

# TERMINAL EVALUATION

## Final Report Draft



### CI-GEF Project

*Safeguarding biodiversity in the Galapagos Islands by enhancing biosecurity and creating the enabling environment for the restoration of Galapagos Islands ecosystems -GEF ID 9282*

Asesoramiento Ambiental Estratégico (AAE)  
February 08, 2022



## Acknowledgements

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## Acronyms

ABG	Galapagos Biosecurity Agency
AZE	The Alliance for Zero Extinction
CBD	Convention on Biological Diversity
CCREG	Consejo de Gobierno del Régimen Especial de Galápagos
CDF	Charles Darwin Foundation
CI-E	Conservation International- Ecuador
DERA	UK Department for Environment, Food & Rural Affairs'
DPNG	Galapagos National Park Directorate
EA	Executing Agency
EDRR	Early detection / Rapid Response
EMP	Environmental Management Plan
ESIA	Environmental and Social Impact Assessment
ESMF	Environmental and Social Management Framework
FAO	Food and Agriculture Organization
FEIG	Fund for Control of Invasive Species in the Galapagos
FPC	Floreana Parish Council
GEBs	Global Environmental Benefits
GEF	Global Environment Facility
GOE	Government of Ecuador
GTRI	Giant Tortoise Restoration Initiative
IA	Implementing Agency
IBAs	Important Bird Areas
IC	Island Conservation
INGALA	National Institute of the Galapagos
IUCN	International Union for the Conservation of Nature
MAE	Ministry of Environment
MAG	Ministry of Agriculture
NGO	Non-Governmental Organization
PIR	Project Implementation Report
PSC	Project Steering Committee
SEP	Stakeholder Engagement Plan
SICGAL	Galapagos Inspection and Quarantine System
UNDP	United Nations Development Program
UNESCO	United Nations Educational, Scientific and Cultural Organization

## 1. EXECUTIVE SUMMARY

Project Name: <b>Safeguarding Biodiversity in the Galapagos Islands by Enhancing Biosecurity and Creating the Enabling Environment for the Restoration of Galapagos Island Ecosystems</b>			
CI ID for the project:	NA	PIF Date of approval:	01 NOV 17
GEF ID for the project (PIMS #):	GEF ID 9282	CEO Authorization date:	13 DEC 18
business unit, File No.; Project ID (Award # Project ID)	NA	Project Document Date of signing (project start date):	15 FEB 19
Country	Ecuador	Project director hiring date:	
Region	Galapagos	Initiation workshop date:	29 APR 19
Action area		Date of completion of the mid-term exam:	17 JUN 21
Strategic Objective of the GEF's area of action:	Biodiversity (BD2) Program 4: Control of Invasive species	Expected completion date:	31 OCT 21
Trust Fund (indicate GEF TF; LDCF; SCCF; NPIF):	GEF TF	In case of revision, new expected completion date	30 APR 22
Executing Agency (EA) / Implementing Agency (IA):	Island Conservation (IC) / Conservation International (CI-GEF)		
Other executing partners:	Galapagos National Park Directorate, Galapagos Biosecurity Agency, Galapagos Conservancy		
<b>Project Financing</b>	<u>At the date of CEO Endorsement (US \$)</u>	<u>At the date of the Terminal Evaluation (US \$) <sup>1</sup></u>	
(1) GEF Project Funding:	3,301,472	3,158,817	
(2) PPG Funding:	120,000	120,000	
<b>Total GEF Grant:</b>	<b>3,421,472</b>	<b>3,278,817</b>	
(3) Co-financing 1; Cons. Intl. (IA)	70,000	110,000	
(4) Co-financing 2; GNPD (GOE):	10,500,000	10,000,000	
(5) Co-financing 3; GBA (GOE)	4,500,000	4,450,000	
(6) Co-financing 4; Island Cons. (EA):	1,400,000	2,375,000	
(7) Co-financing 5; Galapagos Cons.	1,925,000	2,441,000	
<b>Total Co-Financing:</b>	<b>18,395,000</b>	<b>19,376,000</b>	
<b>TOTAL COST OF THE PROJECT:</b>	<b>21,626,472</b>	<b>22,654,817</b>	

Table No. 1 Executive Summary

<sup>1</sup> Island Conservation (IC) Quarterly Report Spending Q1 of FY2022

## 1.1 Project Description

Invasive alien species are one of the most significant drivers of environmental degradation and species extinction worldwide and are the primary cause of biodiversity loss in island ecosystems. When invasive rodents, for example, feed on giant tortoise eggs and hatchlings they reduce the number of tortoises spreading seeds and cuttings needed to propagate the next generation of native trees and shrubs. As canopy cover declines, so do the populations of understory plants that require shade from the harsh tropical sun making landscapes more vulnerable to soil erosion and contributing to declines in soil fertility through mineral leaching and undermines the resilience of landscapes to further perturbations (e.g., extreme weather events, climate change, etc.).

The objective of the project is “to safeguard biodiversity in the Galapagos Islands by enhancing biosecurity and creating the enabling environment for the restoration of Galapagos Island ecosystems.” This project strategy aims to safeguard biodiversity through long-term preventive and restorative strategies:

- (a) increasing the effectiveness of biosecurity controls so that new or additional invasive species do not enter the Galapagos and through the eradication of existing invasive vertebrate species, such as rats and feral cats, and;
- (b) re-establishing the ecologic role of the Galapagos Giant Tortoise in the restoration of habitats through the selection and dispersion of native species across the landscape.

Action towards these objectives was realized through 3 components:

Component 1: *Furthering development of a state-of-the-art biosecurity system*; Investments in systems, infrastructure, technical assistance, and training within the Galapagos Biosecurity Agency (ABG).

Component 2: *Solidifying the social license for the protection and recovery of Floreana Island ecosystems* by seeking the social license and infrastructure for the future eradication of invasive vertebrate species through (i) Action Planning and Environment and Social Impact Assessments with the Galapagos National Park Directorate; (ii) the installation of secure infrastructure for animals; and (iii) consciousness raising, early notice, public comment, social license; approval of Risk Management Plans.

Component 3: Advancing the recovery of island ecosystems following invasive species eradication through the re-establishment of keystone species (i.e., giant tortoises) by increasing breeding success through *ex situ* breeding in improved infrastructure, biological selection, and successful re-introduction to Santa Fe Island validated through biomonitoring and results published locally and in recognized, peer reviewed journals. This experience will inform the future introduction of tortoises to Floreana.

The project establishes the conditions for eventual restoration on Floreana Island. Because this would be the first attempt at restoration involving both eradication and re-introduction of species on a populated island, the GEF project subject of this Terminal Evaluation (TE) seeks to develop the science and learning related to enhancing biosecurity, to *ex situ* production and re-introduction of giant tortoises and to create the environmental and social safeguards requisite for future stages of development. The “enabling environment” is therefore realized through (a) increased capacity, efficiency, controls and procedures within ABG, (b) an informed and consensual and public declaration and government approval to launch eradication efforts, and (c) a proven and monitored experience in translocating and successfully reestablishing translocating a previously extirpated keystone species (giant tortoises) to Santa Fe Island as a proxy for eventual upscaling to Floreana post eradication of invasive vertebrates.

The project builds on decades of science on the successful eradication of invasive vertebrates on Isabella and Santa Fe islands (both unpopulated) and the successful efforts to augment the tortoise population of

various species through *ex situ* measures. The project invests in the next logical step of a pathway for ecosystem recovery that has been underway between public and private partners over decades and is articulated in the Giant Tortoise Restoration Initiative.

The project's outcomes and outputs will eventually lead to a restoration of the form and function of the Galapagos ecosystem that will increase biodiversity through the action of tortoises which, through feeding and digestion of native plants, increase the dispersion of native flora. Environmental stressors are reduced through more sustainable livestock production models and non-farm options in improved ecotourism opportunities. Consequently, ecosystem services, agricultural production, and economic investments will be better secured while protection against future invasive species is developed.

## 1.2 Summary of Project Progress and Results

The project entered the implementation phase in February 2019. Over the past three years, the project has achieved a comprehensive strategy to safeguard the biodiversity of the Galapagos Islands through biosecurity and an enabling environment for ecosystem restoration. The project met its targets for all three components. The project partners were effective and efficient in executing the project's activities and realizing the project's outputs. COVID-19 did cause delays that were effectively managed by the Project Management Unit (PMU). A 6-month no-cost extension was granted to enable the completion of actions in all three components and to facilitate unforeseen delays, such as COVID resurgence, and to facilitate an effective administrative close.

Component 1 sought to further develop of a state-of-the-art biosecurity system with the expectation of a substantial reduction in the number of invasive alien species entering the Galapagos archipelago. The project has successfully enabled improved systems, equipment, training, and protocols for the Galapagos Biosecurity Agency (ABG). The investments were defined through an expert gap analysis and the development of a Biosecurity Action Plan to guide the process. Improved inspection equipment, operational systems and training provided digital procedures for declaring and tracking cargo and automatized payments leaving inspectors more time for thorough inspections in the two main transportation systems that connect Galapagos with the mainland across maritime and aerial routes common for the introduction of invasive species. The project also provided vehicles for animal control on Santa Cruz Island and arrangements for the destruction of confiscated material. The improved system has streamlined procedures and combined with better registry and detection systems is providing more time for quality inspections while reducing the time of inspections for the users. For the cargo owners, a digital declaration system and automatic payments reduces bureaucracy and removes handling money from the agent's responsibility, increases transparency, and has enabled an increase in revenues which will lead to better protection. ABGs biosecurity index indicates increased security due to the increased capacity, which is expected to continue improving as agents have more time implementing the system. The components actions were effective, resources were managed efficiently, and relevant in terms of supporting GEF and establishing an updated sector Plan and protocols. An overall ranking for the component is **Highly Satisfactory (HS)** based on GEF evaluation ranking criteria as indicated in [Annex 6.1](#).

Component 2 was successful in solidifying the social infrastructure for the protection and recovery of Floreana Island ecosystems by establishing the enabling social license for the subsequent eradication of existing invasive vertebrate species on Floreana Island in a future stage of development. To do so, the project proactively advanced the social safeguards prior to launching an eradication programme. Each output provided an important safeguard component: Primarily, the project implemented an exhaustive

consultation process that developed with the community an operational plan for eradication that identified risks and concerns and, for each of eight risks, a risk management plan was developed. These were finally, through a participative process rolled into a full Environment and Social Impact Assessment that defines the parameters and safeguards for the eradication process. To begin the safeguard process, the Project invested in infrastructure to facilitate the resident's chickens, pigs, and ruminants (co-financed) and provided training on managing stabled livestock. This production modality will protect the animals during the eradication phase and reduces the effects of open grazing on the Floreana ecosystem. Several co-financed installations were nearing completion at the time of the TE. With the safeguards in place, the social license was solidified through the signature of declarations by the Parish Council, local government, central government agencies, and the Project Steering Committee confirming their approval supporting biosecurity and the eradication of invasive rodents and feral cats and the reintroduction of Giant Tortoises. Residents confirmed their conformity with the process, felt adequately consulted, and were appreciative of the level of accompaniment they are receiving. This is a landmark achievement and marks the first time for Ecuador that an ESIA has been completed for eradication of IVSs and the first time a social license is given for eradication of IVSs on a populated island setting the stage for the ecological restoration process on Floreana. Despite COVID, the Project Management Unit maintained strong contact with the island's residents and were able to complete the outputs efficiently. For effectiveness, efficiency and relevance, the component is rated as **Highly Satisfactory (HS)**.

Component 3's objective, "advancing the recovery of island ecosystems following invasive species eradication through the re-establishment of keystone species (i.e., giant tortoises)," is fully enabled by the successful realization of the outcomes and outputs in an effective and efficient manner. The *ex situ* production capacity for breeding giant tortoises (Outcome 3.2) was enhanced through infrastructure improvements, the successful collection of targeted genetically significant breeders (39 individuals with *C.niger*. genetics and 1 surprise individual with *C. abingdonii*. genes from Pinta island) were translocated to the Santa Cruz breeding facility, and an innovative process of translocating juvenile individuals from reintroduction sites on Española to the targeted Santa Fe Island via quarantine at the Santa Cruz facility. The numbers of breeders have greatly exceeded all targets and contribute greatly to the Giant Tortoise Restoration Initiative<sup>2</sup>. The investments and learning indicate that the Outcome to increase production in captivity of giant tortoises for future reintroductions throughout the archipelago is significantly increased. The translocation of *C.hoodensis*. individuals to Santa Fe Island met expectations and now cover an estimated 2,413 ha. The monitoring system (transponders, procedures, and protocols) for the individuals and for ecosystem parameters, in particular seed dispersal, is now in-force providing an important MOV for the long-range ecosystem changes fomented by the project and partner efforts and important experiences and knowledge to facilitate the successful reintroduction on Floreana Island following eradication of invasive vertebrate species. The components actions were effective, resources were managed efficiently, and relevant in terms of supporting GEF, national and sector policies. An overall ranking of **Highly Satisfactory (HS)** is awarded.

The project has reduced environmental stress though the investments made in Biosecurity policy and infrastructure that has reduced the Biosecurity Risk from 23% to 19% per the Galapagos Biosecurity Agencies the combination of biosecurity with social license to support increased biosecurity e.g., future eradication rats and feral cats from Floreana Island with the expansion of tortoise breeding capacity and successful testing of tortoise re-introduction (on Santa Fe) and methods and protocols for species and ecological monitoring provide the experiences and lessons learned firmly establish the pre-requisites for the re-introduction of Giant tortoises to Floreana once eradication of Invasive Vertebrate Species occurs.

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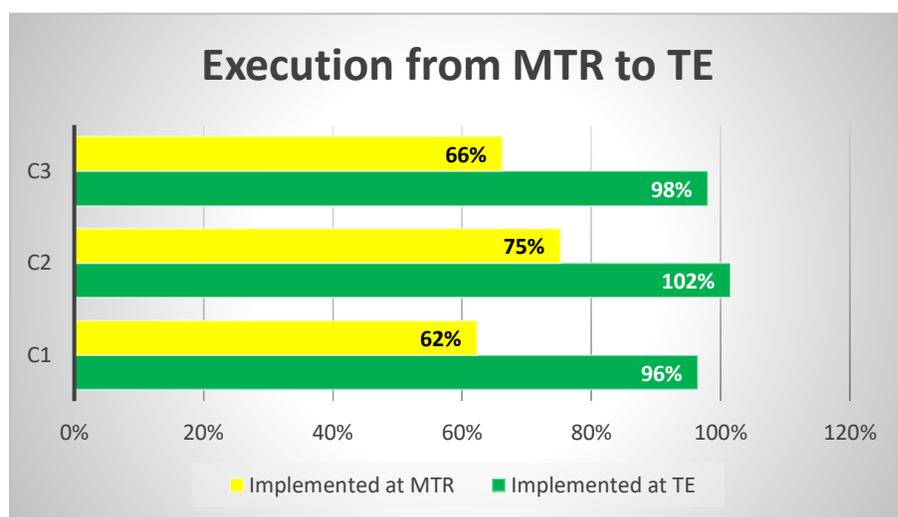
<sup>2</sup> A collaborative 15-year project (2014-2028) implemented by the DPNG and Galapagos Conservancy, with support from visiting scientists from around the world. <https://www.galapagos.org/conservation/our-work/tortoise-restoration/>

The re-introductions of Giant Tortoises to Santa Fe will improve the environmental status on 2,413 ha. and are increasing the numbers of a globally significant and endangered species and through the recovery of 30 individuals with *C.niger* genetics and a surprise finding of one individual with *C.abingdonii*. germplasm from the extirpated Pinta Island Tortoise. The Galapagos National Park Directorate and partners are now equipped to monitor the environmental stress and status indicators.

Figure No. 1 provides an illustration of the progress towards the project objectives and expected outcomes clearly demonstrates that the Project objective and main outcomes have been achieved. The analysis presented demonstrates achievement in Outputs as well as by Indicators for the established targets. The evaluation team gives an overall rating to project results of “Highly Satisfactory” (HS).

For a detailed description of the achievements, see [Annex 6.2](#)

**Figure No. 1: Overall Rating of Efficiency in Delivery by Component**



**Table 2: Rating for Effectiveness in Achievement of Outcomes**

Parameter	MTR valuation	TE Valuation
Outcome 1.1: The number of invasive alien species entering the Galapagos archipelago is substantially reduced	HS	HS
Outcome 2.1: Social acceptance for the protection and recovery of the of Floreana Island ecosystems is established	HS	HS
Outcome 3.1 Giant tortoises ( <i>Chelonoidis hoodensis.</i> ) translocated to Santa Fe Island	HS	HS
Outcome 3.2: Production in captivity of giant tortoises for future reintroductions throughout the archipelago is significantly increased	HS	HS

Achieved	Likely to be Achieved	Not likely to be achieved
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Table 3: Evaluation Ratings Table

<b>1. Monitoring &amp; Evaluation (M&amp;E)</b>	<b>Rating</b>
M&E design at entry	HS
M&E Plan Implementation	HS
Overall Quality of M&E	HS
<b>2. Implementing Agency (IA) Implementation &amp; Executing Agency (EA) Execution</b>	<b>Rating</b>
Quality of CI-GEF Implementation/Oversight	HS
Quality of IC Execution	HS
Overall quality of Implementation/Execution	HS
<b>3. Assessment of Outcomes</b>	<b>Rating</b>
Relevance	HS
Effectiveness	HS
Efficiency	HS
Overall Project Outcome Rating	HS
<b>4. Sustainability</b>	<b>Rating</b>
Financial sustainability	L
Socio-political sustainability	L
Institutional framework and governance sustainability	L
Environmental sustainability	L
Overall Likelihood of Sustainability	L

L= Likely; ML= Moderately Likely; MU=Moderately Unlikely; U=Unlikely (U/A=Unable to Assess)

(HS) Highly Satisfactory; (S) Satisfactory; (MS) Moderately Satisfactory; (MU) Moderately Unsatisfactory; (U) Unsatisfactory; (HU) Highly Unsatisfactory

### 1.3 Summary of Conclusions

The Following are summary conclusions based on the results of the evaluation. Please consult Section 5 for a list of detailed conclusions, recommendations and lessons learned.

1. Project Design: The project justification is complete and comprehensive in policy, social, environmental and the overall development context. The project documentation justifies the need for the project and established the project as a clear next-step in a documented progression laid out by the GOE and involved stakeholders and was gender inclusive. The TOC is sound and provides a documented and validated internal logic upon which the architecture of the project is built. The project design is sound. All outputs contribute to their corresponding outcomes and are internally consistent. The outcomes are independent yet related. A failure in one does not foment a failure in another, this exemplifies a “best practice” in strong project design
2. An overall rating of “HS,” or “Highly Satisfactory” was given because the management team demonstrated their ability to keep moving forward despite 2 incredibly significant challenges: Delays in procurement due to COVID and for adeptly working with stakeholders and moving

forward with Component 1 increase in ABG capacity for biosecurity and for producing a clear and demonstrated social license for the eradication of invasive vertebrates for component 2. Finally, component 3 was completely executed increasing the number of individuals from selective breeding of Giant Tortoises, increasing breeding facilities and for finding new germplasm of of *C.niger*. and the extinct *C.abingdonii*. All outputs for all Outcomes were effectively and successfully realized creating the conditions for an eventual re-introduction of Giant Tortoises to Floeana Island following eradication.

3. Component 1 Biosecurity: The project successfully addressed capacity barriers and realized the Outcome of increased Biosecurity for the Galapagos Islands through investments in an updated action plan and procedures, detection equipment, vehicles for animal control, hardware and software for digital accounting, processing, declarations and payments, and in extensive training in the use of new manuals and streamlined procedures. Impact is measured from ABG's Biosecurity Index was reduced from 23% to 19% in one-year, indicating an overall improvement of biosecurity. To date 36% of the recommendations of the Action Plan were implemented. Support will be required for expanding the successes of this project to other islands and other stakeholders.
4. Component 2: The project successfully cultivated the social license of the Floreana island population for the eventual eradication of Invasive Vertebrate Species. The outcome was product of an extensive social interaction process that culminated in an operations plan and Risk management plans to address each of the resident's issues and concerns with eradication. A full and independent ESIA was conducted to validate the impacts and mitigation measures within the operations plan. The project invested in stabled production facilities for poultry, hogs and cows (co-financed) to protect animals during the eradication process and to create a more environmentally sound alternative to free range impacting the protected area. The stabled production units were already producing benefits at TE and met with wide acceptance. Success of the process was indicated by the formal endorsement by the Floreana Parish Council of the Operations Plan to eradicate IVS. The enabling conditions have been successfully established. The success of the effort was due to long-term relationships, trust building, and constant accompaniment by Island Conservation, the Executing Agency (EA) and DNPG and others.
5. Component 3 successfully exceeded their targets for the breeding of *C.hoodensis* individuals in 2 breeding facilities that were improved by the project, increasing the capacity for selective breeding of Giant Tortoises. The diversity of the breeding program was successful due to the capture of 30 individuals on Wolf Volcano with germplasm of of *C.niger*. and one individual with genetic remains of the extinct *C.abingdonii*. or Pinta Island Tortoise. In addition, individuals bred in captivity at the Santa Cruz center were successfully translocated to Santa Fe Island launching a monitoring program based on transponders, and protocols for biennial monitoring of tortoises and ecosystem variables, such as seed dispersal. Sub adult individuals were also located from a previous translocation to Española Island and translocated to Santa Fe following quarantine, signaling a new and effective measure of ecosystem restoration. The project exceeded all targets and has now in place the science and brood stock for an eventual re-population of Floreana Island following eradication and the monitoring capability to confirm the Theory of Change.
6. The resources were efficiently deployed despite COVID-19, the inherent difficulties in Galapagos' supply chain, etc. The project received notes support from the project management and steering committees and direction from the National Project Manager in the mitigation of problems. The combination of good communication from Conservation International and a good staff recruited by Island Conservation, the executing agency, are factors for efficient deployment. All of the

project’s budget was effectively deployed by the Terminal Evaluation

7. The project’s governance structure was appropriate for the project, actively engaged, representative of the stakeholders and effective in supporting the Project Management Unit (PMU) in the delivery of the project’s outcomes. The success is attributed to the long-term relationships and spirit of collaboration between agencies and institutions.
8. With the Progress to Impacts in enhanced Biosecurity, A social license and investments in livestock management in Floreana, and increased breeding and successful translocation of tortoises to Santa Fe, the Environmental stressors in the form of livestock in the Galapagos national Park has been reduced and tortoises are now spreading seeds and plant cuttings of native plants on the 2,413 ha. Santa Fe island have been reduced. With the increase in tortoises released in the wild, the environmental status indicator of numbers of threatened species is increased. The project has made Progress to Impact and will continue to do so as the ecological effects develop over time.
9. Environmental and social safeguards were guarded through management plans for Environmental management, gender stakeholder engagement and a grievance mechanism. The implementing Agency, CI installed effective systems for the development and tracking of safeguards and the effectiveness of each was confirmed with participants during the TE. Stakeholder engagement was very highly regarded in both the design and implementation of the project. The EA assured equal opportunity for all participants with gender integration being observed in all components, in the management team of the EA, and in the PSC.
10. The sustainability of the project is “Likely” as a next phase of development is already underway. In Biosecurity, work is needed to fully extend the Biosecurity measures to the full extent indicated in the Action Plan (See recommendations). Financing is secure for continued maintenance of the breeding centers and also for the next stage of eradication of IVS. The overall financial future landscape is yet to be determined as addressed in the recommendations. The Galapagos institutions have benefited from the development of local talent over many projects and that human resource is present on the island to sustain the partner organizations going forward. Unlike the rest of Latin America, Galapagos is resilient to political changes. The current success of this project is based on the sustainable development pathway in Galapagos.
11. The Galapagos Biosecurity project is Highly Successful from all perspectives. it is a model of project design and good management at all levels.

**Table 4: Summary of Recommendations:**

Rec #	Recommendation	Entity Responsible
A.	Implementation and Adaptive Management	
A.1	Formally recognize the Project Steering Committee and agencies for an effective governance and selfless effort to facilitate a capstone project especially during times of COVID. Likewise, the evaluators urge GEF to formally highlight the good work and coordination and management of the IA and EA. Conservation International, Island Conservation, the DPNG, ABG and Galapagos Conservation and all other PSC members and project partners should be recognized for a well-designed	GEF, MRNA, , PMU, PSC

	and well managed and governed project and a model to be highlighted	
B.	COMPONENT/OUTCOME 1: Furthering development of a state-of-the-art biosecurity system	
B.1	The Action Plan recommendations are approximately 36% implemented and will require future investment to complete the system at all island ports and reach all nodes in the logistical chain. Agents and clients have been informed about the procedures. Work is needed to reach stevedores, truckers, agents, etc. For now, the SIIC is fully operational at the most heavily travelled ports at the most basic levels that will require additional procedures. Locally, there are many stop-off points for fishermen that are informal and unattended. ABG needs to complete 64% of its Action Plan's recommendations but will require funding. These recommendations include improved biosecurity measures at small ports and at a broader scope of the logistics chain.	ABG; MRNA
C.	COMPONENT/OUTCOME 2: Solidifying the social infrastructure for the protection and recovery of Floreana Island ecosystems	
C.1	Future programs of this nature should utilize executing partners with a long and trusted dialogue with the communities. The strength of the relationships and long-term accompaniment of the executing agencies with the public has garnered trust and greatly facilitates the social license for a future eradication of invasive species.	GEF, MRNA GEF FP,
C.2.	With the new initiatives in place, it is important to maintain the level of contact and assurance with the community. The water safety issue must be monitored constantly. Consider a participatory community water monitoring program to enable residents access to participate in making observations about water quality on Floreana. Maintain high levels of stakeholder engagement during the transition period	DPNG, MRNA, Floreana Parish Council
D	COMPONENT/OUTCOME 3: Advancing the recovery of island ecosystems following invasive species eradication through the re-establishment of keystone species (i.e. giant tortoises).	
D.1	With all portions of the program implemented, the DNPG and Partners should focus on validating the long-term financing needs of a 50-year scientific effort to for the biennial monitoring program which should validate the Theory of Change in light of climate change effects through the continued monitoring of ecosystem-level changes and the best impact indicator for ecosystem status.	DNPG, Galapagos Conservancy,
D.2.	The short term analysis of the feeding and plant response habits of the tortoises reintroduced can indicate the validity of the TOC through both the ex situ and in situ methods employed.	DNPG, Galapagos Conservancy

D.3.	The impact information on the restoration of the vegetative component of the Santa Fe Island will inform the impacts on other important species, such as birds and iguanas, which are now the targets of additional investments by GEF and other partners.	DNPG, Galapagos Conservancy, GEF, GEF STAP,
E.	<b>KNOWLEDGE MANAGEMENT</b>	
E.1	To fully comprehend the importance of this project, additional effort is necessary to further promote the process and results within Ecuador on a popular and scientific level. This is an opportunity for the Ministry of Environment and Water. Project partners are also urged to use the opportunity to reach and educate the public towards Galapagos' conservation effort. There are many interesting stories associated with this project such as biosecurity, how residents live with wildlife on Floreana, on many aspects of ecology and tortoise establishment, monitoring technology, etc. This can also aid in targeted fundraising in support of financial sustainability.	MRNA, DNPG, , Execution Partners
E.2.	Beyond the scientific literature, the processes and results of the project should be disseminated by GEF for the contribution of the project (and decades of baseline work) to global biodiversity and as a model of project design and management as a best practice.	GEF, MNRA
F.	<b>FINANCIAL SUSTAINABILITY</b>	
F1.	Beyond the reach of this Project, consider collecting all possible cost assessments for the recurring costs of infrastructure maintenance and long-term monitoring as well as the maintenance of ABGs infrastructure to enable the evaluation of financial needs vs. the current estimate of yield of funds through FIAS. This type of analysis would indicate which activities can be funded through existing mechanisms, and/or if the existing mechanisms require additional capitalization to accommodate the new situation, and, if the breeding of endangered species would require an additional mechanism through FIAS, a private endowment, or other construct	MRNA, DNPG,
F2.	Building the capacity of Floreana farmers to operate more productively and sustainably over the near- and long-term will enhance sustainability as the returns on their installations and revenue from tourism reward them and lead them to a high level of stewardship. Executing partners should track progress on this front to avoid return to the Business-As-Usual scenario	. PSC, IC, DNPG

## 2. INTRODUCTION: PURPOSE, SCOPE, AND METHODOLOGY

### 2.1. Purpose of the Terminal Evaluation and Objectives

The evaluation is an independent technical and financial Terminal Evaluation (TE) of the *GEF Safeguarding Biodiversity in the Galapagos Islands by Enhancing Biosecurity and Creating the Enabling Environment for the Restoration of Galapagos Island Ecosystems (GEF ID 9282)* which began on April 29, 2019 and will be completed on 30 April 2022. In adherence to GEF requirements<sup>3</sup>. Conservation International (CI-GEF), the GEF Implementing Agency (IA), contracted *Asesoramiento Ambiental Estratégico -AAE-* an independent consulting firm to execute the TE.

The Terminal Evaluation (TE) assess project performance in terms of relevance, effectiveness, and efficiency, and determines the degree of achievement and/or likelihood of outcomes and impacts (actual and potential) stemming from the Project, including their sustainability.

The TE is used by GEF Agencies and project partners to provide a comprehensive and systematic account of the performance of a completed project by assessing its design, implementation, and achievement of objectives and the likelihood of realization of long-term impacts. The evaluation is expected to: promote accountability and transparency; and facilitate synthesis of lessons. The feedback provided allows the GEF Independent Evaluation Office (IEO) to identify recurring issues across the GEF portfolio; and contribute to GEF IEO databases for aggregation and analysis. The objective of the evaluation is to determine whether the project achieved its objective of *effectively safeguarding biodiversity in the Galapagos Islands by enhancing biosecurity and creating the enabling environment for the restoration of Galapagos Island ecosystems* through the achievement of the project outcomes and the likelihood of realizing the long-term impacts.

The product is a Terminal Evaluation Report that assesses the achievement of project results against expectations and draws lessons aimed to improve the sustainability of project benefits and aid in the overall enhancement of CI-GEF programming by informing future project design and implementation. The TE Report promotes accountability and transparency and assesses the extent of project accomplishments, including through adaptation to the outbreak of the COVID-19 pandemic. The TE is guided by the OECD DAC<sup>4</sup> criteria: relevance, efficiency, effectiveness, and the anticipated sustainability of the CI-GEF project, based upon the results obtained. The mentioned criteria complement the established by CI-GEF Agency evaluation criteria and guidance<sup>5</sup>.

The evaluation covered three years of the project, from the start on 15 February 2019 and its termination date extended to 30 April 2022.

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<sup>3</sup> Global Environment Facility. June 2019. Policy on Monitoring, GEF/C.56/03/Rev.01 URL: [https://www.thegef.org/sites/default/files/council-meeting-documents/EN\\_GEF.C.56.03.Rev\\_01\\_Policy\\_on\\_Monitoring.pdf](https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.56.03.Rev_01_Policy_on_Monitoring.pdf) ; accessed 02 February 2021

<sup>4</sup> <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

<sup>5</sup> As specified in Annex 1 and Annex 2 of the Terms of Reference; and incorporating any new or modified guidance by GEF and/or CI. All published GEF guidance and policies apply.

The TE assessed project performance against indicators set out in the project's Results Framework. The following TE report covers the following criteria and key evaluation questions:

- Relevance: How has the project related to the main objectives of the GEF and to the national environment and development policies where the project is executed?
- Effectiveness: To what extent have the expected outcomes and objectives been achieved?
- Efficiency: Was the project implemented efficiently in-line with international and national norms and standards?
- Sustainability: To what extent is there financial, institutional, socio-political and/or environmental risks to sustaining long-term project results?
- Safeguards: Did the project provide for active stakeholder engagement? Did the project foment gender equality and women's empowerment?
- Impact: Are there indications that the project has contributed to or enabled progress towards reduced environmental stress and/or improved ecological status?

## 2.2. Methodology

The TE Methodology is summarized by the following steps:

TE Coordination/ Kick-off meeting: A joint discussion process defined with CI-GEF the scope and methodological framework of the evaluation and coordination of the data collection phase. AAE held a kick-off meeting with the Implementing Agency's (CI-GEF) Evaluation Coordinator and contract specialist on December 15, 2021 and with the Executing Agency's Project Coordinators on January 13, 2022 to (i) establish a collaborative relationship between actors; (ii) confirm the objectives and scope of the evaluation and evaluation questions; (iii) introduce team members, roles, and responsibilities; (iv) review of overall approach and evaluation phases; (v) coordinate information for the desk survey; and (vi) identify possible members of the reference group and steps to establish and engage the stakeholder groups in the evaluation process. During the meeting, the deliverables and timeframe were agreed.

"Evaluability" is the extent to which a program can be reliably evaluated, i.e., maintaining consistency between data, information, and evaluation judgements so that these judgements can be relied upon. Evaluability refers to the quality of the results framework and/or effects map (coherence and alignment between effect, outcome, output, indicator) and the monitoring system in place, to enable an effective evaluation. Based on the information provided, the project was deemed "evaluable" with sufficient conditions to support the evaluation process.

Desk Review: CI-GEF and IC provided AAE the relevant available documents and data from the project for a desktop survey and gap analysis including organizational documents, charts, and management structures, GEF Project documents and tracking tools, toolkits and guidance, etc. The list of documents received and reviewed is presented in Annex 6.4. A SharePoint was established between the IA, EA and consultants during December 2021.

Stakeholder Mapping: The stakeholder groups were oriented around each of three components and the Project Management Unit. In addition to this, the IA and EA also have organizational interests and benefits

as well as Galapagos Conservancy and the Galapagos National Park, both sub-executing partners. A final group consisted of national government representatives. The definition of stakeholder groups enabled the definition of focus group meetings (FGMs) and Key Informant Interviews (KIIs).

Data Collection Methods: The following table lists the data collection methods used and indicates the pertinent stakeholder groups.

Table 5: TE data collection methods:

<b>Desk Review</b>	The desk review of the key quarterly and annual workplans and reports informed the effectiveness in terms of completion of the outputs and the achievement of outcomes. Completion of the actions were compared with the progress towards results as reported in the reports with reference to the indicators in the approved Results Framework. AAE analyzed the project’s Context, Theory of Change, Strategy and key assumptions, to validate the project’s internal logic as well as the project Results Framework with indicators, baselines and targets, the established monitoring benchmarks. AAE used the financials of the project to analyze the quarterly trends in project execution as a proxy for efficiency. To gauge risks, a literature review of online information tested for any current events or recent developments that affect the project as risks or in terms of sustainability. The CI Environmental Management Framework was triangulated with field trip reports and information from the Project Implementation Report to gauge management and oversight of safeguards. The results of the desk survey were triangulated through structured questions through survey, KIIs and FGMs.
<b>Online Survey</b>	An invitation to respond to an online survey with structured questions common to all groups was sent to project stakeholders and beneficiaries. The purpose of the survey was to save time and reduce the number of questions directed to Key Informants (KIs) or in Focus Group Meetings (FGM). Targeted questions of the online survey are included in Annex 6.5. The survey was created in <a href="https://freeonlinesurveys.com/">https://freeonlinesurveys.com/</a> and the invitation to participate was sent via email and WhatsApp to 28 stakeholders (See Annex List of Participants in Annex 6.6). Results from the Survey are included in Annex 6.9
<b>Focus Group Meetings</b>	Focus groups were used to promote active participation of all participants, group discussions and the generation of more detailed qualitative information related to the achievement of outcomes in components 1,2,3 and in project management. Component 1 united key actors at different levels in ABG. Component 2 counted with the participation of residents of Floreana and Component 3 included representatives of the Galapagos National Park Directorate and Galapagos Conservancy. IC representatives assigned to each component were interviewed separately. A fourth focus group involved the EA Project Management Unit. Focus groups were conducted to reduce the number of virtual calls and for efficiency of participants. These were organized online via zoom. The agenda of the focus group meetings is included in Annex 6.7. Targeted Questions by Focus Group are included in Annex 6.8
<b>Key Informant Interviews</b>	“Key” refers to the quality of their participation as defined by an appropriate stake in relation to a given output or a specific contributing activity and, in some cases, they are considered as “representative” of a stakeholder group and should be interviewed individually and outside of any focus group or VIP’s that warrant an individual interview. A comprehensive list of all stakeholders consulted during the process is included in Annex 6.7. The KIIs helped triangulate information from the desk survey and from FGMs.

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Triangulation of Information from Data Sources: Quantitative and qualitative information from different data collection tools was processed according to different levels of analysis and by stakeholder characteristics for cross-checking and data triangulation using the key evaluation questions as parameters. AAE completed a final evidence-based process through data analysis that compared primary data against the secondary data obtained through the desk review to ensure reliability of information. Triangulation included follow-on interviews, consultation of third-party sources of information, and additional information requested of the project team. This process enabled the evaluators to extrapolate arguments and assessments and appreciate lessons learned from different perspectives. The evaluators were particularly interested in the qualitative lessons learned in relation to the different components, gender, safeguards, project management, etc.

Feedback and Reporting: A TE Draft Report was submitted to the CI-GEF Agency coordinator for review and feedback. The report includes the lessons learned, best practices and related recommendations based on the negotiated TOR for the TE. The draft report triggered a feedback loop. The Final TE Report incorporated all comments and viewpoints of project partners.

### 2.3 Ethics

The evaluation was conducted in accordance with the norms, standards, ethical, and conduct guidelines as defined in the GEF guidance and CI-GEF Policy stating that evaluations must abide by professional and ethical guidelines and codes with respect to research on human subjects as described in Conservation International's human research ethics policy<sup>6</sup> and be mindful of differences in culture, language, customs, religious beliefs, and practices of all stakeholders. The evaluation made judgements on their definition/design, implementation and achievements based on accountability and learning.

### 2.4 Limitation of Methodology

Due to COVID-related safeguards, it was proposed that there will be no field mission to the Galapagos Islands. Instead, the methodology proposed above was implemented with the following limitations:

1. A relatively short contract period to implement the evaluation was made shorter by Christmas holidays, which delayed the evaluation interviews until the second week in January leaving a very short evaluation period.
2. Virtual interviews take longer to coordinate and present difficulties. Although connected to the internet, communication with the residents of Floreana and with DNPG was significantly interrupted and of poor quality due to limited bandwidth.

Despite the challenges, the evaluation was completed to the evaluator's satisfaction.

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<sup>6</sup> [https://www.conservation.org/docs/default-source/gef-documents/ci-gef-evaluation-policy.pdf?sfvrsn=722e3751\\_0](https://www.conservation.org/docs/default-source/gef-documents/ci-gef-evaluation-policy.pdf?sfvrsn=722e3751_0) – last visited Jan. 29,2022

## 3. PROJECT CONTEXT AND DESCRIPTION

### 3.1 The Development Context

The Development context is divided into the environmental and socio-economic aspects framing the project as discussed respectively in the following sections:

#### 3.1.1. The Environmental Context

The approved project documents<sup>7</sup> presents the environmental context, summarized<sup>8</sup> as follows:

The Galapagos Islands are a volcanic archipelago comprised of 13 large and 100 small islands and islets covering 7,880 km<sup>2</sup> of land. Their geographic location situated 1,000 km off the Pacific coast of Ecuador at the confluence of three eastern Pacific currents supports a large diversity of marine life. The equatorial climate and varied and rugged landforms have contributed to the evolution of a rich array of terrestrial flora and fauna found nowhere else.

Over 1,300 species unique to the archipelago<sup>9</sup> where terrestrial and marine life are inseparably linked are documented. Emblematic Terrestrial taxa include eleven species of giant tortoise, e.g., the Galapagos tortoise (*Chelonoidis nigra*) from Floreana Island; three species of land iguanas, e.g., the Galapagos land iguana (*Conolophus subcristatus*.); the Galapagos penguin (*Spheniscus mendiculus*.); flightless cormorants (*Phalacrocorax harrisi*); Darwin's finches (*Geospizinae*) and the Galapagos mockingbirds (*Mimus spp.*) made famous in Darwin's publications, along with unique plants e.g. giant daisy trees (*Scalesia spp.*). Of the 2,909 marine species identified, 18% are endemic. High-profile marine species include whale sharks (*Rhincodon typus*.); rays e.g., (*Manta birostris*.); and cetaceans e.g., killer whales (*Orcinus orca*.). The interactions between the terrestrial and marine biotas are exceptional. Much of the island wildlife e.g., marine iguanas (*Amblyrhynchus cristatus*.) and Galapagos sea lions (*Zalophus wollebaeki*.) is directly dependent on marine resources, while terrestrial ecosystems receive vital nutrients from marine inputs such as *guano* from seabirds.

All marine and coastal environs (13,300,000 ha) and nearly 97% of the land area (761,844 ha) in the Galapagos archipelago are protected. The Government of Ecuador (GoE) created the Galapagos National Park (GNP) in 1959 and the Galapagos Marine Reserve in 1996. Specific sites have additional "protected area" status, such as for example, there are ten distinct Important Bird Areas (IBA's) and several Alliance for Zero Extinction (AZA) sites.

The Galapagos Islands became the first World Heritage Site in 1978 and were designated as a United Nations Educational, Scientific and Cultural Organization (UNESCO) Man and Biosphere Reserve (MABR) in 1984. However, UNESCO listed the Galapagos Islands as a World Heritage Site in Danger in 2007 largely due to threats posed by invasive alien

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<sup>7</sup> Conservation International, October 18, 2018; GEF 6 Request for Project Endorsement/Approval, for Safeguarding Biodiversity in the Galapagos Islands by Enhancing Biosecurity and Creating the Enabling Environment for the Restoration of Galapagos Island Ecosystems, Project ID 9282.

<sup>8</sup> as paraphrased and edited by the evaluators.

<sup>4</sup>Human settlements are currently restricted to c.3% of the land area of the Galapagos archipelago in specifically zoned rural

species. The IUCN Red List categorizes 80 of the Galapagos native species as “Critically Endangered” and 164 listed as “threatened” with extinction.

The islands’ and associated marine ecosystems are adversely impacted by four inter-related threats: invasive alien species, climate change, population growth, and expanding tourism<sup>10</sup> with the greatest threat to biodiversity in the Galapagos Islands is biological invasion<sup>11</sup>. Hundreds of invasive alien species are established within the Galapagos archipelago with ecosystem-wide ramifications. Some arrived with seafarers over 100 years ago and others were deliberately and inadvertently introduced in the last decade. So far, 1,476 alien terrestrial and marine species have become established, averaging 27 species per year over 40 years<sup>12</sup>, mainly introduced by humans with almost half being intentional introductions of mostly plants.

Surveys of invasive alien species in the Galapagos Islands indicate that at least:

- Nineteen species of non-native vertebrates are established (9 species of mammals, 4 species of birds, 3 species of reptiles, 1 species of fish, and 1 species of amphibian)<sup>13</sup>;
- Five hundred and forty-three (543) terrestrial invertebrate species have been introduced, of which 55 are considered harmful or potentially harmful to native biodiversity<sup>14</sup>;
- Six hundred and forty (640) plant species have been introduced, most with unknown potential impacts<sup>15</sup>; and
- Seven (7) marine invasive alien species are now reported present (more are being identified as part of baseline studies).<sup>16</sup>

Most unintentional introductions originate from: (a) arrival on plants and plant-associated material; (b) transport vehicles; and (c) on commodities (*e.g.*, fruit and vegetables). The number of alien species identified was positively and closely correlated with both the total number of residents and the number of tourists<sup>17</sup>.

The four human-inhabited islands (Santa Cruz, San Cristobal, Isabela, and Floreana) are also subject to habitat destruction for township development and agricultural expansion<sup>18</sup>. A fifth island (Baltra) that hosts one of three airports on the archipelago, tourism and military infrastructure may become the focus of further industrial development. These

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<sup>10</sup> The World Bank estimates that tourism contributed \$1,449,000,000 to the country’s economy in 2016, the majority of which was generated in the Galapagos Islands; <https://data.worldbank.org/indicator/ST.INT.RCPT.CD>

<sup>11</sup> [Watkins and Cruz 2007](#); Helmsley Charitable Trust’s Galapagos Strategic Plan 2012; <https://www.worldwildlife.org/ecoregions/nt1307>

<sup>12</sup> [Toral-Granda et al. 2017](#)

<sup>13</sup> [Phillips et al. 2012](#)

<sup>14</sup> ABG ‘Consolidating the system of preventing, controlling and eradicating invasive species in the Galapagos Islands’ approved by National Planning Authority (2013)

<sup>15</sup> [Tye 2007](#)

<sup>16</sup> [Keith et al. 2016](#)

<sup>17</sup> Ibid.

<sup>18</sup> Human settlements are currently restricted to c.3% of the land area of the Galapagos archipelago in specifically zoned rural and urban areas.

zones are outside of the administrative boundary of the Galapagos National Park Directorate (DPNG)<sup>19</sup>.

### 3.1.2. The Socio-economic Context

The project marks the first time that eradication of invasive vertebrate species is attempted on a populated island. The socio-economic context is therefore an integral part of the project process. The approved project documents frame the socio-economic context as follows:

Approximately 26,000 residents live on the Galapagos islands<sup>20</sup>. The population is young, with over 70% under age 44 for the province. About one-third of the population is made up of students. The residents are town dwellers, concentrated around the ports in each inhabited island. Fifty-two percent of the population is male and 48% is female<sup>21</sup>.

The main economic activities in the Galapagos Islands are tourism, public service, commerce, fishing, and agriculture<sup>22</sup>. Tourism has increased rapidly from 40,000 visitors in 1990 to 241,800 in 2017<sup>23</sup> contributing \$1,449 M U.S. (7.4% of total exports) to Ecuador's economy in 2016—the majority generated in the Galapagos Islands<sup>24</sup>.

Wages are set by law to be 80% higher than on mainland Ecuador. However, the Galapagos Consumer Price Index is also 80% higher than on the mainland. Given the high cost of living, on average, 1.5 household members must be employed to cover the family's basic expenses. Economic activities are diverse, and many people have two or even three jobs at once, while working more than 40 hours a week<sup>25</sup>.

In the Galapagos Province's Floreana parish, the site of multiple project activities, is home to approximately 148 inhabitants (73% under 44 years of age; 54% Male, 46% Female) reside in the town Puerto Velasco Ibarra. In fact, only one household was found to be living in the highlands. Eighty-five percent of households are headed by men<sup>26</sup>. There is one school, with four teachers who cater to all grade levels. Education levels average eight-years with most youth staying in school at least through high school. Families must invest heavily to educate their children on other islands or on the mainland.

Floreana's productive zone is located seven km from the population center to a spring that supplies water to support all activities. Access to water resources is the limiting factor for the inhabitants of Floreana, one which has helped people organize and maintain social cohesion. Untreated fresh water is distributed to 100% of households; however, the water is not potable and rationed depending on island weather conditions<sup>27</sup>.

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<sup>19</sup> DPNG (Dirección de Parque Nacional Galápagos). Exclusive areas include areas used by public entities e.g. airport, military base, refueling station and alternative energy facilities.

<sup>20</sup> INEC 2015 Census Data

<sup>21</sup> Kayamanta Consultores, 2017, Social, economic, productive baseline of Floreana.

<sup>22</sup> [Keith et al. 2016](#)

<sup>23</sup> <http://www.observatoriogalapagos.gob.ec/arribos-anales>

<sup>24</sup> <https://data.worldbank.org/indicator/ST.INT.RCPT.CD>

<sup>25</sup> Kayamanta Consultores, 2017, Social, Economic, Productive Baseline of Floreana.

<sup>26</sup> *ibid.*

<sup>27</sup> *ibid.*

### 3.1.3. Global Environmental Problems and Root Causes

Invasive alien species are one of the most significant drivers of environmental degradation and species extinction worldwide and are generally considered the primary cause of biodiversity loss in island ecosystems<sup>28</sup>. Globalization of trade, travel, and transport are the pathways by which invasive alien species are introduced into new ecosystems where they can cause harm and further spread themselves. These pathways facilitate the increasing number and type of invasive alien species being moved around the world, as well as the rate at which they are moving. Interacting factors that make the Galapagos Islands vulnerable to the introduction, spread, and impacts of invasive alien species include:

- Geographic isolation necessitates inter-continental trade and transport;
- Growth of the resident populations on inhabited islands increases imports;
- Rapid economic development, e.g. tourism, increases consumption; and
- Extreme weather events (associated with climate change) cause habitat disturbance and stress.

Changes in climate and land use exacerbate the problem rendering some habitats, even the best protected and remote natural areas increasingly susceptible to biological invasion<sup>29</sup>.

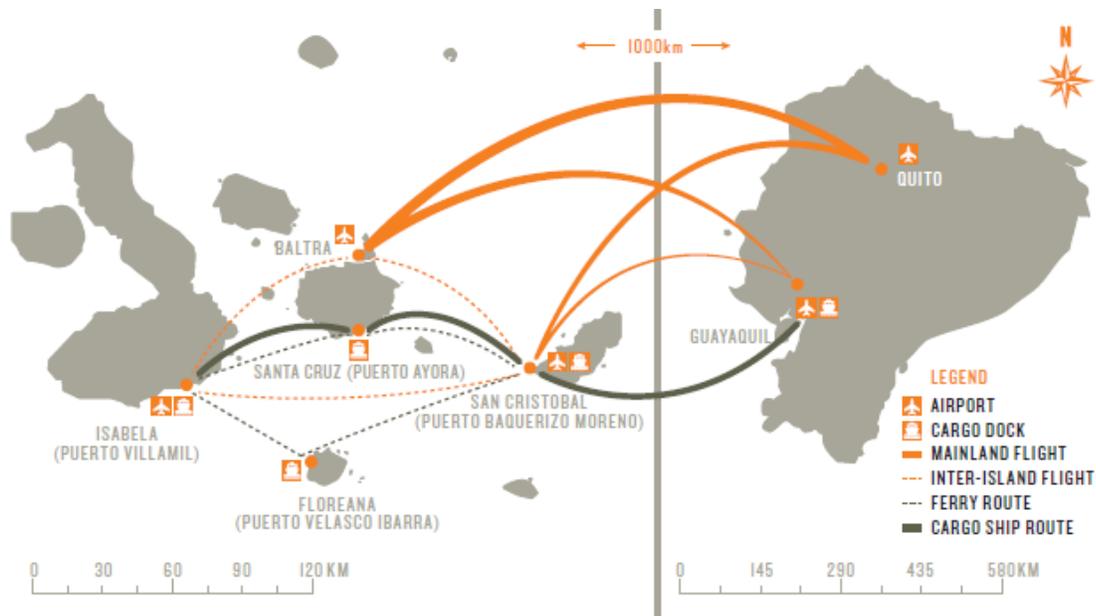
The historic biological isolation of the Galapagos archipelago has been significantly reduced by the growing number of vessels bringing cargo and people to the islands. The combination of an expanding resident population, a growing tourism industry with inadequate levels of biosecurity increases the vulnerability to biological invasion. Figure 2 illustrates the 11 air and seaport ‘doorways’ between the islands and the mainland.

**Figure 1: Air and sea pathways between the Galapagos, the mainland and the islands**

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<sup>28</sup> [Sax and Gaines 2008](#); [Reaser et al. 2007](#); [Bellard et al. 2016](#)

<sup>29</sup> [McNeely et al. 2001](#); [Simberloff and Rejmanek 2011](#)



Source: Wildaid 2013 (Quarantine chain).

The ABG, responsible for preventing the entry and spread of invasive species, is limited by staff size and capacity to adequately inspect the many entry points for vessels and air traffic to enter the Galapagos archipelago. Without advanced technologies at all ports to facilitate the efficient, effective, and timely screening of cargo, and failure of the public and tourists to understand the importance of biosecurity and thus comply with rules and regulations.

Invasive rodents and feral cats have had particularly pervasive impacts on endemic birds, small mammals, and small reptiles. When invasive rodents feed on giant tortoise eggs and hatchlings they reduce the number of tortoises available to consume and spread native seeds, hence limiting the “planting” the next generation of native vegetation. A chain of negative impacts occurs as canopy cover declines, so do the populations of understory plants that require shading from the harsh tropical sun. The loss of understory vegetation makes landscapes more vulnerable to soil erosion and contributes to declines in soil fertility through mineral leaching. This impairs soil fertility and undermines the capacity of landscapes to be resilient to further perturbations (e.g., extreme weather events, climate change).

The persistence of invasive species like rodents and feral cats can block opportunities to rehabilitate ecosystems. In Floreana, for example, the establishment of a self-sustaining population of tortoises and other extirpated species cannot move forward until these predators are eradicated, a necessary enabling condition for species re-introduction and ecological rehabilitation.

### 3.1.4. Baseline Actions

The project document presents baseline investments in support to each component, including:

- DPNG annual investment of \$6,420,000/year for invasive alien control and monitoring; identification of invasive alien species in the Marine Reserve, and restoration activities and the Enhancing Electronic Monitoring Capacity of Vessels in the Galapagos Marine Reserve initiative

\$970,000<sup>30</sup> for intelligent marine vessel tracking and interdiction that reduces the need the cost of oceanic patrol. Detection of illegal landings that have not passed through or are attempting to evade biosecurity filters.

- ABG's annual investment of \$5,000,000/ year to prevent transport of invasive alien species to and within the Galapagos archipelago.
- Galapagos Marine Invasive Species: Prevention, Detection and Management by University of Southampton and Charles Darwin Foundation \$500,000 GoE (ABG, DPNG, Ecuadorian Navy, Oceanography Institute), Galapagos Conservancy, UK Department for Environment, Food & Rural Affairs' (DEFRA) Darwin Initiative for invasive marine species, risk assessment tools and rapid response protocols for invasive marine species control/eradication, conducted community outreach, established an invasive marine species detection program, and built capacity.
- An estimated \$5,900,000 U.S. in baseline actions to support Outcome 2 in the development of the social license for eradication of rats and feral cats including:
  - Fund for Control of Invasive Species in the Galapagos (FEIG) \$600,000/year GoE, UNDP (GEF), KfW, Galapagos Conservancy, and CI to implement invasive alien species projects in the archipelago.
  - Island Conservation's investment of \$600,000 U.S. /year in technical assistance in operational planning for eradication of vertebrate species.
  - Ministry of Agriculture's Bio-agriculture project for Galapagos (2014) and MAG's annual \$600,000/year operations to implement the Galapagos Bio-agriculture Plan to augment local agricultural production and promote consumption of fresh local produce and reduce importations.

Baseline activities that support Component 3's re-introduction of Giant Tortoises to Floreana island are described in the project document's Appendix V: Safeguard Screening Form and Analysis. These include:

- In 1965, the Charles Darwin Research Station (CDRS) established the Tortoise Rearing Center on Santa Cruz Island to prevent the extinction of the Pinzón Island tortoises, later expanded to other threatened populations. A second Center was established in 1990 at Puerto Villamil, Isabela, for southern Isabela Island species (*C. vicina* and *C. guntheri*). The program, now managed by GNPS, had expanded substantially in the past decade with, until recently, three tortoise centers (Santa Cruz, San Cristóbal and Isabela), as well as a corral of captive adult tortoises on Floreana
- The Giant Tortoise Restoration Initiative (GTRI) was launched in 2014, a collaborative effort led by Galapagos Conservancy (GC) and the DPNG to restore tortoise populations to their historical distribution and numbers across Galapagos through research, conservation, breeding, repopulation where extinctions occurred, and management of tortoise-human interactions and conflicts. This ambitious initiative builds on a half century of tortoise research and conservation carried out by the Charles Darwin Research Station, the DPNG, and numerous visiting scientists and volunteers, with extensive support from the Galapagos Conservancy.
- The process of reintroduction has been tested with the restoration of the Española tortoise species on its home island of Española Island over the last 50 years is perhaps one of the most successful species recovery programs ever undertaken. The outcomes provide a guide to what can be expected to happen on Santa Fe and eventually on Floreana. About half of tortoises

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<sup>30</sup> in 2010-12 by Sea Shepherd, and \$100,000/ year for operating expenses; Wide Fund for Nature, Sea Shepherd, WildAid, Conservation International

released on Espanola Island since 1975 were still alive in 2007 and reproducing in situ and considerably so. Population viability analyses built around vital estimates derived from 40 years of mark-recapture population monitoring indicate future extinction risk is low with or without continued repatriation.

- There is a significant monitoring infrastructure consisting of 20 experimental plots for measuring vegetation change (10 with fences to exclude tortoises and/or iguanas), a series of 25 permanently marked plots for measuring change in population structure, growth and survival of the cactus population along a gradient of tortoise density, a large cactus “macroplot” with almost 600 individuals permanently tagged and measured to enable monitoring cactus population dynamics, and an island-wide series of permanently marked transects (~60 km in length, total) and plots for measuring iguana and cactus populations.

### 3.1.5. Barriers to Addressing Global Environmental Problems and Root Causes

The approved project document indicates that, “many of the barriers...typical of efforts to prevent, control, and eradicate invasive alien species *e.g.*, lack of political support; insufficient collaboration and public participation; ineffective policy, legislation, or other frameworks were overcome in the Galapagos archipelago. The remaining barriers to the prevention, eradication, and control of invasive alien species are largely technical and financial in nature”.

Many barriers are challenging to overcome due to a) Ecuador’s socio-economic status as a developing country, b) wide dispersion of the islands, c) the islands’ rugged terrain which hinders accessibility, d) the logistical difficulties inherent in securing island borders, e) the rapid increase in trade and tourism upon which the region depends, and f) the urgency and large-scale of action required to secure species that are on the brink of extinction.”

The barriers at the time of project formulation include the following:

Limited technical capacity. The capacity to design and implement effective prevention, eradication, or control programs remains a barrier for the DPNG and ABG due to limited education and training opportunities for Ecuadorians. The DPNG and ABG must increase collaborations with international partners to address this barrier.

Lack of equipment and personnel. Important entry points lack adequate inspection due to insufficient equipment and personnel to adequately inspect the vast amount of cargo and equipment in transit in a timely manner. This barrier remains due to a lack of financial capacity to afford equipment and employ personnel, the lack of qualified personnel in Ecuador in biosecurity and limited technologies for screening cargo.

Lack of awareness. The public/tourists do not understand the importance of biosecurity and thus do not adequately comply with rules and regulations<sup>36</sup>.

Lack of definitive social license and infrastructure. There is no definitive social license (stakeholder acceptance) or infrastructure for eradication actions. This includes both a definitive sense of community acceptance of a final eradication plan and a lack of infrastructure to enable both the eradication process as well as the subsequent process of species reintroduction. Both are necessary to enable the government to move forward with eradicating invasive rodents and feral cats on Floreana Island and potentially on other inhabited islands.

Insufficient taxonomic capacity. A shortage of skilled qualified taxonomists makes it difficult to identify invasive alien species once intercepted. This represents a barrier to preventing, controlling, and

eradicating invasive alien species—one that is particularly challenging for the ABG due to the limited access to computing equipment and internet access at the ports of entry.

Financial limitations, specifically the high cost of effective biosecurity programs, eradication programs, and control programs are also important barriers to preventing, controlling, and eradicating invasive alien species.

## 3.2 Project Strategy

### 3.2.1 Theory of Change

The Theory-of-Change (TOC) presented at project formulation focuses on invasive alien species as the primary threat to biodiversity and the long-term threat to sustainable livelihoods in the Galapagos archipelago that rely on the natural environment for sustenance. It builds on the substantial baseline mentioned. The pathways illustrated include:

- Prevention: keeping invasive alien species out;
- Control: limiting the spread and impact of already established invasive alien species in cases where eradication is either physically or financially unfeasible;
- Eradication: eliminating already established invasive alien species, based on well-defined social license where populated areas are implicated;
- Reintroduction and recovery: recovery of species and ecosystems becomes possible once key invasive species have been significantly reduced (control) or eliminated (eradication).

### 3.2.2. Project Approach

The objective of the project is *“to safeguard biodiversity in the Galapagos Islands by enhancing biosecurity and creating the enabling environment for the restoration of Galapagos Island ecosystems.”* The system boundary of the project is focused on the biosecurity aspects of the problem at the system level and on creating the enabling conditions for the eventual eradication of invasive vertebrates on Floreana island. The project aims to safeguard biodiversity through both preventive and restorative strategies:

- (a) increase the effectiveness of biosecurity controls at the system-level across so that new or additional invasive species do not enter the Galapagos or translocate within them.
- (b) establish the enabling social license for the subsequent eradication of existing invasive vertebrate species on Floreana Island in a future stage of development.
- (c) enhancing the enabling technical prerequisites for re-establishing the ecologic role of the Galapagos Giant Tortoise in the restoration of habitats through the selection and dispersion of native species across the landscape.

In-line with that strategy, the Galapagos Biosecurity project contributes to the objective through actions in 3 project Components with (4) related Outcome as illustrated in the following table:

**Table 3: Project Components and Outcomes**

Component	Expected Outcome
(1) Furthering development of a state-of-the-art biosecurity system	(1.1) A substantial reduction in the number of invasive alien species entering the Galapagos archipelago.
(2) Solidifying the social infrastructure for the protection and recovery of Floreana Island ecosystems	(2.1) The social license is established for the protection and recovery of Floreana Island ecosystems.
(3) Advancing the recovery of island ecosystems following invasive species eradication through the re-establishment of keystone species (i.e. giant tortoises)	(3.1) Ecosystem processes, particularly seed dispersal, re-initiated across Santa Fe Island (2,413 ha) as the result of the translocation of giant tortoises.
	(3.2) Production in captivity of giant tortoises for future reintroductions throughout the archipelago is significantly increased.

### 3.2.3. Project Results Framework

The Project Results Framework was developed using SMART characteristics. The indicators and targets are the basis for the evaluation of project effectiveness. The full Results Framework is included in Annex

### 3.2.4. Project Geography

The project's sites for intervention were selected based-on scientific criteria and stakeholder consultation during the Project Preparation Grant (PPG) phase. See Project Map, figure 2.

The Component One focuses on biosecurity measures across the archipelago and also includes measures on the mainland port of Puertogal in Guayaquil that provide service to Galapagos.

Floreana Island is the site of Component 2 activities because of the following attributes:

- Floreana has a higher rate of endemism than the younger islands to the west.
- The endemic species on Floreana Island are among the most heavily threatened in the world with a higher concentration of International Union for Conservation of Nature (IUCN) Critically Endangered species than any other major Galapagos island<sup>31</sup>.
- With the smallest human population and well-studied biodiversity, Floreana offered the best opportunity for the DPNG *et. al.* to establish effective protocols for the eradication of invasive rodents and feral cats from inhabited islands.

### Figure 2: Location of Project Activities

<sup>31</sup> The 2015 IUCN Red List included 61 plant and animal species on Floreana Island considered threatened (i.e. Vulnerable, Endangered or Critically Endangered) one in every 17.2 km<sup>2</sup>.



Source: Lessons Learned Report, Island Conservation @kaden.design

Santa Fe Island (2,413 ha) was selected as the site of Component 3 activities for translocation of Giant Tortoises due to the following:

- Santa Fe is one of the oldest islands in the archipelago, is uninhabited and is home to a suite of island endemics.
- It is located within the jurisdiction of Galapagos National Park.
- It has multiple visitor sites and its popular among tourists.
- Giant tortoises (*Chelonoidis* spp.) function as keystone species within Galapagos ecosystems. Thus, the recovery of giant tortoises and their associated ecosystem processes, e.g. seed dispersal, are of particular importance to the restoration of Galapagos Island ecosystems, especially those on arid islands and can be monitored in absence of humans, providing a control for future work on populated islands.

### 3.2.5 Implementation Arrangements and Governance

The GEF IA is Conservation International through their GEF Project Agency (CI-GEF) who supports project implementation by maintaining oversight of all technical and financial management aspects of the project to ensure that the project's execution is in accordance with GEF policy and guidance. CI-GEF monitors (i) the project's execution of activities; (ii) achievement of results; (iii) proper use of GEF funds; and (iv) reviews and approves procurement plans, budgets and workplans. CI-GEF also ensures adequate execution of the project's monitoring and evaluation plan by approving quarterly technical and financial reports and the annual Project Implementation Reports (PIRs) prior to GEF submission. Finally, CI-GEF recommends actions to optimize project performance, and is an arbitrator to resolve any conflicts between executing partners as warranted.

The project is executed by Island Conservation (IC) in coordination with the DPNG and building upon a long collaborative relationship between them. IC maintains a dedicated Project Management Unit (PMU) to execute all activities, based within DPNG offices in Puerto Ayora, Galapagos. The DPNG authority on Galapagos is the National Project Director for the Government of Ecuador (GoE)

The project, as illustrated in [Annex 6.11](#) is governed by a two-tiered structure:

The **Project Steering Committee (PSC)** is the upper-tier decision-making authority. The PSC is comprised of the Minister of Environment with authority delegated to the DPNG director as presiding officer, the GNP Director, the ABG Executive Director (or designee), the IC Galapagos Program Director and CI-GEF. Decisions are by consensus. In absence of a consensus, the final decision shall rest with the Minister of Environment. The PSC meets minimally twice per year or extraordinarily as warranted. The PSC (i) ensures that execution is aligned with the approved project; (ii) provides strategic guidance and approves changes; (iii) approves the annual Project Implementation Report (PIR), the Annual Operating Plan (AOP), budget and the financial audit reports; (iv) oversees the monitoring and evaluation plan and responses; and (v) any high-level decisions regarding project structure, coordination, and implementation. The Project Manager acts as the PSC Secretary, preparing meeting minutes, and maintain the Committee's records.

The project is under the leadership of a **National Project Director (NPD)**, appointed as the Director of the Galapagos National Park. The Director presides over the **Project Management Committee (PMC)**, the second-tier governance body that facilitates the execution and coordination of the project. The committee also consists of an ABG senior technical representative, The Ministry of Environment (MAE) GEF Operational Focal Point, a senior technical staff member of IC, and IC's Project Manager who acts as secretary. The PMC is convened quarterly by the NPD. The NPD may invite others as required. The PMC (a) makes recommendations to the PSC to improve project performance; (b) provides technical clearance to the draft AOP, Budget and PIR before submission to CI-GEF for technical clearance and the PSC for approval. (c) approves the Annual Procurement Plan prior to CI-GEF approval; (d) provide technical clearance for requests for changes to the Annual Procurement Plan above \$25,000 prior to CI-GEF approval; (e) ensure effective coordination among project partners, among others.

A **Procurements Selection Committee** is comprised of the NPD, IC Galapagos Director and the Project Manager. For procurements related to component 1, the ABG participated in the Procurements Selection Committee.

## 4. FINDINGS

### 4.1 Project Justification

Project justification is evaluated determining the completeness of the argument, a clearly established and articulated problem, and relevance of conformity to the suite of national and local policies and consistency with agency agendas, in addition to conformity with the GEF focal area and national priorities and programs.

The Mid-term Review indicated that the project context (Environmental, Social, Policy and Institutional) was based on empirical data and credible information derived and correctly cited from credible and official sources and baseline project documents and evaluations. The social baseline, presented at the conclusion of the PPG phase, was not consolidated in the project document, but rather was developed within CI's *Screening Results and Safeguard Analysis*, which presented a rigorous scientific basis for Outcomes 2 and 3 and was included in Appendix V of the Project Document. Moreover, the project funded an Environmental and Social Impact Assessment (ESIA) produced for the eradication of invasive vertebrates on Floreana Island that validates and updates with qualitative information from the original project baseline. The TE concurs with the original findings.

The TE revisited the core GEF priorities and validated the linkages presented during project design as follows:

- The project is aligned and with the GEF BD goal of “conservation and sustainable use of biodiversity and the maintenance of ecosystem goods and services.”
- The project contributes directly to Program 4 (Prevention, Control, and Management of Invasive Alien Species) of the biodiversity focal area (BD2) to “...*reduce threats to globally significant biodiversity...*”<sup>32</sup> through Component 1 and Component 3 actions in biosecurity and successful breeding and translocation of Giant Tortoises to Santa Fe Island.
- The former responds to Outcome 4.1 of “improved management frameworks to prevent, control, and manage invasive alien species (IAS) and the latter in combination with the social license generated in component 2 will contribute to Outcome 4.2. “Sustainable populations of critically threatened species” over time as these are established on Santa Fe Island.

Evaluators confirmed with Key Informants the conformity of the project to both national priorities and those specific to the Galapagos islands including:

- National Biodiversity Strategy and Action Plans 2015 - 2030 (NBSAP), objectives 2 and 3. NBSAP Result 11a: Ecuador has executed the plan to eradicate invasive alien species from the Galapagos and the monitoring system offers data that ensures a process of restoration of the affected ecological systems.
- Galapagos Biosecurity Agency (ABG) Strategic Plan 2015-2018
- Floreana Parish Council's Strategic Plan (2011)
- Galapagos 2030 Strategic Plan

An analysis of the conformity of the project to GEF, National, and local priorities is included in [Annex 6.12](#).

The Director of the Galapagos National Park within the Ministry of Environment in capacity as the National Project Director assures that projects within the purview of Galapagos National Park are aligned with the

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<sup>32</sup> Global Environment Facility, September 2014, The GEF 6 Biodiversity Strategy, pp. 16-18. URL: <https://www.thegef.org/sites/default/files/publications/GEF-6-BD-strategy.pdf> , accessed 15 April 2021.

<sup>33</sup> Ministerio del Ambiente del Ecuador. "Estrategia Nacional de Biodiversidad 2015-2030, Primera edición." Noviembre de 2016, Quito-Ecuador.

National Priorities and Policies, especially those related to Galapagos and the Galapagos 2030. This safeguard provides assurance prior to endorsement by the GEF focal points.

The project justification also explores a full suite of barriers (Section 3.1.5., page 29). The barriers indicated are realistic are justified by the literature and provide a good base for the architecture of the project.

## 4.2 Theory of Change, Project Design, and Strategy

The MTR recognized that the Theory of Change (TOC) presented at the Project Design Stage effectively presents the central hypothesis that provides the underpinnings of the project because it incorporates both tracks needed to respond to the problems as cited: protection from further biological invasives and reestablishment of ecosystem structure and function through the following logic as simplified by the evaluators from the literature:

- **if** persistent Invasive Alien Species (IAS), such as black rats, can be effectively eradicated in a socially licensed process and
- **if** ex situ breeding of genetically appropriate tortoise species is successful and
- **if** those species can be successfully re-introduced to their original territories,
- **then** the combined effect will lead reduced predation risk leading to greater reproductive success of tortoises.
- **then** greater reproductive success and distribution of native vegetation by tortoises and other recovering species
- **then** expansion of the ecosystem in form and function through natural regeneration
- **and then** ultimately self-maintenance and resilience.

The TOC is validated by monitoring of re-introduction on Española and on research from Española, San Cristobal, and Santa Fe islands. The project document in Appendix V: Safeguard Screening provides the rationale and justifies with references data and lessons learned from baseline projects in both the social and environmental settings. The TOC is sound and provides a documented and validated internal logic upon which the architecture of the project is built

### Project Structure and Design

The Project's objective is *"to safeguard biodiversity in the Galapagos Islands by enhancing biosecurity and creating the enabling environment for the restoration of Galapagos Island ecosystems."* The project strategy aims to safeguard biodiversity through two long-term strategies:

- (a) Preventive: increasing the effectiveness of biosecurity controls so that new or additional invasive species do not enter or travel through the Galapagos, and through the eradication of existing invasive vertebrate species; and
- (b) Restorative: re-establishing the ecologic role of the Galapagos Giant Tortoise in the restoration of habitats through the selection and dispersion of native species across the landscape.

The project contributes to the project objectives through actions in 3 components and 13 outputs. The first component is focused on biosecurity and reducing the threats of invasive species entering or repopulating areas where invasives have been eradicated while reducing future threats supporting the first strategic area and setting in motion. The second component creates the enabling environment for the eradication of vertebrate species from a populated island, Floreana, which is an innovative situation. Finally, the third component focuses on increased and successful ex situ biological reproduction and translocation and re-establishment. The following provides an overview of the structure and expected results of each component.

#### Component 1: Furthering development of a state-of-the-art biosecurity system

The first component responds to the barriers related to invasive alien species, specifically, low agency capacity, resources, and effectiveness. In response, three outputs focus on the following:

- Output 1.1.1.: *Assessment of the biosecurity system at control points.* This output developed an Action Plan approved by ABG and the PSC based on expert consultancy in gap analysis of the biosecurity system. The action planning process was stakeholder driven from within ABG with the final sign-off at the multi-agency PSC. The output orients other outputs and future initiatives.
- Output 1.1.2.: *Detection equipment and consumables, as identified in the Action Plan, purchased, and installed* in adequate infrastructure. Procurement and deployment of equipment to facilitate and expedite physical exams of baggage and cargo for IAS. The equipment includes hardware and software for improving documentation and tracking of results
- Output 1.1.3.: Protocols updated, and capacities built as identified in the Action Plan. with training and capacity building of ABGs staff.

ABG participants in a focus group meeting indicates that the suite of actions considered were complete and sufficient for this stage in time.

Component 2: Solidifying the social license and infrastructure for the protection and recovery of Floreana Island ecosystems. The expected Outcome (2.1) is that “social license is established for the protection and recovery of Floreana Island ecosystems.” Through component 2, The project sought an engaged and informed public that, through a series of various instruments, agrees with and is prepared for future eradication of black rats (*Rattus rattus.*) and feral cats from Floreana, a populated island.

- Output 2.1.1.: Ecologically- sustainable farming practices instituted. To enhance both the buy-in of the public and to protect privately held livestock, investments in chicken coops, pig pens, were realized with support of the Mag’s baseline efforts to promote sustainable agriculture.
- Output 2.1.2.: Floreana Parish Council Declaration adopted. Based on an extensive consultation process, a formal declaration by the Floreana Council will provide local government authorization to go forward with eradication efforts.
- Output 2.1.3: Operational Plan for eradication of invasive rodents and feral cats approved by the Project Steering Committee. The Operational plan for eradication will receive additional license through the PSC authorization. The PSC represents the pertinent central government authorities.
- Output 2.1.4.: Risk management plans developed in conjunction with the community and approved by the Project Steering Committee. A total of 8 risk management plans (i) Plan de

Gestión de Agua Potable y Las Extensiones de Agua Floreana; (ii) Plan para el Manejo de Niños y Personal con Impedimentos; (iii) Perros y Gatos Domésticos; (iv) Agricultura; (v) Animales de Producción; (vi) Roedores Comensales; (vii) Fisheries; (viii) Visitors. The purpose of the plans is to confirm for the local population the safeguards in place for eventual eradication.

- Output 2.1.5.: Environmental and Social Impact Assessment completed, and environmental certificate awarded.

The suite of outputs encompasses two important elements of social license: Primarily, it invests in infrastructure to house the islands animals and in effect protect them from the eradication process and concurrently demonstrates investment in the local population in exchange for their removing their animals from within the national park. The outputs also inform the public and through a participative process develop risk management plans and ultimately, a declaration at the Parish level authorizing eradication.

Component 3: Advancing the recovery of island ecosystems following invasive species eradication through the re-establishment of keystone species (*i.e.*, giant tortoises). This component goes to the restorative actions signaled in the TOC and seeks two outcomes:

- (3.1) Ecosystem processes, particularly seed dispersal, re-initiated across Santa Fe Island (2,413 ha) as the result of the translocation of giant tortoises; and
- (3.2) Production in captivity of giant tortoises for future reintroductions throughout the archipelago is significantly increased.

The outcomes are met through the following outputs:

- Output 3.1.1.: Giant tortoises (*Chelonoidis hoodensis*) translocated to Santa Fe Island. The project sought to successfully translocate 40 juvenile tortoises per year and 30 sub-adult Giant Tortoises to Santa Fe Island.
- Output 3.1.2.: Monitoring and evaluation protocols for assessing the role of giant tortoises as ecosystem engineers, including seed dispersal are tested and optimized. This output provides the monitoring equipment and protocols for monitoring future translocations. The project will fit the tortoises with microchips and utilize digital tracking of tortoises as part of a long-term monitoring program, including monitoring of seed and vegetative dispersion to inform the indicators at the project objective level.
- Output 3.2.1.: Giant tortoise breeding centers on Santa Cruz and Isabela Islands are modernized and expanded. The traditional breeding centers are aged and in need of modernization and expanded areas to meet the breeding targets for the future. The GEF project will leave the expanded capacity functioning for future stages of development.
- Output 3.2.2.: Giant tortoise breeding stock with partial ancestry of *C. niger* are selected, located and transferred to the Santa Cruz breeding center. Individuals are identified through bloodwork to maintain and enhance the *C. niger* characteristics within the gene pool. The identification of appropriate breed stock is critical to the program.
- Output 3.2.3.: Scientific and technical findings reported in the professional and popular literature. Reporting through targeted publications both scientific and local supports the exchange of information and communication of lessons learned.

The suite of outputs for component 3 provides several important interventions needed for the long-term

reestablishment of genetically significant species of different tortoises. Primarily, the program rests on the long-term study and selection of germplasm with targeted genetic characteristics. The second aspect relies on the collection of reproducing adults and translocating them through a biologically safe process to breeding facilities that, thanks to the project, can accommodate larger numbers of individuals to a point where those species are translocated to targeted geographies. The Output also includes digital remote monitoring technology and protocols for the long-term monitoring of results. A final outcome enables the sharing of lessons learned through different public and scientific channels.

This outcome fills several important gaps in the long-term process of restoring the islands ecosystems by replacing aging infrastructure to completing the breeding programme to an efficient and effective capacity.

Focus Group Meetings with stakeholders supporting each component all indicated that the process was participative, and the outputs reflected the best ideas and options. That participation brought into the project design process the experience from key actors that have been involved with the overall project objective through multiple projects in the past and through long-term scientific investigation, effectively inculcating best practices brought in through multiple expert consultancies during the PPG phase and from sector experience. In the case of component 2, the project is in uncharted waters. Eradications have been realized on un-inhabited islands, but never in a populated area. The suite of outputs selected was the product of extensive consultation. That process was strongly recognized by the residents of Floreana queried during the evaluation process as helping them evolve in their thinking and confidence. That process is discussed further in the next section on the Progress Towards Results. In addition, evaluators confirmed that ample and equal participation of women and men occurred.

From a design perspective, all outputs contribute to their corresponding outcomes and are internally consistent. Each outcome is independent of the other with no risky co-occurrence between them. The outcomes are also entirely independent of each other indicating that a problem with one does not affect the progress towards the others. This is considered a “best practice.”

The project design is sound from a design perspective and involved ample stakeholder participation from all stakeholder groups.

#### 4.3 Assessment of Project Results

This section examines the effectiveness, efficiency, and relevance of the Project’s results in producing the expected outcomes. The justification for the conclusions presented is further developed in the subsequent sections by component. Detailed Analysis is provided for each component in [Annex 6.13](#): for Component 1; [Annex 6.14](#): for Component 2; and [Annex 6.15](#): for Component 3.

The progress towards the project objectives and expected outcomes clearly demonstrates that the Project objective and main outcomes have been achieved. The analysis presented demonstrates achievement in Outputs as well as by Indicators for the established targets. The evaluation team gives an overall rating to project results of “**Highly Satisfactory**” (HS).

**Table No. 6: Overall Rating of Effectiveness in Delivery by Component**

Project Execution by Component	Rating
Component 1: Furthering development of a state-of-the-art biosecurity system	HS

Component 2: Solidifying the social infrastructure for the protection and recovery of Floreana Island ecosystems	HS
Component 3: Advancing the recovery of island ecosystems following invasive species eradication through the re-establishment of keystone species (i.e. giant tortoises)	HS

Component 1 sought to further develop of a state-of-the-art biosecurity system with the expectation of a substantial reduction in the number of invasive alien species entering the Galapagos archipelago. The project has successfully enabled improved systems, equipment, training, and protocols for the Galapagos Biosecurity Agency (ABG). The investments were defined through an expert gap analysis and the development of a Biosecurity Action Plan to guide the process. Improved inspection equipment, operational systems and training provided digital procedures for declaring and tracking cargo and automatized payments leaving inspectors more time for thorough inspections in the two main transportation systems that connect Galapagos with the mainland across maritime and aerial routes common for the introduction of invasive species. The project also provided vehicles for animal control on Santa Cruz Island and arrangements for the destruction of confiscated material. The improved system has streamlined procedures and combined with better registry and detection systems is providing more time for quality inspections while reducing the time of inspections for the users. For the cargo owners, a digital declaration system and automatic payments reduces bureaucracy and removes handling money from the agent’s responsibility, increases transparency, and has enabled an increase in revenues which will lead to better protection. ABGs biosecurity index indicates increased security due to the increased capacity, which is expected to continue improving as agents have more time implementing the system. The components actions were effective, resources were managed efficiently, and relevant in terms of supporting GEF and establishing an updated sector Plan and protocols An overall ranking of Highly Satisfactory (HS) is awarded.

For Component 2, the Project was successful in solidifying the social infrastructure for the protection and recovery of Floreana Island ecosystems by establishing the enabling social license for the subsequent eradication of existing invasive vertebrate species on Floreana Island in a future stage of development. To do so, the project proactively advanced the social safeguards prior to launching an eradication programme. Each output provided an important safeguard component: Primarily, the project implemented an exhaustive consultation process that developed with the community an operational plan for eradication that identified risks and concerns and, for each of eight risks, a risk management plan was developed. These were finally, through a participative process rolled into a full Environment and Social Impact Assessment that defines the parameters and safeguards for the eradication process. To begin the safeguard process, the Project invested in infrastructure to facilitate the resident’s chickens, pigs, and ruminants (co-financed) and provided training on managing stabled livestock. This production modality will protect the animals during the eradication phase and reduces the effects of open grazing on the Floreana ecosystem. Several co-financed installations were nearing completion at the time of the TE. With the safeguards in place, the social license was solidified through the signature of declarations by the Parish Council, local government, central government agencies, and the Project Steering Committee confirming their approval supporting biosecurity and the eradication of invasive rodents and feral cats and the reintroduction of Giant Tortoises. Residents confirmed their conformity with the process, felt adequately consulted, and were appreciative of the level of accompaniment they are receiving. This is a landmark achievement and marks the first time for Ecuador that an ESIA has been completed for eradication of IVSs and the first time a social license is given for eradication of IVSs on a populated island setting the stage for the ecological restoration process on Floreana. Despite COVID, the Project Management Unit maintained strong contact with the island’s residents and were able to complete the outputs efficiently. For effectiveness, efficiency and relevance, the component is rated as **Highly Satisfactory (HS)**.

For Component 3, the objective, “advancing the recovery of island ecosystems following invasive species eradication through the re-establishment of keystone species (i.e. giant tortoises),” is fully enabled by the successful realization of the outcomes and outputs in an effective and efficient manner. The *ex situ* production capacity for breeding giant tortoises (Outcome 3.2) was enhanced through infrastructure improvements, the successful collection of targeted genetically significant breeders; an innovative process of translocating juvenile individuals from reintroduction sites on Española to the targeted Santa Fe island via quarantine at the Santa Cruz facility. The numbers of breeders have greatly exceeded all targets and contribute greatly to the Giant Tortoise Restoration Initiative<sup>34</sup>. The investments and learning indicate that the Outcome to increase production in captivity of giant tortoises for future reintroductions throughout the archipelago is significantly increased. The translocation of *C.hoodensis*. individuals to Santa Fe Island met expectations and now cover an estimated 2,413 ha. The monitoring system (transponders, procedures and protocols) for the individuals and for ecosystem parameters, in particular seed dispersal, is now in-force providing an important MOV for the long-range ecosystem changes fomented as a result of the project and partner efforts and important experiences and knowledge to facilitate the successful reintroduction on Floreana Island following eradication of invasive vertebrate species. The components resources were managed efficiently. The component was ranked Highly Satisfactory (HS) for Effectiveness, Efficiency and Relevance. The overall ranking is **Highly Satisfactory**

#### 4.3.1. Results of Component 1: Biosecurity

Component 1 sought to further develop of a state-of-the-art biosecurity system with the expectation of a substantial reduction in the number of invasive alien species entering the Galapagos archipelago. All scheduled outputs were successfully realized despite setbacks by COVID-19. Through that effort, the project has successfully enabled improved systems, equipment, training and protocols for the Galapagos Biosecurity Agency (ABG) and, according to ABGs Biosecurity Index (See [Annex 6.13](#): Analysis of Results for Component 1 for further information) the risks to biosecurity have decreased due to the increased capacity of ABG to inspect, recognize, seize and correctly dispose of animal and plant material posing a threat to the Galapagos’ natural ecosystems.

##### **Effectiveness:**

The process was launched through a systematic assessment of the Biosecurity Inspection and Control System and its control points (Output 1.1.1.); the results of the expert consultancy informed the development of the ABGs Biosecurity Action Plan (Output 1.1.2.) that now guides ABGs future biosecurity performance. The assessment included all potential stakeholders with a role in transport of Invasive Alien Species (IAS) in aerial and maritime transportation. The Action Plan addresses biosecurity challenges related to the two main transportation systems that connect Galapagos with the mainland across the major routes for the introduction of potential invasive alien species. The Biosecurity Action Plan is focused-on increasing the efficiency of inspection and control of maritime freight and includes interception measures as well as pre-departure quarantine protocols within the maritime freight system.

The project initiated the operational aspects of the Biosecurity Action Plan by procuring and deploying critical detection equipment such as: (i) X – ray scanner for the passenger pier of Puerto Ayora, (ii) Biosecurity inspection kits to all points of entry; (iii) ABG Lab equipment upgrades e.g. centrifuges, humidity gauges, etc.; (iv) Detection equipment e.g. entomological & manual vacuum cleaners and insect

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<sup>34</sup> A collaborative 15-year project (2014-2028) implemented by the DPNG and Galapagos Conservancy, with support from visiting scientists from around the world. <https://www.galapagos.org/conservation/our-work/tortoise-restoration/>

dissection kits. Two vehicles deployed to aid in animal control. In addition, infrastructure improvements accommodated the installation of freezers for quarantine of captured material on Santa Cruz and Floreana. The system objectives for the procurement of tracking and inventory scanners, barcoding, and stylized software for record keeping and data analysis with integrated training were completed and were operational by the end-of-project (EOP). In addition, the project facilitated intensive quarantine of products destined to the Galapagos National Park for scientific research.

The improved “*Sistema Integrado de Inspeccion y Cuarentena*” (SIIC)<sup>35</sup> has updated and streamlined procedures and new manuals for cargo to mainland, cargo to islands, etc. (Output 1.1.3.) and combined with hardware and software investments for an improved and automated registry and detection systems is providing more time for quality inspections while reducing the time of inspections for the users. For the cargo owners, a digital declaration system and automatic payments reduces bureaucracy and removes handling money from the agent’s responsibility, increasing transparency.

Qualitative information about the system was gleaned from a FGM with selected ABG staff and KIIs indicate the following:

- that the system is user friendly and that the training is effective. Constant effort must be made to maintain and increase capacity.
- the quality of the inspection has improved considerably, reducing time in managing documentation and controlling the introduction of prohibited products/merchandise through the online cargo declaration by exporters/importers. ABG has been good at explaining the new protocols to all parties.
- The automated system saves time and confusion in assigning tariffs creating transparency and security for inspectors who no longer need to use cash.
- Integrated system sworn declaration of merchandise maritime cargo – greater income declaration that enters Galapagos via maritima increased revenues were collected in the processes (very positive change for the institution) and can lead to better protection
- Users are more aware of the cargo they send. The automated system places more responsibility on the exporter who also benefits from transparency, efficiency of the inspectors, and transparency for the work team with zero cash handling
- Reduction of risks to agricultural development on the islands in addition to ecosystem health.
- Future effort is needed to secure the many informal points of entry used by fishermen across the islands and to extend the Biosecurity program to all islands.

Efficiency:

The developments of the outputs were predicated on the development of the Biosecurity Action Plan. That plan took a longer period of time to develop than was originally planned because of the need for a highly experienced consultant to analyze the situation prior to the action planning process. IC did a good job at developing the requisite procurement information while the process unfolded enabling a faster launch when the Action Plan was delivered. The effects of COVID on the component are illustrated in Annex 6.13 Figure 1: COVID impacted the project during the mentioned study period causing an additional

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<sup>35</sup> <http://siic.abgalapagos.gob.ec/es/#/landing/inicio>

<https://www.facebook.com/BIOSEGURIDAD.GALAPAGOS/videos/1255534888205479>

lull in activity from which IC quickly recovered. The budget for the component was 96% executed by the operational close of the project. ICs staff did a good job post Covid in to competitively bid for prices and to counter the effects of speculation. For those reasons, the efficiency of the component is rated as Highly Satisfactory (HS)

**Relevance:**

The Biosecurity Action Plan, Protocols and Procedures create an updated policy for Galapagos Biosecurity that is now fully in-force. The Action Plan is now the document against which the relevancy of future projects will need to be measured. A ranking of Highly Satisfactory (HS).

**Conclusion:**

The project has implemented *sensu* PIR, approximately 31% of the actions required to operationalize and maintain the Biosecurity Action Plan. Many of these actions, such as fully equipping the other islands to an operational level are probably beyond the reach of ABGs finances. Future action will be required to fully protect the Galapagos from invasive species.

ABGs Biosecurity Index (see Annex 6.13) has indicated a decline in Biosecurity Risk from 23% to 19% reflecting efficiency as a result of the outcomes and also indicates increased security due to the increased capacity. Therefore, the outputs were effective in producing the expected outcome of enhanced biosecurity for Galapagos Islands. In the execution of the component, IC and ABG were efficient in the deployment of the projects resources and successfully adapted to the effects of COVID. Finally, the project has produced an updated and approved biosecurity framework for the Galapagos Islands by ABG, the competent agency for Biosecurity protection in Galapagos. Therefore, the component is considered effective in the realization of the Outcome, efficient in the management of the component's resources and relevant to GEF, national and sector policies. An overall ranking of Highly Satisfactory (HS) is awarded.

#### *4.3.2. Results of Component 2: Social License*

**Overview:**

The expected outcome, "establishing the enabling social license for the subsequent eradication of existing invasive vertebrate species on Floreana Island in a future stage of development has been firmly achieved. The social safeguards for future eradication are now fully enabled by the successful realization of the outputs in a socially effective and efficient manner and being highly relevant to GEF and national objectives yielded a ranking of Highly Satisfactory (HS). The following provides justification for the rankings. A detailed analysis is available is [Annex 6.14: Analysis of Results of Component 2: Social License](#).

**Effectiveness:**

Each output provided an important safeguard component through an extensive process of accompaniment and stakeholder engagement. In essence, two simultaneous tracks were taken to secure the social license. Primarily, the project developed a draft Operational Plan (output 2.1.3.) utilizing an extensive socialization process that was based on door-to-door consultation with Floreana's 125 residents. In fact, IC developed an app for tracking the stakeholder consultation process. The process (output 2.1.4.) enabled IC and the community to elaborate the main risks and concerns. Through consultation, eight risk management plans, integral to the EISA (output 2.1.5.) were completed and oriented thematically to: (i) domestic animals; (ii) fresh water; (iii) children; (iv) agriculture, ((v) livestock; (vi) near-shore fisheries; (vii) edible rodents; and (viii) visitors. The plans were approved by the PSC in February/2021. With the operational aspects and the risks identified, The PSC ordered an independent

third-party ESIA (output 2.1.5.) to validate the process and confirm the preferences of the local population.

The evaluators confirmed in 2 focus group meetings with local authorities and with farm families their conformity with the dialogue process (output 2.1.4b). The ESIA identifies the major concern is with the water sources leading to problems with the children and livestock. They were assured by the measures indicated and informed that there was stiff resistance at the beginning that subsided as a result of the process. The participants also confirmed the findings presented in the literature and ESIA regarding their willingness to proceed with the process adding that rats are a major problem for their safety and agriculture and from that standpoint alone they would like to move forward. They remain cautiously optimistic of the process and remain concerned about the quality of the water source.

A full ESIA is not required under Ecuador's regulations. The PSC made the decision to have an independent assessment of the potential impacts as a safeguard. As a result of the process, Ecuador now has a model ESIA for other future eradication efforts and the DNPNG and other partners have an important EOP baseline for future comparison.

One of the most important safeguards was the installation of livestock stables within fenced perimeters. the Project's investment in infrastructure to facilitate the resident's chickens, pigs, and ruminants (co-financed) and training on managing stabled livestock is greatly appreciated by all interviewed. They expressed that the systems are already more productive, time saving and sanitary. Some are cautious to not speak too early because with little experience, they do not know the real costs of stabled systems versus the free range. All consulted believe that the production modality installed will protect the animals during the eradication phase. In addition, KILs from within DPNP indicate that the systems will reduce the pressure of open grazing on the Floreana ecosystem. At the time of the TE, several co-financed installations were nearing completion.

The final step was the negotiation with the Floreana Parish Council who endorsed the eradication plan and re-introduction of Giant Tortoises among other local improvements such as sustainable agriculture, solid waste management, etc. The endorsement was also ratified by the Galapagos government. Upon completion of the few remaining agricultural units, and with the social license completed, Floreana is prepared for the eradication process.

#### **Efficiency:**

The suite of outputs was managed efficiently. IC maintained a constant presence on the island. Residents cited having an assigned coordinator for the component and the long-term relationship that the residents had with IC were factors that facilitated and expedited the process. As with the other components, COVID did cause delays because of the mandated quarantines and reduced travel between Floreana and Santa Cruz and delays in the supply of materials for the agricultural installations. IC did a good job at holding down prices including visiting suppliers on the mainland to locate materials and confront speculation in prices. Because of that effort, the targeted number of installations was achieved. The ESIA procurement of consultants was also delayed as was implementation for the same reasons. Fortunately, IC had all of the procurement process in-place to be able to implement once restrictions were relaxed. The effects of COVID as illustrated in Figure No. 6.14.1: (See also Figure No. 6.14.2 , Annex 6.14), illustrate an only a limited dip in expenditures immediate crash in activities upon the onset of COVID due to quarantine restrictions on the movement of technicians and materials due to supply chain issues.

A no cost extension was granted per MTR recommendation which facilitated the completion of the agricultural installations targeted by the GEF project.

The positive results were obtained through efficient management and decision-making that led to cost

effective alternatives and the mitigation of the interruptions in the supply chain for materials due to COVID and are considered **Highly Satisfactory (HS)**.

**Relevance:**

The completion of the Outcome 2.1 supports directly the local governance program for Floreana and Galapagos. Specifically, the National Biodiversity Strategy and Action Plans 2015 - 2030 (NBSAP), objectives 2 and 3; Result 16: Ecuador restores degraded habitats to increase the resilience of ecosystems and their capacity to provide essential goods and services for the good living of the population and the change of productive matrix. In addition, the component directly supports the Management Plan for the Protected Areas on Galapagos for a Good Standard of Living (2013), The Floreana Parish Council's Strategic Plan (2011), and the Galapagos Strategic Plan 2030. The Relevance of the component is considered **Highly Satisfactory (HS)**

#### 4.3.3. Results of Component 3: Reproduction of Tortoises

**Overview:**

The objective, "advancing the recovery of island ecosystems following invasive species eradication through the re-establishment of keystone species (i.e. giant tortoises)," is fully enabled by the successful realization of the outcomes and outputs in an effective and efficient manner yielding a ranking of Highly Satisfactory (HS) for the Results of the Component in both Efficiency, Effectiveness, and Relevance. The following provides justification for the rankings. A detailed analysis is available is [Annex 6.15: Analysis of Results of Component 3](#).

**Effectiveness:**

Within Outcome 3.1., "*ecosystem processes, particularly seed dispersal, re-initiated across Santa Fe Island (2,413 ha) as the result of the translocation of giant tortoises,*" the project has achieved its target of putting in place the number of breeders necessary to start the process of ecosystem restoration and produce the stock needed to proceed with that process on Floreana Island once the area is safe for re-introduction following a future eradication of Invasive Vertebrate species. finding genetically acceptable breeders and in producing tortoises for relocation. To do so, the project achieved its targets at the output level effectively and efficiently and in doing so has greatly accelerated the timeframe for ecosystem recovery by several decades and at a reduced cost for future operations.

Primarily, the project successfully expanded 2 reproduction facilities on Santa Cruz and Isabela Islands that have accommodated more collected tortoises and increased capacity for the future. Equally important, the expanded space provides more quarantine space for previously bred and released individuals, such as the 31 *C.hoodensis*. individuals that were recaptured on Española and translocated to Santa Fe via the quarantine facilities in Santa Cruz. This action enabled the development of Juveniles in a natural habitat without the recurrent cost of rearing these individuals into sub-adulthood. The *ex situ* breeding of these individuals is also a safeguard against any unforeseen loss of tortoises due to natural or anthropogenic risk, such as disease, crime, fire, or reintroduction of a future invasive species.

Second, the *ex situ* breeding of tortoises was enhanced through the successful expedition to Wolf Volcano where 1 individuals with partial lineage of *C.abingdonii* from Santa Cruz and 30 individuals *C.niger*, the target species, being captured exceeding by 25 individuals the expected target and capturing additional genetic material for future breeding. The former being an unexpected and very valuable finding.

Third, the successful translocation of bred individuals to Santa Fe Island is providing a field test of the

procedures and protocols that must be in-place for successful reintroduction of Floreana. A monitoring program involving the fitting of transponders to the released tortoises and monitoring procedures and protocols are now in place to support biennial monitoring of the results and impacts of the programme covering an estimated 2,314 ha. Individuals are being tracked, and studies made of the changes to the floral reproduction and distribution facilitated by the tortoises. In effect, this aspect provides a validated Impact level MOV for the long-term changes and evidence to support the TOC. Moreover, the impact information on the restoration of the vegetative component of the Santa Fe Island will inform the impacts on other important species, such as birds and iguanas, which are now the targets of additional investments by GEF and other partners.

Finally, as planned, the results of the project have been disseminated through international peer reviewed journals, and through a chapter in a text on the “Return of Tortoises via a Replacement Species<sup>36</sup>”, in addition to presentations in international fora and local articles.

#### **Efficiency:**

The suite of outputs has provided the Partners with a realistic scenario of the costs of breeding individuals in an *ex situ* program and re-introduction. Future phases of development will refine the understanding of the costs of monitoring. The government closure of a breeding center on Española meant less offspring per year. Egg collection expeditions to other islands were also reduced. The decision to move juvenile individuals responded to financing challenges and illustrates the ability of the partners to adapt to situations and seek least cost alternatives without compromising science. The effects of COVID as illustrated in Figure 6.15.1:(See also Figure No. 66.15.2, [Annex 6.15](#)), illustrate an immediate crash in activities upon the onset of COVID due to quarantine restrictions on the movement of technicians. In addition to logistics and supply chain issues related to the remodeling of the centers.

A no cost extension was granted per MTR recommendation which facilitated the completion of the Breeding Centers of the Santa Cruz and Isabela Islands<sup>37</sup>, in addition to the adaptation of corrals of San Cristóbal in September 2021.

The positive results were obtained through efficient management and decision-making that led to cost effective alternatives and the mitigation of the interruptions in the supply chain for materials due to COVID and are considered **Highly Satisfactory (HS)**.

#### **Relevance:**

The project responded to precisely targeted gaps in the process of ecosystem restoration and confirmed that that the successful realization of the outcomes (3.1, ad 3.2) provides support to the advancement of the sector plans of DNPG, the Galapagos 2030 agenda and a major step in the Galapagos Giant Tortoise Restoration Initiative in addition to the national BD strategy and the GEF BD 2 focal area as cited in annex . to “...reduce threats to globally significant biodiversity...” through successful breeding, translocation and monitoring of Giant Tortoises to Santa Fe Island, contributing to Outcome 4.2. “Sustainable populations of critically threatened species” over time as these are established on Santa Fe Island. The Relevance of the component is considered **Highly Satisfactory (HS)**

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<sup>36</sup> Tapia, Washington, et.al., Santa Fe Island: Return of Tortoises via a Replacement Species, Chapter 24. in Gibbs, Cayot, and Tapia eds. Galapagos Giant Tortoises; biodiversity of the World: Conservation from Genes to Landscapes Series, Academic Press, pp. 483-499.

<sup>37</sup> Galapagos Conservancy Acta de Entrega-Recepción/Donación No. 27-21-GC-DPNG (12SEP21)

#### 4.4. Project Implementation, Execution, Adaptive Management and Governance

In all the parameters, the IA, EA, and Governance structure received a ranking of Highly Satisfactory (HS) the highest ranking for Project implementation, Adaptive Management and Governance.

The Implementing Agency has selected quality partners for project execution and provided quality tools and support to administrative and financial management of the project's resources. The Executing Agency has recruited qualified staff and consultants; establishing a productive work environment; demonstrated adaptive management and proactive planning: quality monitoring and reporting; planning & budgeting: management of risks; and have maintained productive and fluid interinstitutional relationships, good upstream and downstream communication with the IA, steering committees, and partners within each component; and appropriate management of the project's financial resources.

The PMU has been proactive in assessing and documenting risks to project implementation. The governance structure proposed at project design is validated and in practice was active, supportive, and capable of guiding the EA and providing guidance and assistance in responding to problems. Some of the success is due to the incorporation of long-term and trusted actors into the Management and governance modality of the project.

The Project Implementation Modality is therefore validated. There were no shortcomings. The quality of implementation /execution exceeded expectations. This is an extremely well governed and managed project.

Project Implementation, Execution, and Adaptive Management Assessment	Rating
Quality of Implementing Partner Execution	HS
Quality of Implementing Agency Oversight	HS
Governance	HS
Risk Management	HS
Financial Management	HS

Table 7: Ranking of Project Implementation, Execution and Governance

##### 4.4.1. Project Execution Modality

Project Implementation and management was evaluated through parameters associated with the managerial functions required for successful project execution ranging from successfully recruiting quality staff and contractors to sound financial management. The effectiveness of management is reviewed from the perspective of the implementing agency and executing agency and executing partners.

The management structure proposed at project design was effective. The IA chose Island Conservation as the EA who, in turn, established a dedicated Project Management Unit (PMU) and in doing so assured the success of the project. In both KIIs and FGMs, all project partners and beneficiaries indicated regard for the expertise and level of accompaniment offered by the EA. One of the strengths of the project was the integration among the members of the executing team running the PMU, which was brought up during KIIs, as a high performing and smoothly run team. Evaluators confirmed that that Island Conservation

recruited a qualified and dedicated staff to run the PMU. Project Partners and beneficiaries trusted the PMU staff citing the assignment of competent coordinators for each component and the level of relationships developed as factors for success. Residents of Floreana in two focus groups indicated that the long-standing relationship with IC as a factor in building the trust needed for the social license to proceed with the eradication of Invasive Vertebrate Species. The tactic to maintain constant and consistent communications with the residents was an additional factor cited. All government partners also cited their competency and long-standing relationships in Galapagos.

from the point of view of staff, all interviewed agreed that the work environment was safe and productive, that both CI-GEF and IC provided the cooperation, collaboration, information, and resources as needed.

Evaluators confirmed that the staff and consultants shared the mission of the project and was empowered to be proactive in finding solutions. Even during the lockdown, staff sought solutions and competently negotiated with suppliers the materials and conditions needed for each component and managed to execute the project’s activities within the allotted budget and by identifying alternative sources of financing, as is the case in the completion of livestock installations on Floreana. the construction of the tortoise reproduction units. The PMU has demonstrated a high level of adaptation to problems, situations and changing dynamics in the project. Adaptability and creativity in management response sought productive solutions. In terms of planning and managing the workstream, the graphic below shows the planned budget at project design vs. the actual reception of funds and execution.

The chart below indicates that GEF funds were received according to the planned budget. Activities started with low expenditures and increased over time as the PMU became established. As cited in the results of components 1-3, the PMU provided excellent planning, which was key in adapting to COVID-related delays in execution and in maintaining adequate cash flow and a rapid response once restrictions were released and activities resumed. The AWP, Budgets and Procurement plans are complete, realistic, and fully integrated.

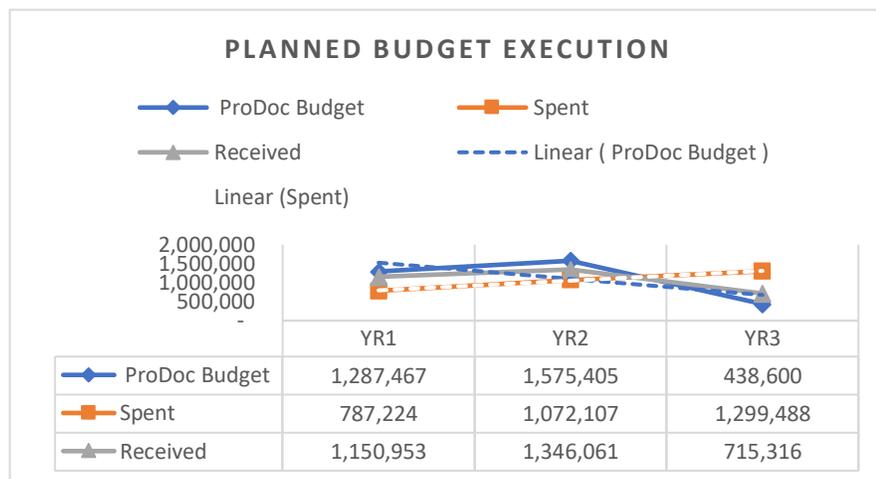


Figure 3: Planned vs. Executed Budget and Disbursements

In terms of efficiency, the graphic below shows an increase of the management related activities after the pandemic lockdown and travel restrictions in Q3 FY2020. As explained, the project received timely disbursement of funds which afforded consistency in implementation and allowing the PMU to keep on-track with the activities related to Component 2 on the ground in Floreana, which suffered particularly due to the pandemic.

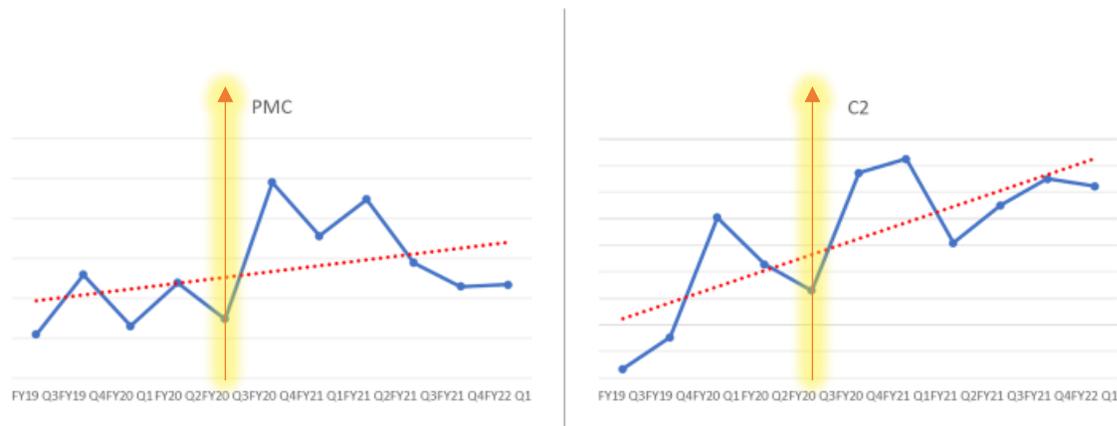


Figure 4: Budget Execution

In terms of co-execution partners, IC's ongoing relationships with ABG, Galapagos Conservancy, DNPGE and members of the Management and Project Steering Committees before the project were cited by KIIs also an important factor to the success of the project as trust was already present. Beneficiaries of the project and the steering committee members also appreciated GC's expertise in implementing restoration activities and science at the landscape-level. Close cooperation and coordination between all partners are ongoing and will be maintained throughout the eradication phase. Interviews with beneficiaries and stakeholders confirmed that communication was constant, given them all a sense of empowerment and willingness to make things work for the good of the community, the environment, and the Galapagos Islands.

#### 4.4.2 Implementing Agency Oversight

With respect to the IA, the integrated partnership between CI-GEF and IC created the necessary synergies to obtain 100% achievement of the targets pursued. KIIs and a virtual survey inquired on the quality of CI-GEF oversight, and it was agreed that the implementing agency complimented executing partners and vice versa. The upstream and downstream communication with CI-GEF was also rated as very good. IAs and EAs selected were leaders in their fields and indicated positive benefits for having been associated with the project. KIIs agreed that both did a very good job at moving results through COVID-19 and maintaining a fluid relationship.

Based on trust and communication, the cooperative relationship among CI-GEF, IC, and their main contractor GC has been effective. Team members knew that they needed another's skills, knowledge, and expertise to produce the expected results. CI-GEF skills on administrative and financial systems and systems put into place were signaled as highly beneficial to improving IC and GC administrative and project management capacities. The ability and availability of CI-GEF in providing guidance, especially in procurement and financial matters was well appreciated. The templates and format for planning and reporting have been internalized by partner organizations leading to an increase in local capacity. Evaluators were particularly impressed with the Environment Management Framework documents produced at project design for relevance to the Project's context and overall quality.

Unfortunately, due to COVID restrictions, the number and types of oversight visits was not possible with the majority of oversight handled virtually.

The quality of the oversight, the level of accompaniment, and the benefits to the EA and executing partners from the financial and administrative systems in place warrant a ranking of “Highly Satisfactory.”

#### *4.4.3. Governance*

Under project implementation, the two-tiered governance structure functioned as planned and was effective in guiding project activities and providing technical feedback to the PMU.

KIIs with PSC members indicated that the PMU did a good job in providing quality information to support decision-making and maintained good relationships. A FGM with IA authorities also indicated conformity with the work of the PMU in delivering on expectations for technical and financial reporting and management of safeguards. Both scenarios presented indicate that the EA effectively managed upstream and downstream relationships and communications.

Because of official designations, the PSC and the PMC ended up being the same persons. This is generally not an ideal situation, but in this case, it proved effective due to the strength of the relationships involved. The National Project Director, who is the director of Galapagos National Park, supported the PMU in securing timely decisions on expenditures and in keeping the project aligned to national and Galapagos’ priorities. The PSC designees appear to have played both roles very well. The steering committee and management committees were participative and facilitated decision-making.

For the level of support to the IA and EA, integration of different levels of governance and the engagement of long-term partners representative of each of the outcomes within the governance of the project, the governance structure is considered sound and its function is Highly Satisfactory (HS).

#### *4.4.4. Risk Management*

The PMU was responsible for identifying, reporting, and responding to risks as well as identifying new risks. To do so, the PMU implemented a Project Risk Mitigation Plan in which risks were evaluated and reported on a quarterly basis (QRs) to CI-GEF. Risks which are no longer relevant were closed, management measures were updated, and the project team ensured mitigative actions to ongoing risks. The Project Risk Mitigation Plan is addressed under Section III, PROJECT RISKS STATUS AND RATING in all PIRs. At the time of TE report, the only ongoing activity relates to COVID-19 to be closed at EoP. In June 2021, a low-risk rating. The PMU team has addressed risks in a timely manner. Government changes and COVID restrictions have not affected the project deliverables. KIIs confirm that the PMU’s management was proactive of any risks and the project being well managed. However, some of the risks very well identified by the project and confirmed by evaluators are potential risks, such as biological risks, for the sustainability of the outcomes following the close of the project. These are addressed further in this report in the Sustainability section.

#### *4.4.5. Financial Management*

The PMU submitted to the evaluators the quarterly and annual financial reports. These were complete and enabled the analysis presented above. The PSC members interviewed were satisfied with the financial management of the project’s resources as was the IA. The EA felt that the tools provided by CI-GEF were

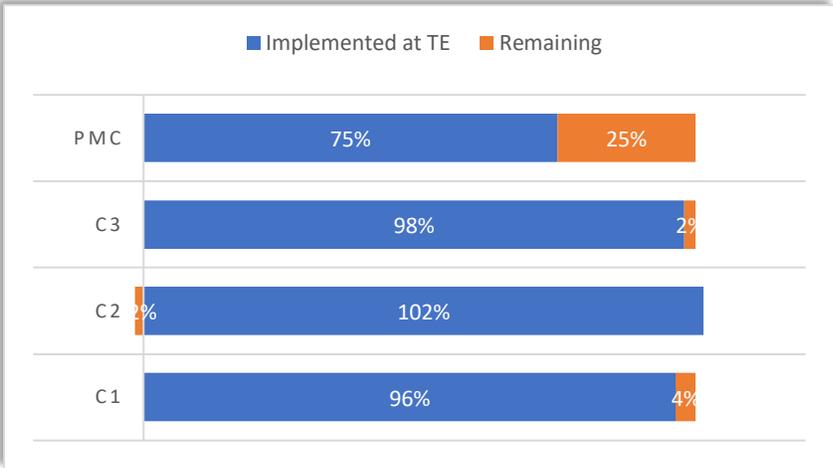
complete and provided an effective assessment of the management of the project’s financial resources.

As part of the monitoring and evaluation plan, regular financial audits were conducted of the project’s finances. One audit signaled the need for caution on reporting of staff expenditures indicating an error in the overall accounting. The amount in question less than \$40,000 U.S. did not affect the project’s implementation and was responded to with attention to financial controls. With that exception, the overall financial management of the project’s \$ 3.5 M U.S. budget is considered sound and compliant with international standards.

### 4.5 Project Financing and Co-Financing

#### 4.5.1. Project Financing

The overall deployment of project assets to the end of the 1st Quarter of Fiscal year 2022 (July -September 2021) is estimated at \$3,158,817 U.S. or 97% of the total project budget of \$3,301,472 U. S <sup>38</sup>.



**Figure 5: Total Budget Execution at Terminal Evaluation**

<sup>38</sup> Total spent \$3,158,817 U.S do not include M&E obligations, which are estimated at an additional 2%. Roughly 82% of the remaining budget was obligated by the end of Q1 2022.

Despite COVID-19, the PMU maintained a balanced budget execution across all outcomes.

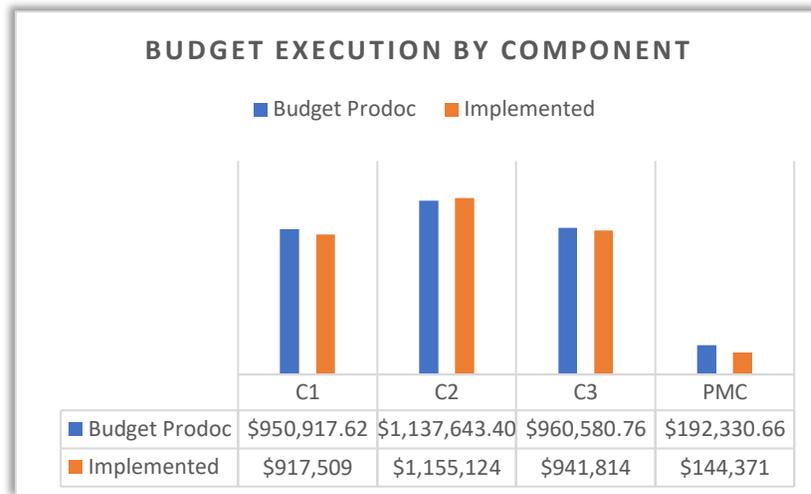


Fig. No. 6 Budget Execution by Component

The quarterly expenditures were examined to define the flow and efficiency of the budget and procurement process. Figure No. 8 below enables a visual presentation of the flow of work. We can also see the effects of COVID on project execution through the quarterly perspective.

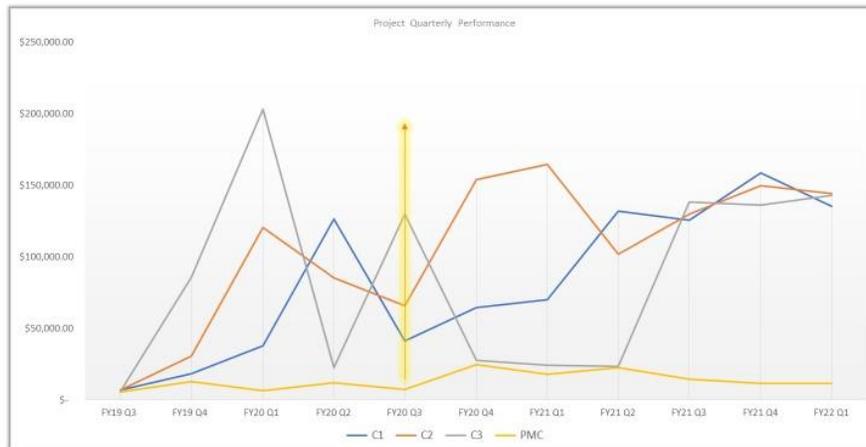


Figure No. 7 Budget Quarterly Execution

Figure No. 8 uses a moving average of the cumulative totals per quarter to examine trends over time.

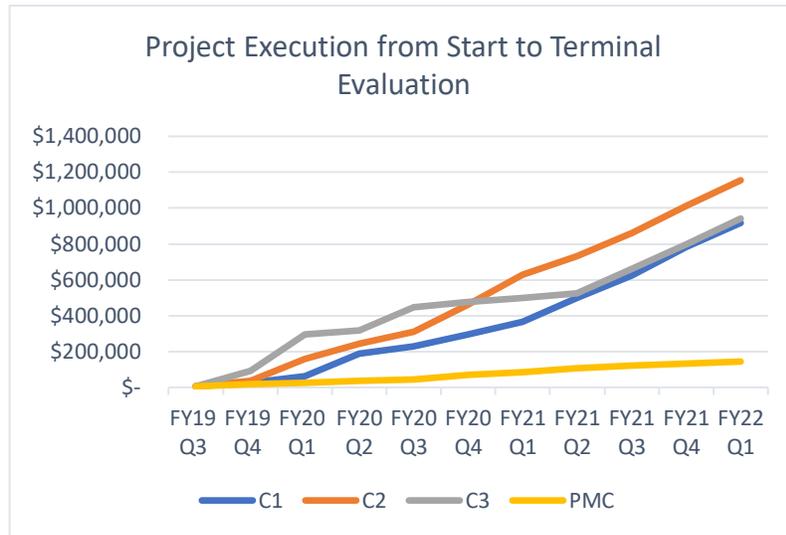


Figure No. 8. Cumulative Budget Execution

Figure No. 9 demonstrates accumulated budget execution by quarter and by component and presents a moving average for the total expenditures. A flat trend line such as Project Management and Coordination (PMC) in yellow demonstrates a consistent and low level of budget execution. This is typical of a dedicated staff with consistent fixed costs. A trend line such as C2 in orange, indicates that the total budget deployment increased consistently quarter over quarter, with minor deviations due to Covid-19 pandemic restrictions in Q3 FY20. This usually indicates a healthy and progressive budget execution scenario. When the slope of the line is very steep, such as above 100% or 45 degrees, it generally indicates a period of low performance with several quarters of accelerated performance towards the end of the project, or a “catch-up” scenario or risky behavior, which is clearly not the case.

The trend lines for the Galapagos project demonstrate a healthy and efficient delivery of the outputs. In addition, a component-by-component comparison indicates that relatively even progress was made on all components simultaneously, which is another indicator of efficiency in management of the project’s delivery on outputs.

The project is financially cost-effective with an overall budget execution of 97% by September 2021.

#### 4.5.2. Cofinancing

Of \$18,395,000 U.S. pledged, \$11,591,000 U.S. (63%) was mobilized at the time of the Mid-Term Review. An additional \$7,785,000 U.S. was materialized in FY21.. The total co-financing of the project is therefore valued at TE was \$19,376,000 U.S. or 105% of pledged amount.




Table No. 7, Co-Financing at Terminal Evaluation

From Prodoc		At MTR		At TE		Total
Source	Amount at the date of CEO Endorsement (US \$)	Actual amount contributed at stage of Midterm Review (US\$)	Actual % of Expected Amount	Actual amount contributed at stage of Terminal Evaluation (US\$)	Actual % of Expected Amount2	Total Co-Financing Amount (US\$)
(3) Cofinancing 1; Cons. Intl. (IA)	\$70,000.00	\$ -		\$ 110,000.00	157%	\$ 110,000.00
(4) Cofinancing 2; GNPD (GOE):	\$10,500,000.00	\$5,700,000.00	54%	\$ 10,000,000.00	95%	\$ 10,000,000.00
(5) Cofinancing 3; GBA (GOE)	\$4,500,000.00	\$2,550,000.00	57%	\$ 4,450,000.00	99%	\$ 4,450,000.00
(6) Cofinancing 4; Island Cons. (EA):	\$1,400,000.00	\$1,800,000.00	129%	\$ 2,375,000.00	170%	\$ 2,375,000.00
(7) Cofinancing 5; Galapagos Cons.	\$1,925,000.00	\$1,541,000.00	80%	\$ 2,441,000.00	127%	\$ 2,441,000.00
<b>Total Co-Financing Amount (US\$)</b>	<b>\$18,395,000.00</b>	<b>\$11,591,000.00</b>	<b>63%</b>	<b>\$ 19,376,000.00</b>	<b>105%</b>	<b>\$ 19,376,000.00</b>

## 4.6. Monitoring and Evaluation

### 4.6.1. M&E Design at Entry:

The at the project design stage, a fully costed M&E Plan was compiled. The approved plan was compliant with GEF M&E policy and guidance by CEO endorsement. The M&E plan includes: a Project Results Framework aligned with GEF focal area results; SMART indicators with generally realistic targets and Baseline data for M&E by CEO endorsement included in Project Results Framework; and GEF Focal area tracking tools. The project also provides for independent a Mid Term Review, a Terminal Evaluation, and requisite financial audits. The Plan clearly outlines roles and responsibilities and was validated at the inception workshop. Furthermore, the plan includes, in addition to the inception workshop, the reporting requirements, annual work plans, quarterly reporting, and annual reporting. A total of \$267,500 U.S., about 8% of the total GEF/LDCF grant, was allocated for M&E activities.

### 4.6.2. Implementation of the M&E Plan

The Results Framework is the reference point for the development of Annual Work Plans, Quarterly Reports, and the annual Project Implementation Report which is populated from quarterly reports. These reports also capture risks analysis and mitigation strategies as well as and cross cutting themes such as gender, safeguards, knowledge management, etc. the reporting system is particularly effective because it provides periodic results and accumulated results in the same report. This greatly facilitates tracking and decision-making. The IA deserves credit for implementing reporting formats that are not overly burdened with extraneous information and are as agile as possible for a GEF initiative. KIIs indicates that these greatly informed decision-making.

A Project Inception Workshop was realized on April 29, 2019. GEF project overview, project components, project governance structure and safeguard plans were presented to stakeholders. The inception workshop report was approved by CI-GEF on 16 May 2019. a Stakeholder Engagement Plan was included in IC’s webpage.

Steering Committees Meetings were reported minutes from the semi-annual meetings were validated. Through Steering Committee (PSC) Meetings Minutes the project kept track on key issues to inform decision-making on project needs. Also, the project annual budget and work plans were reviewed and approved. The first Project Steering Committee Meeting was hold on April 30. The first Management Committee Meeting was held on April 29. An independent Mid-Term Review was implemented from April-June 2021. The last Steering Committee meeting at the TE reporting was held on 30 May 2021.

According to the M&E Implementation Plan reported in Q1 FY22, all the activities are completed except for the ongoing Terminal Evaluation and a final Audit at project closing. KIIs indicate that project M&E was strategic to extract lessons learned, synthesizing conclusions, etc., and contribute to the development of knowledge products. From a technical standpoint, the M&E system was adequate at design and is sound and was well executed. a total ranking of “HS” or Highly Satisfactory is assigned based on functionality and the quality and completeness of the information produced.

Table 8: Monitoring and Evaluation Rating

Monitoring & Evaluation (M&E)	Rating
M&E design at entry	HS
M&E Plan Implementation	HS
<b>Overall Quality of M&amp;E</b>	<b>HS</b>

#### 4.7. Environmental and Social Safeguards

At project formulation, CI-GEF conducted a safeguard screening of the project’s activities based on the Project Identification Form (PIF). The initial assessment was revised through consultation among CI, DPNG and IC. The full results were presented in Appendix V in the Project Document.

The following four safeguards were triggered by the safeguard screening analysis:

- Natural Habitats;
- Grievance Mechanism;
- Gender Mainstreaming;
- Stakeholder Engagement

To ensure that the project met CI-GEF Project Agency’s policies, the project prepared a plan for each topic triggered. Given the possibility that the translocation of giant tortoises could trigger environmental impacts on Santa Fe, the risk threshold for the project to a Category B for potential site-specific impacts that could prove irreversible. Mitigation measures can be designed more readily than for Category A projects. CI, as IA, is charged with the required oversight to the implementation of the safeguards. After

reviewing the safeguard plans and related documentation, including monitoring reports, assessments, PIRs, PSC meetings, the evaluators confirmed that the four safeguards plan, and their related documentation are compliant with GEF policies and Guidance. The following sections provide an assessment of the implementation of safeguards by category.

#### *4.7.1. Environmental Safeguards (Natural Habitats)*

The Protection of Natural Habitats is mainstreamed throughout the project monitoring and evaluation process. It is actively monitored and reported within the projects M&E plan and with engagement of the PSC. These are based on a rigorous analysis at the time of project formulation.

Category B classification triggered a full Environmental Management Plan, which was developed during the project formulation stage.

The Environmental Management Plan for Translocation and Captive Rearing of Giant tortoises provides essential physical, scientific, and programmatic context which underpins the project efforts. It describes the project's proposed activities and targets. It clearly identifies issues and associated safeguards. It analyzes impacts, risks, and mitigation mechanisms. Finally, it presents the project's monitoring system. The project monitored the health and status of individual tortoises repatriated, population growth and dispersal, and interactions of tortoises with other species, in particular the plant community (output 3.1.2) and that this activity is going to continue after the project closure through the efforts of the Galapagos Conservancy (GC) and the Galapagos National Park Directorate (DPNG). DPNG's role also solidifies the institutional sustainability while GC and others the financial sustainability.

Component 2 of the project developed an operation plan for future eradication efforts, eight risk management plans, and a full ESIA relating to eradication and ecosystem recovery which was approved by the PSC in Q1FY22. The process included within CI's ESS#2 also includes:

- A detailed analysis of all activities and potential impacts.
- Mitigative measures, such as quarantine times for purging tortoises of seeds of invasive species, disease risk, biological risks, and associated impacts.
- An exit strategy if irreversible negative impacts were to occur.
- Risk management and monitoring analysis.
- Full monitoring protocol with roles and responsibilities.

The project is compliant with CI-GEFs ESS#2 and with GEF Policy<sup>39</sup> and Guidance<sup>40</sup> on Environmental and Social Safeguards.

#### *4.7.2. Gender Mainstreaming*

The Gender Mainstreaming plan sets out to achieve gender equality in all aspects of the project. The aspect of Gender was included thoroughly at the formulation stage and in the project document's Gender

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<sup>39</sup> Global Environment Facility, June 19,2019. Policy on environmental and Social Safeguards, Policy SD/PL/03.

<sup>40</sup> \_\_\_\_\_, June 19,2019. Guidelines on GEF's Policy on Environmental and Social Safeguards. Guidelines SD/GN/03.

Mainstreaming Plan (Appendix VIII, Project Document) with specific actions in the Annual Work Plan and definition of roles and responsibilities. The project's results framework also includes gender disaggregated targets, which are measured and reported in the Quarterly Reports and PIRs.

During the Terminal Evaluation, KIIs confirmed that gender was successfully mainstreamed throughout the project. For the social license on Floreana and in the local investments in appropriate agriculture, Women were afforded equal opportunities to participate.

An online survey taken for the TE indicated equal opportunity to participate between men and women.

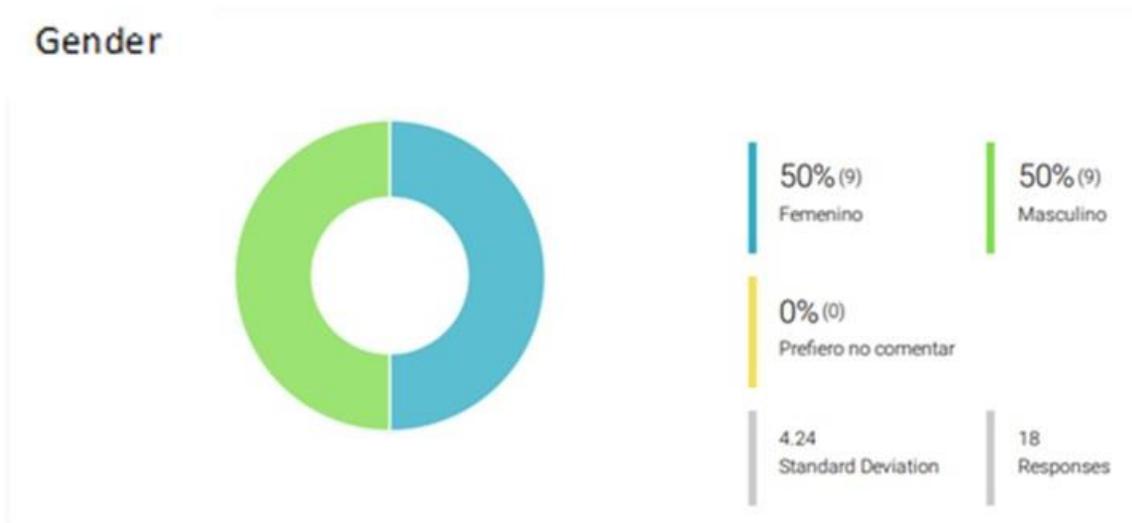


Figure No. 9 Survey Gender Results

The Gender Mainstreaming plan indicates the following:

- 365 Men/ 239 Women participated in project activities (meetings, workshops, consultations);
- 92 men/58 women received benefits from the project (chicken coops)
- The overall participation of women (stakeholders, households, and farmers) was around 35%.

The Project Management Team has 3 female employees and one male; the Project Management Committee has 2 female members and 3 male members, the Project Steering Committee had 3 female members and 3 male members.

All project and agency staff interviewed shared gender related perspectives and gender disaggregated information on the population of Floreana and within agencies. The project's results framework also includes gender disaggregated targets, which are measured and reported in the Quarterly Reports and PIRs. Further examples of gender mainstreaming are:

1. Within component 1 Biosecurity component, training takes into account the special needs of female agents. Training courses are gender sensitive in terms of participation, instructional design, and use of language. Training programmes ensure that detection devices can be effectively operated by both women and men and their application at the client level is appropriate to women.
2. Within the extensive social work associated with generating the social license for future eradications,

Community consultative processes was designed to facilitate equal participation, mutual respect, and collective decision making by women and men. The potential project impacts (positive and negative) on both men and women have been taken into consideration during the Environmental and Social Impact Assessment (ESIA) which provides the guidance necessary to ensure that both men and women receive culturally compatible social and economic benefits and that they do not suffer adverse effects because of project implementation.

3. For component 3, issues related to gender mainstreaming are women's participation in field monitoring expeditions, and women's participation in captive rearing of tortoises, etc. In addition, the process of dissemination of lessons learned is intended to reach both women and men in leadership positions and in the public at large with gender-sensitive language and equally accessible to men and women.

All FGMs, KIs and the online survey confirmed that the project is gender inclusive. As such, and for the successful implementation and reporting on Gender Mainstreaming, the project is compliant with GEF Gender Equality Policy (SD/PL/02)<sup>41</sup> and Guidelines<sup>42</sup>

#### *4.7.3 Accountability and Grievance Mechanism*

An Accountability and Grievance Mechanism was approved within the Stakeholder Engagement Plan. The project approved the Plan and set forth the mechanism and tools necessary for beneficiaries and public to complaint if needed. Posters explaining the accountability and grievance mechanism were produced and posted in the project office and in the offices of local project partners: IC, ABG, GNPD, GC and the Floreana Community Council. At Floreana, the TE executed two FGMs with local actors and representatives of local institutions. No complaints were received to date ([www.islandconservation.org/safeguards-plan-disclosure](http://www.islandconservation.org/safeguards-plan-disclosure)). CI has published guidelines within the ESMF that defines the institutional dedication and approach to a comprehensive Accountability and Grievance Mechanism for the implementation of GEF initiatives, which is in-line with GEF policy. The approved project document defines the grievance mechanism in Appendix IV. The Grievance mechanism was discussed with stakeholders during the project design phase and confirmed in the Project Inception Workshop with subsequent publication on CI's and IC's websites.

Operationally, the process for registering a complaint or issue is published by IC who has a dedicated email address and multiple contact possibilities, and information are available. Protocols are also established for the handling (chain of custody) and documentation of complaints. Any complaint triggers an inquiry by the Implementing Agency. The mechanism is regularly reviewed based-on indicators for management. The number of grievances registered, and the number of cases resolved is reported in quarterly reports and in the PIR and are reported to the PSC. To date no grievances have been received nor activated the response mechanism.

#### *4.7.4 Stakeholder Engagement Plan*

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<sup>41</sup>Global Environment Facility. November 2017. Policy on Gender Equality URL: [https://www.thegef.org/sites/default/files/documents/Gender\\_Equality\\_Policy.pdf](https://www.thegef.org/sites/default/files/documents/Gender_Equality_Policy.pdf) ; accessed 22 January 2021.

<sup>42</sup>\_\_\_\_\_. June 2017. Guidelines on Gender Equality. URL: [https://www.thegef.org/sites/default/files/documents/Gender\\_Equality\\_Guidelines.pdf](https://www.thegef.org/sites/default/files/documents/Gender_Equality_Guidelines.pdf); accessed 22 January 2021.

Stakeholder Engagement Plan outlines the social location of the various stakeholders that are potentially affected by the project, identifying their key issues and priorities. The Galapagos Biosecurity Project is all about stakeholder engagement, which is built into the project’s Components. The Stakeholder Engagement Plan intended to fulfill the CI-GEF agency Environmental and Social Management Framework (ESMF) Policy 9 on the processes of informing and engaging the partners and stakeholders in the project throughout the process. In keeping with this policy, Island Conservation (IC), as the executing agency, was responsible of the plan implementation.

The PPG process provided ample stakeholder consultation during the design phase. According to several KIIs, the process can be characterized as spirited negotiation. Stakeholder involvement is also assured with the conformation of the Project Steering Committee, which includes all of the principal actors.

Component 1’s activities involve not only ABGs agents, but also their clients who are tourists, exporters to Galapagos, and all members across the value chain. These are amply considered in the Biosecurity Action Plan and in the Procedures developed to operationalize the Plan.

Component 2 is entirely predicated on the development of a social license for future eradication of IVS and is based on a complete and extensive process of consultation and dialogue culminating in the issuance of a social license for the eventual eradication of IVS. The process, according to two FGMs was instrumental in swaying the communities’ opinion from concerned to supportive. In fact, the main issues were identified by IC and addressed within the development of 8 risk management plans. Finally, an independent third-party ESIA helped to inform the residents of Floreana of all aspects related to IVS eradication. The installations realized were specifically to address the environmental safeguard related to accidental poisoning, indicating to the public the willingness to invest in their concerns.

The Stakeholder Engagement Plan is fully compliant with GEF policy and guidance and was approved and in-force from the inception phase to the end of the project. Progress within the Stakeholder Engagement Workplan is monitored and reported in Quarterly Reports and in PIRs.

Table 9: Stakeholders Engaged with the project

COMPONENT	STAKEHOLDERS
Component 1	ABG, GNPDP, CGREG, PCL, TAGSA, Panismar, Storeocean.
Component 2	GNPD, ABG, CGREG, Municipality of San Cristobal, Captaincy of Port, MSP, MdE, MAG, Amazonas School, Verde Floreana
Component 3	GNPD, Scientists from different research institutes.

All possible stakeholders have been involved in the evaluation of the biosecurity inspection and control system, in the Action Plan and in the definition of the new protocols. All stakeholders participated in the review and discussion of Risk management plans, sustainable agricultural practices, and environmental impact studies. Component 2 stakeholder engagement was significantly affected by the COVID pandemic due to social distancing, inter-island travel restrictions, etc. During interviews, the consultants confirmed that all stakeholder interviewed were cognizant of the project and had participation in one way or another

with the project. Results from the survey<sup>43</sup> showed 95% agreement of having been consulted during project implementation.

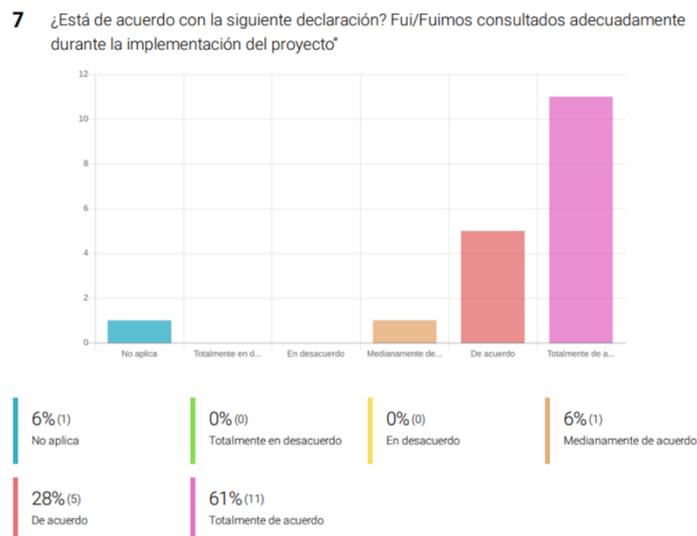


Figure No. 10 Survey Results on Stakeholder Engagement

The Grievance mechanism and Stakeholder engagement strategy are compliant with CI’s ESMF and is compliant with GEF Stakeholder Engagement Policy (SD/PL/01)<sup>44</sup> and Guidelines<sup>45</sup>

There is a monitoring system established to keep measuring the environment impact caused by the translocated tortoises. A grievance mechanism was in placed and shared with stakeholders from the start of the project. Gender mainstreaming has been effective and gender considerations were included in components indicators. One of the strengths of this project has been the stakeholder engagement, and the achievement of the social license is a proof of that.

Overall Project Safeguard Implementation Rating at Terminal Evaluation

SAFEGUARDS TRIGGERED BY THE PROJECT	RATING
Accountability and Grievance Mechanisms	HS
Gender Mainstreaming Plan (GMP)	HS
Stakeholder Engagement Plan (SEP)	HS
Protection of Natural Habitats	HS
<b>OVERALL PROJECT SAFEGUARDS</b>	<b>HS</b>

<sup>43</sup> Survey had a 64% of participation. It was sent to 28 stakeholders and received 18 responses. Survey results are included in Annex X

<sup>44</sup> \_\_\_\_\_. November 2017. Policy on Stakeholder Engagement. GEF/SD/PL/01. URL: [https://www.thegef.org/sites/default/files/documents/Stakeholder\\_Engagement\\_Policy\\_0.pdf](https://www.thegef.org/sites/default/files/documents/Stakeholder_Engagement_Policy_0.pdf); accessed 26 January 2021.

<sup>45</sup> \_\_\_\_\_. December 2018. Guidelines on the Implementation of the Policy on Stakeholder Engagement. URL: [https://www.thegef.org/sites/default/files/documents/Stakeholder\\_Engagement\\_Guidelines.pdf](https://www.thegef.org/sites/default/files/documents/Stakeholder_Engagement_Guidelines.pdf); accessed 26 January 2021.

Overall Project Safeguards Implementation has been rated **Highly Satisfactory (HS)**.

#### 4.8. Knowledge Management

The Project implemented a Knowledge Management Plan that was monitored and reported in the PIRs.

Evaluators were able to assess that Output 3.2.3 captured the planned knowledge products produced by the project and disseminated them through peer reviewed media and in local venues.

Prior to CEO endorsement, the project incorporated the scientific, technical, and managerial lessons learned from GEF initiatives into the design and execution of this GEF 6 project. A principal decision, based on the Terminal Review of Ecuador's GEF 3 project, 'Control of Invasive Species in the Galapagos Archipelago' (ECU/00/G31) cited project ambition and complexity as two of the reasons the activity did not fully achieve its outcomes. The Biosecurity Project decided "to fill a small number of key technical and funding gaps, or 'critical pieces of the puzzle', as well as to create needed linkages within an already existing framework of strategic, regional conservation activity."

The project also benefited from the lessons learned from the Mitigating the Threats of Invasive Alien Species in the Insular Caribbean project, the PAS: Prevention, Control and Management of Invasive Alien Species in the Pacific Islands project, and the Removing Barriers to Invasive Species Management in Production and Protection Forests in SE Asia project. Lessons learned from these projects include the need to: a) focus on a limited number of catalytic activities, b) invest in highly motivated project coordination staff, c) fully engage local peoples in eradication/ control activities, d) make improvements in biosecurity a priority, e) institutionalize project leadership and outputs, and f) evaluate the feasibility of field-based activities prior to project initiation.

This evaluation indicates that the lesson learned were employed, were spot-on and highly effective.

Model transfer is an explicit aspect of Component 3, as well as the general standards of practice for the IC and CI-GEF. The PRODOC established that the PSC was responsible of tracking and reporting the scientific information, technology development, and implementation processes carefully in a manner that would enable this project to serve as a catalyst for future conservation projects in the Galapagos Islands, as well as in other island contexts. The publication of scientific and technical results and lessons learned shared the knowledge accumulated by DPNG and GC with other land managers and conservation practitioners regionally and internationally.

The knowledge products covered the following categories:

- Improved technological capacity (e.g., biosecurity scanning equipment and inspection capacity): Component 1 provided an improved technological capacity to ABG with the improvement of the protocols and extensive training in the detection equipment and software use as part of the biosecurity system Action Plan.
- Cost- effective protocols (e.g., information on effective eradication methodologies):
- The Field Monitoring protocol, approved by the project's Steering Committee is a key knowledge tool in terms of what to do and not to do for the purpose of ecological monitoring

of island restoration processes. For now, it will be used to monitor the role of tortoises as ecosystem engineers on Santa Fe Island, but it will be adapted and used on Floreana after the eradication takes place. This protocol will also be used by the Galapagos National Park for ecological monitoring on other islands of the archipelago.

- Scientific and technical findings presented through peer-reviewed publications and scientific conferences: 1 Book Chapter has been published, 1 peer reviewed article accepted to a scientific journal (Restoration Ecology) and 1 presentation for an international event have been prepared.

Use this link to find the chapter in the Galapagos Giant Tortoise– 1st edition 2020: [Galapagos Giant Tortoises](#). Describes lessons learned from ecological restoration using replacement species.

Due to normal rules of peer reviewed publications, the article cannot be shared prior to official publication, so no link is included here.

Other important knowledge products were produced with co-financing. Several peer-reviewed articles and general publications were produced that are not specific to GEF support, but refer to the Floreana Island restoration effort, to which the GEF project contributes:

Blogs:

- <https://www.islandconservation.org/community-led-rewilding-floreana-galapagos/>
- <https://www.islandconservation.org/sustainable-development-communities-removing-invasive-species/>
- <https://www.islandconservation.org/island-journey-dive-restoration-floreana-island-galapagos/>

Publications:

- Cayot L.J., Campbell K.J., Carrion V., Chapter 19 – Invasive species: Impacts, control, and eradication, Editor(s): Gibbs J.P., Cayot L.J., Washington Tapia Aguilera, In Biodiversity of World: Conservation from Genes to Landscapes, Galapagos Giant Tortoises. Academic Press (2021). Pages 381-399. ISBN 9780128175545. <https://doi.org/10.1016/B978-0-12-817554-5.00009-5>
- A Summary of Lessons Learned brochure that summarizes the project achievements and collects broad lessons learned

This project will definitely serve as a procedural model for future initiatives. Knowledge Management is Highly Satisfactory.

#### 4.9. GEF Incremental Reasoning and Additionality

The GEF additionality is analyzed from three perspectives: (i) environmental, (ii) socio-economic) and (iii) innovation. In the first case, evaluators sought to understand the range of value-added interventions/services to achieve the Global Environmental Benefits. Second, the improved livelihood and social benefits thorough GEF activities; and the GEF provided efficient/sustainable technology and

knowledge to overcome the existing social norms, barriers or practices for making a bankable project.

At project design, GEF incremental funding for this project will build upon the baseline by: (i) advancing a state-of-the-art biosecurity system; (ii) solidifying the social infrastructure for the protection and recovery of Floreana Island ecosystems; (iii) enacting sustainable-farming practices on Floreana Island as the cultural norm; and (iv) translocating giant tortoises to Santa Fe Island. The mentioned changes will have the incremental effect of enabling the following:

- Functionally protect the Galapagos Islands protected area network;
- Strengthen protection of 244 threatened species throughout the Galapagos archipelago's terrestrial and marine habitats;
- Enable the eradication of invasive rodents and feral cats on Floreana Island;
- Facilitate the recovery of critical ecological processes on Santa Fe Island;

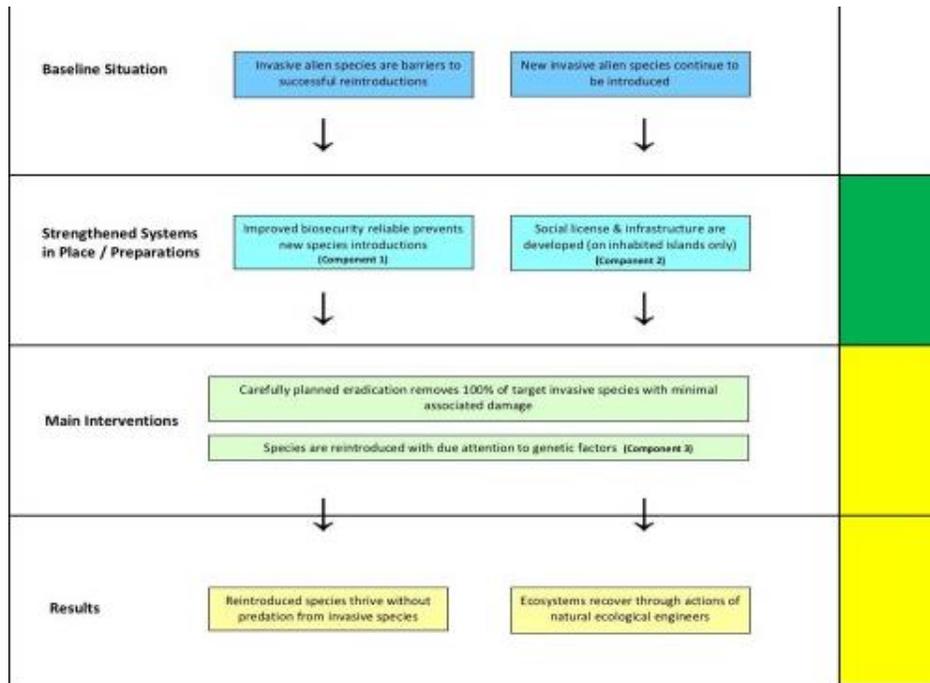
These changes will produce the following incremental benefits:

- Recovery of native vegetation through enhanced natural regeneration facilitated by tortoises, thus reducing forest degradation;
- The recovery of as many as 55 threatened species on Floreana Island that could rebound as a result of enhanced natural regeneration of forests and removal of livestock from the national park;
- Allow for the reintroduction of at least 6 threatened vertebrate species on Floreana Island (including Floreana giant tortoises), and as many as 7 other Galapagos endemic species facilitated by ecosystem restoration;
- Reduced risks of disease transmission between wildlife, livestock, and people;
- Enhanced ecosystem resilience to climate change and other disturbances; and
- An enhanced, thriving tourist economy to diversify income support for the local peoples of the Galapagos Islands and Ecuador.

#### 4.10. Progress to Impact & Incremental Benefits

The measurement of the impacts will extend beyond the life of the project. The Project has installed the long-term monitoring systems that will track ecosystem change and benefits in the long-term. Regardless, the project is already demonstrating important Progress Towards Impact that will translate into the GEF Incremental Benefits in-line with the Project's Theory of Change:

Figure 11: Progress Towards Result per Theory of Change



Contributions to change in regulatory frameworks, including observed changes in capacities and governance architecture:

As per the figure above, the Project’s immediate impact is the strengthening of systems to prevent the introduction of Invasive Species to Galapagos and, more specifically, to prevent the re-introduction of IVS to Floreana Island following an eventual eradication. Component 1 was specifically designed to provide the increase in institutional capacity and effectiveness within ABG that would enable a long-term biosecurity of the Galapagos Islands. Component 1 has been effective in producing the desired outcome. ABG’s technical capacity has been enhanced with the installation of equipment, protocols, procedures and training. The improved biosecurity system is showing results: 73% in institutional strength and 19.15% average annual index of species introduced to Galapagos, down from 23%<sup>46</sup> indicates that the quarantine barriers are working properly and that ABG’s strengths as an institution are important for the preservation of island ecosystems.

KIIs indicate that the biosecurity system installed will reduce the likelihood of imports of and establishment of invasive species. This will protect Galapagos communities from the harmful effects of invasive species to human health, infrastructure, agriculture, animal health, natural systems that provide ecosystem services such as clean water, and tourism to name a few. Ultimately, investments in effective biosecurity protect the sustainability of livelihoods. KIIs also indicated that as the work has spread around Galapagos of system improvements, residents are less willing to challenge the system.

Even though it is too early to assess the long-term impacts of the project, the strengthened biosecurity system is proving more efficient for agents who indicate they are now spending less time per unit and covering more cargo. The automated payment system is now producing increased income for ABG which

<sup>46</sup> ABG, 2020 Annual Report. URL: <https://bioseguridadgalapagos.gob.ec/wp-content/uploads/2021/06/Informe-de-Gestio%CC%81n-2020-vs-final.pdf> Accessed 30 January 2022.

will lead to increased control and reduced environmental stress.

Within the DPNG, the new monitoring system, equipment, procedures and protocols to track re-introduced Tortoises and associated ecosystem variables will facilitate the biennial tortoise/ecosystem monitoring programme with Galapagos Conservancy. Standard Procedure Manuals and the field monitoring program are being tested on Santa Fe Island. Training will be implemented on a continuous basis to guarantee that the institution will have updated capacities to follow up on the process. This is an important step in monitoring the Ecosystem Status of the islands following eradication and translocation of tortoises.

Further Environmental Status Change is produced through the achievement of the Outcome in Component 3, specifically the successful breeding and re-introduction of Giant Tortoises to their native habitats

Component 3: Advancing the recovery of island ecosystems following invasive species eradication through the re-establishment of keystone species (i.e., giant tortoises). This component goes to the restorative actions signaled in the TOC and seeks impacts in environmental status: (i) Ecosystem processes, particularly seed dispersal, re-initiated across Santa Fe Island (2,413 ha) as the result of the translocation of giant tortoises; and (ii) an increase in the production in captivity of giant tortoises for future reintroductions throughout the archipelago.

The monitoring protocol will confirm the actual seed and plant disbursement and the actual coverage by the tortoises that have been successfully re-introduced to Santa Fe, as described in Component 3. The Current estimate of 2,413 ha. is the area of Santa Fe with improved ecosystem component i.e. the re-introduced tortoises, demonstrating impact on a GEF Core indicator (See Annex : for the Core Indicator Worksheet). The protocol will facilitate the DPNG and its partners' efforts to manage the repopulation of adult tortoises on other islands, such as Floreana, and to be able to evaluate the overall impact of the program's Theory of Change

341 Individuals of *C.hoodensis* were translocated to Santa Fe Island. Thirty individuals with *C.niger* characteristics were successfully translocated to the breeding centers, indicating an increase in the number of breeders in captivity of a globally significant species. One specimen containing *C.abingdonii* chromosomes was a surprise discovery of germplasm from the extinct Pinta Island Tortoise. The number of globally significant tortoises of *C. hoodensis* increased from 341 to 743 individuals, a clear increase in biodiversity. The project increased the numbers of a threatened species of global significance.

#### Contributions to changes in socio-economic status:

The project contributed to the long term economic, environmental, and social sustainability of Floreana Island by providing the technical assistance for the adoption of ecologically sustainable farming practices (e.g. livestock and poultry containment). According to the residents interviewed, currently providing more yield in their production with less time invested. Farmer residents in Floreana expressed their satisfaction with the project for providing the capacitation, technical assistance and farm installations for chicken, pigs, and cows. They have already noticed an increase in yield and better quality.

With the eradication of invasive rodents and feral cats from Floreana Island as a result of phase 2 of this project, farm yields of maize, yuca and other crops in the field are expected to increase. Poultry, their chicks and eggs will no longer be lost to predation. Inter- tidal marine resources such as chiton that is harvested by the community will increase in the absence of predation by rodents.

The number of persons directly benefitting from the Floreana installations is the population of the island, an estimated 150 persons. The number of direct beneficiaries to the increased biosecurity is the population of the Galapagos Islands, estimated at 150,000 persons.

### Innovation Additionality

In effect, all of the technologies presented for component 1 in biosecurity will eventually overcome the imitations experienced by ABG.

The Investments, risk assessment, operational planning, and ESIA process were instrumental in producing knowledge that is vital to the obtainment of the social license. Residents specifically indicated that the most attractive aspects of the project for them were technical assistance and equipment (installations)

Component 3 saw an innovative activity in seeking previously released juveniles on Española to Santa Fe via quarantine in Santa Cruz. The tactic could reduce the timeframe for ecosystem recovery by decades and reduce the need for high numbers of tortoises in captivity, which could greatly reduce the costs of Giant Tortoise Restoration.

### Expected long-term benefits of the GEF alternative:

The island's native flora and fauna will experience direct and immediate benefits across terrestrial, freshwater, and marine ecosystems. Of particular importance is the opportunity to recover populations of 61 endemic plant and animal species that are currently threatened with extinction. Once the invasive predators are removed, populations of at least five IUCN Red List threatened endemic species and eight other species can be repatriated to Floreana Island and their populations secured, including, the Floreana giant tortoise (*Chelonoidis elephantopus*), Floreana mockingbird (*Mimus trifasciatus*), Galapagos rail (*Laterallus spilonotus*), Lava gull (*Larus fuliginosus*), and Galapagos hawk (*Buteo galapagoensis*).

Although Biodiversity is the primary GEF Focal Area addressed by this project, successfully preventing future introductions of invasive alien species in the Galapagos archipelago and the recovery of endemic species, as well as their associated ecological processes, will provide benefits to other GEF Focal Areas, including: (a) Land Degradation by facilitating the recovery of vegetation and thus reducing erosion; (b) Climate Change Mitigation by securing carbon stocks and fostering ecosystem resilience; (c) international waters by functionally protecting 13,300,000 ha of marine reserve and minimizing potential future impacts of invasive species, and (d) Sustainable Forest Management/REDD+ by promoting better management of livestock, pets, and pests that adversely impact forest health.

The recovery of Santa Fe and Floreana Island ecosystems (particularly the recovery of endemic species) has the potential to increase ecotourism income to the benefit of Galapagos residents and commercial enterprise operators, as well as the mainland economy.

Adoption of sustainable farming practices will maintain Floreana's agricultural lands' soils fertile and productive, sustaining yields and improving food security into the future. Improved livestock management will sustain production in the long-term, and when meshed with sustainable farming practices that provide improved pasture and animal feeds the complete farm system becomes highly productive, sustainable, and enriching for farmers. This sustained farming economy, and its products will provide locally produced fresh foods for the local community and tourism markets. This reduces reliance on and the need for imported food, reducing amounts of cargo at highest risk of containing invasive species, ultimately resulting in increased food and economic security over the long-term. Decreased imports also reduces the community's carbon footprint. Disease vectors (e.g. rats carrying leptospirosis and feral cats carrying toxoplasmosis) that impact human and animal health will be removed, improving human and livestock health.

#### 4.11. Assessment of Catalytic Role

Scaling up	Approaches developed through the project are taken up on a regional / national scale, becoming widely accepted, and perhaps legally required
Replication	Activities, demonstrations, and/or techniques are repeated within or outside the project, nationally or internationally
Demonstration	Steps have been taken to catalyze the public good, for instance through the development of demonstration sites, successful information dissemination and training
Production of public good	The lowest level of catalytic result, including for instance development of new technologies and approaches. f No significant actions were taken to build on this achievement, so the catalytic effect is left to ‘market forces’

Table No. 12 Catalytic Role

The project has invested in the Production and Demonstration stages. Pending the successful eradication of IVSs on Floreana, and successful confirmation of the survival of the Tortoises released on Santa Fe, and the successful management of the Biosecurity systems by ABG, the project can move into the Replication Phase where the activities are deployed to other populated islands.

#### 4.12 Sustainability

The GEF M&E Policy 2010 adopts the following definition of sustainability: the likely ability of an intervention to continue to deliver benefits for an extended period of time after completion; projects need to be environmentally as well as financially and socially sustainable. The GEF Guidelines establish four areas for considering risks to sustainability:

Sustainability	Rating	Justification
Financial resources	L	<p>The public-private partnerships are very effective in meeting mid-term financial needs.</p> <p>The overall impact of the project’s biosecurity measures will be within the limits of current infrastructure. The Galapagos maritime port infrastructure is a persistent barrier to 100% control of invasive species entering into and travelling amongst the Galapagos Islands. Financial resources will be needed to extend the biosecurity system to all islands and assure adequate human resources coverage.</p> <p>Resources are secure for the mid-term breeding and reintroduction programs as well as for sustaining production on Floreana</p>

Socio-political	L	The social license process embraced all aspects of social safeguards from all possible angles that will contribute to the safety and effectiveness of the eradication process, while also laying the groundwork for long-term sustainable development and restoration of Floreana ecosystems, including species re-introductions
Institutional framework and governance	L	The long-term involvement of stakeholders and stable public-private relationships between project partners established over years of baseline activities makes the project resilient to political risks.
Environmental	L	The project has established the foundation and processes for increasing the production capacity of giant tortoises for future reintroduction throughout the archipelago. through improved infrastructure and the capture of 30 additional individuals with <i>C.niger</i> . genes, the Floreana program is ready for implementation.
Likelihood of Sustainability: (HL) Highly Unlikely; (U) Unlikely; (ML) Moderately Likely; (L) Likely; (HL) Highly Likely		

Table No. 13 Sustainability Assessment Summary

The following provides information on sustainability from the Institutional, economic, political, and technical perspectives.

Institutional:

- The Biosecurity activities under Component 1 reflect the priorities set forth in the ABG’s 2015-2018 Strategic Plan. It is the ABG’s intent to continue institutionalizing the capacities required to prevent the further introduction of invasive alien species, this includes securing the funding and training necessary to support infrastructure and staff development over the long-term. Interviews with ABG officials demonstrated that ABG officials have a long-term presence and seem to have the luxury of planning on a broader timescale. KIIs indicated the need for a full project to complete the capital investment in infrastructure while ABG lobbies the government for additional human resources
- Across the islands, there are many formal and informal points-of-of entry. Additional human resources are needed to effectively detect and inspect boats for invasive species.
- Sustainability is enhanced by strong international partnerships, such as WildAid, outside of this project that are actively engaged in supporting ABG, DPNG, and others in maritime biosecurity activities. Galapagos Conservancy and Island Conservation and CI, Universities, etc. amongst others are included in a very strong international coalition.
- The Ministry of Public works’ Port Authority, responsible for the infrastructure issues that will need to be addressed in the future was not involved in this project. They are a natural ally and should be included in the sharing of results and lessons learned for future projects

- The DNPG leads and coordinates all processes among large coalition of partners interested in Galapagos. Their effort ensures conformity to the National Biodiversity Strategy, Galapagos 2030, etc. This project and future projects are well aligned.

#### Socio-Economic:

- The GoE has a proven track record of conservation investment in the Galapagos archipelago. Effective partnerships with international organizations, non-governmental organizations, academic institutions, and local communities are well-established and contribute significantly to the achievements in biodiversity conservation on individual-islands and across the archipelago.
- Both national and international non-governmental organizations (INGOs) have made substantial investments in biodiversity conservation in Ecuador. Partner institutions, IC, GC, etc. have through secured funding for all baseline actions and have exceeded their pledges for co-financing to this project through an array of INGOs and special interest groups. In fact, a significant portion of funding for the next phase of eradication of black rats and feral cats on Floreana is secured. The visibility of the program has aided the fundraising of these organizations. Galapagos Conservancy, for example, raised \$1.4 M U.S. thanks to the visibility of this project. There is no doubt that in the short-run, traditional financing partners will continue to support the Galapagos with resources driven by philanthropy. Several of the participants interviewed and two other INGOs who are not direct participants in this project but that support the Giant Tortoise Development indicated that they use the Galapagos as a fund-raising destination.
- According to conversations held during the evaluation mission, this is the first time that NGOs have co-executed a project with the State agencies and with the supervision of another private implementing agency. It is anticipated that NGOs will continue to provide technical and financial assistance to help the GoE meet its conservation goals in the Galapagos archipelago. The experience in managing a public-private partnership will enhance future funding possibilities on Galapagos.
- Sustainability of project outcomes is also supported through ongoing, larger-scale approaches to tourism at the national level. These efforts, which are not part of the present project, are nevertheless important to the sustainability of project outcomes. The issue of visitors' fees should be reassessed and other options for financing from government commitments to participation of Ecuador's corporate sector.
- The GoE also increased the revenue stream through increased inspection fees. In 2017, fees were updated to reflect the increased costs of inspection activities. The result was an increase in revenue from \$300,000 U.S. in 2013 to approximately \$500,000 U.S. The revised Galapagos Especial Regime Law pre-assigned 5% of the fee that tourists pay to enter the Galapagos Archipelago to be awarded to ABG to support biosecurity. Thus, the revenue earned from inspections could increase or decrease depending on tourism. With 80% of cargo moving through the maritime regime, an expanded perspective might be required to cover the costs of inspection. The new digital platform implemented by ABS is (anecdotally) producing additional revenue, which is positive for ABG. At the Time of the TE, only 4 months had passed since completion of the system. ABG will need to monitor changes in the situation over time.

- The Galapagos National Park indicated that they have been able to increase fundraising 50% (\$1,400,000 for 36 new projects on impact of conservation in Galapagos. The breeding centers expansion has tripled their breeding capacity.
- Although buy-in has been achieved, Residents of Floreana continue to demonstrate concern for their water resource in the wake of IVS eradication. They also expressed their agreement in the need to eliminate the rats which are a significant problem for them.

#### Political

- Political changes have not produced negative effects to the project, in fact, the opposite is true. Key political actors from Galapagos are inserted in important decision-making positions within the government adding necessary allies.
- Given the semi-autonomous nature of Galapagos public administration and a demonstrated resiliency to political change, the risk of a derailment of future stages of development in Galapagos is small. Especially with local and provincial government declarations supporting biosecurity and future eradication of exotic species of vertebrates, the initiative appears to be politically sustainable. The TE should check on the effects of political change by the EOP.

#### Technical:

- The biosecurity activities being conducted under Component 1 will reduce the likelihood of further invasions throughout the Galapagos Islands and surrounding waters. These capacities will be further built upon and will be critical in protecting investments made in eradicating invasive species from Galapagos Islands.
- As mentioned in institutional aspects, 80% of cargo reaching Galapagos is maritime. Biosecurity measures installed by the project are only within the level of efficiency permitted by the existing port structure. Additional funding is necessary to expand implement the 60% of the Biosecurity Action Plan not yet implemented.
- Regardless, the state-of-the-art biosecurity system and installed technical and human resource capabilities at the most travelled and significant ports. This a huge leap forward towards blocking the entry of IAS into Galapagos.
- The Government of Ecuador is also making significant investments in developing an agricultural sector within the Galapagos that can meet the demands of the community and tourism industry. Improving local agricultural production to meet this demand will decrease the importation of fruits and vegetables, which carry some of the highest risks of invasive species introduction. This is part of a multi-pronged approach to decrease the likelihood of invasive species arriving to and establishing within the Galapagos archipelago.
- Building the capacity of Floreana farmers to operate more productively and sustainably over the near- and long-term will enhance sustainability as the returns on their installations and revenue from tourism reward them and lead them to a high level of stewardship. Families greatly appreciated technical assistance and are concerned about accompaniment and unforeseen costs.

## 5. CONCLUSIONS, RECOMMENDATIONS AND LESSONS LEARNED

### 5.1. Conclusions

#### **Project Context/Justification:**

- The project context is comprehensive in policy, social, environmental and the overall development context and is based on evidence from previous projects that fully justifies the need for the project. and established the project as a clear next step in a documented progression laid out by the GOE and involved stakeholders The policy landscape is well defined with clear conformity to all pertinent GEF BD strategy and focal area, national, Galapagos, local, and sector priorities. The project context provides a complete justification for the development of the project
- The long-term involvement of stakeholders and long-term, stable public-private relationships between project partners established over years of baseline activities makes the project resilient to political risks and well grounded. All sectors were adequately included in the design of the project.
- The project context clearly justifies the need and the scope of the project with clear barriers presented.

#### **Project Strategy:**

- The Theory of Change (TOC) presented at the Project Design Stage effectively presents the central hypothesis that provides the underpinnings of the project. It incorporates both protection from further biological invasives and reestablishment of ecosystem structure and function. The TOC is on-track to be validated through the monitoring system for the tortoise re-introduction on Santa Fe and on research from Española, San Cristobal, and Santa Fe islands. To date, the TOC is sound and provides a documented and scientifically validated internal logic upon which supports the Project's architecture.

#### **Project Design:**

- The Project strategy was developed as a logical initiative within a programme that is decades in the making and in response to a very specific set of gaps. Therefore, the design well focused strategically. In terms of architecture, the project design is characterized by independent outcomes all supporting the project objective. There are no extraneous or overly interconnected outputs. The outputs systematically respond to gaps in the baseline scenario within the limits of Galapagos' infrastructure. The design is internally consistent and effective in producing the desired outcomes. Lessons learned from former GEF IAS projects were effectively integrated into the project design and execution modality. It is a very effective and efficient design.

#### **Overall Project Execution**

- An overall rating of "HS," or "Highly Satisfactory" was given because the management team demonstrated their ability to keep moving forward despite 2 incredibly significant challenges: Delays in procurement due to COVID and for adeptly working with stakeholders and moving forward with Component 1 and for producing a clear and demonstrated social license for the

eradication of invasive vertebrates for component 2. Finally, component 3 was completely executed increasing the number of individuals from selective breeding of Giant Tortoises, increasing breeding facilities and for finding new germplasm of *C.niger* and *C.abingtonii*.

### **Project Management:**

- The EA and Executing Partners were well selected, expert in their areas with years of experience with the beneficiaries, facilitating trust. A qualified and dedicated manager for each component was greatly appreciated by beneficiaries and increased management effectiveness. The EA executed all duties and functions described for effective project management, staffing, facilitated fluid Project governance, identified and managed risks, and adequately managed the project's finances. and proactively adapted to problems and managed the M&E and reporting functions. The PMU managed upstream-downstream and lateral communications.
- The executing partners were well selected. Each institution selected to participate is expert in their area and brings particular skills, knowledge and/or financing into the group. Interviews with beneficiaries ratified their appreciation for the PMU and their handling of the project most highly. The Trust built by the PMU with the stakeholders is related to the social network that existed prior to the project. This will reduce the time to impact, especially in socially sensitive settings as witnessed in Component 2, which would not have been possible without the long-term relationships built.
- The IA systems in-force for oversight of technical and financial management were effective, streamlined, and helped augment the technical capacity of the EA and executing partners. Documents such as PIRs are both periodic and cumulative. IA staff were appreciated for their openness, availability, and timely technical assistance to the EA. The IA EMF process for gauging and tracking safeguards is particularly strong and is a model for safeguard analysis. Systems in place by the Implementing Agency (CI-GEF) were important in raising the management capacity of the EA as well as the principal contractor (Galapagos Conservancy).
- This is an extremely and professionally well managed project. All applicable management functions received a TE Rating of "HS" or Highly Satisfactory.

### **Project Governance**

- Within the project governance structure, the relationship between the Implementing Agency, the executing agency, the PSC and contractors is fluid and facilitates effective upstream and downstream communication, decision-making, and problem solving. Representatives from all aspects of the project are seated in the governance structure. The Project Management Committee and National Project Director played a positive role in streamlining procedures to find practical and fluid solutions to obstacles encountered. This was an activist Steering Committee that created efficiency in management of the project is in part due to efficiency in the governance structure. Highly Satisfactory (HS).

### **Progress Towards Results: Component 1: Biosecurity**

- The PMU and ABG were successful in completing all outputs. ABG now has a completely updated Biosecurity Action Plan backed-up by the improved "Sistema Integrado de Inspección y Cuarentena" (SIIC) has updated and streamlined procedures and new manuals for cargo to

mainland, cargo to islands, etc. These have been supported by hardware and software and detection equipment and digital processes that allow online declarations and payments which streamline the process and increase transparency. The major savings is time. Reports from boat captains at MTR indicates that vessels are now leaving on-time. Agents report a reduction of inspection time from 3 to 5 minutes to only seconds. Now, at TE, KIIs indicate there is more time for inspections which translates into more rigorous checking and better security.

- The systems installed and the training were effective. ABG can manage all systems and processes. A salient point is that ABG is the owner of the codes for the software enabling their technicians to fix glitches and manage components. All technicians interviewed expressed gratitude for the clarity of procedures and the much needed investments, which at the time of the TE were all functioning as expected.
- ABG agents feel more secure with the digital process. This is providing clarity on tariffs for the importers to Galapagos. All prefer the transparency and not having to deal with money and subjectivity over tariffs. As a result, more revenues are coming into ABG which will help them out in the mid-term.
- The outcome 1.1 indicator was questioned for specificity at MTR. The PMU opted to not change the indicator since the MTR was late and close to the TE. Since that time, the publication of the Biosecurity index by ABG provides a good outcome level indicator with multiple variables such as Institutional capacity with number of captures, etc. That indicator suggests that the Biosecurity Index was reduced from 23% to 19% in one-year, indicating an overall improvement of biosecurity. The index is part of the internal indicators for ABG's execution and will be measured during the life of the Action Plan.
- Actions by AGB and parallel actions by INGOs in visitor education, and interdiction in Marine Environments, in combination with learning by the local population will effectively contribute to increased biosecurity for Galapagos, a positive outcome 1.1. Component 1 receives an overall efficiency rating of "HS" or Highly Satisfactory and green rating; the project execution has been effective and is yielding the intended results according to the indicators.

## **Component 2: Social License for Future Eradication of Invasive Vertebrate Species**

- Community members appreciated the accompaniment and the technical assistance more than any other type of project activity. The engagement process was successful.
- Residents are learning to use stabled systems. They appreciate the benefits but do not know the long-term costs. They rank accompaniment and technical assistance as the highest values. They remain concerned about the effects of eradication on the water resources and recognize that eradication will eliminate the rat problem, which they recognize is also a problem for their production and health. The water issue has safeguards and it remains as the primary concern that will need to be monitored closely.
- The social safeguards for future eradication are now fully enabled by the successful realization of the outputs in a socially effective and efficient manner leading to the formal declaration of agreement with eradication operational plans was signed by the Floreana Parish Council and endorsed by the Autonomous Decentralized Municipal Government of San Cristobal. That process

is highly relevant to GEF and national objectives yielding protection of a globally important species within a productive landscape. The component receives a yielded a ranking of Highly Satisfactory (HS).

- The suite of outputs is both comprehensive and internally consistent with the targeted outcome for Component 2 of a validated social license and adequate environmental and social safeguards for the eventual eradication of black rats and feral cats. The project has effectively addressed the social barriers to eradication of vertebrate species on Floreana Island. The social license has been achieved. An HS was awarded at the Outcome-level

### **Component 3: Reintroduction of Tortoise Species**

- Through expanded facilities, successful breeding of 346 individuals and with the successful capture of genetically targeted individuals (30 with *C.niger* chromosomes and 1 with *C.abingdonii* genes) in the field expeditions, the Project has successfully increased the capacity for Tortoise breeding to facilitate the-establishment on Floreana and other islands.
- The successful re-introduction of 341 individuals to Santa Fe Island including tracking and monitoring protocols puts into practice the science and technology needed to evaluate the reproduction and distribution of terrestrial plant species through the selective feeding of tortoises thereby contributing to ecosystem restoration.
- The tactic to translocate sub-adults captured from Española (previously reared from Santa Cruz) for re-population of Santa Fe could possibly reduce the cost of ecosystem restoration and the time frame by decades by circumventing the ex-situ breeding process in favor of in situ reproduction. The quarantine of the tortoises for several months at the Santa Cruz center provided biosecurity to the effort and added another important function to the breeding centers further increased efficiency.
- This component has successfully improved the environmental status of *C.hoodensis* and has discovered living genetics of *C.niger* and the extinct *C.abingdonii*. The project has disseminated internationally this important contribution to global biodiversity and science.
- The executing partner, Galapagos Conservancy, successfully published peer-reviewed scientific articles to disseminate the lessons learned from ecological restoration using replacement species, including a dedicated book chapter. The number and number of articles published within Ecuador was limited, missing an opportunity to inform the public of the significance and impact of the work. Project partners are urged (see recommendations) to use the opportunity to reach and motivate the public towards Galapagos' conservation effort.
- The suite of outputs presented for Component 3 is comprehensive and internally consistent with the two targeted outcomes of (a) ecosystem processes, particularly seed dispersal, re-initiated across Santa Fe Island as the result of the translocation of giant tortoises, and (b) production in captivity of giant tortoises for future reintroductions throughout the archipelago is significantly increased. Together, the outputs have a high likelihood of increasing the population of giant tortoises of targeted bloodlines and translate into a monitored population capable of consuming and dispersing local species of plants. The achievements of the component are considered Highly Satisfactory (HS)

## Efficiency

- IC's staff did a good job at navigating the difficulties in the supply chain by travelling to the mainland and securing materials and also by proactive management in using the downtime to advance the procurement process so that the budget was ready to execute when the COVID situation began to ease. IC did a good job at finding supplies and working with suppliers without succumbing to their excessive demands and hence avoided additional risk at to an already risky supply chain

## Safeguards

- The Natural Habitats safeguard is mainstreamed throughout the project monitoring and evaluation process and is actively monitored and reported within the projects M&E plan and with engagement of the PSC. A rigorous Environmental Management Framework (EMF) analysis was prepared at the time of project formulation. the project's dedication to biosecurity monitoring, Risk management and ESIA deployment, and biosafety protocols in Tortoise reproduction and translocation provide state-of-the-art environmental safeguards. The project is fully compliant with CI-GEFs ESS#2 and, although not triggered at project implementation, the safeguards, process and instruments being deployed by CI-GEF and the PMU are compliant with GEF Policy and Guidance on Environmental and Social Safeguards.
- A TE Survey indicates that Men and Women had equal access to the project's benefits, equal opportunity to participate, and equal representation in decision-making for indicate the successful implementation of the Gender Mainstreaming Plan. The project is compliant with GEF Gender Equality Policy (SD/PL/02) and Guidelines.
- The Grievance mechanism was active and validated at TE. Surveys, KIIs, and FGMs indicated ample stakeholder participation at all stages of project development and implementation. This was especially appreciated by all groups interviewed for all components and Stakeholder engagement strategy are compliant with GEF Stakeholder Engagement Policy (SD/PL/01)<sup>47</sup> and Guidelines<sup>48</sup>.
- Management of safeguards is given an overall ranking of **Highly Satisfactory (HS)**.

## Sustainability

- Institutional: The institutional partners are government agencies with clear mandates in their respective areas. Both ABG and DNPG have guided the sector initiatives and are responsible for overseeing their respective development plans. Galapagos organizations have been resilient to political change, with many of the same actors remaining involved in the development process. Conversely, the Floreana Parish council has been fully engaged in the process and will remain so

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<sup>47</sup>Global Environment Facility. November 2017. Policy on Stakeholder Engagement. GEF/SD/PL/01. URL: [https://www.thegef.org/sites/default/files/documents/Stakeholder\\_Engagement\\_Policy\\_0.pdf](https://www.thegef.org/sites/default/files/documents/Stakeholder_Engagement_Policy_0.pdf); accessed 26 January 2021.

<sup>48</sup>\_\_\_\_\_. December 2018. Guidelines on the Implementation of the Policy on Stakeholder Engagement. URL: [https://www.thegef.org/sites/default/files/documents/Stakeholder\\_Engagement\\_Guidelines.pdf](https://www.thegef.org/sites/default/files/documents/Stakeholder_Engagement_Guidelines.pdf) ; accessed 26 January 2021.

into the next stages of development. They are the representatives of the residents. The INGOs and NGOs involved have maintained the same qualified personnel, sometimes migrating from one to another, over a considerable amount of time indicating that there is no experience drain at project closure. In fact, almost all project staff are engaged with a new, follow-on GEF initiative in-force. Institutional sustainability is a strong point of the development process and a strong point in the design of this project.

- Political: Political changes have not produced negative effects to the project, in fact, the opposite is true, and the project enjoys full support of government and local institutions. Given the semi-autonomous nature of Galapagos public administration and a demonstrated resiliency to political change, the risk of a derailment of future stages of development in Galapagos is small. Especially with local and provincial government declarations supporting biosecurity and future eradication of exotic species of vertebrates, the initiative appears to be politically sustainable. The Project is well aligned with all national and sector policies in each of the impact areas. DNPB has maintained an oversight role to all projects and in doing so has maintained alignment to the Galapagos 2030 and National Biodiversity Strategies and Plans.
- Financial: The invasive species fund provides support to efforts to safeguard against IAS. Given the new Biosecurity Action Plan, a new financial scenario has developed that is not fully costed in order to completely implement the Biodiversity Security Plan. There does not appear to be a strategic financial plan to address the recurrent costs of maintaining the new infrastructure and the biodiversity monitoring costs over a reasonable period of time. The fundraising capability of the INGO partners has secured future financing for the next stage of development through a blend of independent philanthropy and grantsmanship, including a GEF MSP. This of course depends on the priorities and commitment of outside partners. The need for a more organized and holistic financing strategy to maintain the long-term breeding, monitoring, and social work needed is apparent.
- Financial: The invasive species fund provides support to efforts to safeguard against IAS. Given the new Biosecurity Action Plan, a new financial scenario has developed that is not fully costed in order to completely implement the Biodiversity Security Plan. There does not appear to be a strategic financial plan to address the recurrent costs of maintaining the new infrastructure and the biodiversity monitoring costs over a reasonable period of time. The fundraising capability of the INGO partners has secured future financing for the next stage of development through a blend of independent philanthropy and grantsmanship, including a GEF MSP. This of course depends on the priorities and commitment of outside partners. The opportunity now exists for a more organized and holistic financing strategy to maintain the long-term breeding, monitoring, and social work needed is apparent

## 5.2. Recommendations

There are no problems or emergency actions that require immediate remedial actions. The recommendations are presented as a guide for the ongoing implementation of the Plans that were set in motion by this project and contain suggestions for the Implementing and Executing Partners for the implementation of biosecurity initiatives in the future.

### **Project Design:**

- Conservation International, Island Conservation, the DPNG, ABG and Galapagos Conservation and all other PSC members and project partners should be recognized for a well-designed and well managed and governed project and a model to be highlighted.
- Evaluators urge the Ministry of Environment and Water to formally recognize the Project Steering Committee and agencies for an effective governance and selfless effort to facilitate a capstone project especially during times of COVID. Likewise, the evaluators urge GEF to formally highlight the good work and coordination and management of the IA and EA.

### **Component 1: Biosecurity**

- The Action Plan recommendations are approximately 36% implemented and will require future investment to complete the system at all island ports and reach all nodes in the logistical chain. Agents and clients have been informed about the procedures. Work is needed to reach stevedores, truckers, agents, etc. For now, the SIIC is fully operational at the most heavily travelled ports at the most basic levels that will require additional procedures. Locally, there are many stop-off points for fishermen that are informal and unattended. This is an example of actions presented below as recommendations. The system is operational from all points of view from operations to decommissioning, to safe handling and destruction of materials hazardous to the ecology of Galapagos.

### **Component 2: Social License for IVS eradication**

- Future programs of this nature should utilize executing partners with a long and trusted dialogue with the communities. The strength of the relationships and long-term accompaniment of the executing agencies with the public has garnered trust and greatly facilitates the social license for a future eradication of invasive species.
- With the new initiatives in place, it is important to maintain the level of contact and assurance with the community. The water safety issue must be monitored constantly. Consider a participatory community water monitoring program to enable residents access to participate in making observations about water quality on Floreana.
- Maintain high levels of stakeholder engagement during the transition period.

### **Component 3: Reintroduction of Tortoise Species**

- With all portions of the program implemented, the DNPG and Partners should focus on validating the long-term financing needs of a 50-year scientific effort to for the biennial monitoring program which should validate the Theory of Change in light of climate change effects through the continued monitoring of ecosystem-level changes and the best impact indicator for ecosystem status.
- The short-term analysis of the feeding and plant response habits of the tortoises reintroduced can indicate the validity of the TOC through both the ex-situ and in situ methods employed.

- The impact information on the restoration of the vegetative component of the Santa Fe Island will inform the impacts on other important species, such as birds and iguanas, which are now the targets of additional investments by GEF and other partners.

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#### **Knowledge Management:**

- To fully comprehend the importance of this project, additional effort is necessary to further promote the process and results within Ecuador on a popular and scientific level. This is an opportunity for the Ministry of Environment and Water. Project partners are also urged to use the opportunity to reach and educate the public towards Galapagos' conservation effort. There are many interest stories associated with this project such as biosecurity, how residents live with wildlife on Floreana, on many aspects of ecology and tortoise establishment, monitoring technology, etc. This can also aid in targeted fundraising in support of financial sustainability.
- Beyond the scientific literature, the processes and results of the project should be disseminated by GEF for the contribution of the project (and decades of baseline work) to global biodiversity and as a model of project design and management as a best practice.

#### **Financial Sustainability:**

- Consider collecting all possible cost assessments for the recurring costs of infrastructure maintenance and long-term monitoring as well as the maintenance of ABGs infrastructure to enable the evaluation of financial needs vs. the current estimate of yield of funds through FIAS. This type of analysis would indicate which activities can be funded through existing mechanisms, if the existing mechanisms require additional capitalization to accommodate the new situation, and, if the breeding of endangered species would require an additional mechanism through FIAS, a private endowment, or other construct.
- The public-private partnerships are very effective in meeting long-term financial gains.
- Building the capacity of Floreana farmers to operate more productively and sustainably over the near- and long-term will enhance sustainability as the returns on their installations and revenue from tourism reward them and lead them to a high level of stewardship. Executing partners should track progress on this front to avoid return to the Business-As-Usual scenario.

### **5.3. Lessons Learned**

1. Project Concept: The project was clearly framed in a long-term sequence of events with long-standing partners participating. Previous projects and efforts helped determine how to breed the giant tortoises and also the assessment of the genetic material available. Concurrently, the experience for the eradication of vertebrate invasive species comes from other uninhabited islands like Española. This experience was critical to informing the ESIA, developing the social license, and informing the ex-situ breeding program in preparation for the same process on a populated island. Moreover, the actual eradication and subsequent translocation are part of future projects that are now enabled from the GEF project's actions.

The GEF investment responds to very specific and documented gaps in a well-developed process. The project is a clear next step in ecosystem restoration building from a well-documented and solid baseline

and lessons learned from other GEF IAS projects. Likewise, the results of the project clearly lead to the next step in the process, which is the eradication of IVS on Floreana resulting from the social license generated, biosecurity, and successful experience in breeding and reintroduction of tortoises.

2. Project Design: The project architecture is lean with 3 components have outcomes that are related directly to the project objective. The same components and their corresponding outputs are not inter-dependent on each other. This is a particularly good practice that assures that a failure in one component does not lead to a failure in another. Concurrently, each component is an important and integral set of actions without which the project objective could not be achieved. Programs with clear, independent objectives and sequenced activities lead to strong and well-targeted projects that are more manageable and that have well established alliances for technical, social and financial inputs.

3. Implementation and management arrangements: The management arrangements united diverse partners all with expert skills specific to their specific areas of the project and with a history of support to constituencies unique to their role in the project. Specifically, ABG are experts and were supported by international and national consultancies with actions directly supporting their area of interest. The second. Island Conservation demonstrated their established relationship with the residents of Floreana Island in securing the social license to enable eradication of vertebrate invasive species. Finally, the ex-situ breeding program managed principally by Galapagos Conservancy and the Galapagos National Parks Department expertly managed breeding and translocation activities. All the mentioned benefitted from Conservation International's project management experience and use of management systems. All partners felt enabled and fortified in the areas of Planning, Budgeting, M&E and reporting. The lesson learned is that good things happen when critical areas of projects are delegated to experts who also have a vested interest in building their own capacities.

4. Strength of relationships creates success. The EA should be well versed and with experience with the beneficiaries. This can reduce the time needed for trust building and accelerate the project. This is especially important where social license is needed. A PMU established locally with qualified managers for each component facilitates management effectiveness.

5. The execution modality took into consideration lessons learned from other GEF IAS projects. Many successes of this project were due to incorporating lessons learned from other IAS projects in Galapagos and in the region. Attention to issues such as focus, relationships, optimum partnerships and staff are some examples.

4. At the technical level, expeditions to collect fertilized tortoise eggs can be integrated into an effective as ex situ breeding program and reduce the time to seeing results.

5. Governance is an integral part of management. The PSC was activist, supportive and an integrated part of management. They are a key element to the success. Their insistence on a full ESIA in spite of it not being a requirement is an example of seeing the bigger picture in securing the social license in Floreana via an independent third-party assessment. It is clear that this PSC was not simply a place where project managers go for permission or to check-off management boxes. The effort underscores the importance of an engaged PSC with the correct members and mutual professional respect and confidence.

6. Social License: The development of a full ESIA for the eradication of IVS was an important independent third-party evaluation to validate the operational plan and risk management plan developed by the project. Independent valuation was critical in securing the Social License and is a landmark study for Galapagos and Ecuador. It is the first ESIA for eradication on a populated island which should guide future ecosystem restoration on Floreana and globally.

Long-standing relationships were critical to the procurement of the social license on Floreana. Accompaniment is valued above all other project activities.

7. Sustainability: The long-term involvement of stakeholders and long-term, stable public-private relationships between project partners established over years of baseline activities makes the project resilient to political risks

## 6. ANNEXES

### Annex 6.1 Terminal Evaluation Rating Scales

Color codes for Status

Achieved	Likely to be Achieved	Not likely to be achieved
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Tables 6.1.1 Rating Scales

<b>Ratings for Progress Towards Results: (one rating for each outcome and for the objective)</b>		
6	Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as “good practice”.
5	Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (HU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
2	Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	The objective / outcome has failed to achieve its midterm targets, and is not expected to achieve any of its end-of-project targets.
<b>Ratings for Project Implementation &amp; Adaptive Management: (one overall rating)</b>		
6	Highly Satisfactory (HS)	Implementation of all seven components – management arrangements, work planning, finance and cofinance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as “good practice”.
5	Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
4	Moderately Satisfactory (MS)	Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial actions.
3	Moderately Unsatisfactory (MU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action
2	Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.

1	Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.
<b>Ratings for Sustainability: (one overall rating)</b>		
4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project's closure and expected to continue into the foreseeable future
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review
2	Moderately Unlikely (MU)	Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	Unlikely (U)	Severe risks that project outcomes as well as key outputs will not be sustained

## Annex 6.2. Summary of Valuations and Achievements at the Terminal Evaluation

Table 6.2.1 Summary of Achievements and Valuations

Parameter	MTR valuation	Rating Justification	TE Valuation	Rating Justification
<b>Project Justification</b>	HS	The project is justified with empirical data that is disaggregated by gender	HS	
<b>Project Design and Strategy</b>	HS	The Theory-of-Change is on-track to be validated. project design, i.e., the combination of biosecurity with social license to support increased levels of biosecurity e.g., future eradication rats and feral cats from Floreana Island, and the expansion of tortoise breeding capacity and successful translocation of tortoises to Santa Fe Island provide the experience and lessons learned to enable tortoises to impress their impact on the distribution of native species of plants across the landscape.	HS	
<b>Effectiveness: Progress in Achieving the Results</b>	HS	The few outputs that are incomplete at MTR will likely be realized. Those are indicated as “S” and are trending upward.  The composite of Ratings of HS from Components 1,2, and 3 allow us to assign a value of HS to the overall effectiveness rating.	HS	All the outputs have been completed after the MTR, with an HS rating.
<b>Outcome 1.1:</b> The number of invasive alien species entering the Galapagos	HS	Biosecurity capacity has been increased to the limit of the Guayaquil and Galapagos maritime infrastructure. The system-level capacity has increased, equipment installed with training provided. The enabling process has clearly been	HS	With the inspection system using established protocols, 1,979 products were retained, which correspond to 1,516 interceptions at origin and 463 retentions at destination, of risk products in compliance with the standards established for the islands. Of the total retentions and

Parameter	MTR valuation	Rating Justification	TE Valuation	Rating Justification
archipelago is substantially reduced		achieved through a systematic process starting with a complete assessment to developing an action plan and finally proceeding to successful deployment of new infrastructure with commensurate planning and training.		<p>interceptions correspond to 60 % of products not allowed. In reference to the period January to December of the year 2019 the number of detentions has decreased by 71.79% as a result of the low entry of passengers, cargo and means of transport due to the public health emergency caused by SARS-CoV-2.</p> <p>ABG's impact indicator to measure the effectiveness of control in the territory of introduced species, called: "<i>Risk index in territory of establishment and/or propagation of introduced species</i>" was 23.11% in 2020. ABG target established a 19% index to value that a risk of intentional or accidental introduction of exogenous species to the Galapagos Islands is low and manageable.</p> <p>With the results obtained of 73% in institutional strength and 19.15% average annual index of species introduced to Galapagos it can be indicated that the quarantine barriers work properly and that ABG's strengths as an institution are important for the preservation of island ecosystems. (Source ABG's 2020 Annual Report<sup>49</sup>)</p>
<b>Output 1.1.1.:</b> Assessment of the biosecurity system	HS	<ul style="list-style-type: none"> <li>• A systematic assessment of the Biosecurity Inspection and Control System and its control points delivered in March 2020. Completed.</li> <li>• Biosecurity Action Plan. Delivered March 2021. Status: Completed.</li> </ul>	HS	Action Plan document approved by the Project Committee.

<sup>49</sup> <https://bioseguridadgalapagos.gob.ec/wp-content/uploads/2021/06/Informe-de-Gestio%CC%81n-2020-vs-final.pdf>

Parameter	MTR valuation	Rating Justification	TE Valuation	Rating Justification
<b>Output 1.1.2.:</b> Detection equipment deployed in appropriate infrastructure	HS	Detection Equipment Deployed X – ray scanner for the passenger pier of Puerto Ayora operational. Biosecurity inspection kits deployed. ABG Lab equipped: centrifuge and humidity gauge deployed. Detection equipment: (Complete) entomological & manual vacuum cleaners, insect dissection kit (2) Vehicles deployed Treatment of captured material Walk in freezers operational with improved infrastructure. Complete. ESIA for municipal incinerator. Complete Adaptation of municipal pit for disposal of animal carcasses. Complete Intensified quarantine of products to National Park Walk in freezers operational with improved infrastructure in Santa Cruz and Floreana. Strengthened Inspection at control points: Software development. Complete Procure and deploy automation equipment. Complete. (See Procurement Q1 FY22 Financial Report)	HS	17% <sup>50</sup> of the equipment identified in the Action Plan has been purchased and installed.

<sup>50</sup>The goal of 10% of equipment identified in the Action Plan purchased and installed is calculated as follows: (Sum in USD of the action plan activities implemented in the project / Sum of the reference budget of the Action Plan in USD). Therefore, within the goal fulfillment matrix 1.1.2. the application of values is: (\$73,329/\$437,679=17%).

Parameter	MTR valuation	Rating Justification	TE Valuation	Rating Justification
		17% de los equipos identificados en el Plan de acción han sido comprados e instalados.		
<b>Output 1.1.3:</b> Protocols updated, and capacities developed per Action Plan	S	<ul style="list-style-type: none"> <li>Procedural Manual updated per Action Plan. Completed.</li> <li>Develop workflow analysis and programming. In progress.</li> </ul> Training on protocols, procedures and equipment use. Coordinated, pending implementation.	HS	<ul style="list-style-type: none"> <li>31%<sup>51</sup> of the recommendations of the Action Plan regarding Protocols and capacity building implemented</li> </ul>
<b>Outcome 2.1:</b> Social acceptance for the protection and recovery of the of Floreana Island ecosystems is established	HS	Social License has been achieved for the future eradication of rats and feral cats on Floreana Island.	HS	Completed at MTR.  About 100% of Floreana Island residents and strategic partners of the project participate and demonstrate their support for rodent and feral cat eradication plans and the concept of reintroduction of endemic species
<b>Output 2.1.1:</b> Ecologically-sustainable farming practices instituted	HS	Construction of eight additional henhouses to support the transformation of livestock production practices. 7 henhouses One storage shed.	HS	<ul style="list-style-type: none"> <li>Ecologically sustainable livestock practices implemented (7 chicken coops built, plus 3 pig pens)</li> </ul> 100% of farmers are adopting new or improved measures ecologically sustainable related to the breeding of

<sup>51</sup> The target of 20% of implemented recommendations is calculated as follows: (Sum in USD of the executed recommendations of the Action Plan executed in the project / Sum of the referential budget of short-term recommendations of the Action Plan in USD) Therefore, within the matrix of compliance with targets 1.1.3. the application of values is: (\$51,620/\$166,650=31%).

Parameter	MTR valuation	Rating Justification	TE Valuation	Rating Justification
		Total of 3 pig pens. Additional pig pens Completed In progress, on track and trending upward. High likelihood that the remaining structures will be completed.		chickens, pigs and livestock. As well as what is related to good ecologically sustainable practices for their crops.
<b>Output 2.1.2:</b> Approval of the declaration of the Parish Board of Floreana	HS	<ul style="list-style-type: none"> <li>Preparation and approval of a statement supporting biosecurity, the eradication of invasive rodents and wild cats, proper waste management, ecologically sustainable agriculture practices, and the reintroduction of species that are locally extinct in Floreana.</li> <li>-Declaration approved by Parish Board of Floreana and approved by Autonomous Decentralized Municipal Government of San Cristobal. Complete</li> </ul>	HS	<ul style="list-style-type: none"> <li>The Parish Council of Floreana and the Decentralized Autonomous Municipal Government of San Cristóbal issued the statement of support for the Floreana Island Ecological Restoration Project.</li> </ul>
<b>Output 2.1.3:</b> Operational Plan for eradication of invasive rodents and wild cats approved by the Project Steering Committee	HS	<ul style="list-style-type: none"> <li>Develop, in consultation with project partners, the Operational Plan for the eradication of invasive rodents and wild cats (including security, management of populated areas, rodent bait logistics, bait management and operational plans); Completed.</li> <li>Approval by the Project Steering Committee; Complete.</li> </ul>	HS	<ul style="list-style-type: none"> <li>The Operations Plan reviewed by the project partners is approved.</li> </ul>
<b>Output 2.1.4:</b> Risk management plans developed in conjunction with the community and approved by the Project Steering Committee	HS	Risk Management Plans for application during eradication of rodents and feral cats from the island: Potable Water and Extension of Floreana's water system, Protection plan for children, youth and handicapped, Domestic dogs and cats, Agriculture, Production Animals, Commercial rodents, Fisheries, Visitors	HS	<p>The set of risk management plans for pets, freshwater, children, agriculture, livestock, near-shore fisheries, rodents and visitors was sent to partner institutions for final review and comments.</p> <p>Finally, these plans were approved by the Steering Committee in February/2021.</p>

Parameter	MTR valuation	Rating Justification	TE Valuation	Rating Justification
		Operational Plan, which includes the 8 Risk Management Plans, to the Parish Development Council. These are support documents important to the EISA; Complete.		
<b>Output 2.1.5:</b> Completed Environmental and Social Impact Study and corresponding approved environmental license	S	<ul style="list-style-type: none"> <li>• A full EISA for the eradication of rats and feral cats compliant with MAAE standards and procedures and with the CI - GEF Implementation Agency norms for habitat management. Draft ESIA completed.</li> <li>• Final draft ESIA in response to comments; draft in progress. Activity was highly impacted by COVID 19. Consultation was halted during the stay-at-home orders and during the months in which Floreana was closed to visitors.</li> <li>• Finalization of EIAS planned for august 2021. Approval by PSC pending. An “S” is assigned because the activity is likely or on-track to be completed and is trending towards HS</li> </ul>	HS	ESIA approved by PSC (See Minutes N°006-2021 Steering Committee, approval ESIA) July 2021
<b>Output 3.1.1:</b> Giant tortoises ( <i>Chelonoidis hoodensis</i> .) translocated to Santa Fe Island	HS	<p>191 juvenile giant tortoises (<i>Chelonoidis hoodensis</i>) have been translocated to Santa Fe in Feb 2021.</p> <p>155 juvenile giant tortoises (<i>Chelonoidis hoodensis</i>) have been translocated to Santa Fe in Dec 2019.</p> <p>31 sub-adult giant tortoises (<i>Chelonoidis hoodensis</i>) have been translocated to Santa Fe.</p> <p>Complete.</p>		<p>773 turtles (742 juveniles and 31 subadults) <i>Chelonoidis hoodensis</i>, exceeding the target number of translocated turtles by 152.80%.</p> <p>From 2019 to September 2021, 346 juvenile turtles and 31 subadults were transferred from the island of Española to the island of Santa Fe.</p> <p>31 subadult turtles from the island of Española after being subjected to a rigorous quarantine process were released on Santa Fe island.</p>

Parameter	MTR valuation	Rating Justification	TE Valuation	Rating Justification
<b>Output 3.1.2:</b> Tested and optimized monitoring and evaluation protocols accepted by the Project Steering Committee	HS	Monitoring and evaluation realized. Monitoring protocol developed and approved by PSC. Tortoises fitted with transponders. The last field trip to Santa Fe to follow up with the testing of monitoring variables in the field was accomplished on March 15, 2021.  Complete.		Protocol ready to be delivered, English and Spanish versions were developed
<b>Outcome 3.2:</b> Production in captivity of giant tortoises for future reintroductions throughout the archipelago is significantly increased	HS	Production increase of tortoises in expanded facilities:  In Santa Cruz, increase from an annual average of 200 to at least 400 tortoises annually from the populations of Española, Santiago, Floreana, Pinzón and Eastern Santa Cruz  In Isabela, increase from an annual average of 200 to 300 tortoises annually from the populations of the Sierra Negra and Cerro Azul volcanoes  Activity was severely affected by the pandemic. Increased “production” of tortoises has been significantly diminished because: 1) expanded facilities are still under construction, and 2) field trips to gather tortoise eggs in the wild and bring them to the head start program were cancelled due stay at home orders. Finally, the captive breeding programs of Española and Pinzon were closed as they reached their goals during project implementation. In progress.		In 2020, the GNPD decided to close the quarantined breeding program of the Española Island turtle ( <i>C. hoodensis</i> ), according to evidence described in reports. In June/2020 the breeding adults were released, a situation that led to the reduction of 70 fewer offspring per year of this species that were produced in the CC Fausto Llerena. Due to COVID 19 and the restrictions decreed by the Government of Ecuador, research activities and field trips were suspended, and it was not possible to carry out egg collection in the Pinzón and Santiago islands, reason why calves were not produced in the CC. Fausto Llerena from Santa Cruz Island.

Parameter	MTR valuation	Rating Justification	TE Valuation	Rating Justification
<b>Output 3.2.1:</b> Number of centers modernized and expanded	S	Contracting process was significantly protracted due to COVID 19. construction is underway. Will be completed by the end of the project. Trending towards HS.		In the month of September/2021, the official delivery of the readaptation of the Parenting Centers of the Santa Cruz and Isabela Islands was made., complying with the objective established in the project and with the plus of the adaptation of corrals of San Cristóbal.
<b>Output 3.2.2:</b> Giant tortoise breeding stock with partial ancestry of C. niger are selected, located and transferred to the Santa Cruz breeding center	HS	31 giant tortoises were located and transferred to the Giant Tortoise Breeding Center on Santa Cruz.  Completed		In the expedition to the Wolf volcano, 31 individuals were extracted, of which one female had partial lineage of Chelonoidis abingdonii from Pinta Island and the remaining 30 (19 females and 11 males) partial lineage of C.niger . Therefore, it was possible to extract 25 more breeding adults than established as a goal for the project.
<b>Output 3.2.3:</b> Scientific and technical findings reported in the professional and popular literature	HS	1 Book Chapter published.  1 presentation for an international event.  1 peer reviewed Article accepted to a scientific journal.  Completed.		* "Introduction of giant tortoises as a replacement "ecosystem engineer" to facilitate restoration of Santa Fe Island, Galapagos"  ( <a href="http://onlinelibrary.wiley.com/doi/10.1111/rec.13476/suppinfo">http://onlinelibrary.wiley.com/doi/10.1111/rec.13476/suppinfo</a> )  *The latest volume in the scientific book series "Biodiversity of the World: Conservation from Genes to Landscape", called "Galápagos Giant Tortoises"  * Volume 34 of the informative magazine Ecological Restoration Society SENEWS: WildLife in Restoration, a popular dissemination article called "The missing

Parameter	MTR valuation	Rating Justification	TE Valuation	Rating Justification
				ingredient Bringing giant tortoises back to Galapagos Island" * Participation in the Congreso de Conservación Latinoamérica (LACA2020)
<b>Efficiency</b>	HS	Total Budget Execution to the end of the 4 <sup>th</sup> Quarter of Fiscal year 2021 is estimated at \$2,724,194 U.S. or 84% of the total project budget of \$3,301,472 U.S. This does not include obligations, which are estimated at an additional 20%. Roughly 90% of the budget was obligated by the end of Q3 2021. In spite of COVID-19, the PMU maintained a balanced budget execution across all outcomes:  Component 1: 782,076 (82%) Component 2: 1,010,851 (89%) Component 3: 798,571 (83%) Project Management: 132,696 (31%) Co-financing: Of 18,395,000 pledged, \$11,591,000 U.S. (63%) has been mobilized.	HS	Total Budget Execution to the end of the 1 <sup>st</sup> Quarter of Fiscal year 2022 is estimated at \$3,158,817 U.S. or 96% of the total project budget of \$3,301,472 U.S. This does not include obligations, which are estimated at an additional 20%. In spite of COVID-19, the PMU maintained a balanced budget execution across all outcomes:  Component 1: 917,509 (96%) Component 2: 1,155,124 (102%) Component 3: 941,814 (98%) Project Management: 192,330 (75%) Co-financing: Of 18,395,000 pledged, \$11,591,000 U.S. (63%) has been mobilized.  The project is cost effective financially with an overall budget execution of 96% by September 2021.
<b>Project Implementation and adaptive management</b>	HS	Procurement 90% completed.  Inception workshop completed April 2019.  4 Safeguard Plans (Natural Heritage, Stakeholder engagement, Grievance Mechanism, and Gender) approved and in-force.  Steering Committee Meeting as scheduled AWP for FY 2019, 2020, 2021 approved.	HS	There were no shortcomings, quality of implementation /execution exceeded expectations.

Parameter	MTR valuation	Rating Justification	TE Valuation	Rating Justification
		<p>M&amp;E Plan operational, QRs for FY 2019, 2020, and 2021 completed and PIRs for FY2019, 2020 approved.</p> <p>Technical Management Committee meeting regularly.</p> <p>Mid-term Evaluation contracted and in-progress.</p>		
<b>Sustainability</b>	<b>L</b>	<p>A sustainability ranking described in the report is “L” which is the highest possible ranking indicating that the project is likely to be sustainable and there are little or no risks to Sustainability. The MTR report presents that the socio-political considerations, institutional framework and governance, and environmental sustainability aspects are all positive and financial sustainability is likely. More information will be required to gauge financial sustainability at the Terminal Evaluation (TE) stage.</p> <p>The project contributed to institutional sustainability by developing a Biosecurity Action Plan and providing the tools, analysis and training for its successful implementation.</p> <p>Socio-political sustainability is assured through strong stakeholder awareness efforts and local and provincial government declarations supporting biosecurity and future eradication of exotic species of vertebrates enhances political sustainability.</p>		

Parameter	MTR valuation	Rating Justification	TE Valuation	Rating Justification
		<p>The social license obtained from the Floreana Parish council and the Autonomous Decentralized Municipal Government of San Cristobal enables the translocation of Giant Tortoises to Floreana which will translate into improved biodiversity cover structure and function</p> <p>Baseline Public Service Announcements by several organizations and others inform the public about Galapagos' biosecurity, complementing the GEF alternative and enhancing social sustainability.</p> <p>Financial sustainability appears likely with strong long-term international partnerships provide expertise and financing streams. The GoE has revenue streams to support biosecurity through tourism fees. It also has the FEIG (resulted from GEF 3 funding round). These support the day to day operations, but they do not allow for one off "leap from" investments in infrastructure of major technology shifts.</p> <p>Technical feasibility is likely through the accumulated experience and expanded capture of germplasm and backbreeding <i>ex situ</i> will someday contribute to the recovery of several species of Galapagos Giant Tortoises.</p>		

### Annex 6.3. List of Documents Reviewed

Number	Document	Status
1	PIF	√
2	CI Initiation Plan	√
3	CI Project Document	√
4	CI Social and Environmental Screening Procedure (SESP)	√
5	Project Inception Report	√
6	All Project Implementation Reports (PIR's)	√
7	AWPs and Quarterly Progress Reports	2019, 2020, 2021, Q1 FY2022 √
8	Audit reports	√
9	Finalized GEF focal area Tracking Tools/Core Indicators at CEO endorsement and midterm	√
10	Oversight mission reports	√
11	Financial and Administration guidelines used by Project Team CI-GEF, Procurement Policy Island Conservation procurement policy	√
12	Project operational guidelines, manuals and systems Communication Protocol Use of Logos CI, GEF, etc.	√
13	Minutes of the Project Board Meetings and other meetings (i.e. Project Appraisal Committee meetings)	√
14	Cofinancing letters	√
15	Cofinancing documentation	√
16	Project site location maps	√
17	GEF CEO Endorsement	√
18	Other relevant documents: Key technical and scientific reports, final reports from consultancies, PPG documents.	√
19	MTR documentation and Management Response	√

## Annex 6.4: Terms of Reference

The Scope-of-Work from the contracted Terms-of-Reference is as follows:

Project Title: Terminal Evaluation (TE) for the “Safeguarding biodiversity in the Galapagos Islands by enhancing biosecurity and creating the enabling environment for the restoration of Galapagos Island ecosystems” program

### 1. Project Description

All Global Environment Facility (GEF) funded projects are required to complete a Terminal Evaluation (TE). This is designed to provide a comprehensive and systematic account of the performance of a completed project by assessing its design, implementation, and achievement of objectives. The evaluation is expected to: promote accountability and transparency; and facilitate synthesis of lessons. Also, the TE will provide feedback to allow the GEF Independent Evaluation Office (IEO) to identify recurring issues across the GEF portfolio; and contribute to GEF IEO databases for aggregation and analysis.

### 2. Scope of Work for the Terminal Evaluation

The Global Environment Facility (GEF) requires Terminal Evaluations (TEs) for full-sized projects and encourages TEs for medium-sized projects. TEs are conducted by independent consultants and are used as an adaptive management tool by GEF Agencies and as a portfolio monitoring tool by the GEF Secretariat. TEs are primarily a monitoring tool to identify challenges and outline corrective actions to ensure that a project is on track to achieve maximum results by its completion. All reports that are submitted must be in English.

#### I. Scope of Work:

1. Inception meeting to provide project related documents for evaluations and clarify scope of the evaluation.
2. The evaluator will conduct a desk review of project documents (i.e. PIF, Project Document, plans related to the Environmental and Social Safeguards [including Gender and Stakeholder Engagement], Work plans, Budgets, Project Inception Report, Quarterly Reports, PIRs, documents with project results, Finalized GEF Focal Area Tracking Tools, policies and guidelines used by the Executing Agency, CI-GEF Evaluation Policy, GEF Evaluation Policy, Project Operational Guidelines, Manuals and Systems, etc.), and develop Key informant Questionnaire for key remote interviews.
3. The evaluator will undertake the evaluation of the project, including any interviews, based on the Guidelines for the Evaluator/s section II. The evaluator will Present initial findings to the Executing Agency, CI’s General Counsel's Office (GCO) and CI-GEF Agency at the end of TE mission.

4. Based on the document review and the in-country interviews, the evaluator will prepare a draft evaluation report following the outline in Annex 1. The report will be shared with the Executing Agency and the CI-GEF Agency. Each party can provide a management response, documenting questions or comments on the draft evaluation report.

5. The evaluator will incorporate comments and will prepare the final evaluation report. The evaluator will submit a final evaluation report in word and PDF and will include a separate document highlighting where/how comments were incorporated.

6. The final report will be presented by the evaluators in a validation meeting with key stakeholders.

II. Guidelines for the Evaluator(s):

- Evaluators will be independent from project design, approval, implementation and execution. Evaluators will familiarize themselves with the GEF programs and strategies, and with relevant GEF policies such as those on project cycle, M&E, co-financing, fiduciary standards, gender, and environmental and social safeguards.
  - Evaluators will take perspectives of all relevant stakeholders (including the GEF Operational Focal Point[s]) into account. They will gather information on project performance and results from multiple sources including the project M&E system, tracking tools, field visits, stakeholder interviews, project documents, and other independent sources, to facilitate triangulation. They will seek the necessary contextual information to assess the significance and relevance of observed performance and results.
  - Evaluators will be impartial and will present a balanced account consistent with evidence.
  - Evaluators will apply the rating scales provided in these guidelines in Annex 2.
  - Evaluators will abide by the GEF Evaluation Office Ethical Guidelines.
3. Objectives, Deliverables & Key Tasks

Number	Activity	Deliverable	Due Date	Proposed Cost \$US
1	Inception meeting	Inception meeting to review evaluation timeline and scope of the evaluation	October 21, 2021	Insert Cost US\$
2	Evaluation of the project via interviews and desk review	Terminal Evaluation Final Report(Draft)	November 11, 2021	Insert Cost US\$

3	Revised report incorporating comments from CI and present the findings to CI and Executing Agency in a validation meeting	Deliver presentation of final report to key stakeholders. Final Terminal Evaluation Report (word and PDF), including documents showing how comments/questions were incorporated.	November 22, 2021	Insert Cost US\$
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4. Estimated Timeline
  - Beginning October 18, 2021 – December 31, 2021
5. Location of Task/Applicable Trips
  - Galapagos, Ecuador
6. Required Skills and Experience

## Annex 6.5 Online Survey Questionnaire

### Instrumento No. 1 de Recolección de Información

#### ENCUESTA PARA LA EVALUACIÓN FINAL

Proyecto: Salvaguardando la Biodiversidad de las Islas Galápagos (GEF ID 9282)

(Nota: La columna izquierda es para referencia interna y no aparece en la encuesta digital)

<b>Tema/Criterio</b>	<b>Preguntas</b>	<b>Respuestas</b>
<i>Información General</i>	¿Cuál es su relación con el Proyecto?	0. No afiliado 1. Miembro de la Comunidad 2. ONG Implementadora 3. Gobierno Local 4. Gobierno Nacional
	Sexo	1- Femenino 2. Masculino 3. Prefiero no comentar
	¿Cómo clasifica su nivel de participación o beneficiado en el proyecto? Favor de indicar el más apropiado.	0. No he participado/ No aplica 1. Bienes y servicios recibidos 2. Capacitación recibida 3. Técnico/Personal de Campo 4. Toma de decisiones / ejecución 5. Supervisión
<i>Relevancia</i>	¿Está de acuerdo con la siguiente declaración? “El Proyecto está altamente alineado con los planes / programas / y objetivos de desarrollo de mi organización / ministerio / comunidad”	0 No sé/No aplicable 1. Totalmente en desacuerdo 2. En desacuerdo 3. Medianamente de acuerdo 4. De acuerdo 5. Totalmente de acuerdo
<i>Relevancia</i>	¿Está de acuerdo con la siguiente declaración? “El proyecto contribuyó significativamente con los Planes/Programas/ y/o metas de mi organización/ ministerio/ comunidad”	0 No sé/ No aplicable 1. Totalmente en desacuerdo 2. En desacuerdo 3. Medianamente de acuerdo 4. De acuerdo 5. Totalmente de Acuerdo
<i>Relevancia</i>	¿Está de acuerdo con la siguiente declaración? “Las acciones del proyecto fueron apropiadas	0 No sé/ No aplicable 1. Totalmente en desacuerdo

	para mi o nuestra situación, cultura y nivel de habilidad”.	2. En desacuerdo 3. Medianamente de acuerdo 4. De acuerdo 5. Totalmente de acuerdo
<i>Participación de las Partes Interesadas</i>	¿Está de acuerdo con la siguiente declaración? Fui/Fuimos consultados adecuadamente durante la implementación del proyecto”	0 No aplicable 1. Totalmente en desacuerdo 2. En desacuerdo 3. Medianamente de acuerdo 4. De acuerdo 5. Totalmente de acuerdo
<i>Efectividad</i>	¿Está de acuerdo con la siguiente declaración? “El proyecto cumplió lo que prometió”.	0 No aplicable 1. Totalmente en desacuerdo 2. En desacuerdo 3. Medianamente de acuerdo 4. De acuerdo 5. Totalmente de acuerdo
<i>Eficiencia</i>	¿Está de acuerdo con la siguiente declaración? “El proyecto generalmente completó sus actividades a tiempo y sin demoras”.	0 No sé/ No aplicable 1. Totalmente en desacuerdo 2. En desacuerdo 3. Medianamente de acuerdo 4. De acuerdo 5. Totalmente de acuerdo
<i>Participación de las Partes Interesadas</i>	¿Está de acuerdo con la siguiente declaración? “La información y las explicaciones sobre el proyecto estaban disponibles si/o cuando yo/nosotros lo necesitábamos”.	0 No aplicable 1. Totalmente en desacuerdo 2. En desacuerdo 3. Medianamente de acuerdo 4. De acuerdo 5. Totalmente de acuerdo
<i>Eficiencia</i>	¿Está de acuerdo con la siguiente declaración? “El equipo de gestión del proyecto fue eficiente en el uso y la entrega de los recursos del proyecto”.	0 No aplicable 1. Totalmente en desacuerdo 2. En desacuerdo 3. Medianamente de acuerdo 4. De acuerdo 5. Totalmente de acuerdo
<i>Participación de las Partes Interesadas</i>	¿Está de acuerdo con la siguiente declaración? “El proyecto respondió a mis/nuestras sugerencias e inquietudes”.	0 No aplicable 1. Totalmente en desacuerdo 2. En desacuerdo 3. Medianamente de acuerdo 4. De acuerdo

		5. Totalmente de acuerdo
<i>Género</i>	¿Está de acuerdo con la siguiente declaración? “Las mujeres y los hombres tuvieron igual acceso a los beneficios del proyecto”?	0 No aplicable 1. Totalmente en desacuerdo 2. En desacuerdo 3. Medianamente de acuerdo 4. De acuerdo 5. Totalmente de Acuerdo
<i>Salvaguardas (Género)</i>	¿Está de acuerdo con la siguiente declaración? “Se brindó a las mujeres la oportunidad de participar”?	0 No aplicable 1. Totalmente en desacuerdo 2. En desacuerdo 3. Medianamente de acuerdo 4. De acuerdo 5. Totalmente de Acuerdo
<i>Administración/Gestión</i>	¿Está de acuerdo con la siguiente declaración? “el proyecto contó con recursos técnicos y humanos suficientes para cumplir con sus objetivos”?	0 No aplicable 1. Totalmente en desacuerdo 2. En desacuerdo 3. Medianamente de acuerdo 4. De acuerdo 5. Totalmente de Acuerdo
<i>Manejo de Riesgos</i>	¿Está de acuerdo con la siguiente declaración “El Proyecto ha considerado todos los riesgos?”	0 No aplicable/No sé 1. Totalmente en desacuerdo 2. En desacuerdo 3. Medianamente de acuerdo 4. De acuerdo 5. Totalmente de Acuerdo
<i>Diseño/Estrategia</i>	¿Está de acuerdo con la siguiente declaración “ El Proyecto tomó en cuenta todos los factores necesarios que debía para lograr el éxito”?	0 No aplicable/No sé 1. Totalmente en desacuerdo 2. En desacuerdo 3. Medianamente de acuerdo 4. De acuerdo 5. Totalmente de Acuerdo
<i>Impacto</i>	¿Está de acuerdo con la siguiente declaración? “Me gustaría que los beneficios del proyecto sigan fluyendo.”	0 No aplicable/No sé 1. Totalmente en desacuerdo 2. En desacuerdo 3. Medianamente de acuerdo 4. De acuerdo 5. Totalmente de Acuerdo
<i>Impacto</i>	¿Está de acuerdo con la siguiente declaración? “El logro más importante del proyecto en mi sector fue:	1. Infraestructura 2. Formación 3. Asistencia técnica

		4. Equipo 5. Procedimientos y/o reglamentos
<i>Impacto</i>	¿Está de acuerdo con la siguiente declaración? “Las Islas Galápagos estarán mejor gracias al proyecto”	0 No aplicable/No sé 1. Totalmente en desacuerdo 2. En desacuerdo 3. Medianamente de acuerdo 4. De acuerdo 5. Totalmente de Acuerdo
<i>Impacto</i>	¿Qué tan satisfecho estás con el proyecto?	1. Nada satisfecho 2. Un poco satisfecho 3. Medianamente satisfecho 4. Satisfecho 5. Muy satisfecho
<i>Efectividad</i>	¿Está de acuerdo con la siguiente declaración? “Las acciones del proyecto han contribuido a mejorar el sistema de bioseguridad en las Islas Galápagos.”	0 No aplicable/No sé 1. Totalmente en desacuerdo 2. En desacuerdo 3. Medianamente de acuerdo 4. De acuerdo 5. Totalmente de Acuerdo
<i>Sostenibilidad</i>	¿Está de acuerdo con la siguiente declaración? “ El gobierno continuará promoviendo las actividades de bioseguridad y monitoreo de los efectos de la reintroducción y erradicación de especies después de que se concluya el proyecto.	0 No aplicable/No sé 1. Totalmente en desacuerdo 2. En desacuerdo 3. Medianamente de acuerdo 4. De acuerdo 5. Totalmente de Acuerdo
<i>Medio ambiente</i>	¿Está de acuerdo con la siguiente declaración? “ El medio ambiente resulta mejor por las acciones del proyecto”.	0 No aplicable/No sé 1. Totalmente en desacuerdo 2. En desacuerdo 3. Medianamente de acuerdo 4. De acuerdo 5. Totalmente de Acuerdo
<i>Comunicaciones/Manejo de la Información</i>	¿Está de acuerdo con la siguiente declaración? Estuve informado siempre sobre los hechos y el progreso del proyecto”.	0 No aplicable/No sé 1. Totalmente en desacuerdo 2. En desacuerdo 3. Medianamente de acuerdo 4. De acuerdo 5. Totalmente de Acuerdo

## Annex 6.6: TE Participants List

Proyecto: Salvaguardando la Biodiversidad de las Islas Galápagos (GEF ID 9282)

### LISTA DE PARTICIPANTES

Nombre y apellido	Cargo	Teléfono	Correo
<b>Marylin Cruz</b>	Directora Ejecutiva de la Agencia de Regulación y Control de la Bioseguridad y Cuarentena para Galápagos (ABG),	+593 98 436 2575	<a href="mailto:marilyn.cruz@abgalapagos.gob.ec">marilyn.cruz@abgalapagos.gob.ec</a>
<b>Danilo Jaya</b>	Director de Normativa, ABG	+593 99 686 5128	<a href="mailto:washington.jaya@abgalapagos.gob.ec">washington.jaya@abgalapagos.gob.ec</a>
<b>Mariela Cedeño</b>	Experto en Planificación, ABG	+593 98 725 8301	<a href="mailto:mariela.cedeno@abgalapagos.gob.ec">mariela.cedeno@abgalapagos.gob.ec</a>
<b>Dalton Solís</b>	Responsable del proceso de inspección en Aeropuerto Baltra	+593 96 948 9005	<a href="mailto:dalton.solis@abgalapagos.gob.ec">dalton.solis@abgalapagos.gob.ec</a>
<b>Nancy Duran</b>	Responsable de la Oficina Técnica Guayaquil	+593 98 493 9950	<a href="mailto:nancy.duran@abgalapagos.gob.ec">nancy.duran@abgalapagos.gob.ec</a>
<b>Nancy Poroso</b>	Responsable del proceso de inspección en PuertoGal	+593 99 140 5964	<a href="mailto:nancy.porozo@abgalapagos.gob.ec">nancy.porozo@abgalapagos.gob.ec</a>
<b>Christian Sevilla</b>	Responsable del proceso de conservación, Dirección Nacional de Parque Galápagos	+593 99 140 5964	<a href="mailto:csevilla@galapagos.gob.ec">csevilla@galapagos.gob.ec</a>
<b>Yadira Chávez</b>	Presidenta de la Junta Parroquial del GAD Floreana	593 99 7193879	<a href="mailto:gadparroquialislasantamaria@gmail.com">gadparroquialislasantamaria@gmail.com</a>
<b>Eddie Rosero</b>	Responsable técnico de la oficina de la DPNG Floreana	+593969577705	<a href="mailto:erosero@galapagos.gob.ec">erosero@galapagos.gob.ec</a>
<b>Joselito Mora</b>	Responsable técnico de la ABG Floreana	+593991075256	<a href="mailto:joselito.mora@abgalapagos.gob.ec">joselito.mora@abgalapagos.gob.ec</a>
<b>María de Lourdes Soria</b>	Presidenta, Asociación de Productores Agropecuarios, Verde Floreana	+593997238527	<a href="mailto:malourdes.soria@hotmail.com">malourdes.soria@hotmail.com</a>
<b>Modesta Rocío Izquierdo</b>	Directora de la Escuela Amazonas	+59352535010	<a href="mailto:rocioizquierdoboza@gmail.com">rocioizquierdoboza@gmail.com</a>
<b>Cecilia Salgado Ángel Naula</b>	Habitante de Floreana / finquera	+593535024	<a href="mailto:cecisalgado50@gmail.com">cecisalgado50@gmail.com</a>
<b>Iván Moreno y Rosa Naula</b>	Habitante de Floreana / finquera / ABG	+593535023	<a href="mailto:rosa.naula74@gmail.com">rosa.naula74@gmail.com</a>
<b>Charles Wittner y Ximena Naranjo</b>	Habitante de Floreana / finquera		<a href="mailto:charles@rwittmer.com">charles@rwittmer.com</a> <a href="mailto:galapagoscottages@hotmail.com">galapagoscottages@hotmail.com</a>
<b>Francisco Moreno y Yadira Chávez</b>	Habitante de Floreana / finquera		<a href="mailto:francisco.ivan86@hotmail.com">francisco.ivan86@hotmail.com</a>
<b>Maira Gomez y Jazmani Moreno</b>	Habitante de Floreana / finquera	+593997450667	<a href="mailto:jasmany-moreno@gmail.com">jasmany-moreno@gmail.com</a>
<b>Emperatriz Salgado y José Mora</b>	Habitante de Floreana / finquera	+593535014	<a href="mailto:orquideasalgado@hotmail.com">orquideasalgado@hotmail.com</a>
<b>Ulf Hardter</b>	Project Manager, Island Conservation	+593 99 005 4874	<a href="mailto:ulf.hardter@islandconservation.org">ulf.hardter@islandconservation.org</a>
<b>Gabriela Vivas</b>	Restoration Specialist, Island Conservation		<a href="mailto:gabriela@galapagos.org">gabriela@galapagos.org</a>
<b>Luis Chandi,</b>	Biosafety Specialist, Island Conservation		<a href="mailto:luis_chandi_agama@hotmail.com">luis_chandi_agama@hotmail.com</a>
<b>Angie Carrión</b>	Project Assistant, Island Conservation	+593 99 689 3458	<a href="mailto:angie.carrion@islandconservation.org">angie.carrion@islandconservation.org</a>
<b>Carolina Torres</b>	Social Specialist, Island Conservation		<a href="mailto:carolina.torres@islandconservation.org">carolina.torres@islandconservation.org</a>
<b>Daniela Carrión</b>	Project Director, Conservation International	+593 23979721	<a href="mailto:dcarrion@conservation.org">dcarrion@conservation.org</a>
<b>Shannon Wieks</b>	Grants Manager at Conservation International		

<b>Ian Kissoon</b>	Conservation International, Technical Advisor		
<b>Washington Tapia</b>	Director de la Iniciativa para la Restauración de las Tortugas Gigantes, Galápagos Conservancy	+593 (52) 527068	<a href="mailto:wtapiaa@gmail.com">wtapiaa@gmail.com</a>
<b>Danny Rueda Córdoba</b>	Director del Parque Nacional Galápagos	(593) 05-3013778	<a href="mailto:drueda@galapagos.gob.ec">drueda@galapagos.gob.ec</a>
<b>José Luis Naula</b>	Director Cooperación Internacional MoA y Punto Focal GEF	(02)3987600 EXT. 1205	<a href="mailto:jose.naula@ambiente.gob.ec">jose.naula@ambiente.gob.ec</a>

## Annex 6.7: Agenda for TE Implementation

Participants: CI-GEF, Island Conservation, representative Stakeholders from components, safeguards, and project management perspectives:

Objectives:

- Gauge levels of inputs
- Obtain multiple perspectives on project execution.
- Listen to Gains, Concerns, Opportunities, and Risks.
- Determine the need for additional evaluation tools to triangulate information.
- Identify lesson learned for the future

2022	Date	Time	Activity/Theme	Name	Position	Duration (in minutes)	Modality
<b>Tuesday.</b>	18-Jan	10 am GAL/ 12 pm SDO	Focus Group with Project Team Island Conservation	Ulf Hardter	Project Manager	60	Zoom
				Carolina Torres	Island Conservation, Component 2		
				Gabriela Vivas	Operations Manager at Galapagos Conservancy		
				Luis Chandi			
				Angie Carrión	Project Assistant		
<b>Wednesday</b>	19 Jan	5 pm GAL/7 pm SDO	Virtual Interview	Patricia León	Former Project Manager	45	Zoom
<b>Thursday</b>	20-Jan	5 pm GAL/ 7 pm SDO	Virtual Interview	Daniela Carrión	CI-GEF Project Manager	45	Zoom
<b>Friday</b>	21 Jan	3 pm GAL/5 pm SDO	Virtual Interview/Project Finance	Shannon Wieks,	Grants Manager at Conservation International	45	Zoom
		4 pm GAL/6 pm SDO	Virtual Interview/Safeguards	Ian Kissoon	Safeguards Conservation International, Technical Advisor	45	Zoom
<b>Monday</b>	Jan 24	4 pm GAL/6 pm SDO	Virtual Interview	Chad Hanson	Regional director, Island Conservation	45	Zoom
		5 pm GAL/ 7 pm SDO	Virtual Interview/ GEF Focal Point	José Luis Naula	Director Cooperación Internacional MoA y Punto Focal GEF	45	Zoom
<b>Tuesday</b>	Jan 25	TBD		Marylin Cruz	Directora ABG, Galápagos (Santa Cruz)	60	zoom

			Focus Group/ Component 1/	Danilo Jaya	Director de Normativa, ABG Galápagos (Santa Cruz)		
				Mariela Cedeño	Experto en Planificación. ABG Galápagos (Santa Cruz)		
				Dalton Solís	Responsable del proceso de inspección en Aeropuerto Baltra, ABG Galápagos (Santa Cruz)		
				Nancy Duran	Responsable de la Oficina Técnica Guayaquil, ABG Galápagos		
				Nancy Poroso	Responsable del proceso de inspección en Puerto, ABG Galápagos (Guayaquil)		
<b>Wednesday</b>	Jan 26	10 am GAL/ 12 pm SDO	Focus Group Component 2	Yadira Chávez	Presidenta de la Junta Parroquial del GAD Floreana	60	zoom
				Eddie Rosero	Responsable técnico de la oficina de la DPNG Floreana		
				Joselito Mora	Responsable técnico de la ABG Floreana		
	12 pm GAL/2 pm SDO	Focus Group, Component 3	Washington Tapia	Director de la Iniciativa para la Restauración de las Tortugas Gigantes, Galápagos Conservancy	60	zoom	
			Christian Sevilla	Responsable del proceso de conservación, Dirección Nacional de Parque Galápagos			
			Danny Rueda,	Director del Parque Nacional Galápagos DPNG			

## Annex 6.8 Focus Group Questionnaire and Guide

### Instrumento No. 2 de Recolección de Información

#### Guía de Entrevista con los Grupos Focales para la Evaluación Final con los socios del Proyecto

#### Proyecto: *Salvaguardando la Biodiversidad de las Islas Galápagos* (GEF ID 9282)

Grupos Focales	Nombre	Posición	Genero
<b>Grupo focal con el Equipo del Proyecto de Island Conservation</b> <b>12 preguntas</b>	Ulf Hardter	Administración del Proyecto	Masculino
	Carolina Torres	Componente 2	Femenino
	Gabriela Vivas,	Componente 3	Femenino
	Luis Chandi,	Componente 1	Masculino
	Angie Carrión,	Asistente Finanzas y Administración	Femenino
<b>Grupo Focal Componente 1/ ABG</b> <b>12 preguntas</b>	Marylin Cruz	Directora ABG	Femenino
	Danilo Jaya	Director de Normativa	Masculino
	Mariela Cedeño	Experta en Planificación	Femenino
	Dalton Solís	Responsable del proceso de inspección en Aeropuerto Baltra	Masculino
	Nancy Duran	Responsable de la Oficina Técnica Guayaquil	Femenino
	Nancy Poroso	Responsable del proceso de inspección en Puertogal	Femenino
<b>Grupo Focal Componente 2</b> <b>12 preguntas</b>	Yadira Chavez	Presidenta de la Junta Parroquial del GAD Floreana	Femenino
	Eddie Rosero	Responsable técnico de la oficina de la DPNG Floreana	Masculino
	Joselito Mora	Responsable técnico de la ABG Floreana	Masculino
<b>Grupo Focal Componente 3</b> <b>10 preguntas</b>	Washington Tapia	Director de Conservación de Galápagos Conservancy	Masculino
	Christian Sevilla	Responsable del proceso de conservación (DNPG)	Masculino
	Danny Rueda,	Director del Parque Nacional Galápagos (DPNG)	Masculino

#### Introducción:

- ✓ Agradecer a los participantes por su disponibilidad para la entrevista.
- ✓ Breve presentación.
- ✓ Breve introducción del objetivo principal de la evaluación: sus aportaciones se utilizarán para informar el diseño de futuros proyectos, identificar los éxitos del proyecto con el fin de promover la replicabilidad, las acciones necesarias para la consolidación y sostenibilidad de los resultados, las lecciones aprendidas, así como verificar y evaluar la ejecución y los resultados

- ✓ Para agilizar el proceso de la entrevista, haremos preguntas de selección múltiple combinadas con algunas preguntas abiertas.
- ✓ Aclarar que la información recopilada será estrictamente confidencial.
- ✓ Preguntar a los participantes su consentimiento para grabar la entrevista; indicar que la entrevista será grabada para capturar mejor la información. Si el entrevistado no se siente cómodo asegúrese de que la entrevista no será grabada.

**Nota: También habrá entrevistas individuales con los líderes de *Island Conservation* de cada componente: Luis Chandi (Componente 1), Gabriela Vivas (Componente 2) y Carolina Torres (Componente 3). Véase el Instrumento No. 3 de Recolección de Información: Guía de Entrevistas con los Líderes de los Componentes**

Información general	Por favor, preséntense brevemente y explicar su relación con el proyecto "Salvaguardando la Biodiversidad en la Isla Galápagos".	
Estrategia del proyecto/ Relevancia	¿Consideran ustedes que el proyecto fue bien diseñado al establecer sus tres componentes: <i>Promover un sistema de bioseguridad; Protección y recuperación de los Ecosistemas de la Isla Floreana; Restablecimiento de Especies clave después de la erradicación de especies invasoras?</i>	0 No aplicable 1. Totalmente en desacuerdo 2. En desacuerdo 3. Medianamente de acuerdo 4. De acuerdo 5. Totalmente de acuerdo
Relevancia	¿Los resultados del proyecto fortalecen las prioridades nacionales y sectoriales? ¿Cuál? ¿Cómo?  Marque los que correspondan y agregue otros adicionales.  Código Orgánico de Medio Ambiente (2017) la Estrategia Nacional de Diversidad Biológica (2105-2030), Plan Estratégico y Políticas del Sistema Nacional de Áreas Protegidas del Ecuador (2007-2016) – o apoyo a la nueva versión –, Estrategia Nacional de Cambio Climático (2012-2025), Estrategia de Sostenibilidad Financiera del Sistema Nacional de Áreas Protegidas del Ecuador,  Planes de manejo para el parque nacional Galápagos	
Relevancia	¿Ha habido algún cambio significativo o actualizaciones de políticas que hayan afectado al proyecto?	
Gestión adaptativa	¿Ha habido algún cambio sustancial en el proyecto entre junio 2021 a la fecha? ¿Marco de Resultados?	

	<p><i>¿Ha sido capaz el proyecto de adaptarse a estos cambios?</i></p> <p><i>¿Están documentados?</i></p> <p><i>¿Como resultaron los cambios si hay?</i></p>	
Gestión adaptativa	<p>¿Entienden que el Covid-19 afectó al proyecto en general?</p> <p>¿Qué medidas se tomaron para adaptarse al impacto de la pandemia?</p>	<p>Totalmente de acuerdo</p> <p>De acuerdo</p> <p>Mas o menos</p> <p>En Desacuerdo</p> <p>Totalmente en desacuerdo</p>
Diseño	<p>¿Consideran ustedes que los resultados y los indicadores de los productos estaban bien definidos y se podían medir/evaluar fácilmente?</p>	<p>Totalmente de acuerdo</p> <p>De acuerdo</p> <p>Mas o menos</p> <p>En Desacuerdo</p> <p>Totalmente en desacuerdo</p>
	<p>¿Alguien tiene alguna sugerencia de oportunidad de mejora?</p>	
Gestión de riesgos/ Diseño	<p>Los siguientes riesgos fueron identificados al inicio del proyecto. ¿Consideran ustedes que estos eran todos los posibles riesgos existentes en el 2017?</p> <p><i>1. Transporte de especies no deseadas; 2. Enfermedades o plagas; 3. Invasión Biológica; 5. Riesgos de ingeniería ecológica; 6. Riesgos para otras especies; 7. Riesgos financieros.</i></p>	<p>Totalmente de acuerdo</p> <p>De acuerdo</p> <p>Mas o menos</p> <p>En Desacuerdo</p> <p>Totalmente en desacuerdo</p>
	<p>¿Surgieron nuevos riesgos durante la ejecución del proyecto?</p> <p>¿Existe evidencia documentada de las medidas de contingencia ante los nuevos riesgos identificados?</p>	
Implementación del proyecto y gestión adaptativa	<p>¿Creen ustedes que la estructura y organización del Proyecto fueron adecuados para facilitar la ejecución del proyecto?</p>	<p>Totalmente de acuerdo</p> <p>De acuerdo</p> <p>Mas o menos</p> <p>En Desacuerdo</p> <p>Totalmente en desacuerdo</p>
	<p>¿Alguna oportunidad de mejora?</p>	
Eficacia/Gobernanza	<p>En una escala del 1 al 5, siendo 5 EXCELENTE, ¿cómo valora la coordinación entre los diferentes comités del Proyecto?</p> <p>¿Cómo ha sido la coordinación entre actores?</p>	<p>1 – 2 – 3 – 4 – 5</p>

	¿Se puede mejorar?	
Implementación del proyecto y gestión adaptativa	¿Dispuso el proyecto de suficiente equipo humano y técnico y recursos para lograr los resultados?	Totalmente de acuerdo De acuerdo Mas o menos En Desacuerdo Totalmente en desacuerdo
	¿Se presentaron contratiempos a causa de deficiencias en este sentido?	
Evaluación del objetivo del proyecto	¿Qué incidencia han tenido las gestiones de: las Iniciativas de <i>Galápagos Conservancy</i> (GTRI); Gestión de DNPG y Gestión de MoA, en los resultados (outcomes) del Proyecto?	
Evaluación del objetivo del proyecto	¿Cree que el proyecto fue efectivo para lograr un estado de preparación para futuras actividades de erradicación y restauración en la isla Floreana?  ¿Cómo?	Totalmente de acuerdo De acuerdo Mas o menos En Desacuerdo Totalmente en desacuerdo
	¿Promovió un sistema de bioseguridad que podrá continuar implementado y evolucionando a través del tiempo?	Totalmente de acuerdo De acuerdo Mas o menos En Desacuerdo Totalmente en desacuerdo
	¿Se logró proteger y crear las bases para la recuperación de los ecosistemas de la Isla Floreana? ¿Creen que existen las condiciones para que las partes interesadas continúen trabajando en la recuperación del ecosistema?	Totalmente de acuerdo De acuerdo Mas o menos En Desacuerdo Totalmente en desacuerdo
	¿Entienden que se ha logrado establecer un sistema para la erradicación de las especies invasoras o hace falta más trabajo en esta área? ¿Qué tipo de acciones serían necesarias?	
	¿Qué mecanismo ha quedado establecido para poder evaluar el impacto de la introducción de las tortugas gigantes de la especie <i>Chelonoidis hoodensis</i> en la Isla Santa Fe luego de terminar el proyecto?	

	¿Continuarán operando los centros de reproducción en cautiverio de tortugas gigantes y los espacios para cuarentenas luego de terminado el proyecto?	
	¿Cuáles creen que han sido los principales obstáculos para la consecución de los resultados? Explique brevemente.	
	¿Cuáles creen que han sido los principales factores facilitadores para la consecución de los resultados? Explique brevemente.	
Lecciones Aprendidas	¿Tienen algunas sugerencias para proyectos futuros? ¿Qué aprendió después de haber participado en el proyecto?	
Relevancia	¿El Proyecto está altamente alineado con los planes, programas y objetivos de desarrollo de la ABG/gobierno local/a nivel nacional? ¿Cuáles?	0 No aplicable 1. Totalmente en desacuerdo 2. En desacuerdo 3. Medianamente de acuerdo 4. De acuerdo 5. Totalmente de acuerdo
Relevancia	¿Consideran que el proyecto contribuyó significativamente con los planes y/o metas de la organización y comunidad? ¿Cómo?	0 No aplicable 1. Totalmente en desacuerdo 2. En desacuerdo 3. Medianamente de acuerdo 4. De acuerdo 5. Totalmente de Acuerdo
Efectividad	¿Consideran ustedes que el proyecto cumplió lo que prometió?	0 no aplicable 1. Totalmente en desacuerdo 2. En desacuerdo 3. Medianamente de acuerdo 4. De acuerdo 5. Totalmente de acuerdo
Participación de las Partes Interesadas	¿Cuándo requerían de información o explicación sobre el proyecto, era fácil conseguir las? ¿Estaban disponibles de forma oportuna?	0 no aplicable 1. Totalmente en desacuerdo 2. En desacuerdo 3. Medianamente de acuerdo 4. De acuerdo 5. Totalmente de acuerdo

Componente 1/ Efectividad/ Impacto	<p>¿Entienden que las acciones del proyecto han contribuido a mejorar el sistema de bioseguridad en las Islas Galápagos?</p> <p>¿Cuál de las siguientes acciones entienden contribuye más?</p>	<p>Infraestructura</p> <p>Equipos</p> <p>capacitación</p> <p>Manuales y</p> <p>Procedimientos</p> <p>Asistencia técnica</p>
Componente 1	¿Cómo afecto la pandemia el número de retenciones y por qué?	
Componente 1/ Sostenibilidad/ Relevancia	<p>¿Qué oportunidades de mejora pueden identificar para continuar haciendo más efectivo el sistema de bioseguridad?</p> <p>¿Alguna evidencia de documentación de planes en vista al futuro y la sostenibilidad del sistema a largo plazo?</p>	
Sostenibilidad/Componente 1	El proceso de certificación y capacitación para la bioseguridad es costoso y complejo. ¿Cree que el producto generado por el proyecto y la capacidad fortalecida de los actores responsables es suficiente para seguir los protocolos de bioseguridad?	<p>1. Totalmente de acuerdo</p> <p>De acuerdo</p> <p>Mas o menos</p> <p>En Desacuerdo</p> <p>Totalmente en desacuerdo</p>
Manejo de Riesgos	¿Ha considerado el proyecto todos los riesgos?	<p>0 No aplicable/No sé</p> <p>1. Totalmente en desacuerdo</p> <p>2. En desacuerdo</p> <p>3. Medianamente de acuerdo</p> <p>4. De acuerdo</p> <p>5. Totalmente de Acuerdo</p>
Manejo de Riesgos	¿Puede identificar uno o dos riesgos que puedan afectar el sistema actual de bioseguridad? (por ejemplo, interrupción de la electricidad, eventos climáticos, etc.) ¿Cuáles medidas de contingencia tienen implementadas?	
Evaluación del objetivo del proyecto/ Efectividad	¿Cree que el proyecto fue efectivo para lograr un estado de preparación para futuras actividades de erradicación y restauración en la isla Floreana?	<p>Totalmente de acuerdo</p> <p>De acuerdo</p> <p>Mas o menos</p> <p>En Desacuerdo</p> <p>Totalmente en desacuerdo</p>

	¿Cree que el proyecto promovió un sistema de bioseguridad que podrá continuar implementado y evolucionando a través del tiempo?	Totalmente de acuerdo De acuerdo Mas o menos En Desacuerdo Totalmente en desacuerdo
	¿Cuáles son los próximos pasos para aumentar la bioseguridad de las Galápagos?	
	¿Tienen algunas sugerencias para la gestión de futuros proyectos GEF?	
Relevancia	¿Está de acuerdo en que el proyecto contribuyó significativamente con los Planes/Programas/ y/o metas de la comunidad de la Isla Floreana?	1. Totalmente en desacuerdo 2. En desacuerdo 3. Medianamente de acuerdo 4. De acuerdo 5. Totalmente de Acuerdo
	¿Cómo ha impactado la pandemia a los residentes de Floreana?	
Eficacia/sostenibilidad	¿Cuáles son los próximos pasos? ¿Qué tipo de acciones serían necesarias?	
Eficiencia	¿Consideran ustedes que el proyecto completó sus actividades a tiempo y sin demoras? ¿como?	1. Totalmente en desacuerdo 2. En desacuerdo 3. Medianamente de acuerdo 4. De acuerdo 5. Totalmente de acuerdo
Efectividad	¿Consideran ustedes que el proyecto cumplió lo que prometió?	1. Totalmente en desacuerdo 2. En desacuerdo 3. Medianamente de acuerdo 4. De acuerdo 5. Totalmente de acuerdo
Salvaguardas (Género)	¿Se brindó a las mujeres la oportunidad de participar en las consultas y actividades del proyecto?	1. Totalmente en desacuerdo 2. En desacuerdo 3. Medianamente de acuerdo 4. De acuerdo

		5. Totalmente de Acuerdo
Participación de las Partes Interesadas	¿Fueron consultados adecuadamente durante la implementación del proyecto?	1. Totalmente en desacuerdo 2. En desacuerdo 3. Medianamente de acuerdo 4. De acuerdo 5. Totalmente de acuerdo
Sostenibilidad/Componente 2	¿Existen las condiciones para continuar tomando las medidas sostenibles en prácticas agrícolas, gestión de residuos y otras áreas definidas en la Declaración del Consejo Parroquial Floreana?	Totalmente de acuerdo De acuerdo Mas o menos En Desacuerdo Totalmente en desacuerdo
	¿Existen las condiciones para que los residentes de la Isla Floreana continúen con sus planes para erradicar roedores y gatos salvajes, así como apoyar a la introducción de las tortugas gigantes?	Totalmente de acuerdo De acuerdo Mas o menos En Desacuerdo Totalmente en desacuerdo
	¿Pueden identificar oportunidades de mejora? ¿Recomendaciones?	
Impacto	¿Cuáles fueron los logros más importantes del proyecto en su sector?	1. Infraestructura 2. Formación 3. Asistencia técnica 4. Equipo 5. Procedimientos y/o reglamentos
Sostenibilidad/Componente 2	¿Existen nuevos riesgos a considerar para la sostenibilidad del proyecto? (por ejemplo, la voluntad del gobierno de facilitar las actividades agrícolas, la posibilidad de daños causados por el cambio climático).	
	¿Cómo se siente la comunidad sobre el proyecto?	
	¿Tienen sugerencias o consejos para futuros proyectos?	
Impacto	¿Cuáles fueron los logros más importantes del proyecto en su sector?	1. Infraestructura 2. Formación 3. Asistencia técnica 4. Equipo 5. Procedimientos y/o reglamentos
Efectividad	¿Consideran ustedes que el proyecto cumplió lo que prometió?	1. Totalmente en desacuerdo

	Favor de justificar su respuesta	2. En desacuerdo 3. Medianamente de acuerdo 4. De acuerdo 5. Totalmente de acuerdo
Efectividad	¿Cómo el proyecto GEF avanzó el restablecimiento del ecosistema de Floreana? ¿De las Islas Galápagos?	
Efectividad/co-financiamiento	¿Cómo otros proyectos o iniciativas del gobierno hayan influido en los resultados del proyecto GEF?	
Relevancia	¿Sabe si el proyecto utilizó datos nacionales, estadísticas, información generada a nivel nacional?	
Componente 3 – valoración de resultados	¿Hubo factores ajenos al proyecto que influenciaron los resultados del Proyecto GEF?	
Componente 3 - Sostenibilidad	¿Existen las condiciones para que los residentes de la Isla Floreana continúen con sus planes para erradicar roedores y gatos salvajes, así como apoyar a la introducción de las tortugas gigantes?	Totalmente de acuerdo De acuerdo Mas o menos En Desacuerdo Totalmente en desacuerdo
	¿Pueden identificar oportunidades de mejora? ¿Recomendaciones?	
Sostenibilidad/Componente 3	¿Existen nuevos riesgos a considerar para la sostenibilidad del proyecto? (por ejemplo, la voluntad del gobierno de facilitar las actividades agrícolas, la posibilidad de daños causados por el cambio climático).	
	Una vez concluido el proyecto y el apoyo financiero del GEF, ¿podrá el gobierno y socios continuar promoviendo actividades de bioseguridad y monitoreo de los efectos de la reintroducción y erradicación de especies?	

## Annex 6.9 Survey Results

### Report on the Survey Results for the Terminal Evaluation:

#### *Salvaguardando la Biodiversidad de las Islas Galápagos (GEF ID 9282) Project*

#### Objective:

- *Asesoramiento Ambiental Estratégico (AAE)* created an Assessment Survey with the main objective of complementing stakeholders' interviews with an anonymous set of multiple selection questions to triangulate information, the effectiveness, relevance and efficiency of the outputs, as well as the quality of their experiences, preference, needs, and lessons learned.
- The survey was created in <https://freeonlinesurveys.com/> and the invitation to participate was sent via email and WhatsApp to 28 participants (See Annex List of Participants). We received 18 responses (64% response rate)

<b>Theme/Criteria</b>	<b>Preguntas</b>
<i>Overview</i>	What is your relationship with the Project?
	Government Stakeholders: 33%
	Community 28%
	EA/IA Staff 39%
	Gender
	Males 50%
	Females 50%
	How do you classify your level of participation or beneficiary in the project? Please indicate the most appropriate one.
	Goods and Services Received 17%
	Received Training 6%
Staff in the field/Technician 22%	
Execution 39%	
Oversight 11%	
Not applicable 6%	
<i>Relevance</i>	Do you agree with the following statement? "The Project is highly aligned with the plans/programs/and development goals of my organization/ministry/community"
	Moderately Agree 6%
	Agree 28%

		Totally Agree	67%
<i>Relevance</i>		Do you agree with the following statement? "The project contributed significantly to the Plans/Programs/and/or goals of my organization/ministry/community."	
		Moderately Agree	6%
		Agree	39%
		Totally Agree	56%
<i>Relevance</i>		Do you agree with the following statement? "The actions of the project were appropriate for me or our situation, culture and skill level."	
		Moderately Agree	17%
		Agree	33%
		Totally Agree	50%
<i>Stakeholder Engagement</i>		Do you agree with the following statement? I was/Were properly consulted during the implementation of the project"	
		Not applicable	6%
		Moderately agree	6%
		Agree	28%
		Totally Agree	61%
<i>Effectiveness</i>		Do you agree with the following statement? "The project delivered on what it promised."	
		Moderately Agree	17%
		Agree	22%
		Totally Agree	61%
<i>Efficiency</i>		Do you agree with the following statement? "The project generally completed its activities on time and without delay."	
		Agree	50%
		Totally Agree	50%
<i>Stakeholder Engagement</i>		Do you agree with the following statement? "Information and explanations about the project were available if/or when I/we needed it."	
		Moderately Agree	6%
		Agree	33%
		Totally Agree	61%
<i>Efficiency</i>		Do you agree with the following statement? "The project management team was efficient in using and delivering project resources."	
		Agree	39%
		Totally Agree	61%

<i>Stakeholder Engagement</i>	Do you agree with the following statement? "The project responded to my/our suggestions and concerns."	
	Moderately Agree	17%
	Agree	28%
	Totally Agree	61%
<i>Gender</i>	Do you agree with the following statement? "Women and men had equal access to the benefits of the project"?	
	Moderately agree	6%
	Agree	28%
	Totally Agree	67%
<i>Safeguards (Gender)</i>	Do you agree with the following statement? "Women were given the opportunity to participate"?	
	Agree	22%
	Totally Agree	78%
<i>Administration/Management</i>	Do you agree with the following statement? "The project had sufficient technical and human resources to meet its objectives"?	
	Agree	28%
	Totally Agree	72%
<i>Risk Management</i>	Do you agree with the following statement "Has the Project considered all risks?"	
	Moderately Agree	11%
	Agree	33%
	Totally Agree	56%
<i>Design/Strategy</i>	Do you agree with the following statement "The Project took into account all the necessary factors that it owed to achieve success"?	
	Moderately Agree	11%
	Agree	22%
	Totally Agree	67%
<i>Impact</i>	Do you agree with the following statement? "I would like the benefits of the project to continue to flow."	
	Agree	22%
	Totally Agree	78%
<i>Impact</i>	Do you agree with the following statement? "The most important achievement of the project in my sector was:	
	Infrastructure	17%
	Capacity	28%
	Technical Assistance	56%
	Equipment	44%

	Procedures/regulations	17%
<i>Impact</i>	Do you agree with the following statement? "The Galapagos Islands will be better off thanks to the project"	
	moderately Agree	22%
	Agree	22%
	Totally agree	56%
<i>Impact</i>	How satisfied are you with the project?	
	Moderately Satisfied	11%
	Satisfied	17%
	Greatly Satisfied	72%
<i>Effectiveness</i>	Do you agree with the following statement? "The actions of the project have contributed to improving the biosecurity system in the Galapagos Islands."	
	Moderately agree	11%
	Agree	39%
	Totally Agree	50%
<i>Sustainability</i>	¿Do you agree with the following statement? "The government will continue to promote biosecurity and monitoring the effects of reintroduction and eradication of species after the project is completed."	
	Agree	33%
	Totally Agree	67%
<i>Environment</i>	Do you agree with the following statement? "The environment is better because of the actions of the project."	
	Moderately Agree	17%
	Agree	28%
	Totally Agree	56%
<i>Communications/Information Management</i>	Do you agree with the following statement? I was always informed about the facts and progress of the project."	
	Not applicable	6%
	Moderately Agree	17%
	Agree	17%
	Totally Agree	61%

## Conclusions

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Survey was sent to 19% of Floreana population (28 participants of 150 residents)

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Survey received a 64% response rate (18 responses out of 28)

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Participants covered the average spectrum of project stakeholders:  
community 28%, government 33%, and project staff 39%

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Project was relevant, efficient, and effective

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The most important achievement was the technical assistance followed by equipment and capacity building

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Project stakeholders are satisfied with the results (72% are greatly satisfied)

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100% respondents agreed Gender was mainstreamed throughout project activities and men and women had an equal participation

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100% respondents agreed that stakeholder engagement was successful (61% total agreement, 28% agree and 11% moderately agreed)

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Project implementation and management was successful.

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100% are confident that the government will continue to promote biosecurity activities and monitor the effects of species reintroduction and eradication after the project is concluded.

## Annex 6.10: Results Framework

**Table 6.10.1: Project Results Framework, GEF Endorsed**

<b>Objective:</b>	To safeguard the biodiversity of Galapagos islands by enhancing biosecurity and creating the enabling environment for the restoration of Galapagos Island Ecosystems		
<b>Indicator(s):</b>	Each stage of a comprehensive strategy of ecosystem restoration—including enhanced biosecurity, social license for eradication of alien species and the subsequent reintroduction of an endemic species—has been carefully demonstrated, monitored, and evaluated, thereby: (i) achieving a state of readiness for future eradication and restoration activities on Floreana Island, and (ii) creating a model process for replication on other key islands in the Galapagos Archipelago.  <i>Target: Successful demonstration of all stages and documentation of lessons learned.</i>		
<b>Project Outcomes and Indicators</b>	<b>Baseline</b>	<b>Target at the end of the project</b>	<b>Outputs and Indicators</b>
<b>Component 1: Furthering development of a state-of-the-art biosecurity system</b>			
<p><b>Outcome 1.1.:</b> The number of invasive alien species entering the Galapagos archipelago is substantially reduced.</p> <p><i>Indicator 1.1.:</i> Number of invasive alien species intercepted at control points</p>	<p><b>Baseline 1.1.:</b> In 2014 7,034 confiscations were made across all categories of pest-risk goods at all ports<sup>91</sup></p>	<p><b>Target 1.1.:</b> A &gt;5% increase from baseline in the number of pest interceptions and subsequent confiscations of goods due to pest risk across all ports combined</p>	<p><b>Output 1.1.1.:</b> Assessment of the biosecurity system at control points, and Action Plan</p> <p><i>Indicator 1.1.1.:</i> Action Plan accepted by the Project Steering Committee (PSC)</p> <p><i>Target 1.1.1.:</i> one document approved by the Project Steering Committee (PSC)</p> <p><b>Output 1.1.2.:</b> Detection equipment and consumables, as identified in the Action Plan, purchased and installed in adequate infrastructure.</p> <p><i>Indicator 1.1.2.:</i> % of detection equipment identified in the Action Plan purchased and installed in adequate infrastructure.</p> <p><i>Target 1.1.2.:</i> 10% of equipment identified in the Action Plan purchased and installed.</p>

			<p><b>Output 1.1.3.:</b> Protocols updated and capacities built as identified in the Action Plan.</p> <p><i>% of Action Plan recommendations regarding capacity building targets implemented</i></p> <p><b>Target 1.1.3.:</b> 20% of the recommendations implemented.</p>
<p><b>Component 2: Solidifying the social infrastructure for the protection and recovery of Floreana Island ecosystems.</b></p>			

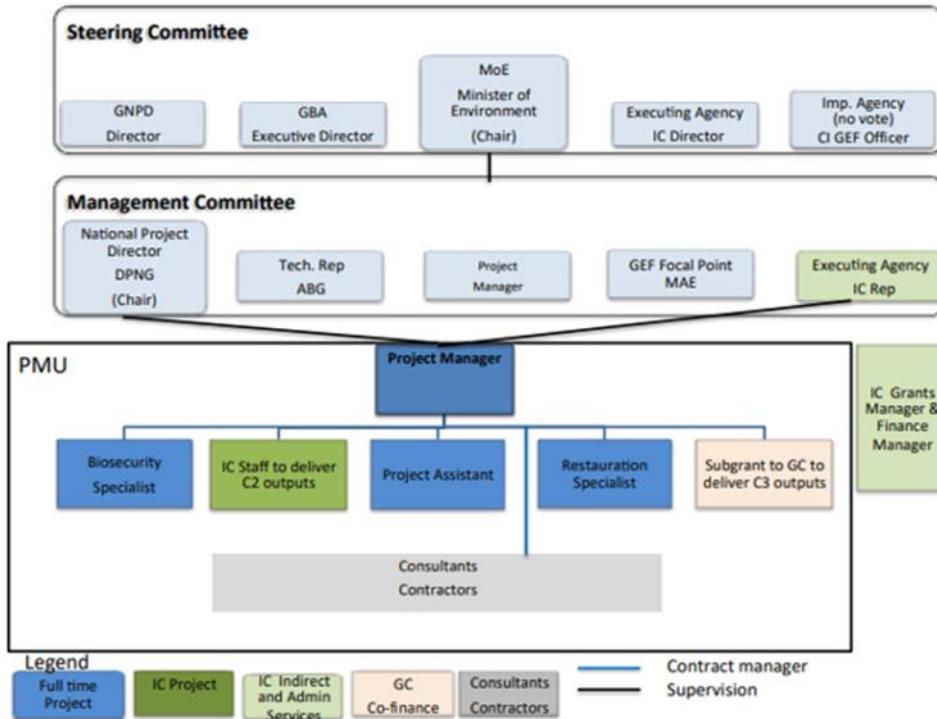
<p><b>Outcome 2.1.:</b> The social license is established for the protection and recovery of Floreana Island ecosystems.</p> <p><b>Indicator 2.1.:</b> The % of residents of Floreana Island who take action for the protection and recovery of Floreana Island ecosystems</p> <p><b>Indicator 2.2.:</b> The level of participation and support from Floreana Island residents and strategic project partners for the plans to eradicate invasive rodents and feral cats, and for the concept of reintroduction of endemic species previously extirpated by invasive species.</p>	<p><b>Baseline 2.1.:</b> To be defined in the Project Inception Phase</p>	<p><b>Target 2.1.:</b> At least 80% of Floreana Island residents take new or improved ecologically sustainable action in areas such as: agriculture, waste management and other areas defined in the Floreana Parish Council Declaration to be defined.</p> <p><b>Target 2.2.:</b> 100% of Floreana Island residents and strategic project partners participate and demonstrate support for the plans to eradicate rodents and feral cats, and for the concept of reintroduction of endemic species previously extirpated by invasive species</p>	<p><b>Output 2.1.1.:</b> Ecologically-sustainable farming practices instituted.</p> <p><b>Indicator 2.1.1.:</b> The % of male and female of farmers that implement ecologically sustainable farming practices.</p> <p><b>Target 2.1.1.:</b> 100 % of farmers implement ecologically sustainable farming practices.</p> <p><b>Output 2.1.2.:</b> Floreana Parish Council Declaration adopted</p> <p><b>Indicator 2.1.2.:</b> Declaration approved by the Floreana Parish Council.</p> <p><b>Target 2.1.2</b> One declaration developed and adopted by the Floreana Parish Council.</p> <p><b>Output 2.1.3:</b> Operational Plan for eradication of invasive rodents and feral cats approved by the Project Steering Committee.</p> <p><b>Indicator 2.1.3.:</b> Approved Operational Plan</p>
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			<p><b>Target 2.1.3.:</b> <i>one operational plan approved by PSC.</i></p> <p><b>Output 2.1.4.:</b> Risk management plans developed in conjunction with the community and approved by the Project Steering Committee.</p> <p><b>Indicator 2.1.4.a.:</b> <i>Approved risk management plans.</i></p> <p><b>Target 2.1.4.a.:</b> <i>6 risk management plans approved by PSC.</i></p> <p><b>Indicator 2.1.4.b:</b> <i>Percentage of the Floreana island male and female residents who participate in the consultations regarding the risk management plans developed for the Project.</i></p> <p><b>Target 2.1.4.b.:</b> 100% of the male and female residents participate in the consultations.</p> <p><b>Output 2.1.5.:</b> Environmental and Social Impact Assessment completed and environmental certificate awarded.</p> <p><b>Indicator 2.1.5.:</b> Environmental and Social Impact Assessment completed and approved.</p> <p><b>Target 2.1.5.:</b> <i>One ESIA completed and approved by PSC</i></p>
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<b>Component 3: Advancing the recovery of island ecosystems following invasive species eradication through the re-establishment of keystone species (i.e. giant tortoises).</b>			
<p><b>Outcome 3.1.:</b> Ecosystem processes, particularly seed dispersal, re-initiated across Santa Fe island (2,413 ha) as the result of the translocation of giant tortoises.</p> <p><b>Indicator 3.1.:</b> Percentage of Santa Fe Island land area where giant tortoises are dispersing seeds</p>	<p><b>Baseline 3.1.:</b> As of December 2017, 396 giant tortoises of the species <i>Chelonoidis hoodensis</i> were dispersing seeds on approximately 10% (240 ha) of the area of Santa Fe Island</p>	<p><b>Target: 3.1.:</b> At least 506 giant tortoises of the species <i>Chelonoidis hoodensis</i> are dispersing seeds on approximately 50% (1,206 ha) of the area of Santa Fe Island</p>	<p><b>Output 3.1.1.:</b> Giant tortoises (<i>Chelonoidis hoodensis</i>) translocated to Santa Fe Island</p> <p><b>Indicator 3.1.1.:</b> # of giant tortoises (<i>Chelonoidis hoodensis</i>) translocated to Santa Fe Island</p> <p><b>Target 3.1.1.a.:</b> On average, at least 40 juvenile giant tortoises (<i>Chelonoidis hoodensis</i>) are translocated annually.</p> <p><b>Target 3.1.1.b.:</b> At least 30 sub-adult giant tortoises (<i>Chelonoidis hoodensis</i>) are translocated.</p> <p><b>Output 3.1.2.:</b> Monitoring and evaluation protocols for assessing the role of giant tortoises as ecosystem engineers, including seed dispersal are tested and optimized</p> <p><b>Indicator 3.1.2.:</b> Tested and optimized monitoring and evaluation protocols accepted by the Project Steering Committee</p> <p><b>Target 3.1.2.:</b> One monitoring and evaluation protocol</p>

<p><b>Outcome 3.2.:</b> Production in captivity of giant tortoises for future reintroductions throughout the archipelago is significantly increased</p>	<p><b>Baseline 3.2.:</b> In the breeding centers the following numbers of giant tortoises are reaching the age of one year:</p>	<p><b>Target 3.2.:</b> In the breeding centers, an enhanced and expanded breeding stock contributes to the following numbers of giant tortoises reaching the age of one year:</p>	<p><b>Output 3.2.1.:</b> Giant tortoise breeding centers on Santa Cruz and Isabela Islands are modernized and expanded.</p> <p><i>Indicator 3.2.1.:</i> Number of centers modernized and expanded</p>
<p><b>Indicator 3.2.:</b> Number of giant tortoises raised in captivity annually</p>	<ul style="list-style-type: none"> <li>• In Santa Cruz, an average of 250 tortoises annually from the populations of Española, Santiago, Floreana, Pinzón and Eastern Santa Cruz</li> <li>• In Isabela, an average of 200 tortoises annually from the populations of the Sierra Negra and Cerro Azul volcanoes</li> </ul>	<ul style="list-style-type: none"> <li>• In Santa Cruz, at least 400 tortoises annually from the populations of Española, Santiago, Floreana, Pinzón and Eastern Santa Cruz</li> <li>• In Isabela, an average of 300 tortoises annually from the populations of the Sierra Negra and Cerro Azul volcanoes</li> </ul>	<p><b>Target 3.2.1.:</b> Two centers modernized.</p> <p><b>Output 3.2.2.:</b> Giant tortoise breeding stock with partial ancestry of <i>C. niger</i> are selected, located and transferred to the Santa Cruz breeding center.</p> <p><i>Indicator 3.2.2.:</i> # of breeders selected, located, and transferred to breeding center</p> <p><b>Target 3.2.2.:</b> At least five giant tortoises located and transferred (20% increase in captive population of Floreana breeders)</p> <p><b>Output 3.2.3.:</b> Scientific and technical findings reported in the professional and popular literature.</p> <p><i>Indicator 3.2.3.:</i> # of scientific, technical, and popular articles and reports.</p> <p><b>Target 3.2.3.:</b> 1 peer reviewed article and 2 popular articles produced.</p>

## Annex 6.11: Project Organizational Chart



## Annex 6.12: Conformity to GEF and National Priorities and Policies

The Mid-term Review determined that the process to determine the project context (Environmental, Social, Policy and Institutional) was based on empirical data and credible information derived from official sources and baseline project documents and evaluations. These were cited in the project documents. The social baseline, presented at the conclusion of the PPG phase, was not consolidated in the project document, but rather was developed within CI's *Screening Results and Safeguard Analysis*, which presented a rigorous scientific basis for Outcomes 2 and 3 and presented in Appendix V of the Project Document. Moreover, the project funded Environmental and Social Impact Assessment (ESIA) produced for the eradication of invasive vertebrates on Floreana Island validates and updates with qualitative information the original project baseline for Component 2.

The TE revisited the core GEF priorities and determined that the linkages presented during project design are confirmed as having been effective as follows:

- The project is aligned with the GEF BD goal of “conservation and sustainable use of biodiversity and the maintenance of ecosystem goods and services.”
- The project contributes directly to Program 4 (Prevention, Control, and Management of Invasive Alien Species) of the biodiversity focal area (BD2) to “...reduce threats to globally significant biodiversity...” through Component 1 and Component 3 actions in biosecurity and successful breeding and translocation of Giant Tortoises to Santa Fe Island.
- The former responds to Outcome 4.1 of “improved management frameworks to prevent, control, and manage invasive alien species (IAS) and the latter in combination with the social license generated in component 2 will contribute to Outcome 4.2. “Sustainable populations of critically threatened species” over time as these are established on Santa Fe Island.

The project's approved documents adhere to an extensive list of national priorities and those specific to the Galapagos islands including:

- National Biodiversity Strategy and Action Plans 2015 - 2030<sup>52</sup> (NBSAP), objectives 2 and 3.
- NBSAP Result 11a: Ecuador has executed the plan to eradicate invasive alien species from the Galapagos and the monitoring system offers data that ensures a process of restoration of the affected ecological systems.
- NBSAP Result 11b: Ecuador has developed and put in place prevention, control, eradication, and monitoring mechanisms for invasive species in continental Ecuador and that have been prioritized by the MAE.
- NBSAP Result 14: Ecuador implements comprehensive measures to prevent the extinction of wildlife and cultivated species considered a priority.
- NBSAP Result 16: Ecuador restores degraded habitats to increase the resilience of ecosystems and their capacity to provide essential goods and services for the good living of the population and the change of productive matrix.

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<sup>52</sup> Ministerio del Ambiente del Ecuador. "Estrategia Nacional de Biodiversidad 2015-2030, Primera edición." Noviembre de 2016, Quito-Ecuador.

- Galapagos Biosecurity Agency (ABG) Strategic Plan 2015-2018
- Galapagos Biosecurity Agency's 'Consolidating the system of preventing, controlling, and eradicating invasive species in the Galapagos Islands' approved by National Planning Authority (2013)
- Management Plan for the Protected Areas on Galapagos for a Good Standard of Living (2013)
- Floreana Parish Council's Strategic Plan (2011)
- Plan for Total Control of Introduced Species (2007)
- Galapagos Strategic Plan 2030.

The Director of the Galapagos National Park within the Ministry of Environment in capacity as the National Project Director assures that projects within the purview of Galapagos National Park are aligned with the National Priorities and Policies, especially those related to Galapagos and the Galapagos 2030. This safeguard provides assurance prior to endorsement by the GEF focal points.

## Annex 6.13. Results of Component 1: Biosecurity

For Component 1, the evaluation concludes that the outputs have been achieved and are functioning as planned and effective in producing the desired outcome of increased biosecurity for Galapagos. These are already improved the effectiveness of biosecurity controls at system-level protecting against new or additional invasive species intrusion into the Galapagos or translocate within them. ABG’s technical capacity has been enhanced with the installation of equipment, protocols, procedures and training. Stakeholders are benefitting from clarity and transparency in inspections. A rating of **Highly Satisfactory (HS)** has been awarded for **effectiveness**.

The EA was **efficient** in the deployment of resources despite COVID and effective in seeking expert assistance for a technical area not common to Biodiversity projects. The efficiencies stem from the recruitment of a qualified coordinator, the willingness of ABG to develop solutions, and for a collaborative problem-solving spirit.

It is recommended that the highly successful program must be complimented with additional personal to maintain all entry points in the island’s territories. It might be possible for ABG to train local observers for more effective coverage and to provide local jobs. It is also necessary to extend the equipment and installations to the remaining islands. Based on the positive results the program should be extended geographically.

The index system for gauging success in detecting and preventing IAVs from entering Galapagos should be adopted as a system-level indicator for Galapagos 2030 and an integral part of the development plans for Galapagos.

The justification to support the conclusions and recommendations is as follows:

Table 6.13.1: Summary Achievements Component 1:

Outcome & Output Indicator Level of Achievement at TE	Sources of Verification
<p>1.1. In 2020, 1,784 seizures of pest risk assets were made in all categories in all ports. (Very low due to 73% decrease in tourist arrivals compared to 2019 due to COVID19.</p> <p>ABG uses an efficiency index to determine the overall function of the biosecurity operation (see analysis) The proposed target was 12% the project installations led to 19% A better indicator for impact.</p>	<p>Final technical report of technical evaluation of the Galapagos Biosecurity system.            ABG 2020 Report:  <a href="https://bioseguridadgalapagos.gob.ec/wp-content/uploads/2021/06/Informe-de-Gestio%CC%81n-2020-vs-final.pdf">https://bioseguridadgalapagos.gob.ec/wp-content/uploads/2021/06/Informe-de-Gestio%CC%81n-2020-vs-final.pdf</a>            Consolidated report of ABG retentions 2019 and 2020, Directorate of Regulations.            Virtual Focus Group with ABG Staff on 24 JAN 2022</p>
<p>1.1.1 Action Plan approved by the Project Committee.</p>	<p>Minutes of the project committee meeting (Acta No. 005-2021 dated May 13, 2021)            Virtual Focus Group with ABG Staff on 24 JAN 2022 and virtual interviews with members of the Steering Committee</p>
<p>1.1.2 17% of the equipment identified in the Action Plan has been purchased and installed.</p>	<p>Review of Procurement in Financial Quarterly Reports, Review of PIR 2021            Focus Group and KIIs</p>

1.1.43 31% of the recommendations of the Action Plan regarding Protocols and capacity building implemented

Review on Quarterly technical reports and PIR 2021 Focus Groups and KIIs

At the outcome level, the MTR questioned the usefulness of the Outcome 1.1 indicator target.

The MTR asserted that the indicator, *“The number of invasive alien species entering the Galapagos archipelago is substantially reduced”* is good but the target, *“A >5% increase from baseline in the number of pest interceptions and subsequent confiscations of goods due to pest risk across all ports combined.”* did not make sense if it was not tied to a number of observations, such as a number units, e.g., containers, vessels, bags, etc. Based on the 2014 baseline of *“In 2014 7,034 confiscations were made across all categories of pest-risk goods at all ports.* By the end of 2021 with the inspection system operational using equipment, software, and established protocols, 1,979 products were retained, which correspond to 1,516 interceptions at origin and 463 retentions at destination, of risk products in compliance with the standards established for the islands. In reference to the period January to December of the year 2019 the number of detentions has decreased by 71.79% because of the low entry of passengers, cargo and means of transport due to the public health emergency caused by COVID. Of the total retentions and interceptions 60 % were products not allowed while the others were spoiled or in improper condition due to molds, mildew, etc. which are considered restricted products that may be a risk to human health and products with the presence of pests that can affect the biodiversity, animal and plant health of the Galapagos Islands.

Estación Cuarentenaria	Categoría de productos					
	NP	RS	ME	P-SR	PL	TOTAL
Sta. Cruz	145	82	3	10	1	241
San Cristóbal	102	48	55	0	3	208
Isabela	5	4	4	0	0	13
Floreana	0	0	1	0	0	1
Guayaquil	348	289	53	89	11	790
Quito	384	291	2	18	31	726
<b>TOTAL</b>	<b>984</b>	<b>714</b>	<b>118</b>	<b>117</b>	<b>46</b>	<b>1.979</b>

Source: Directorate of Regulations and Prevention (database)

NP= No permitidos RS = Restringidos ME= Mal Estado PL= Plagados

Evaluators sought to understand if the reduced number was due to reduced cargo or to increased efficiency, which was not possible without an “apples-to-apples” comparison based-on the number of units arriving and the number of units inspected. To better understand efficiency, ABG uses an impact indicator to measure the effectiveness of control in the territory of introduced species, called: *“Risk index in territory of establishment and/or propagation of introduced species.”* For the calculation of the index, a vulnerability rate and an incident rate are utilized. For each, parameters were determined that can influence the territorial risk in the territory of establishment and / or propagation of an introduced species. The Vulnerability rate is calculated by measuring the training parameters of technical personnel, percentage of regulations implemented for the process, provision of equipment and technology and percentage of training to users. The incident rate is calculated considering the non-compliance incidence of biosecurity and regulatory measures by owners of poultry farms, pigs and livestock farms, detection of

new exogenous species alive in territory, diagnosis of new diseases in domestic species and pets and new disease diagnoses in species in flora.

Based on the first semester of 2020, an index 23.12% was obtained. The second semester scored at 23.10% for a yearly average of 23.11%. For 2021, the index decreased to 19.15% indicating a desirable trend in reducing risk to the Galapagos Islands. During that period, the institutional risk included in the overall index was 73.48%.

Because the index is systematized and internal to ABG and given that it considers both incidence and institutional factors, the index appears to be useful long-term indicator for Component 1 Galapagos Biosecurity. Continued tracking is recommended to understand the dynamics of this indicator as the post-COVID economy develops.

Achievement of the output in support of Outcome 1.1 is summarized as follows:

**Output 1.1.1.** The component was organized by a systematic assessment of the Biosecurity Inspection and Control System and its control points delivered in March 2020. The Biosecurity Action Plan is the cornerstone of the Biosecurity effort was delivered in March 2021. The action plan constitutes long-term planning for ABG. Since 80% of the biosecurity risks is related to maritime cargo rather than passengers, ABG has prioritized implementation of the Action Plan activities in that realm. One vulnerable aspect discussed in a focus group meeting was the possibility of accidental introduction of IAVs from artisanal fishermen who put-in at multiple and unannounced locations to rest which indicates the need to increase the vigilance capacity on the strategic points on the islands. Aspects of the Plan are being implemented are reported in the remaining outputs below.

With regards to **Output 1.1.2.** by MTR, the procurement and deployment of detection equipment was successful. The key investments include the deployment of critical detection equipment such as: (i) X – ray scanner for the passenger pier of Puerto Ayora operational, (ii) Biosecurity inspection kits deployed to all points of entry; (iii) ABG Lab equipped: centrifuge and humidity gauge; (iv) Detection equipment e.g. entomological & manual vacuum cleaners and insect dissection kits. In addition, Two vehicles deployed to aid in the program of capturing feral animals and animal control.

With regards to the treatment of captured material, walk in freezers operational with improved infrastructure in Santa Cruz and Floreana.

For the management of captured vegetable, an ESIA for municipal incinerator was completed. By TE the MOU was still in-force. A focus group confirmed that this was the best option rather than investing in a separate incinerator and was the route of the least environmental impact. By MTR, an adaptation of a municipal pit for disposal of animal carcasses was completed and was still in use by TE.

Inspection points were also strengthened through the provision of tablets, automation equipment and commensurate software with commensurate training.

The development of the Action Plan took longer than anticipated due to a need for specialized technical assistance, contracting processes, etc. For that reason, the number of actions implemented from the action plan were lower than expected by EOP. The target of 10% of equipment identified in the Action Plan purchased and installed using a weighted average, is gauged at 17% exceeding the target of 10% 53.

**Output 1.1.3.** sought to update protocols and capacities per the Action Plan. Procedural Manual was updated and ensures that biosecurity controls are in place despite the lack of special equipment such as

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<sup>53</sup> L.Chandj, 2021. Island Conservation Progress Matrix. “Sum in USD of the activities of the Action Plan executed in the project / Sum of the reference budget of the Action Plan in USD). Therefore, within the matrix of fulfillment of goals 1.1.2. the application of values is: (\$73,329/\$437,679=17%”

X-Rays in all ports-of-entry. The manuals include Ocean freight cargo in Guayaquil procedures, Ocean Freight Cargo between islands, maritime luggage and passengers' procedures, air cargo procedures in the continent and between islands, as well as air luggage and passengers' procedures. A workflow analysis and programming were completed and all commensurate training on protocols, procedures and equipment use was implemented by June 2021.

ABG authorities participated in a Focus Group Meeting. The following points were indicated:

To understand the qualitative aspects of the GEF investment, AAE evaluators had the opportunity to discuss in virtual focus groups with Component 1 stakeholders from across the administrative and geographic spectrum of ABG operations their experience with the new system "*Sistema Integrado de Inspeccion y Cuarentena*" (SIIC)<sup>54</sup> in place. All concurred that the quality of the inspection has improved considerably, reducing time in managing documentation and controlling the introduction of prohibited products/merchandise through the online cargo declaration by exporters/importers.

1. The system is user friendly, and all software are operating as expected. A positive point is that ABG is the owner of the codes enabling their IT staff to manage routine glitches in the system, which were common early on and have been successfully debugged.
2. The automated system saves time and confusion in assigning tariffs creating transparency and security for inspectors who no longer need to use cash. For users, the online declaration process saves time and paperwork, leaving more time for agents to inspect cargo. Automation System: more responsibility to the exporter, transparency, efficiency of the inspectors, transparency for the work team (zero cash handling). The automation process has created difficulties for all stakeholders. ABG has been good at explaining the new protocols and procedures to all parties.
3. The added mobility and efficiency created by the vehicles is highly recognized.
4. Integrated system sworn declaration of merchandise maritime cargo – greater income declaration that enters Galapagos via maritime Revenues were collected in the processes (very positive change for the institution) and can lead to better protection.
5. Strengthening biosecurity prevention also protects agricultural development. emphasis on the prevention system
6. Users are more aware of the cargo they send. The automated system places more responsibility on the exporter who also benefits from transparency, efficiency of the inspectors, and transparency for the work team with zero cash handling.
7. ABG received a considerable amount of training in all procedures and equipment. The key to the development of the procedures was not to make them more detailed as is the tendency, but to simplify them. Streamlining is the key to efficiency. They are applying the automatization process of the software. It comes with complication for the uses as well, people bringing cargo. ABG has been very good at explaining why the new procedures.

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<sup>54</sup> <http://siic.abgalapagos.gob.ec/es/#/landing/inicio>

<https://www.facebook.com/BIOSEGURIDAD.GALAPAGOS/videos/1255534888205479>

### Efficiency Results of Component 1: Biosecurity

In terms of efficiency, the next graph Figure. No. 6.13.1 shows the winding down of the output prior to the impacts of the Pandemic in Q3 FY20. This was probably due to the waiting period for the development of the Action Plan. Once developed, the remainder of the activities were defined and executed with a lull of activity due to COVID-19. From that point forward, outputs 1.1.2. and 1.1.3. were executed based-on the Action Plan as authorized by ABG and the PSC.

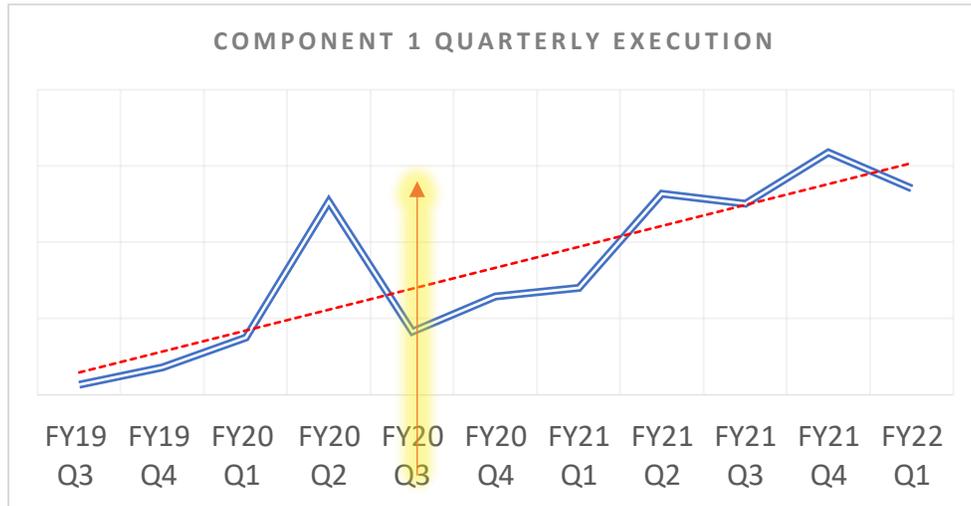
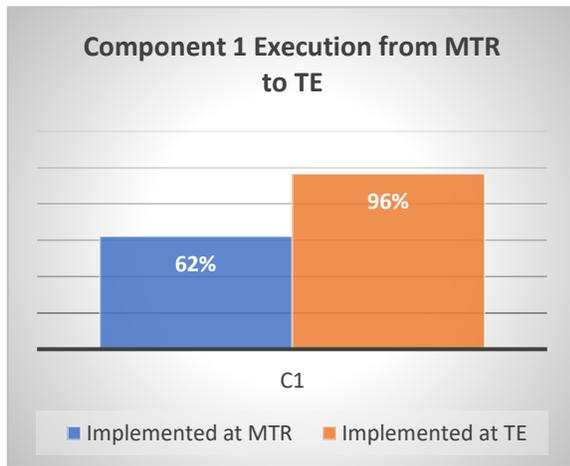


Figure No. 6.13.1 Component 1 Quarterly Implementation



At Terminal Evaluation (TE) reporting, 96% of the funds allocated to C1 were executed, this demonstrates a 34% execution increase after the Mid-Term Review.

Cost saving decisions, such as coordinating with the Municipal Incineration process instead of duplicating expenses helped to assure enough funding for the critical bio-security equipment.

The TE determines that the Component was managed efficiently.

Figure No. 6.13.2: Total execution of Component

## Annex 6.14: Results of Component 2: Social License

Component 2 is a highly successful process that creates the social license for the eventual eradication of vertebrate invasive species on a populated island. The outputs all point to multiple layers of social license. Several actions were identified that would contribute to the safety and effectiveness of the eradication process, while also laying the groundwork for long-term sustainable development and restoration of Floreana ecosystems, including species re-introductions. The project has been especially impactful in taking the Floreana public through a step-by-step process that has, over time responded to their interests.

Each output has been successful in its endeavor and has led to a successful outcome. The effort was extensive and embraced all aspects of social safeguards from all possible angles. Through the diverse outputs, the social license to begin the eradication of IASs on Floreana has been secured marking the first time to the evaluators knowledge that a social license has been granted for a broad eradication program on a populated island. For both effectiveness and efficiency, the component is rated as **Highly Satisfactory (HS)**.

The following section provides justification for the conclusions and recommendations:

Table 6.14.1: Summary Achievements Component 2

Outcome and Output Indicator Level of Achievement at TE	Sources of Verification
2.1. 1 Construction of 7 chicken coops and 1 <i>chanchera</i> has been completed. 100% of farmers are adopting new or improved ecologically sustainable measures related to the sustainable breeding of chickens, pigs and livestock, and good ecologically sustainable practices for their crops.	Focus Groups with Floreana Island community members and project Key Stakeholders
2.1.1 Floreana Parish Council and the Decentralized Autonomous Municipal Government of San Cristóbal issued the statement of support for the Floreana Island Ecological Restoration Project	Declaration of Support from “ <i>Gobierno autonomo Descentralizado Parroquial Rural de la Isla Santa Maria</i> ” dated 21JAN21
2.1.2 Construction of 7 chicken coops and 1 <i>chanchera</i> has been completed. 100% of farmers are adopting new or improved ecologically sustainable measures related to the sustainable breeding of chickens, pigs and livestock, and good ecologically sustainable practices for their crops.	Focus Groups with Floreana Island community members and project Key Stakeholders
2.1.3 The Operations Plan reviewed by project partners is approved.	Acta N° 004-2021 PSC Minutes
2.1.4.(a)	
2.1.4 (b) Risk management plans for domestic animals, fresh water, children, agriculture, livestock, near-shore fisheries, rodents and visitors approved by the PSC in February/2021. Consultations had participation from both males and female residents.	Acta N° 003-2021 PSC Minutes Consultations in Focus Groups with Floreana community
2.1.5 Environmental certificate awarded. ESIA approved by PSC	Acta N°006-2021 PSC Minutes

**Output 2.1.1.** While co-financing will support work related to sustainable pig and cattle facilities, GEF funds supported the transformation of chicken raising infrastructure, with benefits related to the planned eradication work and beyond. Chicken coops of appropriate design and materials were constructed to: avoid chickens consuming toxic bait during the eradication campaign; avoid contamination of the human food chain; improve poultry production and manage disease (important for poultry production and also locally extinct bird reintroductions); mitigate farmer-wildlife conflict with short-eared owls (*Asio flammeus galapagoensis*), which currently prey on farmers’ chickens; avoid future

farmer-wildlife conflict for the proposed reintroduction of Galapagos hawks, which historically preyed on farmers' chickens and were consequently hunted to local extinction on Floreana, Baltra, Santa Cruz and San Cristobal Islands.

Chicken coops housing 50 to 100 chickens were developed with farmers' and government partners' inputs. Two chicken coops were constructed by IC on Floreana during the PPG phase to act as pilots. Seven more henhouses (for a total of 9), one storage shed, and three pig pens were already constructed at the Mid-Term review. The community valued the support they received from the project in improving the productivity of their farms: "eggs have better quality now", "the process is cleaner", were common statements. It was also pointed out that there are some needs to follow on like the need for a slaughter facility or "matadero" and more technical training in good practices to feed animals in captivity. For all farmers interviewed, to get rid of the rats is a dream come true. These rodents destroy in one night the field work of weeks and months of hard labor. Beneficiaries expressed to evaluators their satisfaction with the installations, learning new production methods, and the benefits of not having to search for eggs, cleanliness; and, although there was little time between installation and the TE, the new practices of stabling of livestock, pigs and hens has added value for farmers. Farmers interviewed indicated they will maintain these practices even after eradication, regardless of added labor. Residents indicated that the involvement of the children in the trainings on good agricultural practices was particularly beneficial as children are multipliers. The final installations of "potreros" and pig pens (cofinanced) are almost completed. Once finished, the next phase of development in the elimination of black rats and feral cats can be initiated.

**Output 2.1.2.** sought a formal declaration by the Floreana Parish Council (FPC). In 2015, the FPC finalized its Integral plan for the sustainable development of Floreana Island, which includes invasive rodent and feral cat eradication as a priority. As a further demonstration of community support, the FPC developed and adopted a declaration supporting biosecurity, invasive rodent and feral cat eradication, appropriate waste management, ecologically sustainable farming practices and reintroduction of locally extinct Floreana species. The declaration in support of eradication was also endorsed by the Autonomous Decentralized Municipal Government of San Cristobal. Residents confirmed to evaluators their concerns over rats as damaging to their crops, poultry, eggs, and disease. The proposed eradication efforts are welcome as much from an antropogenic perspective as an ecologic restoration initiative.

**Output 2.1.3.** developed an Operational Plan approved by the PSC for eradication of invasive rodents and feral cats. The invasive rodents and feral cat eradication operational plan package includes safety, residential site management, rodent bait logistics, bulk bait loading, and operations plans and was approved by the PSC in February 2021. The development of the operational plan involved an extensive consultative process, gender inclusive and included risk management plans as described below in Output 2.1.4.

**Output 2.1.4 (a)** created 8 Risk Management Plans to respond to concerns voiced by the Floreana residents through a participative process. Originally six plans were programmed and, in response to stakeholder consultation, eight were eventually developed and approved by stakeholders exceeding the projected number of plans. The plans, integral to the EISA (output 2.1.5.) were 100% completed at MTR and oriented thematically to: (i) domestic animals; (ii) fresh water; (iii) children; (iv) agriculture, (v) livestock; (vi) near-shore fisheries; (vii) edible rodents; and (viii) visitors. The plans were approved by the PSC in February/2021.

**Output 2.1.4. (b)** sought to involve the entire population in the dialogue around risk abatement related to eradication. Given the small number of families on the island of Floreana, it was feasible for IC to visit 100% of the 50 resident families in a constant and long-term dialogue as each of the risk management plans were developed. IC developed an app. to map all the inhabitants of the island and their gender

disaggregated socio-economic information, as well as their opinions on the agreements and progress made with each of them.

A focus group of Floreana stakeholders indicated that the process was inclusive, gender sensitive, and effective in responding to their concerns. They also felt the relationships established with DNPG, IC, GC and other actors who facilitated their involvement was very important in gaining their trust and helping them understand the issues. Farmers indicated that they want to see rats eliminated because of their crop loss but they fear water contamination, this even though IC has made investments in reservoir protection and zoning of the area.

**Output 2.1.5:** Environmental and Social Impact Assessment (ESIA) completed and environmental certificate awarded.



The ESIA brings together the suite of operational, risk management and other plans developed for the project into a single document that identifies and assesses the potential environmental and social impacts of the proposed invasive rodent and feral cat eradication; evaluates alternatives; and incorporates appropriate mitigation, management, and monitoring measures.

According to the regulations of Ecuador, the Ministry of Environment originally determined that the invasive rodent and cat eradication activities did not require a full environmental license with a full ESIA, rather an environmental certificate in the category of “scientific research and development services.” The PSC decided that a full ESIA by an independent third party was necessary to obtain the social license needed and adhere to international safeguards in case that international funds are secured for use in the implementation phase of the IAS eradication. A third-party consultancy registered to undertake ESIAs with Ecuador’s Ministry of Environment was contracted to develop the ESIA that meets both Ecuador’s and the CI-GEF Implementing Agency’s requirements. IC and DPNG staff provided technical support and oversight to the consultancy team. The ESIA was completed in June 2021 and, following a participative review process, approved by the Project Steering Committee (Acta N°006-2021”). In itself the ESIA is an innovative product in the GEF portfolio.

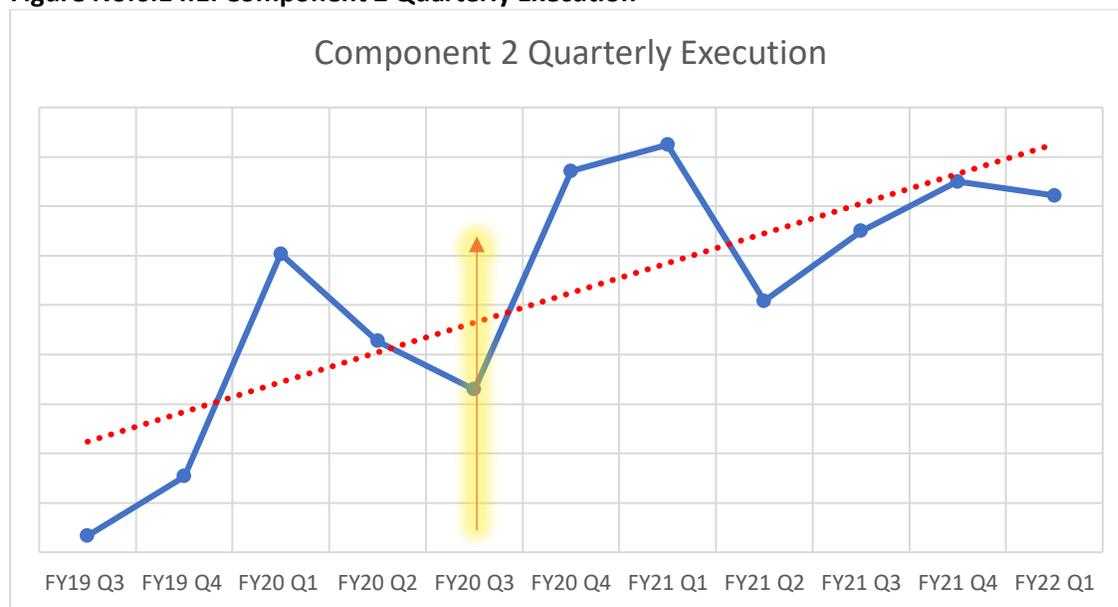
Although not required, the PSC correctly ascertained the benefits of an independent assessment. In a focus group meeting with the Floreana stakeholders, the participants shared that their main concern, which is the possibility of water quality issues, was responded to by the discussion process utilized by the consultants. The findings have responded to their issues, and they are now cautiously optimistic. The decision was therefore correct to dedicate resources to the ESIA process and confirms that the risk mitigation measures developed in output 2.1.4 (a) are validated.

Focus Groups interviews with project beneficiaries, ABG, IC, and the Parish Board Declaration ensure that most farmers and the population support the project to eradicate invasive species, despite their awareness of the risks which were addressed in the risk management plans. The engagement process allowed all members of the community to participate, including the children. The commitment to move forward to address all the issues presented in the ESIA, that was finished and published in Q1 FY22 and achieve eradication.

**Efficiency:**

In terms of efficiency in relation to Covid-19 pandemic impact is shown in the following graph:

**Figure No.6.14.1: Component 2 Quarterly Execution**



From the World Health Organization (WHO) declaration of the Pandemic<sup>55</sup> in March 2020 (Q3 FY20) to the present, there was a decline following the development of the operational plan. Procurement of materials for livestock materials occurred during the dip. Following the pandemic, there was a lag in reengaging the process. The procurement and execution of the ESIA lasted until July 2020

<sup>55</sup> The WHO declared Covid-19 pandemic in March, 2020 <https://www.who.int/director-general/speeches/detail/who-director-general-s-opening-remarks-at-the-media-briefing-on-covid-19---11-march-2020>

At Terminal Evaluation (TE) reporting, 102% of the funds allocated to C2 were executed, a 27% execution increase after the Mid-Term Review (MTR).

The no-cost extension recommended in the MTR and granted contributed to the completion of outputs 2.1.1 and 2.1.5., which were impacted by the Covid-19 pandemic measures and restrictions. All outputs for Component 2 were completed at the time of the terminal evaluation with a rate of Highly Satisfactory (HS) at the Outcome level.

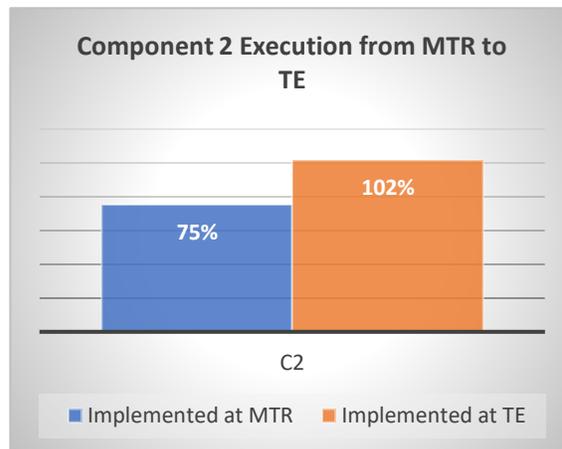


Figure No. 6.14.2

The suite of outputs was managed efficiently. IC maintained a constant presence on the island. Residents cited having an assigned coordinator for the component and the long-term relationship that the residents had with IC were factors that facilitated and expedited the process. As with the other components, COVID did cause delays because of the mandated quarantines and reduced travel between Floreana and Santa Cruz and delays in the supply of materials for the agricultural installations. IC did a good job at holding down prices including visiting suppliers on the mainland to locate materials and confront speculation in prices. Because of that effort, the targeted number of installations was achieved. The ESIA procurement of consultants was also delayed as was implementation for the same reasons. Fortunately, IC had all of the procurement process in-place to be able to implement once restrictions were lifted. The effects of COVID as illustrated in figure : (See also Figure , Annex ), illustrate only a limited dip in activities upon the onset of COVID due to quarantine restrictions on the movement of technicians and materials due to supply chain issues related to the installations.

A no cost extension was granted per MTR recommendation which facilitated the completion of the agricultural installations by EOP.

#### **Relevance:**

The completion of the Outcome 2.1 directly supports the local governance program for Floreana and Galapagos. Specifically:

- The National Biodiversity Strategy and Action Plans 2015 - 2030 (NBSAP), objectives 2 and 3; Result 16: Ecuador restores degraded habitats to increase the resilience of ecosystems and their capacity to provide essential goods and services for the good living of the population and the change of productive matrix.
- Management Plan for the Protected Areas on Galapagos for a Good Standard of Living (2013)
- Floreana Parish Council's Strategic Plan (2011)
- Galapagos Strategic Plan 2030.

#### **Recommendations:**

- *Although validated, residents voiced logical concern for their water resources. It would suffice to say that in focus groups all respondents were cautiously optimistic. Despite the operational closure it is recommended that every effort must be made to maintain a consistent level of social work to not lose momentum, or worse, the confidence of the local population in moving towards the next stage of development.*
- *It is also recommended that there is a continuous interaction with the community once the eradication starts to be able to address any issues or new concerns during the process.*
- *The project document refers to a “whole-farm approach” including improvements in animal management, pastures, cropping, drip irrigation, the composting of animal and crop wastes for organic fertilizer, use of troughs for watering livestock rather than directly from water sources and other practices to reduce reliance on chemical herbicides and pesticides. These actions to be fomented by the Ministry of Agriculture will take time and require extensive follow-up.*

*Lessons Learned:*

*The executing agency (EA) of this component, Island Conservation (IC) has been working in Floreana for many years and contributed to the trust building necessary to achieve a social license of this innovative project of eradication in a populated area. Also, the small population of 145 individuals is definitely a facilitating factor that allowed direct interaction between IC and the resident families of Floreana. This underscores the value of long-term accompaniment.*

## Annex 6.15: Results of Component 3: Reproduction of Tortoises

### Overview:

Component 3 successfully addressed the logistics, infrastructure and processes required for *ex situ* sustaining tortoise breeding at a level necessary for effective and efficient re-introduction and repopulation of targeted islands. The project, having collected genetically significant tortoises and successfully expanded and modernized breeding facilities, is now able to reproduce the number of genetically appropriate tortoises needed to accelerate the success of the Giant Tortoise Restoration Initiative<sup>56</sup> in addition to providing adequate quarantine facilities for the inter-island translocation of sub-adult breeders that were originally reared in the center and translocated decades ago. The project successfully translocated *C. hoodensis* tortoise from breeding facilities on Santa Cruz to Santa Fe Island. In addition, sub-adult tortoises, previously bred in captivity, were captured on Española were translocated to Santa Fe following successful quarantine in Santa Cruz. To enhance the breeding program, 31 individuals with *C. niger* and *C. abingdonii* from Pinta island were translocated to Santa Cruz. To enhance breeding, facilities were expanded on Santa Cruz and Isabella Islands. Monitoring protocols were established to monitor the reintroduction of tortoise species in their new environs and to measure the ecological changes to the ecosystem, such as the natural regeneration of native plant species facilitated by tortoise feeding.

The achievement of the outputs was effective in delivering the enabling conditions to further the effort for ecosystem restoration and monitoring. The conditions and monitoring systems in place will over-time enable the validation of the theory of Change. The components resources were managed efficiently. a ranking of **Highly Satisfactory (HS)** is awarded.

The follow-up and monitoring programs are now under the management of the DNPG and partners who have secured financing for the following stages of development.

The following provides justification for the conclusion:

### Effectiveness:

The following figure provides the results for effectiveness as highly satisfactory for the realization of all outputs per the Traffic light system. All results indicated were triangulated through KIIs and FGMs:

**Table 6.15.1: Progress Towards Results: Component 3**

Level of Outcome and Output Indicator Achievement	HS	Sources of Verification
Target 3.1: 773 turtles (742 juveniles and 31 subadults) <i>Chelonoidis hoodensis</i> , exceeding the target number of translocated turtles by 152.80%.		Technical Report DPNG- Galapagos Conservancy
Target 3.1.1 (a): From 2019 to September 2021 346 juvenile turtles and 31 subadults from the island of Española were translocated to Santa Fe.		Technical Report DPNG-

<sup>56</sup> A collaborative 15-year project (2014-2028) implemented by the DPNG and Galapagos Conservancy, with support from visiting scientists from around the world. <https://www.galapagos.org/conservation/our-work/tortoise-restoration/>

Target 3.1.1 (b): 31 subadult turtles of the island of Española after being subjected to a rigorous quarantine process, they were released on Santa Fe Island.		Galapagos Conservancy
Target 3.1.2 Protocol ready to be delivered, English and Spanish versions were developed		Protocol for Ecological Monitoring on Santa Fe Island, Galapagos.
Target 3.2: In the year 2020 the DPNG decided to close the quarantined breeding program of the Turtle of the island of Española ( <i>C. hoodensis</i> ), according to evidence described in reports. In June/2020 adult breeders were released, a situation that led to the reduction of 70 fewer offspring per year of this species that were produced in the CC Fausto Llerena. Due to COVID 19 and the restrictions decreed by the Government of Ecuador, research activities and field trips were suspended, and it was not possible to carry out egg collection in the Pinzón and Santiago islands, reason why no offspring were produced in the CC. Fausto Llerena from Santa Cruz Island.		Technical Report DPNG-Galapagos Conservancy
Target 3.2.1.: In the month of September/2021 the official delivery of the readaptation of the Breeding Centers of the Santa Cruz and Isabela Islands was made, complying with the objective established in the project and with the plus of the adaptation of corrals of San Cristóbal.		Bulletin Delivery Reception of Work of Readaptation and Extension of CC. Santa Cruz-Isabela and San Cristóbal
Target 3.2.2: On the expedition to Wolf Volcano 31 individuals were extracted, of which a female had a partial lineage of <i>Chelonoidis abingdonii</i> from Pinta island and the other 30 (19 females and 11 males) linaje parcial de <i>C.niger</i> . Therefore, it was possible to extract 25 more breeding adults than established as a goal for the project.		Technical Report DPNG-Galapagos Conservancy
Target 3.2.3: * "Introduction of giant tortoises as a replacement "ecosystem engineer" to facilitate restoration of Santa Fe Island, Galapagos" ( <a href="http://onlinelibrary.wiley.com/doi/10.1111/rec.13476/suppinfo">http://onlinelibrary.wiley.com/doi/10.1111/rec.13476/suppinfo</a> ) *El último volumen de la serie de libros científicos "Biodiversity of the World: Conservation from Genes to Landscape", denominado "Galápagos Giant Tortoises" * Volumen 34 de la revista informativa Sociedad de Restauración Ecológica SENEWS: WildLife in Restoration, se publicó un artículo de difusión popular denominado "The missing ingredient Bringing giant tortoises back to Galapagos Island" * Participation in the Latin American Conservation Congress (LACA2020)		Technical Report DPNG-Galapagos Conservancy

Within Outcome 3.1., "ecosystem processes, particularly seed dispersal, re-initiated across Santa Fe Island (2,413 ha) as the result of the translocation of giant tortoises, "the project has achieved its target of finding genetically acceptable breeders and in producing tortoises for relocation. To achieve Target **3.1.1.a.**, juvenile giant tortoises, approximately five years in age, were translocated from the Santa Cruz Island tortoise-breeding center, where they were hatched and raised, to Santa Fe Island. Juvenile Giant Tortoises were quarantined and equipped with subdermal microchips (transponders) for re-identification when re-encountered before being translocated. At least 80 juvenile giant tortoises in total were relocated.

To achieve **Target 3.1.1.b.**, the project translocated sub-adult giant tortoises, expected to begin breeding (at 18 – 20 years of age), from Española Island to Santa Fe Island to accelerate the natural breeding process. The sub-adults targeted for translocation from Española were originally incubated in the breeding center on Santa Cruz Island and subsequently released on Española at around age five. As they were maturing, Santa Fe Island eradicated feral goats rendering the island a suitable for these sub-adults to commence breeding. By transporting sub-adult tortoises to Santa Fe—as opposed to only juveniles—the population restoration process will accelerate by some 15 years.

The translocation process began by locating sub-adult tortoises suitable for translocation on Española. Following a quarantine process for people, equipment and provisions per protocols developed in component 1, search groups located suitable sub-adult Española tortoises marked them with telemetry equipment and transferred them to the breeding center on Santa Cruz Island for quarantine prior to transport to Santa Fe Island, where they were released to selected locations throughout the island.

By the TE, the project had released 742 juvenile Giant Tortoises (*C. hoodensis*.) and 31 Sub-adults exceeding the targets for Outputs 3.1.1 (a) and (b) far exceeding their targets of 346 and 31 respectively.

Prior to release, tortoises were equipped with subdermal transponders to aid monitoring. **Output 3.1.2.** establishes the monitoring protocol and process for Tortoises released under Output 3.1.1. Because this is among the first experiences in the world of repopulating an island with “ecological analog” giant tortoises, the importance of carefully developed protocol is amplified. A standard protocol was developed, and field tested to enable the evaluation of the health and status of repatriated individuals, the overall population growth and dispersal, and interactions of tortoises with other species, particular the plant community, which will eventually validate or modify the Theory of Change.

Specifically, the protocol includes biannual monitoring, survival rates, body condition, growth rates, habitat-use and dispersal will be measured through mark-recapture methods. Environmental status indicators, such as interactions with other species, including seed dispersal and habitat change attributable to tortoises, will be measured via studies of diet (inferred from fecal samples) and foraging ecology of tortoises (observational studies) as well as vegetation response and habitat use by other animals inside and outside of areas from which tortoises are excluded. *Opuntia cactus* represents a keystone species for the entire vertebrate community on Santa Fe Island, and a major focus of both tortoise and terrestrial iguana foraging: demographic studies of *Opuntia* across a gradient of tortoise density will enable tracking *Opuntia* response to tortoise re-establishment.

The protocol will facilitate the DPNG and its partners’ efforts to manage the repopulation of adult tortoises on other islands, such as Floreana and to be able to evaluate the overall impact of the program’s Theory of Change. With the protocol approved by the Technical Management Committee in the third quarter of FY 2021, the project has successfully produced Output 3.1.2.

The successful reintroduction and establishment of monitoring for ecosystem-level changes contributes to the project objective of increasing ecosystem restoration via a replacement species. The monitoring protocol will eventually demonstrate the attainment of the indicator for Outcome 3.1, the no. of hectares of territory with natural seed disbursement. Because the science will outlast the length of the project, the long-term monitoring is an organic activity of the DPNG and Key partners, such as the Galapagos Conservancy among others.

**Outcome 3.2** facilitates the inputs for the previous outcome through improved infrastructure and capture of appropriate breed stock thereby assuring the *ex-situ* production of giant tortoises for future reintroductions throughout the archipelago.

Young tortoises reared *ex situ* under controlled conditions in the Centers until the age of five see an increase in the number of hatched tortoises that reach 5 years of age from 5% in the wild to approximately 90% in the centers. Given the long time to reach reproduction age, this implies an increased efficiency of decades in the mission to reestablish Galapagos 'ecosystems. To strengthen the role of captive breeding in restoration of wild populations, **Output 3.2.1** renovated and expand the giant tortoise breeding centers on Santa Cruz and Isabela Islands. Improvements included the construction of two new breeding pens, a quarantine pen, a pre-adaptation pen, and ten pens for hatchling tortoises. These compliment the recent installation of 8 state-of-the-art tortoise egg incubators which will expand the number of tortoises available for translocation, further reducing the time required for ecosystem restoration by decades.

Output 3.2.2. improves the genetic quality of the juvenile population through the acquisition of enhanced breeding stock with partial ancestry of *C. niger* targeted for the repopulation of Floreana Island. Between the late 1990s and 2014, scientific expeditions to Wolf Volcano, located at the northern end of Isabela Island and validated through blood samples 89 individuals partly related to the extinct Floreana Giant Tortoise (*C. niger*). Another 17 were found to be related to Pinta Island tortoises. Their presence on Wolf, 100 miles from their place of origin, was explained by sailors leaving many saddleback tortoises, collected throughout the Galapagos, at neighboring Banks Bay, a major stopping over place for whalers and other sailors to repair their ships. Some of these tortoises interbred enabling the *C. niger* genome to persist in the resulting hybrid offspring. To date, over 200 tortoises have been identified as having partial Floreana ancestry. During an expedition to Wolf Volcano in November 2015, 17 selected individuals from this group were transported to the Santa Cruz Breeding Center to begin the current *C. niger* breeding program. To further enhance the program by expanding the pool of breeders with additional, selected giant tortoises with Floreana ancestry, the project supported a ten-day expedition to Wolf Volcano to collect at least five tortoises with partial *C. niger* ancestry for addition to the to the brood stock to increase the genetic diversity and Floreana tortoise genome capture. The GEF funding supported logistics, genetic analysis, field equipment and protective equipment.

The selected tortoises were transported to the breeding facility at Santa Cruz Island where they were quarantined and integrated into the existing brood stock. The addition of five breeders represents a 20% increase in the size of what is at present a small core breeding population to restore tortoises to Floreana Island. In the wild, a female will produce only 2-3 individuals that reach breeding age. *Ex situ* rearing can increase her production to some 250-300 offspring reaching breeding age. The gains associated with increasing the core breeding stock by 5 individuals represents a substantial contribution to population recovery on Floreana Island and as mentioned earlier, an efficiency of decades for ecosystem restoration. Keeping the number of additional breeders to this modest level also limits the substantial financial burden that hosting these additional new breeders for the rest of their natural lifespan implies.

*In completion of **output 3.2.2.**, the genetic profile of the brood stock was successfully diversified for *C.niger*. through the successful capture of 5 additional individuals from Wolf Island.*

Finally, through **Output 3.2.3.**, the project's scientific findings were disseminated to global audiences and especially with the population of Galapagos.

- First, a Chapter titled, Santa Fe Island: Return of Tortoises via a Replacement Species<sup>57</sup>.
- The project presented virtually, “From Near-extinction to recovery: Conservation Successes and Challenges for the Española Tortoise (*Chelonoidis hoodensis*.) in Galápagos, Ecuador for the LACA 2020 Conference by the Society for Conservation Biology.
- Journal of the Society for Restoration Ecology titled SERNEWS Wildlife in Restoration, "The missing ingredient Bringing giant tortoises back to Galapagos Island" Volume 34, Issue 3. See section 4.7. for additional knowledge management results.

**Efficiency:**

The positive results were obtained through efficient management and decision-making that led to cost effective alternatives and the mitigation of the interruptions in the supply chain for materials due to COVID and are considered **Highly Satisfactory (HS)**.

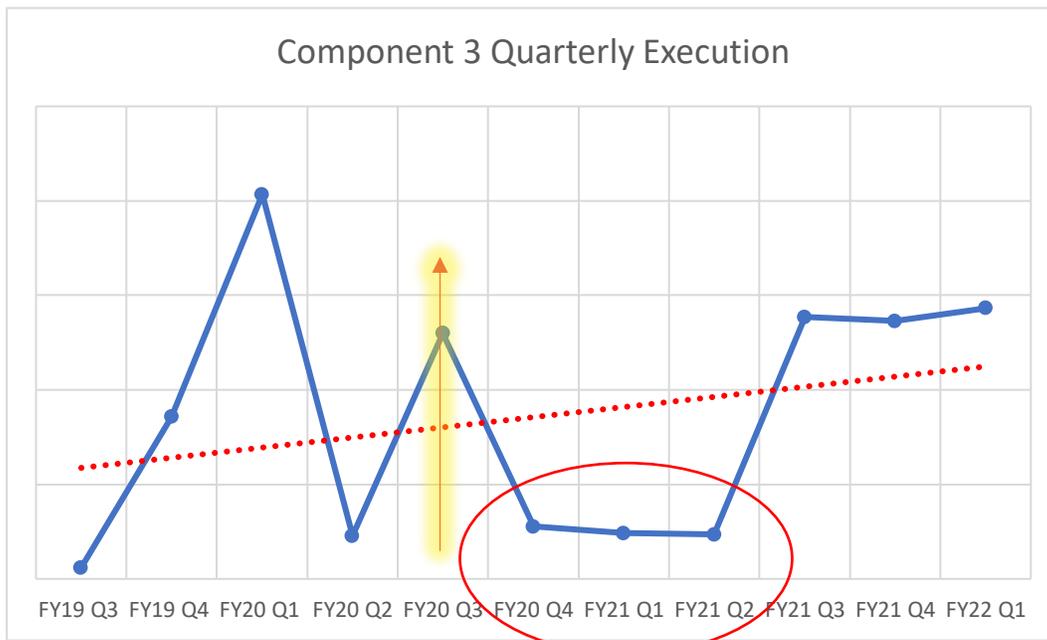


Figure 6.15.1: Component 3 Quarterly Execution

The suite of outputs has provided the Partners with a realistic scenario of the costs of breeding individuals in an *ex situ* program and re-introduction. Future phases of development will refine the understanding of the costs of monitoring. The government closure of a breeding center on Española meant less offspring per year. Egg collection expeditions to other islands were also reduced. The decision to move juvenile individuals responded to financing challenges and illustrates the ability of the partners to adapt to situations and seek least cost alternatives without compromising science.

<sup>57</sup> Tapia, Washington, et.al., Santa Fe Island: Return of Tortoises via a Replacement Species, Chapter 24. in Gibbs, Cayot, and Tapia eds. Galapagos Giant Tortoises; biodiversity of the World: Conservation from Genes to Landscapes Series, Academic Press, pp. 483-499.

The effects of COVID as illustrated in the above figure, illustrate an immediate crash in activities upon the onset of COVID due to quarantine restrictions on the movement of technicians. In addition to logistics and supply chain issues related to the remodeling of the centers.

KIIs confirm that IC did a good job in trying to negotiate and find the least cost alternatives. Per standards, a competitive bidding process was implemented to hire a general contractor for improvement of two breeding centers. As presented in the above figure, the review process of selecting contractors was delayed following the declaration of the pandemic, indicated by a vertical yellow line, as well as the procurement of materials due to COVID-19 restrictions. This is witnessed by a drop-off in activity after during Q3 of FY2020 with a protracted flat line through Q2 of FY 2021.

A no cost extension was granted per MTR recommendation which facilitated the completion of the Breeding Centers of the Santa Cruz and Isabela Islands<sup>58</sup>, in addition to the adaptation of corrals of San Cristóbal in September 2021.

A no cost extension was granted per MTR recommendation which allowed for the completion of output 3.2.1 In the month of September 2021 in support of the readaptation of the Breeding Centers of the Santa Cruz and Isabela Islands<sup>59</sup>, in addition to the adaptation of corrals of San Cristóbal.

#### **Relevance:**

A FGM with leaders of component 3 and KIIs indicate that the project responded to very targeted gaps in the process of ecosystem restoration and confirmed that that the successful realization of the outcomes (3.1, ad 3.2) provides a significant tail-wind to the advancement of the sector plans of DNPGE, the Galapagos 2030 agenda and a major step in the Galapagos Giant Tortoise Restoration Initiative. Also cited were the inclusion of the long-term government and non-government actors that have followed the development of the Galapagos restorative activities over the long-term. Their inclusion maintained the relevance of the component and also enabled outside resources, such as the government's helicopter and boat to facilitate tortoise translocation. The groups confirmed the relevance to Ecuador's National Biodiversity Strategy and Action Plans 2015 - 2030<sup>60</sup>. The Desk survey and a comparison of results to GEF strategies confirms that component supports the GEF BD goal of "conservation and sustainable use of biodiversity and the maintenance of ecosystem goods and services." Program 4 (Prevention, Control, and Management of Invasive Alien Species) of the biodiversity focal area (BD2) to "...reduce threats to globally significant biodiversity... " through successful breeding, translocation and monitoring of Giant Tortoises to Santa Fe Island and will contribute to Outcome 4.2. "Sustainable populations of critically threatened species" over time as these are established on Santa Fe Island. The Relevance of the Component is considered **Highly Satisfactory (HS)**

*Conclusion: The project has established the foundation and processes for increasing the production capacity of giant tortoises for future reintroduction throughout the archipelago, fully achieving outcome 3.1.*

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<sup>58</sup> Galapagos Conservancy Acta de Entrega-Recepción/Donación No. 27-21-GC-DPNG (12SEP21)

<sup>59</sup> Galapagos Conservancy Acta de Entrega-Recepcion/Donacion No. 27-21-GC-DPNG (12SEP21)

<sup>60</sup> Ministerio del Ambiente del Ecuador. "Estrategia Nacional de Biodiversidad 2015-2030, Primera edición." Noviembre de 2016, Quito-Ecuador.

## Annex 6.16. UNEG Code of Conduct for Terminal Evaluation Consultants

### **Los evaluadores/consultores:**

1. Deben presentar una información completa y justa en su evaluación de las fortalezas y debilidades, de tal manera que las decisiones o acciones llevadas a cabo se encuentren bien fundadas.
2. Deben revelar el conjunto completo de conclusiones junto con la información de sus limitaciones y tenerlo a disposición de todos aquellos afectados por la evaluación que posean el derecho expreso para recibir los resultados.
3. Deberán proteger el anonimato y la confidencialidad de los informantes individuales. Deberán ofrecer el máximo tiempo de notificación, limitar las demandas de tiempo y respetar el derecho de las personas a no involucrarse. Los evaluadores deberán respetar el derecho de las personas a otorgar información de manera confidencial, y deben asegurarse de que la información sensible no pueda ser rastreada hasta su origen. Los evaluadores no están obligados a evaluar a personas individuales, pero están deben mantener el equilibrio entre la evaluación de las funciones de gestión y este principio general.
4. En ocasiones, al realizar las evaluaciones destaparán pruebas de delitos. Se debe informar de manera discreta sobre tales casos al órgano de investigación apropiado. Los evaluadores deberán consultar con otras entidades de supervisión relevantes cuando exista la mínima duda sobre si estos temas deberían ser comunicados y de cómo deberían comunicarse.
5. Deberán ser sensibles hacia las creencias, usos y costumbres y actuar con integridad y honestidad en sus relaciones con todas las partes interesadas. En la línea de la Declaración Universal de Derechos Humanos de las Naciones Unidas, los evaluadores deben ser sensibles hacia los temas de discriminación e igualdad de género. Deberán evitar ofender la dignidad y autoestima de aquellas personas con las que establezcan un contacto durante la evaluación. Sabiendo que existe la posibilidad de que la evaluación afecte negativamente a los intereses de algunas partes interesadas, los evaluadores deberán conducir la evaluación y comunicar el objetivo de ésta y sus resultados de una manera que respete claramente la dignidad y la autoestima de los implicados.
6. Son responsables de su actuación y (los) producto(s) que generen. Son responsables de una presentación escrita u oral clara, precisa y equilibrada, así como de las limitaciones, conclusiones y recomendaciones del estudio.
7. Deberán aplicar procedimientos contables sólidos y ser prudentes a la hora de utilizar los recursos de la evaluación.

### **Formulario de Acuerdo del Consultor del MTR**

Acuerdo para acatar el Código de Conducta para Evaluadores del sistema de la ONU:

Nombre del Consultor: Guido Fernández de Velasco Sert \_\_\_\_\_

Nombre de la Organización Consultora (cuando sea necesario): \_\_\_\_\_

**Afirmo que he recibido y entendido y que acataré el Código de Conducta para Evaluadores de las Naciones Unidas.**

Firmado en Barcelona a 27 de agosto de 2018



Firma:

## Annex 6.17. Audit Trail

Project Title:	Project Name: Safeguarding Biodiversity in the Galapagos Islands by Enhancing Biosecurity and Creating the Enabling Environment for the Restoration of Galapagos Island Ecosystems
Executing Agency:	Island Conservation (IC) / Conservation International (CI-GEF)
Duration:	
GEF Grant Amount:	
Date of Terminal Evaluation:	
CI-GEF Agency team members responding:	

### Audit Trail/ Response Matrix

Conclusion	Recommendation	Lessons Learned	Comments/Response
<b>Project Justification/Context</b>			
The project context is comprehensive in policy, social, environmental and the overall development context and is based on evidence from previous projects that fully justifies the need for the project. and established the project as a clear next-step in a documented progression laid out by the GOE and involved stakeholders The policy landscape is well defined with clear conformity to all pertinent GEF BD strategy and focal area, national, Galapagos, local, and sector priorities. The project context provides a	No Action Required		

Conclusion	Recommendation	Lessons Learned	Comments/Response
complete justification for the development of the project.			
The long-term involvement of stakeholders and long-term, stable public-private relationships between project partners established over years of baseline activities makes the project resilient to political risks and well grounded. All sectors were adequately included in the design of the project.			
The project context clearly justifies the need and the scope of the project with clear barriers presented.			
<b>Theory of Change, Project Strategy and Design</b>			
the Theory of Change (TOC) presented at the Project Design Stage effectively presents the central hypothesis that provides the underpinnings of the project because it incorporates both tracks needed to respond to the problems as cited: protection from further biological invasives and reestablishment of ecosystem structure and function. The TOC is on-track to be validated by monitoring of re-introduction on Española and on research from Española, San Cristobal, and Santa Fe islands. To date, the TOC is sound and provides a documented and scientifically validated internal logic upon which the architecture of the project is built	No Action Required.	“...The GEF investment responds to very specific and documented gaps in a well-developed process. The project is a clear next step in ecosystem restoration building from a well-documented and solid baseline and incorporates lessons learned from other IVS projects. Likewise, the results of the project clearly lead to the next step in the process, which is the eradication of IVS on Floreana resulting from the social license generated, biosecurity, and successful	

Conclusion	Recommendation	Lessons Learned	Comments/Response
<p>The Project strategy was developed as a logical initiative within a programme that is decades in the making and in response to a very specific set of gaps. Therefore, the design well focused strategically. In terms of architecture, the project design is characterized by independent outcomes all supporting the project objective. There are no extraneous or overly interconnected outputs. The outputs systematically respond to gaps in the baseline scenario within the limits of Galapagos' infrastructure. The design is internally consistent and effective in producing the desired outcomes. Lessons learned from former GEF IAS projects were effectively integrated into the project design and execution modality. It is a very effective and efficient design.</p>	<p>The GEF should highlight the project as a model for an effective and efficient design.</p>	<p>breeding and reintroduction of tortoises.</p> <p>The project architecture is lean with 3 components have outcomes that are related directly to the project objective. The same components and their corresponding outputs are not inter-dependent on each other. This is a particularly good practice that assures that a failure in one component does not lead to a failure in another. Concurrently, each component is an important and integral set of actions without which the project objective could not be achieved. Programs with clear, independent objectives and sequenced activities lead to strong and well-targeted projects that are more manageable and that have well established alliances for technical, social and financial inputs</p>	
<b>Project Implementation Arrangements/ Execution</b>			

Conclusion	Recommendation	Lessons Learned	Comments/Response
<p>The EA and Executing Partners were well selected, expert in their areas with years of experience with the beneficiaries, facilitating trust. A qualified and dedicated manager for each component was greatly appreciated by beneficiaries and increased management effectiveness. The EA executed all duties and functions described for effective project management, facilitated fluid Project governance, identified and managed risks, and adequately managed the project's finances. and proactively adapted to problems and managed the M&amp;E and reporting functions. The PMU managed upstream-downstream and lateral communications.</p>	<p>No Action Required</p>	<p>The EA should be well versed and with experience with the beneficiaries. This can reduce the time needed for trust building and accelerate the project. This is especially important where social license is needed. A PMU established locally with qualified managers for each component facilitates management effectiveness. The execution modality took into consideration lessons learned from other GEF IAS projects.</p>	
<p>The executing partners were well selected. Each institution selected to participate is expert in their area and brings particular skills, knowledge and/or financing into the group. Interviews with beneficiaries ratified their appreciation for the PMU and their handling of the project most highly. The Trust built by the PMU and with the stakeholders and can reduce the time to impact, especially in socially sensitive settings as witnessed in Component 2, which would not have been possible without the long-term relationships built</p>			
<p>The IA systems in-force for oversight of technical and financial management were effective, streamlined, and helped augment the technical</p>			

Conclusion	Recommendation	Lessons Learned	Comments/Response
<p>capacity of the EA and executing partners. Documents such as PIRs are both periodic and cumulative. IA staff were appreciated for their openness, availability, and timely technical assistance to the EA. The IA EMF process for gauging and tracking safeguards is particularly strong and is a model for safeguard analysis. Systems in place by the Implementing Agency (CI-GEF) were important in raising the management capacity of the EA as well as the principal contractor (Galapagos Conservancy).</p>			
<p>This is an extremely and professionally well managed project. All applicable management functions received a TE Rating of <b>“HS” or Highly Satisfactory</b>.</p>			
<b>Project Governance</b>			
<p>Within the project governance structure, the relationship between the Implementing Agency, the executing agency, the PSC and contractors is fluid and facilitates effective upstream and downstream communication, decision-making, and problem solving. Representatives from all aspects of the project are seated in the governance structure. The Project Management Committee and National Project Director played a positive role in streamlining procedures to find practical and fluid solutions to obstacles encountered. This was an activist Steering Committee that created efficiency in management of the project is in part due to</p>	<p>Conservation International, Island Conservation, the DPNG, ABG and all other PSC members and project partners should be recognized for exceptional project governance.</p>	<p>Governance is an integral part of management. The PSC was activist, supportive and an integrated part of management. They are a key element to the success. Their insistence on a full ESIA in spite of it not being a requirement is an example of seeing the bigger picture in securing the social license in Floreana via an independent third party assessment. It is clear that</p>	

Conclusion	Recommendation	Lessons Learned	Comments/Response
<p>efficiency in the governance structure. Highly Satisfactory (HS).</p>		<p>this PSC was not simply a place where project managers go for permission or to check-off management boxes. The effort underscores the importance of an engaged PSC with the correct members and mutual professional respect and confidence.</p>	
<b>Progress Towards Results: Component 1- Biosecurity</b>			
<p>The PMU and ABG were successful in completing all outputs. ABG now has a completely updated Biosecurity Action Plan backed-up by the improved “Sistema Integrado de inspección y Cuarentena” (SIIC) has updated and streamlined procedures and new manuals for cargo to mainland, cargo to islands, etc. These have been supported by hardware and software and detection equipment and digital processes that allow online declarations and payments which streamline the process and increase transparency. The major savings is time. Reports from boat captains at MTR indicates that vessels are now leaving on-time. Agents report a reduction of inspection time from 3 to 5 minutes to only seconds. Now, at TE, KIIs indicate there is more time for inspections which translates into more rigorous checking and better security.</p>	<p>The Action Plan recommendations are approximately 36% implemented and will require future investment to complete the system at all island ports and reach all nodes in the logistical chain. Agents and clients have been informed about the procedures. Work is needed to reach stevedores, truckers, agents, etc. For now, the SIIC is fully operational at the most heavily travelled ports at the most basic levels that will require additional procedures. Locally, there are many stop-off points for fishermen that are informal and unattended. This is an example of actions presented below as recommendations. The system is</p>		

Conclusion	Recommendation	Lessons Learned	Comments/Response
	operational from all points of view from operations to decommissioning, to safe handling and destruction of materials hazardous to the ecology of Galapagos.		
The systems installed and the training were effective. ABG can manage all systems and processes. A salient point is that ABG is the owner of the codes for the software enabling their technicians to fix glitches and manage components. All technicians interviewed expressed gratitude for the clarity of procedures and the much needed investments, which at the time of the TE were all functioning as expected.			
ABG agents feel more secure with the digital process. This is providing clarity on tariffs for the importers to Galapagos. All prefer the transparency and not having to deal with money and subjectivity over tariffs. As a result, more revenues are coming into ABG which will help them out in the mid-term.			
The outcome 1.1 indicator was questioned for specificity at MTR. The PMU opted to not change the indicator since the MTR was late and close to the TE. Since that time, the publication of the Biosecurity index by ABG provides a good outcome level indicator with multiple variables such as Institutional capacity with number of captures, etc. That indicator suggests that the Biosecurity Index was reduced from 23% to 19%			

Conclusion	Recommendation	Lessons Learned	Comments/Response
<p>in one-year, indicating an overall improvement of biosecurity. The index is part of the internal indicators for ABG’s execution and will be measured during the life of the Action Plan.</p>			
<p>Actions by AGB and parallel actions by INGOs in visitor education, and interdiction in Marine Environments, in combination with learning by the local population will effectively contribute to increased biosecurity for Galapagos, a positive outcome 1.1. Component 1 receives an overall efficiency rating of “HS” or Highly Satisfactory and green rating; the project execution has been effective and is yielding the intended results according to the indicators</p>			
<b>Progress Towards Results: Component 2- Social License for Eradication of IVS</b>			
<p>Community members appreciated the accompaniment and the technical assistance more than any other type of project activity. The engagement process was successful.</p>	<p>Future programs of this nature should utilize executing partners with a long and trusted dialogue with the communities. The strength of the relationships and long-term accompaniment of the executing agencies with the public has garnered trust and greatly facilitates the social license for a future eradication of invasive species</p>	<p>The development of a full ESIA for the eradication of IVS was an important independent third-party evaluation to validate the operational plan and risk management plan developed by the project. Independent valuation was critical in securing the Social License and is a landmark study for Galapagos and Ecuador. It is the first ESIA for eradication on a populated island, which should guide future</p>	

Conclusion	Recommendation	Lessons Learned	Comments/Response
		ecosystem restoration on Florana and globally.	
Residents are learning to use stabled systems. They appreciate the benefits but do not know the long-term costs. They rank accompaniment and technical assistance as the highest values. They remain concerned about the effects of eradication on the water resources and recognize that eradication will eliminate the rat problem, which they recognize is also a problem for their production and health. The water issue has safeguards and it remains as the primary concern that will need to be monitored closely.	With the new initiatives in place, it is important to maintain the level of contact and assurance with the community. The water safety issue must be monitored constantly. Consider a participatory community water monitoring program to enable residents access to participate in making observations about water quality on Floreana.	Long-standing relationships were critical to the procurement of the social license on Floreana. Accompaniment is valued above all other project activities.	
The social safeguards for future eradication are now fully enabled by the successful realization of the outputs in a socially effective and efficient manner leading to the formal declaration of agreement with eradication operational plans was signed by the Floreana Parish Council and endorsed by the Autonomous Decentralized Municipal Government of San Cristobal. That process is highly relevant to GEF and national objectives yielding protection of a globally important species within a productive landscape. The component receives a yielded a ranking of Highly Satisfactory (HS)	Maintain high levels of stakeholder engagement during the transition period		
The suite of outputs is both comprehensive and internally consistent with the targeted outcome for Component 2 of a validated social license and adequate environmental and social safeguards for the eventual eradication of black rats and feral			

Conclusion	Recommendation	Lessons Learned	Comments/Response
<p>cats. The project has effectively addressed the social barriers to eradication of vertebrate species on Floreana Island. The social license has been achieved. An HS was awarded at the Outcome-level</p>			
<b>Progress Towards Results: Component 3- Reintroduction of Tortoise Species to Floreana</b>			
<p>Through expanded facilities, successful breeding of 346 individuals and with the successful capture of genetically targeted individuals (30 with <i>C.niger</i> chromosomes and 1 with <i>C.abingdonii</i> genes) in the field expeditions, the Project has successfully increased the capacity for Tortoise breeding to facilitate the-establishment on Floreana and other islands.</p>			
<p>The successful re-introduction of 341 individuals to Santa Fe Island including tracking and monitoring protocols puts into practice the science and technology needed to evaluate the reproduction and distribution of terrestrial plant species through the selective feeding of tortoises thereby contributing to ecosystem restoration.</p>	<p>With all portions of the program implemented, the DNPG and Partners should focus on validating the long-term financing needs of a 50-year scientific effort to for the biennial monitoring program which should validate the Theory of Change in light of climate change effects through the continued monitoring of ecosystem-level changes and the best impact indicator for ecosystem status.</p> <p>The short term analysis of the feeding and plant response habits</p>		

Conclusion	Recommendation	Lessons Learned	Comments/Response
	of the tortoises reintroduced can indicate the validity of the TOC through both the <i>ex situ</i> and <i>in situ</i> methods employed.		
The tactic to translocate sub-adults captured from Española (previously reared from Santa Cruz) for re-population of Santa Fe could possibly reduce the cost of ecosystem restoration and the time frame by decades by circumventing the <i>ex situ</i> breeding process in favor of <i>in situ</i> reproduction. The quarantine of the tortoises for several months at the Santa Cruz center provided biosecurity to the effort and added another important function to the breeding centers further increased efficiency.	The impact information on the restoration of the vegetative component of the Santa Fe Island will inform the impacts on other important species, such as birds and iguanas, which are now the targets of additional investments by GEF and other partners.		
This component has successfully improved the environmental status of <i>C.hoodensis</i> and has discovered living genetics of <i>C.niger</i> and the extinct <i>C.abingdonii</i> . The project has disseminated internationally this important contribution to global biodiversity and science.	To fully comprehend the importance of this project, additional effort is necessary to further promote the process and results within Ecuador on a popular and scientific level.		
The suite of outputs presented for Component 3 is comprehensive and internally consistent with the two targeted outcomes of (a) ecosystem processes, particularly seed dispersal, re-initiated across Santa Fe Island as the result of the translocation of giant tortoises, and, (b) production in captivity of giant tortoises for future reintroductions throughout the archipelago is significantly increased. Together, the outputs have a high likelihood of increasing the population	Beyond the scientific literature, the processes and results of the project should be disseminated by GEF for the contribution of the project (and decades of baseline work) to global biodiversity and as a model of project design and management.		

Conclusion	Recommendation	Lessons Learned	Comments/Response
<p>of giant tortoises of targeted bloodlines and translate into a monitored population capable of consuming and dispersing local species of plants. The achievements of the component are considered Highly Satisfactory (HS)</p>			
Efficiency in Delivery of Project Assets			
<p>IC's staff did a good job at navigating the difficulties in the supply chain by travelling to the mainland and securing materials and also by proactive management in using the downtime to advance the procurement process so that the budget was ready to execute when the COVID situation began to ease.</p>			
<p>The project partners in Galapagos Conservancy successfully published peer-reviewed scientific articles to disseminate the lessons learned from ecological restoration using replacement species, including a dedicated book chapter. The number and number of articles published within Ecuador was limited, missing an opportunity to inform the public of the significance and impact of the work.</p>	<p>Project partners are urged to use the opportunity to reach and educate the public towards Galapagos' conservation effort. There are many interest stories associated with this project such as biosecurity, how residents live with wildlife on Floreana, on many aspects of ecology and tortoise establishment, monitoring technology, etc.</p>		
<p>Additionally, the tactic involving in situ reproduction on Santa Fe can create significant cost efficiency in the mid-term.</p>			
Safeguards			

Conclusion	Recommendation	Lessons Learned	Comments/Response
<p>The Natural Habitats safeguard is mainstreamed throughout the project monitoring and evaluation process and is actively monitored and reported within the projects M&amp;E plan and with engagement of the PSC. A rigorous Environmental Management Framework (EMF) analysis was prepared at the time of project formulation. the project's dedication to biosecurity monitoring, Risk management and ESIA deployment, and biosafety protocols in Tortoise reproduction and translocation provide state-of-the-art environmental safeguards. The project is fully compliant with CI-GEFs ESS#2 and, although not triggered at project implementation, the safeguards, process and instruments being deployed by CI-GEF and the PMU are compliant with GEF Policy and Guidance on Environmental and Social Safeguards.</p>			
<p>A TE Survey indicates that Men and Women had equal access to the project's benefits, equal opportunity to participate, and equal representation in decision-making for indicate the successful implementation of the Gender Mainstreaming Plan. The project is compliant with GEF Gender Equality Policy (SD/PL/02) and Guidelines</p>			
<p>The Grievance mechanism was active and validated at TE. Surveys, KIIs, and FGMs indicated ample stakeholder participation at all stages of project development and implementation. This was especially appreciated by all groups interviewed for all components and Stakeholder</p>			

Conclusion	Recommendation	Lessons Learned	Comments/Response
engagement strategy are compliant with GEF Stakeholder Engagement Policy (SD/PL/01) and Guidelines .			
Management of safeguards is given an overall ranking of HS.			
Sustainability			
<p><u>Institutional:</u> The institutional partners are government agencies with clear mandates in their respective areas. Both ABG and DNPG have guided the sector initiatives and are responsible for overseeing their respective development plans. Galapagos organizations have been resilient to political change, with many of the same actors remaining involved in the development process.</p> <p>Conversely, the Floreana Parish council has been fully engaged in the process and will remain so into the next stages of development. They are the representatives of the residents.</p> <p>The INGOs and NGOs involved have maintained the same qualified personnel, sometimes migrating from one to another, over a considerable amount of time indicating that there is no experience drain at project closure. In fact, almost all project staff are engaged with a new, follow-on GEF initiative in-force.</p>		<p>The long-term involvement of stakeholders and long-term, stable public-private relationships between project partners established over years of baseline activities makes the project resilient to political risks</p>	

Conclusion	Recommendation	Lessons Learned	Comments/Response
<p>Institutional sustainability is a strong point of the development process and a strong point in the design of this project.</p>			
<p><u>Political:</u> Political changes have not produced negative effects to the project, in fact, the opposite is true and the project enjoys full support of government and local institutions.</p> <p>Given the semi-autonomous nature of Galapagos public administration and a demonstrated resiliency to political change, the risk of a derailment of future stages of development in Galapagos is small. Especially with local and provincial government declarations supporting biosecurity and future eradication of exotic species of vertebrates, the initiative appears to be politically sustainable</p> <p>The Project is well aligned with all national and sector policies in each of the impact areas. DNPG has maintained an oversight role to all projects and in doing so has maintained alignment to the Galapagos 2030 and National Biodiversity Strategies and Plans</p>			
<p><u>Financial:</u> The invasive species fund provides support to efforts to safeguard against IAS. Given the new Biosecurity Action Plan, a new financial scenario has developed that is not fully costed in</p>	<p>Consider collecting all possible cost assessments for the recurring costs of infrastructure maintenance and long-term</p>		

Conclusion	Recommendation	Lessons Learned	Comments/Response
<p>order to completely implement the Biodiversity Security Plan. There does not appear to be a strategic financial plan to address the recurrent costs of maintaining the new infrastructure and the biodiversity monitoring costs over a reasonable period of time. The fundraising capability of the INGO partners has secured future financing for the next stage of development through a blend of independent philanthropy and grantsmanship, including a GEF MSP. This of course depends on the priorities and commitment of outside partners. The opportunity now exists for a more organized and holistic financing strategy to maintain the long term breeding, monitoring, and social work needed is apparent.</p>	<p>monitoring as well as the maintenance of ABGs infrastructure to enable the evaluation of financial needs vs. the current estimate of yield of funds through FIAS. This type of analysis would indicate which activities can be funded through existing mechanisms, if the existing mechanisms require additional capitalization to accommodate the new situation, and, if the breeding of endangered species would require an additional mechanism through FIAS, a private endowment, or other construct.</p>		
<p>Public and private sources are producing a funding stream in advance of the eradication efforts.</p>	<p>The public-private partnerships are very effective in meeting long-term financial gains</p>		
<p>The installed technical capacity of the farmers is complemented by Ministry of Agriculture initiatives to provide opportunities for production while reducing the dependency on outside foodstuffs.</p>	<p>Building the capacity of Floreana farmers to operate more productively and sustainably over the near- and long-term will enhance sustainability as the returns on their installations and revenue from tourism reward them and lead them to a high level of stewardship</p>		

