation (MWF).
- Mozambique - Universidade Eduardo Mondlane (UEM), Agência Nacional para o Controlo da Qualidade Ambiental (AQUA), Universidade Eduardo Mondlane-Faculdade de Engenharia (UEM-FE),
- Seychelles - Terrestrial Restoration Action Society of Seychelles (TRASS), Ministry of Environment, Energy and Climate Change (MEECC),
- South Africa - Department of Environment Forestry and Fisheries (DEFF), Council for Scientific and Industrial Research (CSIR)
- Tanzania - Institute of Marine Sciences (IMS) – Zanzibar, The Second Vice President's Office, Zanzibar (SVPO), Sokoine University of Agriculture (SUA).
- Somalia – Directorate of Environment and Climate Change, Office of the Prime Minister.

Other relevant resource persons / institutions.

- The Nature Conservancy
- Macquarie University
- Regional Economic Commissions
- Wildlife Resources Training Institute
- Western Indian Ocean Mangrove Network
- Prime Africa
- Nelson Mandela University
- Africa Union
- Representatives from civil society and specialist groups (such as research institutions, think tanks and academics).

(c) **Field visits** to project sites in selected[88] target countries [Kenya, Tanzania, Mozambique, Seychelles].

(d) **Other** data collection methods and tools as necessary.

11. Evaluation Deliverables and Review Procedures

The Evaluation Team will prepare:

Inception Report: (see Annex 1 for a list of all templates, tables and guidance notes) containing an assessment of project design quality, a draft reconstructed Theory of Change of the project, project stakeholder analysis, evaluation framework and a tentative evaluation schedule.

Preliminary Findings Note: typically, in the form of a PowerPoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings. In the case of highly strategic project/portfolio evaluations or evaluations with an Evaluation Reference Group, the preliminary findings may be presented as a word document for review and comment.

Draft and Final Evaluation Report: containing an executive summary that can act as a stand-alone document; detailed analysis of the evaluation findings organised by evaluation criteria

[88] Selection of the countries for field visits was based on the need to balance geographical considerations (spread and island/ mainland), adequate coverage of the scope of the project in terms of result areas and grant allocation.

and supported with evidence; lessons learned and recommendations and an annotated ratings table.

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

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

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

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

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

12. The Evaluation Consultant

For this Evaluation, the Evaluation Consultant will work under the overall responsibility of the Evaluation Office represented by an Evaluation Manager, Stephen Baguma in consultation with the UNEP Task Manager [Isabelle Vanderbeck], Project Manager [Jared Bosire], Fund Management Officer [Duncan Kimani Kamau] the Sub-programme Coordinators for Nature action [Marieta Sakalian] and Environmental governance [Yassin Ahmed]. The consultant will liaise with the Evaluation Manager on any procedural and methodological matters related to the Evaluation, including travel. It is, however, each consultant's individual responsibility (where applicable) to arrange for their visas and immunizations as well as to plan meetings with stakeholders, organize online surveys, obtain documentary evidence and any other logistical matters related to the assignment. The UNEP Task Manager and project team will, where possible, provide logistical support (introductions, meetings etc.) allowing the consultants to conduct the Evaluation as efficiently and independently as possible.

The Evaluation Consultant will be hired over a period of six (6) months [August 2024 to January 2025] and should have the following: a university degree in environmental sciences, international development or other relevant political or social sciences area is required and an advanced degree in the same areas is desirable; a minimum of eight (8) years of technical / evaluation experience is required, preferably including evaluating large, regional or global programmes and using a Theory of Change approach; and a good/broad understanding of coastal and marine ecosystems is desired. English and French are the working languages of the United Nations Secretariat. For this consultancy, fluency in oral and written English is a requirement and proficiency in oral and written Spanish is desirable. Working knowledge of the UN system and specifically the work of UNEP is an added advantage. The work will be home-based with possible field visits.

The Evaluation Consultant will be responsible, in close consultation with the Evaluation Office of UNEP, for overall management of the Evaluation and timely provision of its outputs, described above in Section

11 Evaluation Deliverables, above. The consultant will ensure that all evaluation criteria and questions are adequately covered.

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

Inception phase of the Evaluation, including:

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

Data collection and analysis phase of the Evaluation, including:

- conduct further desk review and in-depth interviews with project implementing and executing agencies, project partners and project stakeholders;
- (where appropriate and agreed) conduct an evaluation mission(s) to selected countries, visit the project locations, interview project partners and stakeholders, including a good representation of local communities. Ensure independence of the Evaluation and confidentiality of evaluation interviews.
- regularly report back to the Evaluation Manager on progress and inform of any possible problems or issues encountered and;
- keep the Project/Task Manager informed of the evaluation progress.
- Reporting phase, including:
- draft the Main Evaluation Report, ensuring that the evaluation report is complete, coherent and consistent with the Evaluation Manager guidelines both in substance and style;
- liaise with the Evaluation Manager on comments received and finalize the Main Evaluation Report, ensuring that comments are taken into account until approved by the Evaluation Manager
- prepare a Response to Comments annex for the main report, listing those comments not accepted by the Evaluation Consultant and indicating the reason for the rejection; and
- (where agreed with the Evaluation Manager) prepare an Evaluation Brief (2-page summary of the evaluand and the key evaluation findings and lessons)

Managing relations, including:

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

13. Schedule of the Evaluation

The table below presents the tentative schedule for the Evaluation.

Table 6: Tentative schedule for the Evaluation

Milestone	Tentative Dates
Evaluation Initiation Meeting	April 2024
Inception Report	August 2024
Evaluation Mission	September 2024
E-based interviews, surveys etc.	September 2024
PowerPoint/presentation on preliminary findings and recommendations	October 2024
Draft report to Evaluation Manager (and Peer Reviewer)	November 2024
Draft Report shared with UNEP Project Manager and team	November 2024
Draft Report shared with wider group of stakeholders	December 2024
Final Report	January 2025
Final Report shared with all respondents	January 2025

14. Contractual Arrangements

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

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

Table 7: Schedule of Payment for the Evaluation Consultant

Deliverable	Percentage Payment
Approved Inception Report (as per annex document #9)	30%
Approved Draft Main Evaluation Report (as per annex document #10)	40%
Approved Final Main Evaluation Report	30%

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

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

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

If the consultant(s) fail to submit a satisfactory final product to UNEP in a timely manner, i.e. before the end date of their contract, the Evaluation Office reserves the right to employ additional human resources to finalize the report, and to reduce the consultants' fees by an amount equal to the additional costs borne by the Evaluation Office to bring the report up to standard[89].

[89] This may include contract cancellation in-line with prevailing UN Secretariat rules.

ANNEX VIII: GEF PORTAL INPUTS

The following table contains text to be uploaded to the GEF Portal. **It will be drawn from the Evaluation Report, either as copied or summarised text.** In each case, references should be provided for the paragraphs and pages of the report from which the responses have been copied or summarised.

Question: What was the performance at the project's completion against Core Indicator Targets? (For projects approved prior to GEF-7[90], these indicators will be identified retrospectively and comments on performance provided[91]).
Response: *(Might be drawn from Monitoring and Reporting section)* WIOSAP was designed to contribute to the achievement of GEF Corporate Goals 1 and 4 (Paragraph 76): "Global natural resources" and "Building national and regional capacities and enabling conditions for addressing transboundary systems" respectively, focal area strategic objectives IW1 and IW2 within International Waters strategic programme of GEF V[92] which includes: • IW1: Catalyze multi-state cooperation to balance conflicting water uses in trans-boundary surface and ground water basins while considering climatic variability and change; and • IW2: Catalyze multi-state cooperation to rebuild marine fisheries and reduce pollution of coasts and Large Marine Ecosystems (LMEs) while considering climatic variability and change. The main objective of the WIOSAP project "to reduce impacts from land-based sources and activities and sustainably manage critical coastal-riverine ecosystems through the implementation of the WIO-SAP priorities with the support of partnerships at national and regional levels[93]" (Paragraph 72) was achieved. The rating of the performance of WIOSAP at the project completion against Core Indicator Targets IW1 and IW2 was therefore **Highly Satisfactory**. The WIOSAP Project's monitoring framework was meticulously crafted to incorporate SMART (Specific, Measurable, Achievable, Relevant, Time-bound) indicators, ensuring measurable outcomes. This underscores the project's commitment to rigorous tracking and evaluation, ensuring that all planned activities could be quantitatively assessed and adjusted as necessary (Paragraph 270). The NCS supported the successful implementation of the quality and timely project monitoring despite the challenges linked to a large number of countries using different languages and having a diversity of national procedures. Quarterly, bi-annual and annual reports were submitted and validated accordingly to facilitate the close project monitoring and to adjust the activities when required to keep the project on track (Paragraph 271). Technical and financial reports of the WIOSAP project were submitted by NFPs on a biannual basis to allow for the formulation of the Project Implementation Reports (PIRs) and to maintain accountability and transparency. These reports were essential for tracking progress against the project's goals and were instrumental in the GEF Project Implementation Reports. The thoroughness of these reports helped maintain clarity and continuity in the project's aims, offering stakeholders a clear view of achievements and challenges (Paragraph 272). The main monitoring tools included work plans and Project Implementation Reports (PIR), which schematically represented the level of progress toward objectives and the implementation rate of activities (through percentage completion). NCS and the Task manager at UNEP (that supervised the WIOSAP Project implementation) provided continuous support and follow-up through ongoing communication (email, etc.) and participation in the WIOSAP Project's annual regional meetings of national coordinators (Focal Points) - especially in the compliance with planned deadlines and

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

[91] This is not applicable for Enabling Activities

[92] https://www.thegef.org/sites/default/files/events/20-GEFStrategiesBD.pdf

[93] Project Document, 2016.

timelines. At all monitoring levels, the focus was on achieving activities and outputs and meeting outcomes (Paragraph 273).

However, the final technical and financial reports required from the beneficiaries were sometimes delayed due to lack of capacity or delays in project execution (for Seychelles and Tanzania) (Paragraph 274).

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

Response: *(Might be drawn from Factors Affecting Performance section)*

Based on the weaknesses identified at the MTR phase of the project, a 15 points MTR Recommendations Action Plan was drawn up and submitted to address those challenges accordingly. The NCS, NIPs and NFPs took some measures to implement those recommendations through the Project Steering Committee (Paragraph 291).

WIOSAP involved various stakeholders including government ministries, research organisations, international and regional organisations, the private sector and local coastal communities/public stakeholders (Paragraph 107).

Progress: UNEP Task Manager played a crucial role in coordinating activities, ensuring adherence to project goals, and facilitating communication among all stakeholders involved, including NCS, various focal points, administrators, financial managers, and Ministries (Paragraph 294). The NCS, as the lead and executing agency, has demonstrated high-quality management in executing the project's day-to-day operations. Their leadership was instrumental in navigating the project through its phases, ensuring effective implementation of activities, and maintaining robust engagement with all partners (Paragraph 295).
Challenges: Based on the evaluation of the project reports and site visits carried out in five countries, it was determined that stakeholder participation and cooperation was essential to allow WIOSAP to achieve its objectives (Paragraph 296).
Outcomes: Following the submission of the MTR and the MTR Recommendations Action Plan, Members of the community and specially women were instrumental for the successful implementation of the critical habitats restoration and Eflow activities while the sustainable alternative livelihood opportunities provided by the project were developed and executed by them (Paragraph 296). However, the success was not uniform throughout the region as the mobilisation of the communities involved in the mangrove and coastal forest restoration project in Boeny was not sufficient to deter forest fires after the project was completed. In the same manner, the project in Somalia was downscaled from a large scale mangrove restoration project involving a large number of community members to a nursery (Paragraph 297).

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

Response: *(Might be drawn from Factors Affecting Performance section)*
WIOSAP implemented gender-responsive measures and achieved positive gender result areas. In fact, the project demonstrated a strong commitment to upholding human rights and promoting gender equity, particularly during the challenging circumstances of the COVID-19 pandemic. This commitment was reflected in several key aspects of the project's implementation (Paragraph 298).
Protection of Human Rights During COVID-19: All the project activities were stopped during the pandemic to safeguard life and the project underwent two no-cost extensions accordingly (Paragraph 298).
Gender Inclusion and Empowerment: Women formed part of the critical elements which made WIOSAP a success due to the relentless support and commitment, especially during the implementation of the field activities in the forests or at sea (Paragraph 298).

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

Response: *(Might be drawn from Factors Affecting Performance section)*
The WIOSAP Project was designed and implemented to meet the UNEP requirements for environmental and social safeguards. This is translated in the project objective and outcomes. To this effect, risk ratings were reviewed regularly to ensure that any adjustments in the risk landscape were promptly identified and addressed. This practice was crucial for maintaining the safety and integrity of the project's operations throughout its duration (Paragraph 299).

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

Response: *(Might be drawn from Factors Affecting Performance section)*
WIOSAP was very successful in its Knowledge Management Approach. In fact, the project successfully managed to ensure proper communication and awareness through the setting up of a communication cell at the level of the NCS. Photos and videos of project activities and PSC meetings were regularly taken and posted on the website and the Facebook page of the Convention Secretariat. All documents pertaining to the technical outputs from countries were uploaded on the website of the convention and significant milestones such as the signature of the ICZM Protocol were successfully communicated (Paragraph 301).
In addition thereto, WIOSAP CHM forms an integral part of the Nairobi Convention Clearinghouse which is a sustainable 'data shop', providing accurate and relevant data and information for improved management and protection of the coastal and marine environment in the Western Indian Ocean region. The Nairobi Convention Clearinghouse falls within the auspices of the Nairobi Convention. The Nairobi Convention Clearinghouse goal is to improve the data sharing, coordination and participation of the Western Indian Ocean countries (Paragraph 305).

Question: What are the main findings of the evaluation?

Response:
The main findings of the TE of WIOSAP are provided as follows:

- *Strategic Relevance:* **Highly Satisfactory**. The initiative contributes to achieve GEF Corporate Goals 1 and 4: "Global natural resources" and "Building national and regional capacities and enabling conditions for addressing transboundary systems" respectively, focal area strategic objectives IW1 and IW2 (Paragraph 174).
- *Quality of Project Design:* **Highly Satisfactory**. The Assessment of the Project Quality Design (PQD) was carried out by following the criteria and template developed by UNEP[94] (Paragraph 182).
- *Nature of External Context:* **Moderately Unfavourable**. Apart from the COVID-19, the MTR report equally outlined the other challenges which the project faced based on the external context and which caused the project to be further delayed. The said report therefore described several issues linked to the external context, namely: gender mainstreaming, the need for additional staff to support the Project Management Unit (PMU), capacity to report on co-financing, resource mobilisation, involvement of local communities, the adoption of guidelines and delays in achieving project outcomes (Paragraph 186).
- *Effectiveness:* **Highly Satisfactory**. WIOSAP has therefore significantly "improved and maintained the environmental health of the region's coastal and marine ecosystems through improved management of land-based systems" as defined in the Reconstructed TOC at Evaluation (Paragraph 251).
- *Financial Management:* **Highly Satisfactory**. The project effectively managed its financial and administrative aspects, with significant assistance from NCS to countries in addressing administrative and financial challenges. NCS' support was instrumental in overcoming difficulties or delays encountered by countries in reporting (Paragraph 253).
- *Efficiency:* **Satisfactory**. WIOSAP Project demonstrated a high level of efficiency across various aspects in terms of cost-effectiveness and timely execution of the activities, considering the disruptions caused by COVID-19. The budget was managed in a cost-effective manner to achieve the project outcomes. Despite facing unforeseen circumstances such as delays and the need for two no-cost extensions due to the COVID-19 pandemic and one additional no-cost extension

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

to allow for the completion of the project activities. These extensions led to a change in the original completion date from June 2021 to April 2024 (Paragraph 266).

- *Monitoring and Reporting:* ***Highly Satisfactory***. The NCS supported the successful implementation of the quality and timely project monitoring despite the challenges linked to a large number of countries using different languages and having a diversity of national procedures. Quarterly, bi-annual and annual reports were submitted and validated accordingly to facilitate the close project monitoring and to adjust the activities when required to keep the project on track (Paragraph 271). However, However, the final technical and financial reports required from the beneficiaries were sometimes delayed due to lack of capacity or delays in project execution (for Seychelles and Tanzania) (Paragraph 274).
- *Sustainability:* **Moderately Likely**. The institutional sustainability of the project can be seen as a challenge, as the lack of capacity in some countries has limited the smooth delivery of some outputs of the WIOSAP project, and this despite strong training components being implemented (Paragraph 286).
- *Factors Affecting Performance:* **Highly Satisfactory**. UNEP has effectively fulfilled its role as the implementing agency, providing oversight and strategic guidance throughout the project. UNEP Task Manager played a crucial role in coordinating activities, ensuring adherence to project goals, and facilitating communication among all stakeholders involved, including NCS, various focal points, administrators, financial managers, and Ministries (Paragraph 294).

The WIOSAP Project has therefore been evaluated as "**Satisfactory**".

ANNEX IX: COUNTRY SUMMARIES

COMOROS

1. Country Context

The Islamic Republic of the Comoros has a total coastline of 340 km and the total surface area of the continental shelf is 1,416 km2. The marine fisheries are essentially artisanal, practiced on all three islands. Comoros also has framework legislation, institutions and several other laws that are relevant to the management of the coastal and marine environment. The framework environmental law is "Loi No. 94-018 du 23 juin1994" that aims at preserving the integrity of the coastal and marine environment. Some of the other relevant legislation include law no.82-005 which defines Comoros' maritime zones. The national policy and the Environmental Action Plan were formulated in 1993 to promote sustainable management. The Environment Action Plan is focused on the improvement of legislative and regulatory mechanisms, protection of biodiversity, alleviation of pressure on natural resources and collection and treatment of wastes.

2. Summary description of the planned demonstration Projects

Country	Demonstration Project Title
Comoros	Sustainable Management of shallow marine habitats in the Comoros through improved management planning and rehabilitation of degraded sites

3. Results achieved from the planned demonstration projects

Demonstration Project Title	Results Achieved
Sustainable Management of shallow marine habitats in the Comoros through improved management planning and rehabilitation of degraded sites	• Drafting of four conservation management plans for MPAs • Training in habitat restoration and restoration of one mangrove site and one seagrass site

4. Challenges and Recommendations

Demonstration Project Title	Challenges	Recommendations
Sustainable Management of shallow marine habitats in the Comoros through improved management planning and rehabilitation of degraded sites	• The scope of the project remained limited to nurseries for mangroves and seagrass	• Create a network of MPAs and organise coastal communities in groups to increase efficiency
		• The implementation of projects should be subject to closer follow up by the executing agency to ensure that the outputs and outcomes are met

KENYA

1. Country Context

Kenya's coastline is 536 km with the continental shelf covering 8,460km^2. The coral reef, mangroves and seagrass ecosystems cover the surface area of 630, 610 and 34 km^2 respectively. The coastline is dominated by fringing coral reefs that often encloses shallow lagoons that are associated with seagrass beds. Kenya has two major rivers that drain into the WIO- the Tana and the Athi-Sabaki. The largest is the Tana River that discharges to the north in a relatively large delta with extensive mangrove forests. About 2.68 million equivalents to 8% of the total population live within 100km of the coast. The coastal and marine environment is considered important to the country. However, the contribution of the marine fishery to overall national fisheries production in Kenya is a modest 3-4 %. Marine landings average 7,000 tonnes per year but estimates for all 'inshore' landing reach 16,000 tonnes.

Kenya has enacted a new Constitution (2010) that reinforces the importance of natural resources and the environment. The constitution provides for the establishment of an environment and land court to address disputes related to environmental and land resources and processes. Kenya's newly devolved system of government calls for collaboration between national and county government administrations. The national government has jurisdiction over the use of international waters and water resources, marine navigation, and the protection of the environment and natural resources including fishing and water. The county governments are responsible for implementing national policies including issues related to fisheries. Legislation relevant to the marine and coastal environment is substantive in the country with nearly 50 pieces of legislation. The framework involves at least 14 government ministries and a further nine (9) authorities.

2. Summary description of the planned demonstration Projects

Country	Demonstration Project Title
Kenya	Enhancing stakeholder capacity on use of ICZM as a tool for conservation of the coastal and marine environment through a demo ICZM project in Malindi-Sabaki Estuary Area, Kenya
	Towards integrated spatial planning for sustainable management of coastal and marine resources in Kilifi County, Kenya
	Improving Mtwapa Creek water quality by use of Constructed Wetland Technology in Shimo la Tewa

3. Results achieved from the planned demonstration projects

Demonstration Project Title	Results Achieved
Enhancing stakeholder capacity on use of ICZM as a tool for conservation of the coastal and marine environment through a demo ICZM project in Malindi-Sabaki Estuary Area, Kenya	• Improved mangroves and fisheries management in Sabaki Estuary through coastal management plan • Rehabilitation of coastal habitats: 4 acres of degraded mangroves • SARICODO strengthened and 50,000 people sensitised • Alternative livelihoods and eco-tourism
Towards integrated spatial planning for sustainable management of coastal and marine resources in Kilifi County, Kenya	• Comprehensive and robust Kilifi County Spatial Plan developed and implemented as a tool to support sustainable management of coastal and marine environment and improve socio-economic development
Improving Mtwapa Creek water quality by use of Constructed Wetland Technology in Shimo la Tewa	• Constructed wetland system operating to treat wastewater generated by 5,000 prisoners • Quality of treated water meeting NEMA standards • Prison sanitation and quality of Mtwapa Creek bay water improved • Treated wastewater used for irrigation of crops and increased food security

4. Challenges and Recommendations

Demonstration Project Title	Challenges	Recommendations
Enhancing stakeholder capacity on use of ICZM as a tool for conservation of the coastal and marine environment through a demo ICZM project in Malindi-Sabaki Estuary Area, Kenya	• Delayed implementation caused by COVID-19 • General election of August 2022 • Delayed completion due to slow nature of management plan • Land ownership confusion at the project site • Overdependence on estuary natural resources by local community	• Increase planning and preparedness for emergency situations • Coordination and support from local and national authorities should be strengthened to solve land issues • Provide alternate livelihood opportunities to reduce pressure on natural resources
Towards integrated spatial planning for sustainable management of coastal and marine resources in Kilifi County, Kenya	• Lack of sustainable funding models to continue the activity at project completion	• Need to establish a proper system to ensure financial sustainability with alternative livelihood opportunities
Improving Mtwapa Creek water quality by use of Constructed Wetland Technology in Shimo la Tewa	• Delayed implementation caused by COVID-19 • Increased sludge linked to increased water supply • Lack of discharge permit • No guarantee on works carried out by contractor	• There is a need to have the support of a team of professional engineers, quantity surveyors and project managers to support infrastructure works in GEF-funded projects

MADAGASCAR

1. Country Context

Madagascar has one of the longest coastline in the WIO Region which is 4,828 km long and also one of the largest extent of the continental shelf covering a total surface area of 96,653 km2. The mangroves, seagrass beds and coral reef ecosystems cover a surface area of 2,991 km2 and 2,230 km2, respectively. About 55% of the population lives within 100 km from the coast. The most recent estimate of the marine fish catch is 70,000 tonnes per year. The deep-water, offshore, industrial fishery lands about 25,000 tonnes a year, mainly of tuna, mostly for export. The shrimp fishery is also an important foreign exchange earner in Madagascar with over 11,500 tonnes per year.

Madagascar has a framework environmental legislation (LOI No. 90-033- Relative à la Charte de l' Environnement Malagasy of December 21 1990) which notes that the environment is an important pre-occupation of the State and its protection is the responsibility for all. Several specific legislations have also been enactment to give effect to the constitutional requirement for protecting the environment. The country also has several environmental management policies particularly the Charter of the Environment and the Decree MECIE. Both constitute the basis of the legislation regarding protection and conservation of the environment of Madagascar. The country has a policy on the management of marine/water pollution. There have also been specific presidential declarations on the establishment of protected areas in the country. The key institutions that are crucial in environmental management in the country include the Office of the Environment (ONE).

2. Summary description of the planned demonstration Projects

Country	Demonstration Project Title
Madagascar	Developing collaborative strategies for sustainable management of mangroves in the Boeny Region Littorale, Madagascar
	Strengthening regulatory framework and national capacity for monitoring effluent discharges, water and sediments quality in coastal and marine areas of Madagascar
	Sustainable management of Eflows for west coast rivers of Madagascar: a case of Betsiboka River

3. Results achieved from the planned demonstration projects

Demonstration Project Title	Results Achieved
Developing collaborative strategies for sustainable management of mangroves in the Boeny Region Littorale, Madagascar	• Sustainable management of mangroves in the Boeny region using an integrated management approach involving all stakeholders
Strengthening regulatory framework and national capacity for monitoring effluent discharges, water and sediments quality in coastal and marine areas of Madagascar	• Water, sediment and biota quality assessments carried out • Regulatory framework in preparation
Sustainable management of Eflows for west coast rivers of Madagascar: a case of Betsiboka River	• Eflow activities carried out • Sensitisation and information sharing with stakeholders • Firewalls and fruit trees planted upstream

4. Challenges and Recommendations

Demonstration Project Title	Challenges	Recommendations
Developing collaborative strategies for sustainable management of mangroves in the Boeny Region Littorale, Madagascar	• Poverty of local people and lack of empowerment • Underestimated volume of sediments of the Betsiboka estuary affected the mangrove rehabilitation areas	• Community sensitisation and financial empowerment exercises need to be conducted prior to project implementation • There is need to carry out prior scientific studies to carefully select the sites and

Demonstration Project Title	Challenges	Recommendations
	• Lack of project sustainability plan after the end of the project	rehabilitation methodologies prior to project implementation • The incomplete pilot project needs to be completed
Strengthening regulatory framework and national capacity for monitoring effluent discharges, water and sediments quality in coastal and marine areas of Madagascar	• Lack of capacity and equipment • Lack of project ownership	• There is a need to ensure that appropriate financial resources are dedicated to capacity building and equipment prior to implementation of similar projects
Sustainable management of Eflows for west coast rivers of Madagascar: a case of Betsiboka River	• Traditional agricultural practices and gold miners have prevented the project to be successful • Bush fires have increased the sediment load during heavy rainfall events	• Eflow assessments would require a more in depth and comprehensive approach to be able to deliver tangible results • The project being Incomplete, it needs to be completed

MAURITIUS

1. Country Context

Mauritius coastline is 322 km long with the continental shelf of 27,373 km^2.The annual fisheries production in the country is estimated to be about 10,000 tonnes. The country has several legislations that are important in the protection of the coastal and marine environment. The Environmental Act (EPA) was enacted in 2024 for the environmental management and coordination of environmental issues in order to ensure proper implementation of government policies.

2. Summary description of the planned demonstration Projects

Country	Demonstration Project Title
Mauritius	Coral culture for small scale reef rehabilitation in Mauritius
	Assessment of Blue Carbon Ecosystem (Seagrass) around the island of Mauritius
	Habitat restoration and attraction of seabirds to Ile aux Aigrettes

3. Results achieved from the planned demonstration projects

Demonstration Project Title	Results Achieved
Coral culture for small scale reef rehabilitation in Mauritius	• Sea-based coral farms established • Coastal communities have been trained in coral culture and reef rehabilitation techniques • 61 fishers have been trained as eco-guides • Environmental awareness, stewardship and ownership raised within coastal communities • Budget for the development of 250 farms in Mauritius
Assessment of Blue Carbon Ecosystem (Seagrass) around the island of Mauritius	• Mapping, monitoring and carbon sequestration potential determination • National awareness campaign • Seagrass beds protected by law • Blue Carbon Roadmap to achieve carbon neutrality • National Blue Carbon Task Force set up
Habitat restoration and attraction of seabirds to Ile aux Aigrettes	• Restoration and weeding of 14 hectares • 1 Hectare of seabird habitat identified and developed • Training and plantation of 4,000 plants • 30,000 visitors attracted by the site • Development of partnerships • Communication material produced

4. Challenges and Recommendations

Demonstration Project Title	Challenges	Recommendations
Coral culture for small scale reef rehabilitation in Mauritius	• Delays and constraints linked to COVID-19 • Wakashio Oil Spill diverting resources dedicated for the project to fight the risks of pollution	• Increase planning and preparedness for emergency situations • Provide support from Executing Agency to prevent redirection of funds
Assessment of Blue Carbon Ecosystem (Seagrass) around the island of Mauritius	• Delays and constraints linked to COVID-19	• Increase planning and preparedness for emergency situations

Demonstration Project Title	Challenges	Recommendations
Habitat restoration and attraction of seabirds to Ile aux Aigrettes	• Delays and constraints linked to COVID-19 • Wakashio Oil Spill diverting resources dedicated for the project to fight the risks of pollution	• Increase planning and preparedness for emergency situations • Provide support from Executing Agency to prevent redirection of funds

5. Lesson learned

Demonstration Project Title	Lessons Learned
Coral culture for small scale reef rehabilitation in Mauritius	• Coral culture and reef restoration represent an alternative livelihood opportunity for coastal communities depending on marine resources to earn their living
Assessment of Blue Carbon Ecosystem (Seagrass) around the island of Mauritius	• GEF-funded projects can catalyse the development of new concepts and legislations with financial support
Habitat restoration and attraction of seabirds to Ile aux Aigrettes	• The use of experienced NGOs for demonstration projects can bring successful results

6. Photographs

Figure 5: Coral culture for small scale reef rehabilitation in Mauritius

(Caption)

Figure 6: Assessment of Blue Carbon Ecosystem (Seagrass) around the island of Mauritius
(Caption)

Figure 7: Habitat restoration and attraction of seabirds to Ile aux Aigrettes

MOZAMBIQUE

1. Country Context

Mozambique's coastline is the longest in eastern Africa, extending 2,700 km. The area covered by the continental shelf is 73,300 km2.The coral reef, mangroves and seagrass ecosystems cover surface area of 1,860 km2, 2,909 km2 and 439 km2, respectively. The northern coastline is notably complex with many islands and bays. Mozambique's southern coast is characterised by the Limpopo and Zambezi deltas-two of the eastern Africa's largest deltaic systems. These are characterised by the presence of large bays, muddy and sandy beaches, extensive mangrove forests and seagrass beds. Approximately 59% of the population lives within 100km of the coast. The total marine fishery production is estimated to range between 100,000 to 120,000 tonnes per year.

The Constitution of Mozambique recognises the right of people to live in a balanced environment and provides state and local authorities with the responsibility of protecting the environment. The country has a number of legal instruments that are focused on environmental protection. These include Decree Law no. 495 (1973) on the coastal and marine environment, and the Environment Law (1997) that defines the legal basis for sustainable management of the environment by the public and private sectors. The Law of the Sea (1996) sanctions conservation of marine areas by creating marine national parks, marine nature reserves and marine protected areas. This law is consistent with the International Convention on the Law of the Sea (1982), which Mozambique has ratified.

2. Summary description of the planned demonstration Projects

Country	Demonstration Project Title
Mozambique	Undertake seagrass restoration for Sustainable Shellfish and drafting a management plan action guideline for seagrass restoration
	Mangrove restoration and livelihood support through community participation in Limpopo River Estuary, Mozambique
	Environmental Flows for enhanced biodiversity and poverty alleviation in the Incomati delta, Mozambique (EFlows-Moz)

3. Results achieved from the planned demonstration projects

Demonstration Project Title	Results Achieved
Undertake seagrass restoration for Sustainable Shellfish and drafting a management plan action guideline for seagrass restoration	• List of species of edible macroinvertebrates • Amount/quantities of macroinvertebrates collected per time reached up to 7 metric tonnes per week in both Maputo and Inhambane Bays each • Value chains and associated monetary pathways documented Restoration carried out in four sites, two in Maputo and other two Inhambane Bays • Series of meeting with stakeholders and community representatives enabled to draft management plan diagram
Mangrove restoration and livelihood support through community participation in Limpopo River Estuary, Mozambique	• More than 2000 people were covered in the environmental education campaigns • The updated change detection map showed that 109 ha of mangroves were restored between 2003 and 2022, and 29 ha are still degraded; • Natural forests are still significantly taller and wider than planted forests. However, they are still able to provide significant ecological services, such as coastal protection; • Natural forests store significantly higher amounts of carbon than restored forests. • The fauna assessment show that mangroves of the Limpopo are very diverse in terms of macro and meiofauna. • 38 ha of mangroves restored during this project (2020-2022), following community-based mangrove ecological restoration (CBMER) approaches.

Demonstration Project Title	Results Achieved
	• Capacity building made in community meetings and on community radio shows. • The task force reactivated and the community-based management plan produced. • Mechanisms to enforce community empowerment were included in the community-based management plan. • The alternative activities that were promoted include Pigs breeding (10 animals were purchased and distributed among 8 families within the community)
Environmental Flows for enhanced biodiversity and poverty alleviation in the Incomati delta, Mozambique (EFlows-Moz)	• A dynamic environmental flow that sustains the ecosystem of the Incomati River Estuarine, that include Macaneta Wetlands, was proposed • Additionally, comprehensive analysis of the stakeholders' natural resource use strategies was also done • A multi-disciplinary, multi-institutional and participatory research team for observation, monitoring, analysis and Eflows scenario-development was established

4. Challenges and Recommendations

Demonstration Project Title	Challenges	Recommendations
Undertake seagrass restoration for Sustainable Shellfish and drafting a management plan action guideline for seagrass restoration	• Covid19 • Maintaining the restored meadows at Inhaca within dry and cold seasons and engaging communities to halt anthropogenic impacts for the seagrass restoration to take place • Attending the issues of alternatives livelihoods, so that seagrass degradation can reduce and even halt in areas where degradation is higher	• Increase planning and preparedness for emergency situations • Need to support communities with alternative livelihoods.
Mangrove restoration and livelihood support through community participation in Limpopo River Estuary, Mozambique	• In general, the project implementation affected by COVID-19, mostly by delaying several activities that involved concentrating a large number of people. • The building of the multi-use house was also a great challenge. • Climate change, mainly drought, was a factor that greatly affected the production of native species in the nursery because of the scarcity of water. • The other challenge was the death of 10 pigs from swine fever in phase 1.	• Increase planning and preparedness for emergency situations including climate change related impacts • Alternatives must also be climate smart • Community-based management systems need to be reinforced.
Environmental Flows for enhanced biodiversity and poverty alleviation in the Incomati delta, Mozambique (EFlows-Moz)	• Lack of historical data. Due to lack of resources, both human and financial the government institutions responsible for doing the environmental monitoring are producing limited data, both in quality and quantity • Dissemination and conveying the information to policy makers and community, thus making sure that the knowledge produced is used for decision-making and in the daily life of communities	• There is a need of development simplified environmental monitoring systems, that require limited expertise and resources while generating reasonable quality monitoring information • Need to involve policy makers at higher level

5. Lesson Learned

Demonstration Project Title	Lessons Learned
Undertake seagrass restoration for Sustainable Shellfish and drafting a management plan action guideline for seagrass restoration	• Creation of a seagrass CBO, working in multidisciplinary and multi-stakeholder fashion using students enables rapid implementation of the restoration process
Mangrove restoration and livelihood support through community participation in Limpopo River Estuary, Mozambique	• Community led initiatives and partnerships with academic institutions produce successful results for demonstration projects
Environmental Flows for enhanced biodiversity and poverty alleviation in the Incomati delta, Mozambique (EFlows-Moz)	• The lack of sensitization of policy makers can lead to incomplete results

6. Photographs

Figure 8: Seagrass restoration for Sustainable Shellfish and drafting a management plan action guideline for seagrass restoration

Figure 9: Mangrove restoration and livelihood support through community participation in Limpopo River Estuary, Mozambique

Figure 10: Environmental Flows for enhanced biodiversity and poverty alleviation in the Incomati delta, Mozambique (EFlows-Mozambique)

SEYCHELLES

1. Country Context

Seychelles has a coastline of 491km2 and continental shelf of 31,479 km2. Almost 100 % of the entire population of Seychelles live within 100 km of the coast. The fishery sector, after tourism, is the major foreign exchange earner. The total catch from the artisanal sector has remained fairly stable since 1985 with landings typically ranging between 4,000 and 5,000 tonnes per year. Seychelles Constitution under Article 38 guarantees citizen clean, healthy and ecologically balanced environment. The Environment Protection Act 1994 is the framework environmental legislation for the country, providing for the protection, preservation and improvement of the environment. The Act also provides for the coordination, implementation and enforcement of environmental policies. The Environment Protection Act is administered by the Department of Environment in the Ministry of Environment and Natural Resources. Part IV of the EPA and the Environment Protection (Impact Assessment) Regulations (EP) (EIA) Regulations) deals with Environment Impact Assessment (EIA).

2. Summary description of the planned demonstration Projects

Country	Demonstration Project Title
Seychelles	Community-based ecological coastal rehabilitation using an ecosystem approach
	Improving water quality by use of constructed wetland wastewater treatment as a Farm in the South of Mahé Island

3. Results achieved from the planned demonstration projects

Demonstration Project Title	Results Achieved
Community-based ecological coastal rehabilitation using an ecosystem approach	• Rehabilitation of 3 ha wetland and associated habitats • Rehabilitation of 2 ha degraded hill • Planting of 6,000 seedlings on the rehabilitated sites • Integration of an innovative technique to fight against soils erosion i.e the Palm-leaf anti- erosion barrier technique tested with great success • A dozen community engagement activities were done despite restrictions on movement due to the Covid-19 pandemic. • 1 article in international press, 2 articles in local press + 2 interviews for the news on the Seychelles Broadcasting Coorporation, several Facebook posts • 1 scientific publication published in the Applied Ecology and Environmental Research journal, on community engagement in forest rehabilitation within the context of a tropical island • 7 trainings on habitat rehabilitation techniques and monitoring involving 61 participants • Using the UNEP WIOSAP site as an area for a carbon offsetting initiative where tourists plant trees to compensate their carbon footprints • Using the WIOSAP demo project TRASS leveraged funds from other donors (GOS- UNDP-GEF Ridge to Reef, SADC GCCA+, Global Fund for Coral Reef/SeyCCAT project).
Improving water quality by use of constructed wetland wastewater treatment as a Farm in the South of Mahé Island	• Small-scale constructed wetland being implemented to treat pig farm wastewater and reuse it for irrigation purposes

4. Challenges and Recommendations

Demonstration Project Title	Challenges	Recommendations
Community-based ecological coastal rehabilitation using an ecosystem approach	• Disruptions and delays due to COVID-19 • Maintenance of restored sites • Climate variability • Changes in operations/planned activities • Accessibility • Legislative/enforcement challenges	• Increase planning and preparedness for emergency situations including climate change related impacts • Involve policy makers at a higher level
Improving water quality by use of constructed wetland wastewater treatment as a Farm in the South of Mahé Island	• Lack of project management, quantity surveying and engineering capacity and tedious tendering procedures caused major delays int he project implementation	• There is a need to have professional engineering, quantity surveying and project management support for civil engineering projects in the future

5. Lesson learned

Demonstration Project Title	Lessons Learned
Community-based ecological coastal rehabilitation using an ecosystem approach	The use of experienced NGOs for demonstration projects can bring successful results

6. Photographs

Figure 11: Community-based ecological coastal rehabilitation using an ecosystem approach

SOMALIA

1. Country Context

Somalia has two major rivers, the Shabelle and Jubba Rivers, which originate in the Ethiopian highlands and flow through deep gorges in the Somali plateau and eventually into the coastal plain. The Shabelle River flows southwest and then flows parallel to the coast for a distance of 85km before forming a large swamp. However, during heavy rains, the Shabelle River breaks it banks and joins the Jubba River further south. The Jubba River flows perpendicular to the coast before discharging into the sea at Jumbo. The WWF Eastern Africa Marine Ecoregion programme identified Shebelle river mouth is one of the priority seascapes in the eastern coast of Africa.

Coastal and marine environmental governance is generally very weak in Somalia due to the absence of a strong central government. There are few policies and legislation concerning the environment in Somalia, but the little that exists is mostly outdated. Although Somalia has in the past signed a number of regional and international Multilateral Environmental Agreements (MEAs), there has been little progress in their implementation domestically. There is also a lack of current data, information and knowledge on the current status of the coastal and marine environment.

2. Summary description of the planned demonstration Projects

Country	Demonstration Project Title
Somalia	Updating the National Marine Ecosystem Diagnostic Analyses (MEDAs) and Building Capacity for Environmental Flow Assessments for the Republic of Somalia
	Mangrove Restoration and Coastal Community Livelihood Improvement through Community Participation and Training in Somalia

3. Results achieved from the planned demonstration projects

Demonstration Project Title	Results Achieved
Updating the National Marine Ecosystem Diagnostic Analyses (MEDAs) and Building Capacity for Environmental Flow Assessments for the Republic of Somalia	• MEDA produced in 2022
Mangrove Restoration and Coastal Community Livelihood Improvement through Community Participation and Training in Somalia	• Enhanced knowledge • Baseline data collected • Community engagement sessions • Restoration and sustainable management of mangrove ecosystems by achieving tangible outcomes such as increased stakeholder participation, the planting of 1,000 mangroves, and the collection of comprehensive baseline data that informs future actions

4. Challenges and Recommendations

Demonstration Project Title	Challenges	Recommendations
Updating the National Marine Ecosystem Diagnostic Analyses (MEDAs) and Building Capacity for Environmental Flow Assessments for the Republic of Somalia	• Delays due to COVID-19	• Increase planning and preparedness for emergency situations including climate change related impacts
Mangrove Restoration and Coastal Community Livelihood Improvement through Community Participation and Training in Somalia	• Constrained timeline requiring a reduction in the scope of the project • Collaboration with local municipal governments	• Adapt the project design with local conditions • Reinforce involvement of local, municipal and national

Demonstration Project Title	Challenges	Recommendations
	due to bureaucratic processes	governments to streamline the project execution

5. Lesson learned

Demonstration Project Title	Lessons Learned
Mangrove Restoration and Coastal Community Livelihood Improvement through Community Participation and Training in Somalia	• Projects implemented in countries which cannot be subject to close supervision and with extensive bureaucratic processes imposed at national level have limited success

SOUTH AFRICA

1. Country Context

The South Africa's coastline is 2,881 km long and the continental shelf covers a surface area of 160,938 km2 making it one of the largest in the WIO Region. The area covered by the coral reef, mangrove and seagrass ecosystems is however small covering 50, 31 km2 and 7 km2, respectively. About 39% of the South African population live within 100 km of the coast. Indian Ocean fisheries in South Africa are relatively minor compared to the industrial fisheries found on the Atlantic coast. Nevertheless, numerous subsistence fisheries exist off the Natal coast of the Indian Ocean.

South Africa Constitution has the Bill of Rights that includes an environmental right. Also, a number of legislation on the environment have been enacted. The new Constitution of South Africa allows for more inclusive and comprehensive environmental policy for the country. The country has formulated through the consultative national environmental policy process, the White Paper on Environmental Management Policy for South Africa. This in turn led to the enactment of the National Environmental Management Act No 107 of 1998 (NEMA). The White Paper emphasizes the notion of "sustainable development" and specifically endorses the definition and analysis offered by the 1987 Brundtland Report.

2. Summary description of the planned demonstration Projects

Country	Demonstration Project Title
South Africa	Improvement of ecosystem health and water quality by implementing a Source to Sea approach to tackle marine litter in five priority river systems in Durban, Kwazulu-Natal, South Africa
	Improvement in Marine Water quality through enhanced Estuarine Management

3. Results achieved from the planned demonstration projects

Demonstration Project Title	Results Achieved
Improvement of ecosystem health and water quality by implementing a Source to Sea approach to tackle marine litter in five priority river systems in Durban, Kwazulu-Natal, South Africa	• The project has never been implemented and the money will have to be returned back to GEF
Improvement in Marine Water quality through enhanced Estuarine Management	• The project mitigated or removed adverse effects and limited impacts on water quality through concrete stress reduction activities through enhanced integrated monitoring programme/estuarine management plans with specific objective that include but not limited : the improvement of the conditions of the two systems in the manner that supports the coastal ecological goods and services; to advance adaptive management activities/actions in the context for use of coastal waters; and the development of a long-term monitoring programme to evaluate the effectiveness of the identified management activities/actions

4. Challenges and Recommendations

Demonstration Project Title	Challenges	Recommendations
Improvement of ecosystem health and water quality by implementing a Source to Sea approach to tackle marine litter in five priority river systems in Durban, Kwazulu-Natal, South Africa (Not Implemented)	• Complex national procurement issues prevented the execution of the project	• Ensure that complex national procurement processes are taken into consideration at project design stage and propose appropriate mitigation measures prior to disbursements • There is a need to have professional engineering, quantity surveying and project management support for civil engineering projects in the future
Improvement in Marine Water quality through enhanced Estuarine Management	• Continuously changing political landscapes within municipalities • Vandalism of the infrastructure by the community • Cumbersome Departmental Supply Chain Management Processes	• Involvement of policy makers at a higher level • Sensitisation and policing of the community to demonstrate positive impacts • Provide adequate professional engineering and quantity surveying support

5. Lesson learned

Demonstration Project Title	Lessons Learned
Improvement of ecosystem health and water quality by implementing a Source to Sea approach to tackle marine litter in five priority river systems in Durban, Kwazulu-Natal, South Africa (Not Implemented)	• The disbursement of funds should be phased out to ensure that national issues preventing the execution of the project do not cause administrative complications.
Improvement in Marine Water quality through enhanced Estuarine Management	• Complex national procurement processes, security and political stability parameters need to be assessed to prevent cumbersome project execution

TANZANIA

1. Country Context

The United Republic of Tanzania has one of the longest coastlines in the WIO region with 1,424 km. The coastline is characterised by a relatively narrow continental shelf covering a surface area of 17,903 km2. The coral reef and mangrove ecosystems cover a surface area of 3,580 and 1,287 km2 respectively. The major river systems in the country are the Rufiji and the Ruvuma. The Rufiji delta to the south of the country has one of the largest mangrove forest stands in the WIO Region. It is estimated that about 8 million live in the coastal zone. The coastal and marine environment is important to the country. For instance, marine fish landings range from 45,000 to 59,000 tonnes for mainland Tanzania and 15,000 - 20,000 tonnes for Zanzibar. The coral reefs of Tanzania support 70% of the artisanal catches.

The Constitution of Tanzania does not have explicit provisions on environmental protection and management. However, the country has environmental legislation that is also relevant to the management of the coastal and marine environment. Tanzania's Constitution distinguishes between union and non-union matters. The environment is a non-union matter resulting in separate legislation and administrative authorities governing environmental issues and marine fisheries for mainland Tanzania and Zanzibar. An exception is the Deep-Sea Fishing Authority (Amendment) Act (2007), which is a union matter and is common to both. The Tanzanian administration is also decentralised and district councils have been vested with greater authority.

2. Summary description of the planned demonstration Projects

Country	Demonstration Project Title
Tanzania	Developing collaborative management plan and sustainable mangrove restoration model in Rufiji Delta, Tanzania
	Upscaling and amplification of the Msingini Wastewater treatment facility model in Chake Chake town, Pemba
	Sustainable catchment management through enhanced Environmental Flow Assessment and Implementation for the protection of the Western Indian Ocean form land-based sources and activities in Tanzania

3. Results achieved from the planned demonstration projects

Demonstration Project Title	Results Achieved
Developing collaborative management plan and sustainable mangrove restoration model in Rufiji Delta, Tanzania	• Within the CMMA, a 100 ha block has been designated for demonstration of collaborative mangrove restoration practices, both protected natural regeneration and direct planting of mangrove propagules, mainly of the species Bruguiera gymnorrhiza, Rhizophora mucronata and Ceriops tagal. During the current project, 30 ha have been planted demonstration and subsequent planting will continue through collaborating initiatives such as the USAID/USFS SWAMP Activity for sustainability. The state agency Tanzania Forest Service (TFS) and the district authorities through Kibiti District Council collaboratively assume the advisory role to the SALALE Community Mangrove Management Area to maintain community participation and ensure trust.
Upscaling and amplification of the Msingini Wastewater treatment facility model in Chake Chake town, Pemba	• Upgraded constructed wetland servicing 5,500 people operational • Improved utilisation of wetland plants
Sustainable catchment management through enhanced Environmental Flow Assessment and Implementation for the protection of the Western Indian Ocean form land-	• Through the EFA, several threats in the Mbarali River catchment were revealed and these were largely from land based activities that are responsible for high sediment and nutrient loading. Considering the potentiality of this catchment in supporting the downstream ecosystems including the Ruaha National Park and the Hydropower Plants including the coastal environment in the downstream, intensifying conservation and restoration efforts is undisputable. The findings underscore the fact that adaptive management is key

Demonstration Project Title	Results Achieved
based sources and activities in Tanzania	to successful project implementation and that local knowledge and contemporary vegetation ecology is vital to NbS and thus recommended for enhanced EFlows and incomes. Furthermore, the findings revealed the role of WUAs in catchment restorations using NbS, and that they become successful when they are incentivised and empowered both technically and financially through seed funding.

4. Challenges and Recommendations

Demonstration Project Title	Challenges	Recommendations
Developing collaborative management plan and sustainable mangrove restoration model in Rufiji Delta, Tanzania	• The early stages of project implementation was specifically hampered by the travel restrictions due to COVID-19, causing delayed in timely fulfilment of the activities. • Project inception met with a 5 year state ban on harvesting/cutting/logging of mangrove wood products from 2016 – 2021, which made VNRCs operations dormant and/or non-existent. The prolongation of the ban was beyond earlier expected during the project inception when it was indicated that the ban could have been lifted by mid 2020, but stayed until October 2021, disrupting the discharge of project activities. A major impact of the ban was the non-access to engage with • VNRCs, which in some villages had dissolved and needed alternative measures to re-instate them that was to be handled by TFS. A prolonged delay was experienced before VNRCs were able to be brought on board almost halfway of the project timeline.	• A VNRC training and Increase planning and preparedness for emergency situations including climate change related impacts • Involve local, municipal and national authorities and policy makers to facilitate project implementation • Provide community mobilisation tools and alternate livelihood opportunities to maintain social cohesion
Upscaling and amplification of the Msingini Wastewater treatment facility model in Chake Chake town, Pemba	• Lack of engineering support and delayed disbursements from the NCS	• Closer follow-up by the executing agency and provision for support of engineering, quantity surveying and project management professionals
Sustainable catchment management through enhanced Environmental Flow Assessment and Implementation for the protection of the Western Indian Ocean form land-based sources and activities in Tanzania	• Delayed project start due to late funds disbursement • Insufficient funds • Poverty and need to alternative livelihoods • Managing local expectations	• Closer follow up and support from Executing Agency • Adequate budget estimates supported by team of professionals • Provision for alternative livelihood opportunities • Maintaining a communication channel with communities at all times

5. Lesson Learned

Demonstration Project Title	Lessons Learned
Developing collaborative management plan and sustainable mangrove restoration model in Rufiji Delta, Tanzania	• The setting up of consortiums as community-based organisations for sustainability allow for the better execution of projects
Upscaling and amplification of the Msingini Wastewater treatment facility model in Chake Chake town, Pemba	• Civil engineering works require the support of professionals to be implemented
Sustainable catchment management through enhanced Environmental Flow Assessment and Implementation for the protection of the Western Indian Ocean form land-based sources and activities in Tanzania	• Projects require alternative livelihood opportunities to cater for community expectations to be sustainable

6. Photographs

Figure 12: Msingini Wastewater treatment facility in Chake Chake town, Pemba

ANNEX X: QUALITY ASSESSMENT OF THE EVALUATION REPORT

Evaluand Title: Terminal Evaluation of the UNEP Project "Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based sources and activities (WIO-SAP)" (GEF ID 4940). (2016 -2024).

All UNEP evaluations are subject to a quality assessment by the Evaluation Office. This is an assessment of the quality of the evaluation product (i.e. evaluation report) and is dependent on more than just the consultant's efforts and skills.

	UNEP Evaluation Office Comments	Final Report Rating
Report Quality Criteria		
Quality of the Executive Summary Purpose: acts as a stand alone and accurate summary of the main evaluation product, especially for senior management. To include: • concise overview of the evaluation object • clear summary of the evaluation objectives and scope • overall evaluation rating of the project and key features of performance (strengths and weaknesses) against exceptional criteria • reference to where the evaluation ratings table can be found within the report • summary response to key strategic evaluation questions • summary of the main findings of the exercise/synthesis of main conclusions • summary of lessons learned and recommendations.	Final report *(coverage/omissions)*: The executive summary includes all the expected sections. Final report *(strengths/weaknesses)*: The executive summary presents a concise summary of the evaluation report and includes the key messages.	6
Quality of the 'Introduction' Section Purpose: introduces/situates the evaluand in its institutional context, establishes its main parameters (time, value, results, geography) and the purpose of the evaluation itself. To include: • institutional context of the project (sub-programme, Division, Branch etc) • date of PRC approval, project duration and start/end dates • number of project phases (where appropriate) • results frameworks to which it contributes (e.g. POW Direct Outcome) • coverage of the evaluation (regions/countries where implemented) • implementing and funding partners • total secured budget • whether the project has been evaluated in the past (e.g. mid-term, external agency etc.) • concise statement of the purpose of the evaluation and the key intended audience for the findings.	Final report *(coverage/omissions)*: The introduction section includes all the required sections. Final report *(strengths/weaknesses)*: The introduction section situates the evaluand within its institutional context and succinctly defines the parameters (time, value, results, geography). The introduction also includes the purpose of the evaluation.	6
Quality of the 'Evaluation Methods' Section Purpose: provides reader with clear and comprehensive description of evaluation methods, demonstrates the credibility of the findings and performance ratings. To include:	Final report *(coverage/omissions)*: The evaluation methods section presents a detailed description of the evaluation process. All expected elements are included.	5

	UNEP Evaluation Office Comments	Final Report Rating
• description of evaluation data collection methods and information sources • justification for methods used (e.g. qualitative/ quantitative; electronic/face-to-face) • number and type of respondents *(see table template)* • selection criteria used to identify respondents, case studies or sites/countries visited • strategies used to increase stakeholder engagement and consultation • methods to include the voices/experiences of different and potentially excluded groups (e.g. vulnerable, gender, marginalised etc) • details of how data were verified (e.g. triangulation, review by stakeholders etc.) • methods used to analyse data (scoring, coding, thematic analysis etc) • evaluation limitations (e.g. low/ imbalanced response rates across different groups; gaps in documentation; language barriers etc) • ethics and human rights issues should be highlighted including: how anonymity and confidentiality were protected. Is there an ethics statement? E.g. *'Throughout the evaluation process and in the compilation of the Final Evaluation Report efforts have been made to represent the views of both mainstream and more marginalised groups. All efforts to provide respondents with anonymity have been made.*	Final report *(strengths/weaknesses)*: The evaluation methods section passes the reproducibility test. It explains in sufficient detail how the evaluation was conducted while highlighting ethical considerations, challenges encountered and mitigation measures put in place by the evaluator.	
Quality of the 'Project' Section Purpose: describes and verifies key dimensions of the evaluand relevant to assessing its performance. To include: • *Context:* overview of the main issue that the project is trying to address, its root causes and consequences on the environment and human well-being (i.e. synopsis of the problem and situational analyses) • *Results framework*: summary of the project's results hierarchy as stated in the ProDoc (or as officially revised) • *Stakeholders:* description of groups of targeted stakeholders organised according to relevant common characteristics • *Project implementation structure and partners:* description of the implementation structure with diagram and a list of key project partners • *Changes in design during implementation:* any key events that affected the project's scope or parameters should be described in brief in chronological order • *Project financing:* completed tables of: (a) budget at design and expenditure by components (b) planned and actual sources of funding/co-financing	Final report *(coverage/omissions)*: This section of the report covers all the key dimensions of the evaluand as expected. Final report *(strengths/weaknesses)*: The project section describes the key aspects of the evaluand in adequate detail. The report describes the context, results framework, stakeholders, project implementation structure and partners, changes in project design and project financing.	6
Quality of the Theory of Change	Final report *(coverage/omissions)*:	5

	UNEP Evaluation Office Comments	Final Report Rating
Purpose: to set out the TOC at Evaluation in diagrammatic and narrative forms to support consistent project performance; to articulate the causal pathways with drivers and assumptions and justify any reconstruction necessary to assess the project's performance. To include: • description of how the *TOC at Evaluation*[95] was designed (who was involved etc) • confirmation/reconstruction of results in accordance with UNEP definitions • articulation of causal pathways • identification of drivers and assumptions • identification of key actors in the change process • summary of the reconstruction/results re-formulation in tabular form. *The two results hierarchies (original/formal revision and reconstructed) should be presented as a two-column table to show clearly that, although wording and placement may have changed, the results 'goal posts' have not been 'moved'*. This table may have initially been presented in the Inception Report and should appear somewhere in the Main Evaluation report.	All expected sections are included in the section on the project theory of change. Final report *(strengths/weaknesses)*: This section of the report presents a reconstructed theory of change (TOC at evaluation) in both diagrammatic and text form. The section also presents reconstruction of results in the prescribed format while providing justification for the reconstruction. However, the graphical version of the ToC could have been presented better with less colour to ease reference.	
Quality of Key Findings within the Report Presentation of evidence: nature of evidence should be clear (interview, document, survey, observation, online resources etc) and evidence should be explicitly triangulated unless noted as having a single source. Consistency within the report: all parts of the report should form consistent support for findings and performance ratings, which should be in line with UNEP's Criteria Ratings Matrix. Findings Statements (where applicable): The frame of reference for a finding should be an individual evaluation criterion or a strategic question from the TOR. **A finding should go beyond description and uses analysis to provide insights that aid learning specific to the evaluand.** In some cases a findings statement may articulate a key element that has determined the performance rating of a criterion. Findings will frequently provide insight into 'how' and/or 'why' questions.	Final report *(strengths/weaknesses)*: The findings presented are evidence based and consistent throughout the report. Supporting evidence in form of hyperlinks to source documents is provided throughout the report to enable verification by any user independently. The findings presented in the report provide deeper analysis and go beyond describing the "what" and tackle the "why" and "how".	6
Quality of 'Strategic Relevance' Section Purpose: to present evidence and analysis of project strategic relevance with respect to UNEP, partner and geographic policies and strategies at the time of project approval. To include: Assessment of the evaluand's relevance vis-à-vis:	Final report *(coverage/omissions)*: This section of the report tackles all the dimensions strategic relevance as expected. Final report *(strengths/weaknesses)*:	6

[95] During the Inception Phase of the evaluation process a *TOC at Evaluation 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 evaluation process this TOC is revised based on changes made during project intervention and becomes the *TOC at Evaluation*.

	UNEP Evaluation Office Comments	Final Report Rating
• 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/mobilisation[96]), with other interventions addressing the needs of the same target groups.	The evaluation report presents a good analysis of the relevance of the evaluand to the strategic priorities of UNEP, GEF and the national priories of the target countries and the Western Indian Ocean region broadly.	
Quality of the 'Quality of Project Design' Section Purpose: to present a summary of the strengths and weaknesses of the project design, on the basis that the detailed assessment was presented in the Inception Report.	Final report *(coverage/omissions)*: The evaluation report includes a section on Quality of Project Design as expected. Final report *(strengths/weaknesses)*: The quality of project design section presents a balanced critique of both the strengths and weaknesses in project design.	6
Quality of the 'Nature of the External Context' Section Purpose: to describe and recognise, when appropriate, key external features of the project's implementing context that limited the project's performance (e.g. conflict, natural disaster, political upheaval[97]), and how they affected performance. While additional details of the implementing context may be informative, this section should clearly record whether or not a major and unexpected disrupting event took place during the project's life in the implementing sites.	Final report *(coverage/omissions)*: The evaluation report includes a section on that analyses the nature of the external context. Final report *(strengths/weaknesses)*: The report presents an excellent analysis of the project implementation context that covers the negative externalities that affected project implementation. The analysis also includes an analysis of the effects of these negative externalities (mainly the COVID-19 pandemic) and mitigations measures put in place by the project.	6
Quality of 'Effectiveness' Section **(i) Availability of Outputs:** Purpose: to present a well-reasoned, complete and evidence-based assessment of the outputs made available to the intended beneficiaries. To include: • 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	Final report *(coverage/omissions)*: The report includes a section that analyses the availability of all planned project outputs to targeted end users. Final report *(strengths/weaknesses)*: The report presents an excellent evidence-based analysis of the availability of outputs by the targeted end users by comparing targets with achievement. Also included is the analysis of the quality, timeliness of the delivery of the outputs.	6

[96] 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.

[97] 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.

	UNEP Evaluation Office Comments	Final Report Rating
groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).		
ii) Achievement of Project Outcomes: Purpose: to present a well-reasoned, complete and evidence-based assessment of the uptake, adoption and/or implementation of outputs by the intended beneficiaries. This may include behaviour changes at an individual or collective level. To include: • a convincing and evidence-supported analysis of the uptake of outputs by 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).	Final report *(coverage/omissions)*: The report presents a section that analyses the achievement of project outcomes as compared to targets. Final report *(strengths/weaknesses)*: The evaluation presents a well-reasoned analysis on the achievement of project outcomes compared to targets.	5
(iii) Likelihood of Impact: Purpose: to present an integrated analysis, guided by the causal pathways represented by the TOC, of all evidence relating to likelihood of impact, including an assessment of the extent to which drivers and assumptions necessary for change to happen, were seen to be holding. To include: • an explanation of how causal pathways emerged and change processes can be shown • an explanation of the roles played by key actors and change agents • explicit discussion of how drivers and assumptions played out • 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).	Final report *(coverage/omissions)*: The evaluation report includes a section on the analysis of the likelihood of impact. Final report *(strengths/weaknesses)*: The report includes a good analysis of the likelihood of impact. The analysis also includes the actors involved the change process and challenges in project implementation. On the other hand, the report could have benefited from an analysis of the drivers and assumptions	4
Quality of 'Financial Management' Section Purpose: to present an integrated analysis of all dimensions evaluated under financial management and include a completed 'financial management' table (may be annexed). Consider how well the report addresses the following: • *adherence* to UNEP's financial policies and procedures • *completeness* of financial information, including the actual project costs (total and per activity) and actual co-financing used • *communication* between financial and project management staff	Final report *(coverage/omissions)*: The report includes a section on project financial management arrangements. Final report *(strengths/weaknesses)*: The evaluation report presents an analysis of the project financial management. The analysis covers adherence to UNEP's financial policies and procedures, completeness of financial information, and communication between financial and project management staff.	6

	UNEP Evaluation Office Comments	Final Report Rating
Quality of 'Efficiency' Section Purpose: to present an integrated analysis of all dimensions evaluated under efficiency (i.e. the primary categories of cost-effectiveness and timeliness). To include: • time-saving measures put in place to maximise results within the secured budget and agreed project timeframe • discussion of making use, during project implementation, of/building on pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. • implications of any delays and no cost extensions • the extent to which the management of the project minimised UNEP's environmental footprint.	Final report *(coverage/omissions)*: The report includes a section on measures by the project to ensure efficiency. Final report *(strengths/weaknesses)*: This section of the report presents an analysis of the two dimensions of efficiency i.e. time and cost effectiveness. The analysis includes the cost effectiveness measures put in place by the project key of which include leveraging pre-existing institutions, agreements and partnerships for synergy. The report could have benefited from including an analysis of the effects of the project extensions on project performance and the extent to which the management of the project minimised UNEP's environmental footprint	4
Quality of 'Monitoring and Reporting' Section Purpose: to present well-reasoned, complete and evidence-based assessment of the evaluand's monitoring and reporting. Consider how well the report addresses the following: • quality of the monitoring design and budgeting *(including SMART results with measurable indicators, resources for MTE/R etc.)* • quality of monitoring of project implementation *(including use of monitoring data for adaptive management)* • quality of project reporting *(e.g. PIMS and donor reports)* \	Final report *(coverage/omissions)*: A section of the quality pf monitoring and reporting is included in the evaluation report. Final report *(strengths/weaknesses)*: The evaluation report presents a good analysis of the performance of the project in relation to the three dimensions of monitoring and reporting i.e. quality of the monitoring design and budgeting, quality of monitoring of project implementation and quality of project reporting.	5
Quality of 'Sustainability' Section Purpose: to 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	Final report *(coverage/omissions)*: The report includes a section on sustainability. Final report *(strengths/weaknesses)*: The report presents a well reason analysis of the three dimensions of sustainability i.e. socio-political, financial and institutional sustainability.	6
Quality of Factors Affecting Performance Section Purpose: 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. Consider how well the evaluation report, either in this section or in cross-referenced sections, covers the following cross-cutting themes: • preparation and readiness	Final report *(coverage/omissions)*: The evaluation report includes a section that analyses each of the factors affecting project performance. Final report *(strengths/weaknesses)*: The evaluation report includes an excellent analysis of the factors affecting project performance. These include: preparation and readiness, quality of project management and supervision, 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.	6

	UNEP Evaluation Office Comments	Final Report Rating
• quality of project management and supervision[98] • 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		
Quality of the Conclusions Section **(i) Conclusions Narrative:** Purpose: to present summative statements reflecting on prominent aspects of the performance of the evaluand as a whole, they should be derived from the synthesized analysis of evidence gathered during the evaluation process. To include: • compelling narrative providing an integrated summary of the strengths and weakness in overall performance (achievements and limitations) of the project • clear and succinct response to the key strategic questions • human rights and gender dimensions of the intervention should be discussed explicitly (e.g. how these dimensions were considered, addressed or impacted on)	Final report *(coverage/omissions)*: The evaluation report includes a conclusions section which includes summative statements on the performance of the evaluand. Final report *(strengths/weaknesses)*: The report presents concise summative statements on the performance of the evaluand as a whole. The report also includes human rights and gender dimensions of the intervention and clear and succinct responses to the key strategic questions.	6
ii) Utility of the Lessons: Purpose: to present both positive and negative lessons that have potential for wider application and use (replication and generalization) Consider how well the lessons achieve the following: • are rooted in real project experiences (i.e. derived from explicit evaluation findings or from problems encountered and mistakes made that should be avoided in the future) • briefly describe the context from which they are derived and those contexts in which they may be useful • do not duplicate recommendations	Final report *(coverage/omissions)*: The report presents lessons learned in the prescribed format. Final report *(strengths/weaknesses)*: The lessons learned section presents lessons derived from real project implementation experiences and have potential for wider application in similar contexts and interventions.	6
(iii) Utility and Actionability of the Recommendations: Purpose: to present proposals 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 lessons achieve the following: • are feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when	Final report *(coverage/omissions)*: The report includes recommendations aimed at addressing problems in project execution and proposed actions to ensure sustainability of project results. The recommendations are also presented in the prescribed format. Final report *(strengths/weaknesses)*: The recommendations presented are actionable and are derived from actual project implementation challenges and	5

[98] 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.

	UNEP Evaluation Office Comments	Final Report Rating
• 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. NOTES: **(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.	desire to increase likelihood of sustainability of project results. However, an opportunity to include a recommendation that relates to strengthening the human rights and gender dimensions of UNEP interventions was missed.	
Quality of Report Structure and Presentation **(i) Structure and completeness of the report:** To what extent does the report follow the Evaluation Office structure and formatting guidelines? Are all requested Annexes included and complete?	Final report *(coverage/omissions)*: The report is complete and follows the Evaluation Office structure and formatting guidelines.	6
(ii) Writing and formatting: Consider whether the report is well written (clear English language and grammar) with language that is adequate in quality and tone for an official document? Do visual aids, such as maps and graphs convey key information?	Final report *(strengths/weaknesses)*: The evaluation report is written in clear English language and uses visual aids (figures and tables) appropriately.	6
OVERALL REPORT QUALITY RATING	**Highly Satisfactory**	**5.6**