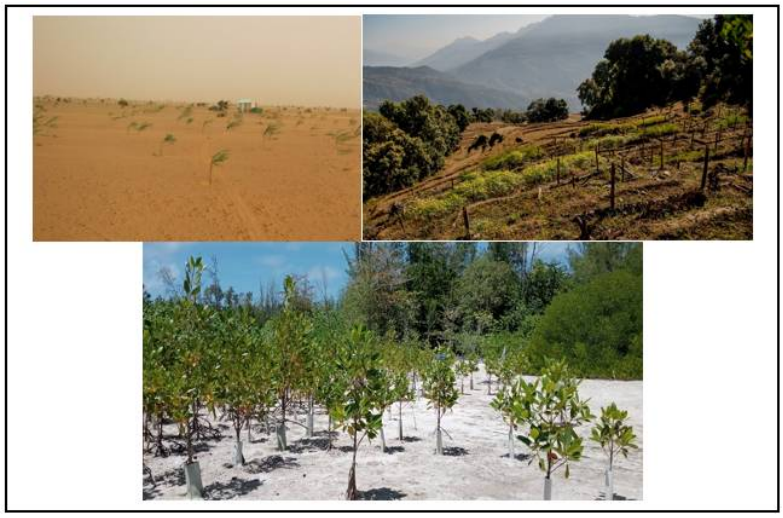
Terminal Evaluation of the UNEP/GEF Project ID: 4934

"Enhancing Capacity, Knowledge and Technology Support to Build Climate Resilience of Vulnerable Developing Countries"

OPERATIONAL TITLE:

"Ecosystem-based Adaptation through South-South Cooperation (EbA South)" (2013 - 2019).



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(Ecosystem-based Adaptation through South-South Cooperation (EbA South) – Operational Title.
(GEF ID.: 4934), (Date 04/22).

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This Terminal Evaluation was prepared for UNEP by (Jonathan McCue, Principal Evaluator and Ram Chandra Khanal and Benjamin Vel, In-Country Consultants), as independent consultants. No In-Country Consultant for Mauritania was contracted for this Terminal Evaluation. The evaluators would like to express their gratitude to all persons met and who contributed to this evaluation, as listed in Annex II.

In China and globally the evaluation team would like to thank the project team and in particular Guoqin Wang, Linxiu Zhang, Diwen Tan, Tatirose Vijitpan and Anothony Mills for their support and contribution throughout the evaluation process. The evaluation team would also like to recognise the National Development and Reform Commission (NDRC) of China through the Institute of Geographic Sciences and Natural Resources Research (IGSNRR) and the Chinese Academy of Sciences (CAS) for assisting with providing information to the evaluation team.

In the Seychelles, the evaluation team would like to thank the project team and in particular Dr. Pughazendhi Murugaiyan (Seychelles National Focal Point), Mr. Terence Vel and Dr. Elvina Henriette for their contribution and collaboration throughout the evaluation process. The evaluators would also like to thank the Ministry of Agriculture, Climate Change and Environment (MACCE) for allowing access to members of the local project management team, as well as the Ministry of Local Government, the Ministry of Education and the University of Seychelles for their guidance and information. Special acknowledgements to Mr. Terence Vel for access to his documentation, Mr. Jean-Claude Labrosse who kindly agreed to accompany the evaluator on all site visits on both Mahé and Praslin Islands, and to Mr. Victorin Laboudallon of Terrestrial Restoration Action Society of Seychelles (TRASS) who allowed two of the NGO's volunteers (Mr. Marc Jean-Baptiste and Ms. Vicky Stravens) to be present for the site visits to the Baie Sainte Anne sites on Praslin.

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The evaluation consultants hope that the findings, conclusions and recommendations will contribute to the continuous improvement of similar projects in other countries and regions.

BRIEF CONSULTANT(S) BIOGRAPHY

Jonathan McCue (Principal Evaluator)). Jonathan is a UK based independent consultant who is Director of his own company, Sustainable Seas Ltd (www.sustainableseas.co.uk). He possesses 32 years' postgraduate experience in the field of ecosystem-based adaptation, flood management and climate change adaptation. He has a successful mid-term and terminal evaluation track record with over 8 prominent international projects that have involved the setting and appraisal of project evaluation criteria. This includes work for a number of separate international funding institutes, namely Mid-Term Reviews in Gambia, Maldives, Jamaica, Guyana, Samoa, Bangladesh, Cambodia and Republic of the Marshall Islands. He also possesses key experience working in Seychelles as a Blue Economy Specialist as part of a recent SWIOFISH3 World Bank funded project.

Benjamin Vel (Evaluation Specialist – In-Country Consultant for Seychelles) works principally in national development, environment protection, and gender equity and equality. He is active in environment protection and climate change projects. He is presently the National Project Coordinator for the Seychelles Third National Communication and the Seychelles First Biennial Update Report. He assumed the same position in 2014 for an Ecosystem-Based Adaptation project in coastal management, funded by UNEP. He has written successful climate change projects that addressed how women (in households – Mangroves for the Future (MFF) funded Climate Smart Agriculture in communities; and for farmers – UNESCO funded climate smart agriculture for women farmers) can prepare and adapt to climate change and extreme weather events.

Ram Chandra Khanal (Evaluation Specialist – In-Country Consultant for Nepal) learned his academic degrees in agriculture, economics and development studies, and has been carrying out independent evaluations of projects and programmes related to ecosystems management, climate change, agriculture, forests, water, disasters and livelihoods for the last fifteen years in Asia. He is also involved in various evaluation related networks, carried out studies and supported stakeholders for evaluation capacity building.

Evaluation team
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ABOUT THE EVALUATION

Joint Evaluation: No
Report Language(s): English.
Evaluation Type: Terminal Evaluation
Brief Description: This report is a Terminal Evaluation of a UNEP/GEF project implemented between 2013 and 2019. The project's overall project goal was to build climate resilience in developing countries in Asia-Pacific and Africa by increasing their capacity to plan and implement Ecosystem-based Adaptation (EbA). In addition to interregional activities for capacity building and knowledge management, the project led concrete, on-the-ground EbA interventions in three pilot countries – Mauritania, Nepal and Seychelles – representing three different vulnerable ecosystems (dry-land, mountain and coastal ecosystems, respectively).
The objective of the EbA South project was "to build climate resilience in vulnerable African and Asia-Pacific countries by providing support for planning, financing and implementing EbA through effective capacity building, knowledge support and concrete, on-the-ground interventions in the coastal, mountain and arid/semi-arid ecosystems" and had 3 outcome areas (strengthened capacities to plan and implement EbA; increased availability of synthesized knowledge on EbA best practices; and increased climate resilience of priority ecosystems in the selected countries.
The evaluation sought to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The evaluation had two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, and the relevant agencies of the project participating countries.
Key words: Ecosystem based Adaptation (EbA), South-South Cooperation (SSC), long-term research programme Small Island Developing States; SIDS; Sustainable Forest Management; Sustainable Land Management; Forest management; Forest financing; Desert; Desertification; Marine; Marine environments; Marine Ecosystem; Coast; Coastal Ecosystem; Governance; Climate Change; Ecosystem Management;[1] National Development and Reform Commission (NDRC) of China; the Institute of Geographic Sciences and Natural Resources Research (IGSNRR); Chinese Academy of Sciences (CAS)

Primary data collection period: First attempt (Inception Phase) commenced in January 2020. Data requests started at this time to help support the Inception Phase of the Terminal Evaluation. The onset of the COVID-19 pandemic resulted in contract being postponed in June 2020 due to the inability to travel and global lock down restrictions. The work recommenced in May 2021 for a contracted period of 6 months, with travel restricted to inputs from National Consultants in Seychelles and Nepal only.

Field mission dates: The field missions were conducted in Nepal and Seychelles by the end of August 2021, almost three years after the end of the project due to the various delays linked to the COVID-19 pandemic when an initial start took place in March 2020. An indication of pilot sites is presented below.

[1] This data is used to aid the internet search of this report on the Evaluation Office of UNEP Website

Figure 1. Maps of Pilot Sites for Project Implementation in the Seychelles, Mauritania and Nepal

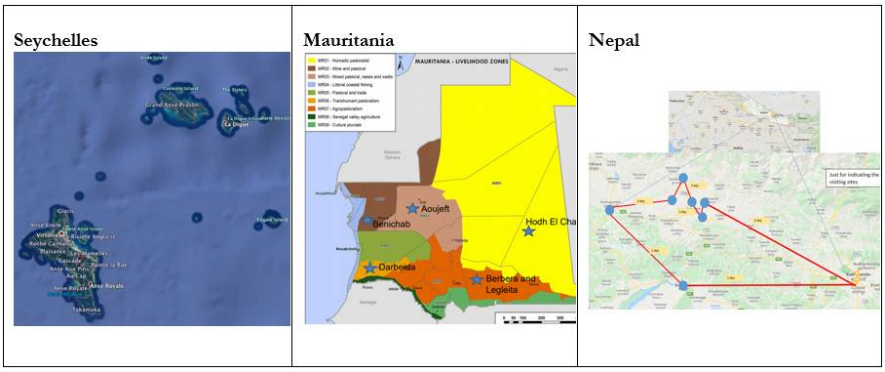

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Figure 2. Photo: Pilot site in Seychelles (source. Benjamin Vel (2020))

LIST OF ACRONYMS

AAKNet	Africa Adaptation Knowledge Network
ADS	Agriculture Development Strategies (Nepal)
AFO	Administrative and Financial Officer
AMAT	Adaptation Monitoring and Assessment Tool
ANSO	Alliance of International Science Organizations in the Belt and Road Region[2]
APAN	Asia-Pacific Climate Change Adaptation
ASHA	Adaptation for Small Holders in Hilly Areas (Nepal)
CAS	Chinese Academy of Sciences
CAMS	Climate Adaptation Management Section (Seychelles)
CBO	Community-Based Organisation
CCA	Climate Change Adaptation
CEDAW	United Nations Convention on the Elimination of All Forms of Discrimination against Women
CNOEZA	National Observation Centre for Arid Areas (Mauritania)
CPAP	UNDP Country Programme Action Plan
CRC	United Nations Convention of the Rights of the Child
CTA	Chief Technical Advisor
DA	District Administrator
DoE	Department of Environment (Seychelles)
DoF	Department of Forests (Nepal)
DPA	Department of Public Administration (Seychelles)
EbA	Ecosystem-Based Adaptation
EEMP	Environmental Education Media Project
EMPS	Environment Management Plan Seychelles
FEBA	Friends of Ecosystem based Adaptation[3]
GEF	Global Environment Facility
GIF	Green Islands Foundation
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GoN	Government of Nepal
ICCPR	International Covenant on Civil and Political Rights
IEC	Information, Education and Communication
IGSNRR	Institute of Geographic Sciences and Natural Resources Research, Chinese Academy of Sciences
IS	Intermediate States
LAPA	Local Adaptation Measures (Nepal)
LTRP	Long Term Research Programme
MACCE	Ministry of Agriculture, Climate Change and Environment (Seychelles)
MDEDD	Ministère de l'Environnement et du Développement Durable / Ministry of Environment and Sustainable Development (Mauritania)
MEE	Ministry of Energy and Environment (Seychelles)
MEECC	Ministry of Environment, Energy and Climate Change (Seychelles)
MCSS	Marine Conservation Society Seychelles
MNRI	Ministry of Natural Resources and Industry (Seychelles)
MoFSC	Ministry of Forests and Soil Conservation (Nepal)
MoPE	Ministry of Population and Environment (Nepal)

[2] ANSO is a non-profit, non-governmental international scientific organization founded in 2018 by the Chinese Academy of Sciences and 36 other international science and education institutions from around the world. - http://www.anso.org.cn/

[3] Friends of EbA (FEBA) is a global collaborative network of 90+ agencies and organisations involved in Ecosystem-based Adaptation (EbA) working jointly to share experiences and knowledge, to improve the implementation of EbA related activities on the ground, and to have a stronger and more strategic learning and policy influence on EbA. - https://friendsofeba.com/

MTS	UNEPs Medium Term Strategy (2018—2021)
NCCC	National Climate Change Committee (Seychelles)
NDRC	National Development and Reform Commission of China
NFP	National Focal Point
NGO	Non-Governmental Organisation
NMS	National Meteorological Service (Seychelles)
NTFP	Non Timber Forest Products
PCU	Project Coordination Unit
PES	Payment for Ecosystem Services
PM	Project Manager
PMU	Project Management Unit
PNA	Awleigatt National Park (Mauritania)
PoW	Programme of Work
PSC	Project Steering Committee
PSO	Public Service Order (Seychelles)
RCEAT	Roche Caiman Environment Action team (Community-Based Organisation (Seychelles))
REGATTA	Regional Gateway for Technology Transfer and Climate Change Action
rTOC	Reconstructed Theory of Change
ROtI	Review of Outcomes to Impact
SA	Special Advisor
SCCF	Special Climate Change Fund
SEC	Seychelles Energy Commission
S4S	Sustainability for Seychelles
SIDS	Small Island Developing State
SIF	Seychelles Islands Foundation
SNPA	Seychelles National Parks Authority
SSC	South Couth Cooperation
SSDS	Seychelles Sustainable Development Strategy
STB	Seychelles Tourism Board
TA	Technical Advisor
TE	Terminal Evaluation
ToC	Theory of Change
ToR	Terms of Reference
TRASS	Terrestrial Restoration Action Society Seychelles
NGO	Non-Governmental Organisation
SDG	Sustainable Development Goals
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNEP-IEMP	UNEP - International Ecosystem Management Partnership
UniSey	University of Seychelles
VIA	Vulnerability Impact Assessments
WHO	World Health Organisation

PROJECT IDENTIFICATION TABLE

Table 1: Project Identification Table

Identification		GEF ID.: 4934	Umoja no.: S1-32CCL-000007
Project Number + Project Title		Enhancing Capacity, Knowledge and Technology Support to Build Climate Resilience of Vulnerable Developing Countries OPERATIONAL TITLE: Ecosystem-based Adaptation through South-South Cooperation (EbA South)	
Duration months	**Planned**	48 months	
	Extension(s)	Initial extension up to April 2018 (12 months)	Another extension processed upon request from pilot countries to May 2019 (12 months)
Division(s) Implementing the project		Climate Change Adaptation Unit, Ecosystem Division	
Executing Agency(ies)		National Development and Reform Commission (NDRC) of China through the Institute of Geographic Sciences and Natural Resources Research (IGSNRR) – Chinese Academy of Sciences (CAS)	
Names of Other Project Partners		UNEP (GAN, AAKNet, APAN, EbA-ME, NRB, EbA-SIDs), ACPC, Ministry of Environment and Energy (MEE) in Seychelles (then MEECC - now MACCE). Ministry of Environment, Science and Technology (MoEST) in Nepal. Ministry of Environment and Sustainable Development (MDESD) in Mauritania.	
Project Type		Full-sized project	
Project Scope		Global	
Region (delete as appropriate)		Africa and Asia-Pacific	
Names of Beneficiary Countries		Seychelles, Nepal and Mauritania	
Programme of Work		Climate Change	
GEF Focal Area(s)		Climate change adaptation	
UNDAF linkages		**Mauritania**: [Partnership Framework for Sustainable Development (CPDD) 2018-2022, replacing the UNDAF] Outcome 1.3: Institutions and communities contribute to sustainable management of natural resources, and to anticipate/respond to crises and to the effects of climate change. **Seychelles**: [Strategic Partnership Agreement 2018 – 2022] Outcome 1.3 Biodiversity conservation and sustainable land management: sustainable land management with emphasis on preserving terrestrial and inland water biodiversity and ecosystems **Nepal**: Priority Area 3: Resilience, Disaster Risk Reduction and Climate Change	
Link to relevant SDG target(s) and SDG indicator(s)		13.3.1 Number of countries that have integrated mitigation, adaptation, impact reduction and early warning into primary, secondary and tertiary curricula.	

		13.3.2 Number of countries that have communicated the strengthening of institutional, systemic and individual capacity-building to implement adaptation, mitigation and technology transfer, and development actions. 13.b.1 Number of least developed countries and small island developing States that are receiving specialized support, and amount of support, including finance, technology and capacity-building, for mechanisms for raising capacities for effective climate change-related planning and management, including focusing on women, youth and local and marginalized communities. 15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and dry-lands, in line with obligations under international agreements. 17.6 Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism.
GEF financing amount		$ 4,900,000
Co-financing amount		$ 34,700,000
Date of CEO Endorsement		15 January 2013
Start of Implementation		22 April 2013[4]
Date of first disbursement		15 May 2013
Total disbursement as of 30 June		4,647,601
Total expenditure as of 30 June		4,655,328
Expected Mid-Term Date		August 2017 (no formal Mid Term report produced – a series of National Mission Reports were produced instead).
Completion Date	**Planned**	April 2017
	Revised	May 2019
Expected Terminal Evaluation Date		November 2021 (delays in country missions due to COVID 19)
Expected Financial Closure Date		January 2022

Although no specific follow-on phase has been planned for this project the Ecosystem-based Adaptation through South-South Cooperation project was designed as a flagship initiative for South-South cooperation on Ecosystem-Based Approaches to Adaptation and was expected

[4] Following the project endorsement by the GEF CEO on 15 January 2013, the project Executing Agencies set up a Project Management Unit (PMU) in Beijing, China. In addition, the pilot countries nominated the National Focal Points (NFPs) and the Project Steering Committee (PSC) was established. The project was officially launched on 22 April 2013 in Beijing, China, jointly with its first PSC meeting.

to generate considerable learning, which would be used to inform national policy, future EBA projects and associated research in Africa and Asia-Pacific.

EXECUTIVE SUMMARY

Project background

1. The negative effects of climate change are being experienced by local communities within a wide range of economic sectors in developing countries across Africa and Asia-Pacific. Multiple factors make these countries particularly vulnerable to observed and expected climate change impacts. These include poverty and dependence on rain-fed agriculture, as well as limited capacity of regional and national institutions to plan and implement adequate adaptation technologies and practices. There is an urgent need for immediate actions to address climate change before its impacts become unmanageable.

2. The United Nations Environment Programme (UNEP), in partnership with the National Development and Reform Commission (NDRC) of China through the Institute of Geographic Sciences and Natural Resources Research (IGSNRR), Chinese Academy of Sciences (CAS) and the governments of Nepal, Mauritania and Seychelles designed and implemented this project entitled "Enhancing Capacity, Knowledge and Technology Support to Build Climate Resilience of Vulnerable Developing Countries, [operational title: Ecosystem-based Adaptation through South-South Cooperation (EbA South) in Asia-Pacific and Africa with three pilot countries (Nepal, Mauritania and Seychelles)] over 7 years, from April 20135 to April 2020). The project was implemented from April 2013 to May 2019.

This Evaluation

3. This evaluation report provides the findings of the EbA South Project Terminal Evaluation (TE). The evaluation was led by UNEP Evaluation Office (EOU) and conducted in line with the UNEP Evaluation Policy and the UNEP Evaluation Manual by an independent team of evaluators to assess project performance and to determine the outcomes and impacts (actual and potential) stemming from the project, including their sustainability.

4. This TE was conducted between June and November 2021 and covered the period from project start to completion (11 April 2013 to 31 May 2019). Due to COVID-19 travel restrictions, country field missions were restricted to Seychelles and Nepal only and carried out by National Consultants. No field mission to Mauritania was undertaken, nor to the UNEP Headquarters in Nairobi nor to the Executing Agency (Chinese Academy of Sciences – CAS) in Beijing to discuss the project face-to-face with project team, partners and beneficiaries. It was not possible to carry out a field mission to Mauritania, due to the international travel restrictions in place during 2021, and due to the inability to procure an In-Country Consultant with sufficient expertise of the project background in the timescales offered by this TE. Efforts were subsequently made by the Principal Evaluator to carry out both a desk review and conduct virtual meetings with key stakeholders in country to ascertain the required project related information.

5. In accordance with the evaluation ToR, the country evaluation approach followed a consultative, transparent and evidence-based review of the project's activities, outputs and performance to date, drawing upon a review of available reports and compiling quantitative and qualitative information from internal and external stakeholders through interviews, focus group discussions and site visits. It also endeavoured to compare the pre-project

[5] Following the project endorsement by the GEF CEO on 15 January 2013, the project Executing Agencies set up a Project Management Unit (PMU) in Beijing, China. In addition, the pilot countries nominated the National Focal Points (NFPs) and the Project Steering Committee (PSC) was established. The project was officially launched on 22 April 2013 in Beijing, China, jointly with its first PSC meeting.

baseline conditions to current conditions where possible. Triangulation of evidence and information gathered was also carried out where possible.

Key findings

Criterion	Summary assessment	Rating
Strategic Relevance		**Highly Satisfactory**
Alignment to UNEP MTS, POW and Strategic Priorities	Aligned to climate change adaptation priority programmes	Highly Satisfactory
Alignment to Donor/Partner strategic priorities	Project is consistent with the 'Revised Programming Strategy on Adaptation to Climate Change for the SCCF'; the 'Updated Operational Guidelines for the SCCF for Adaptation and Technology Transfer' (GEF/LDCF.SCCF.13/05 October 16, 2012); and the 'Operational Guidelines on Ecosystem-Based Approaches to Adaptation' (GEF/LDCF.SCCF.13/Inf.06 October 16, 2012).	Highly Satisfactory
Relevance to regional, sub-regional and national environmental priorities	Relevant to regional, sub-regional and national environmental priorities as the project built upon, and linked with, existing African and Asia-Pacific regional networks and initiatives as well as national initiatives on EbA. It is also an example of south-south cooperation, and links with a number of national policies, action-plans, especially on climate change and protection of various ecosystems.	Highly Satisfactory
Complementarity with existing interventions/ Coherence	The EbA south project forms part of a series of other complementary EbA projects being implemented in all 3 nations.	Satisfactory
Quality of Project Design	The master project design used clear aims, components, indicators, targets, and means of verification, well detailed in the project framework. However, some key technical aspects were omitted from the project design including (for example) budgets to help with the removal of invasive species and issues to combat crabs which proved to be costly, and these issues were often not considered when setting budget lines.	**Moderately Satisfactory**
Nature of External Context	In spite of floods, irregular rains and earthquakes, no unexpected external impacts affected the project. There was also no political unrest or social upheaval/conflict (military or civil) during the project implementation period in any of the three pilot nations that directly affected project outcomes	**Favourable**
Effectiveness	**(see points below for rating justification)**	**Satisfactory**
Availability of outputs	Outputs clearly defined and available	Satisfactory
Achievement of project outcomes	Projects outcomes though defined had moderate success, especially for the percentage of survivorship of seedlings, level of continuity and sustainability in the project sites, and level community engagement	Satisfactory
Likelihood of impact	Impact may be less felt by the global community as project sites continue to be affected by human commercial and socioeconomic activity. Issues related to landowners long term land rights and title deeds may affect likelihood of future impact.	Moderately Likely

Criterion	Summary assessment	Rating
Financial Management	**(see points below for rating justification)**	**Satisfactory**
Adherence to UNEP's financial policies and procedures	UNEP financial policies followed fairly rigorously	Satisfactory
Completeness of project financial information	Financial information available, however, in some instances, financial management related documents were not available due to the merging of the ministries and transfer of staffs to different tiers of the government etc.	Moderately Satisfactory
Communication between finance and project management staff	Satisfactory communication between xecuting agencies and PSC; though, there were some procedural issues locally which delayed the project procurement of goods and services	Satisfactory
Efficiency	Given these complexities, the project team managed its activities as efficiently as possible with limited staff and the use of short-term consultants. Efficiencies were however affected by procurement procedures which led to delays plus also the use of privately owned lands which had been identified as project sites.	**Moderately Satisfactory**
Monitoring and Reporting	**(see points below for rating justification)**	**Satisfactory**
Monitoring design and budgeting	The project had an inbuilt monitoring design and budgeting which functioned moderately well, through the audits, discussions with local and international executing agencies. The budgeting was relatively flexible to allow for periodical adjustments due to conditions on the ground, such as need for allocation of funds for a local project coordinator in each of the 3 project countries	Satisfactory
Monitoring of project implementation	There were mechanisms and procedures in place for monitoring of implementation, but there were problems at the sites and with procurement which affected project performance. However, some of the M&E narratives were still relatively conventional (technical, not cross sectoral) and often did not fully cover the latest challenges of EbA projects (i.e.: lack of a focus on gender or social inclusion related issues etc).	Moderately Satisfactory
Project reporting	Regular reports submitted on the project which the PSC reviewed. Although regular monitoring and review of the project activities was carried out, no required priorities were given to assess the effectiveness of EbA in line with its objectives and overall goal.	Moderately Satisfactory
Sustainability	**(see points below for rating justification)**	**Moderately Likely**
Socio-political sustainability	Climate change adaptation remains a priority even through structural and administrative changes were apparent in some instances.	Moderately Likely
Financial sustainability	Annual budgetary allocations are made well although financial sustainability will largely depend on funding from national budgets, international climate financing streams and initiatives of other external donors and regional institutions, as the project design did not propose specific strategies for self-financing in the post-project period.	Moderately Likely

Criterion	Summary assessment	Rating
Institutional sustainability	The project is considered a "first mover" in catalysing global and regional collaboration on EbA under GEF guidelines, particularly within the framework of SSC, especially through the partnership with NDRC of China to share experience and research know-how from China in ecological restoration and climate change adaptation. The present institutions in the pilot nations also helped to support institutional sustainability. It will be utilised in a Good Practice Brief by the GEF Secretariat to help inform future EbA initatives.	Likely
Environmental Sustainability	The project was designed to strengthen environmental management frameworks by building the technical capacity of government staff, policy-makers, restoration practitioners and scientists to address environmental issues arising in conjunction with changing climate.	Likely
Factors Affecting Performance	**(see points below for rating justification)**	**Satisfactory**
Preparation and readiness	Stakeholders were prepared and ready to implement the project, although there did appear to be evidence of uncertainties relating to the details presented in the ProDoc (2012) on clearly set out roles and responsibilities of each partner, however, these were then better defined during project implementation.	Moderately Satisfactory
Quality of project management and supervision	Several layers of management and supervision locally and internationally, with regular reporting systems. Some adaptive management measures were adopted (corrective measures and capacity building) by PMU, TA and TM continuously throughout the project.	Moderately Satisfactory
Stakeholders' participation and cooperation	Stakeholders wide-ranging from state and non-state actors, men and women, children and youth, private sector and academia	Highly Satisfactory
Responsiveness to human rights and gender equity	Human rights of communities respected and upheld. Women actively involved in project implementation, though none present locally for the project management team. Whilst Gender and Social Inclusion (GESI) remains important, however, it was not a pivotally focused aspect to consider at the project outset in 2013 (or requested by GEF)	Moderately Satisfactory
Environmental, social and economic safeguards	The project itself sought to protect the environment, social and economic conditions of the local and wider communities. Furthermore, it provided the local communities with the opportunities to generate revenues from the activities done.	Satisfactory
Country ownership and driven-ness	The project (in all 3 pilot countries) provided all the assistance possible for the activities to be undertaken, with a dedicated group of people assigned to project management and to continue working in academia and in monitoring of progress (long-term outcomes and impacts) once the project had ended	Satisfactory
Communication and public awareness	Major part of the deliverables with 4 household surveys done, television news reports, newspaper articles and numerous awareness activities with local communities and school children in each of the 3 pilot countries..	Highly Satisfactory

Criterion	Summary assessment	Rating
OVERALL PROJECT RATING		**SATISFACTORY**

Conclusions

6. The EbA South project followed a highly ambitious objective which was always going to be very difficult to attain. Despite this, the evaluation team finds that it paved the way for other EbA projects of a similar nature on a global scale. As a "first mover" in catalysing global and regional collaboration on EbA under GEF guidelines within the SSC framework, the project was found to have significantly contributed to the global EbA practices. The project restored specific ecosystems (wetlands etc), produced the required scientific knowledge and expertise, conducted general population and community awareness campaigns, wrote scientific papers and popular articles, and conducted household surveys. The project was implemented as planned with minor changes required to address situations on the ground.

7. EbA South is the first EbA project that had been implemented in the dry Northern Mauritania. The concept of EbA (in part) proved to be of value and obtained buy-in at the political level, resulting in several EbA projects being initiated in the country. The project also provided support towards developing country (and ecosystem) specific EbA protocols, which formed the basis for pilot EbA activities in each of the three countries. Institutional and technical capacity was also built in the development of these EbA protocols and the implementation of EbA pilot activities.

8. The project was pioneering in its approach towards using science to support the implementation of EbA. To support the credibility of EbA interventions going forward it is crucial to collect actual data on, for example, survivorship, growth and socio-economic factors. The project succeeded at this and during the project, long-term actual data were collected to enable lessons learned in the past to inform future practice. Publishing research findings in peer-reviewed literature also ensured that the knowledge generated through this process remained credible and of a high standard. Nevertheless, there was a lot to achieve within the budget of US$4.9M. In fact, the project's purpose was only partially realistic within the timeframe and available budget.

9. Some over-arching conclusions from the project can be raised from this TE as follows:

• Conclusion 1: EbA investments are experiments and ideally need to be treated as such. There are so many environmental, economic and social variables involved in getting EbA to be sustainable that it is inevitable that among sites within an EbA investment there will be both successes and failures. Successes and failures need to be well-documented so that future EbA practitioners can learn from them.

• Conclusion 2: Scientific data should be collected from EbA investments to build a scientific platform for future generations. EbA does not have this scientific platform as yet, and is also more complicated than agriculture to some degree because it involves numerous plant species. Agriculture often concerns monocultures.

• Conclusion 3: Sustainability plans for each EbA site should be developed from year 1 of the project. Often local communities/villages have their own socio-economic contexts. A blanket sustainability plan will usually not be appropriate for the project. Granular plans at a village level will be needed to respond to risks of ecosystem degradation at the EbA site.

• Conclusion 4: GEF investments in ecosystem restoration over the past 30 years are potentially extremely valuable for building a credible scientific platform for EbA. Private sector investors looking into EbA investments require credible information to take informed investment decisions. This credible information should ideally be available in the peer-

reviewed literature (to prevent it being deemed anecdotal) and should span several decades (to demonstrate the longevity of the EbA). Scientific studies into previous GEF projects could yield this scientific, credible information. If the EbA was effective in a particular area, such information could potentially catalyse investments in large-scale EbA in the private sector.

• Conclusion 5: Donor-funded EbA investments at national level are likely to be most effective where there is strong government support in addition to strong ecological expertise. This is the experience from this EbA South TE. Traction on EbA appears to be greatest where the government was strongly supportive of the concept and where local ecologists had autonomy to design and implement EbA.

• Conclusion 6: Donor funds should arguably be seen as catalytic, with the size of the EbA area being less important than the demonstrated success of EbA. It is likely that large-scale EbA will need to be funded primarily by the private sector, given that hundreds of millions of dollars are going to be needed in many individual degraded ecosystems at risk globally. Donor-funded projects should therefore focus on demonstrating successful EbA with a strong focus on ecology, horticulture, sustainability (in different socio-economic contexts) and collection/publication of rigorous scientific data.

Lessons Learned

10. Key lessons learned from the Terminal Evaluation are as follows[6]:

Lesson Learned #1:	**Improved and more meaningful engagement with local communities and stakeholders is necessary for sustained monitoring and maintenance of project gains. Early capacity building of country teams is beneficial to help better equip the country for project implementation.**
Context/comment:	Local technicians and participating communities should be actively engaged in the development and implementation of project activities, in order to encourage local ownership and to take advantage of local indigenous knowledge and experiences so that good practices and results are able to be more easily shared, along with learning from mistakes and what can be improved. There were no more communications with local communities when activities were completed at most project sites.

Lesson Learned #2:	**EbA Projects and initiatives can benefit from increased cross-nation and regional scale EbA exchanges. Such exchanges are effective in terms of knowledge sharing and important due to limited local EbA experiences and the need for upscaling, and/or policy making, to refer to successful experiences from a range of beneficiaries.**
Context/comment:	Knowledge exchange programmes/workshops were found to be effective platforms to share knowledge on building climate resilience using an EbA approach and in both cases in this project, were found to measurably increase awareness of participants. Effective use of workshops/programmes provides a platform to exchange experience and lessons from other practitioners and scientists from a wider EbA community helping scale up interventions.

Lesson Learned #3:	**CO2 emissions and carbon footprint of the project implementation should be kept to a minimum**
Context/comment:	Reduce travel costs and emissions by determining clearly whether “face to face meetings” are actually needed (PMU or other staff travel etc). Where such meetings are deemed important by the PSC, efforts to streamline who travels and planning travel efficiently is key.

[6] Lessons Learned draw on Lessons Learned from the Mid-Term Report and have been verified by the consultant during this evaluation

Lesson Learned #4:	**Project implementation and development needs to be rigorously scientifically based to generate valid and reliable evidence for intervention**
Context/comment:	EbA should be backed up by strong science and best practices based on earlier experience, for which many developing countries may not have such information available. So, peer learning and research experience and capacity should be further enhanced. The death of seedlings in one site in Seychelles (as an example) particular due to the fauna (crabs) and exposure to tidal movements and being in hard-compacted sand could have been avoided if risks had been identified and recognised as affecting restoration work there.

Lesson Learned #5:	**Implementation of project works on private land needs to be negotiated before the project begins and there should be signed agreements between the private landowner and the ministry concerned**
Context/comment:	With specific reference to the Seychelles as an example (though relevant to Nepal and Mauritania), the proprietor at Nouvelle Decouverte, after all the restoration work done on his land, turned it into a farm with less appropriate crops (leafy vegetables prone to pest infestations instead of hardy tubers, and coconut which would compete with the mangroves). A legally binding agreement spanning a specific number of years would have afforded the site some protection.

Lesson Learned #6:	**Having a more expansive monitoring and reporting approach for project sites in conjunction with an adaptable exit strategy, which is prepared early and revisited to assist in managing the iterative nature of EbA projects, could help mitigate risks, inform behaviour and maintain progress made during project implementation.**
Context/comment:	There is considerable variability amongst individual EbA intervention sites with regards to socio-economic and biophysical factors which may not be known at the beginning of the project. There were invasive plants, low survivorship of plants, human activity (household wash and cooking; grazing of animals; areas used as places for substance use and trafficking) leaving rubbish, commercial activities (abattoir and quarry) in some sites, which defeated the purpose of restoration. Having an adaptable exit strategy and increased monitoring and reporting on project sites in some areas could help identify and address challenges, where possible, to maintain and improve on progress made during the implementation of the project. Some sites will inevitably under-perform compared with others and these reasons for failure should be well-documented to assist with targeting EbA at more appropriate sites in the future.

Lesson Learned #7:	**Project could have benefited from increased national coordination between the various government agencies to ensure that project outputs and outcomes are protected from other state activities**
Context/comment:	Once the EbA South project was completed, and teams were disbanded, in certain situations some of the restoration work was destroyed or not maintained, clearing away all the work (planting) that was undertaken. In the future it is essential for relevant ministry's to discuss what was done at the site and decide the types of activities that will be allowed there.

Lesson Learned #8	**Project designs need to address the need to hire professional scientific interpreters and conduct targeted joint research to ensure long-term South-South Collaboration on the science of EbA.**

Context/comment:	South-South Cooperation requires interactions between experts from multiple countries and backgrounds, for EbA scientific interpreters were highlighted as a requirement to assist in addressing language barriers and building professional collaborations. Scientific communities should be encouraged to volunteer and participate in long-term research by allowing them some flexibility to pursue topics of interest, which are still aligned to the project's overarching objectives.

Lesson Learned #9	**Project designs need to include the quantification of ecosystem goods and services in both more granular detail and at a landscape scale, using state-of-the-art technology as a way to address international calls for urgent upscaling of EbA. This needs to include analysis of economic returns.**
Context/comment:	It is considered that the initial results generated from the project have supported the need for larger-scale impacts, though these can only be realised if results are scaled up at a larger scale within a few years. The evaluation team suggests that sophisticated analyses of economic returns would need to underpin public-private partnerships to encourage the considerable financial investments needed for large-scale restoration of ecosystems. New technologies, such as drones and smartphone applications, should be used to build an economic case for EbA.

Lesson Learned #10	**Partnerships with local universities can meet the need for continuous monitoring, reporting and verification done for projects and programmes to ensure that emerging problems are highlighted and addressed appropriately**
Context/comment:	The established long-term M&E programmes employed in partnership with local universities, in all three pilot countries, proved successful in building a scientific base for future efforts in EbA and beyond. The work done at some sites may have come to nothing as a consequence of human activity and/or the conditions at the sites which were not suitable for the EbA intervention to be undertaken there. M&E programmes coupled with continuous verification reporting procedures remain paramount into the future.

Recommendations

11. This project was designed as a flagship initiative for South-South cooperation on Ecosystem-Based Approaches to Adaptation and was expected to generate considerable learning, which would be used to inform national policy, future EBA projects and associated research in Africa and Asia-Pacific. However, no follow on project was identified to act on such learning. As such these recommendations are put forward for UNEP and GEF to consider. The nature of the action taken in response to these recommendations will vary and will need to be further discussed within the two institutions.

Recommendation #1:	**Future UNEP/GEF South-South EbA initiatives should include the development of a strategy to promote high-level political commitment towards implementing EbA including the drafting of appropriate legal documents and high-level coordination mechanisms to help move such important agendas ahead.**
Context/comment:	At the end of the project in May 2019, the project had contributed to raising awareness of EbA, at both the national and regional level[7]. However, it fell short in terms of resulting in legislative decisions to help support the mainstreaming of EbA into national sector development plans. While outside of the EbA project's remit, legislative tools would help direct policy action and contribute to creating a platform with much needed information, data and surveillance etc. Improved mechanisms/advisories (policy related) to support EbA mainsteaming at the

[7] "Mainstreaming EbA and Accessing EbA Finance", Policy Brief 2014 - Based on the results of the 'Inter-regional training workshop on accessing climate change adaptation finance and mainstreaming ecosystem-based approach to adaptation', a side event of the Asia-Pacific Climate Change Adaptation Forum held in Kuala Lumpur, Malaysia, on 30 September-3 October 2014

	global level (though focusing on lessons from the 3 pilot nations) would be a sensible next step recommendation.

Recommendation #2:	**Future UNEP/GEF South-South EbA initiatives should include long-term research agendas across multiple platforms and institutions.**
Context/comment:	The EbA South project developed Memoranda of Understanding (MoUs) which institutionalised cooperation between government departments and national universities to encourage long-term monitoring of EbA interventions as well as EbA educational resource development. To support the longevity of the long-term research, new agendas need to be defined to help tailor data collection programmes, so information is safely stored and accessible to the international research community.

Recommendation #3:	**Future UNEP/GEF South-South EbA initiatives should consider the inclusion of full time project managers to support "post EbA-South" project initiation coupled with an EbA Expert Register in each country to ensure learning is captured and recorded as efficiently as possible.** (The evaluation team notes that this recommendation is dependent on resources and urges that alternative solutions to continuing the championing of EbA approaches after the end of funding are also considered)
Context/comment:	This highlights the need to assign (post project) full-time project managers instead of continually relying on using government agents on a part-time basis (post project). Full-time project managers — in conjunction with allowances made within financial and time budgets - are necessary to account for the unpredictable and dynamic political, social and ecological systems involved in EbA interventions. Gaps or missed opportunities that the project perhaps failed to capitalize on included a formal list of EbA Experts or any formal reporting/documentation of findings as the pilot projects progressed, especially the capture of local beneficiary views plus lessons and experiences gained from the process.

Recommendation #4:	**Future UNEP/GEF South-South EbA initiatives should include the development of a strategy to improve national coordination of projects, during and after the project implementation, either through the National Committee on Climate Change (or equivalent), through national CEOs foram or through Cabinet of Ministers. The strategy should consider coordination beyond the life of the project.**
Context/comment:	National governments can struggle to provide continued supporting guidance after a project has finished. Similarly it can be challenging to coordinate environment-related programmes at national levels to ensure that the work of different government agencies is coordinated in ways that ensure work being done on one site isn't impacted by other non-engaged government agencies. Many committees (such as the NCCC in Nepal) also rarely meet "post project" and improved connections are needed to ensure this scheduled in post project where possible. Efforts are needed to improve attendance at formal committees (already in existence or new) plus enhanced ToRs/MoUs need to be set up to improve official decision-making powers and authorities for those whom sit on such committees.

1) INTRODUCTION

1.1 Overview

12. The negative effects of climate change are being experienced by local communities within a wide range of economic sectors in developing countries across Africa and Asia-Pacific. Multiple factors make these countries particularly vulnerable to observed and expected climate change impacts. These include poverty, dependence on rain-fed agriculture, as well as limited capacity of regional and national institutions to plan and implement adequate adaptation technologies and practices. There is an urgent need for immediate actions to address climate change before its impacts become unmanageable.

13. Ecosystem-based Adaptation through South-South Cooperation (EbA South) was a full-sized GEF project, funded through the Special Climate Change Fund (GEF-SCCF). It was the first UNEP project to have created the formal connection with China. Officially known under the title "Enhancing Capacity, Knowledge and Technology Support to Build Climate Resilience of Vulnerable Developing Countries", the project was implemented by the Climate Change Adaptation Unit, Ecosystems Division of the United Nations Environment Programme (UNEP) and executed by the National Development and Reform Commission of China (NDRC), through the Institute of Geographic Sciences and Natural Resources Research, Chinese Academy of Sciences (IGSNRR, CAS). The UNEP – International Ecosystem Management Partnership (UNEP-IEMP) provided overall project management services, technical support, and fostered South-South linkages for the project. The project spanned seven years (2013-2020), including three no-cost extensions. The project technical closure was in May 2019, while the financial closure was in December 2020 (see Project Identification Table for specific details).

14. The project was a global initative implemented in 3 pilot countries with an aim to build climate resilience in developing African and Asia-Pacific countries using Ecosystem based approaches to Adaptation (EbA) through capacity building, knowledge support and concrete, on-the-ground interventions. The project contributes to UNEP Programme of Work 2012-2013 Expexted accomplishment B and Climate Change Adaptation (CCA) Focal Area Objective 2, “Increasing Adaptive Capacity: Increase adaptive capacity to respond to the impacts of climate change, including variability, at local, national, regional and global level and CCA Focal Area Objective 3, “Adaptation Technology Transfer: Promote transfer and adoption of adaptation technology”. The activities undertaken within the project were designed to help pilot nation communities to adapt to climate change with on-the-ground interventions, increased institutional capacity, improved and mobilised knowledge, and the transfer of appropriate best-practice adaptation technologies.

15. This evaluation report provides the findings of the EbA South Project Terminal Evaluation (TE). The evaluation was led by UNEP Evaluation Office (EOU) and conducted in line with the UNEP Evaluation Policy[8] and the UNEP Evaluation Manual[9] by an independent team of evaluators to assess project performance and to determine the outcomes and impacts (actual and potential) stemming from the project, including their sustainability.

1.2 Subject and scope of the evaluation

16. This TE was conducted between June and November 2021 and covered the period from project start to completion (11 April 2013 to 31 May 2019[10]). Due to COVID-19 travel restrictions, country missions were restricted Seychelles and Nepal only, and carried out by National Consultants. No evaluation visit to Mauritania, the UNEP Headquarters in Nairobi

[8] http://www.unep.org/eou/StandardsPolicyandPractices/UNEPEvaluationPolicy/tabid/3050/language/en-US/Default.aspx
[9] http://www.unep.org/eou/StandardsPolicyandPractices/UNEPEvaluationManual/tabid/2314/language/en-S/Default.aspx
[10] Date set according to Amendment No.2/PCA Ecosystems Division/2019 between UNEP and the CAS

or the Executing Agency in Beijing to discuss the project with project team, partners and beneficiaries. No formal Mid Term Review (MTR) was undertaken for the project. Instead, a series of Mission Reports were produced for each pilot nation during 2018.

17. In line with the UN Environment Evaluation Policy[11] and the UN Environment Programme Manual[12], the Terminal Evaluation (TE) is undertaken at completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UN Environment, the National Development and Reform Commission of China, the Governments of Nepal, Mauritania and Seychelles and other project partners. Therefore, the evaluation will identify lessons of operational relevance for future project formulation and implementation.

18. As stated in the Terms of Reference (ToR), the evaluation considered the following key questions, based on the project's components, and intended outcomes:

- To what extent was the project successful in contributing to the reduced vulnerability of Least Developed Countries and developing African and Asia-Pacific countries to climate change impacts?
- To what extent was the project able to contribute to the development and dissemination of detailed and cost effective EbA implementation protocols for different countries, ecosystems and economic sectors?
- To what extent was the project able to promote south-south cooperation? What key lessons on delivering EbA support through south-south cooperation can be learned for future?
- To what extent has the project been able to contribute to the global EbA practices? How could this have been improved?

[11] http://www.unep.org/eou/StandardsPolicyandPractices/UNEPEvaluationPolicy/tabid/3050/language/en-US/Default.aspx
[12] http://www.unep.org/QAS/Documents/UNEP_Programme_Manual_May_2013.pdf . This manual is under revision.

2) EVALUATION METHODS

2.1 Evaluation objectives

19. The TE had two primary proposes:

- To provide evidence of results to meet accountability requirements, and;
- To promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and national project partners.

20. In addition, the evaluation intends to identify lessons of operational relevance for future project formulation and implementation, and to provide recommendations and lessons for any future similar regional EbA related project.

21. In accordance with the evaluation ToR, the country evaluation approach followed a balanced, consultative, transparent and evidence-based review of the project's activities, outputs and performance to date, drawing upon review of available reports and compiling quantitative and qualitative information from internal and external stakeholders through interviews, focus group discussions and site visits. It also endeavoured to compare the pre-project baseline conditions to current conditions where possible. Triangulation of evidence and information gathered was also carried out where possible.

22. In line with the ToR (Annex V), this evaluation was conducted using a mix of approaches: (i) a desk review of project documentation; (ii) a review of documentation of UNEP policies and programmes and country documents; (ii) conducting interviews and discussions with key project partners (at global, regional and country levels), participants and beneficiaries; and (iii) country visits to Seychelles and Nepal plus project pilot sites in these two countries. No mission was made to Mauritania due to challenges in engaging a national consultant for this TE. The list of stakeholders consulted and interviewed is available in Annex II and a list of consulted documents reviewed is provided in Annex III.

23. The evaluation was conducted by three independent consultants (see Annex IV), under the supervision and support of the UNEP Evaluation Office. The deeper analysis in this evaluation is based on the Theory of Change (TOC). A reconstructed TOC (see Section 4 of this TE Report) which was developed based on analysis of the ProDoc in order to support a comprehensive Review of Outcomes to Impact (ROtI) analysis.

24. The Project's Results Framework (RF) was used to assess progress on the indicators. A set of evaluation criteria along with evaluation questions and methods/tools were used to assess performance. The evaluation adhered to the UNEG Norms & Standards and is in line with the UNEP Manual and methodological guidelines and practices. It also complied with the GEF and UNEP Evaluation Guidance for GEF-Financed Projects. The evaluation used UNEP/GEF evaluation criteria and a rating scheme.

25. All data collected were analysed and synthesized using content and narrative analyses methods for qualitative information, and simple descriptive statistics for quantitative data. Based on the ToRs provided and the GEF Terminal Evaluation guidelines, the evaluation team assessed and provided ratings for specific dimensions. This report consolidates the results of this process.

26. The TE is based on four (4) main "phases", as follows:

- Phase 1: Points/evaluation questions that relate to the nine evaluation criteria mentioned in the ToR and in detail, interviews within UNEP (as required) and key stakeholders (prior to the field mission);

- Phase 2: Findings from reading and review of various documents, field mission meetings with stakeholders, the collection of quantitative and qualitative data, assessments of the activities or actions;
- Phase 3: Analysis, judgment, and perception derived from the findings and interviews completed during TE field missions to Nepal, and Seychelles (no mission or national focal mission to sites in Mauritania and China[13]) ;
- Phase 4: Synthesis, conclusions and recommendations.

27. A robust participatory approach shall be adopted whereby the UNEP Task Manager, representatives of the Project Management Unit (PMU) plus national and global steering committees in the 3 pilot countries, key representatives of the executing agencies and other relevant staff were kept informed and consulted throughout the TE. Figure 2.1 below is a graphical representation of this process.

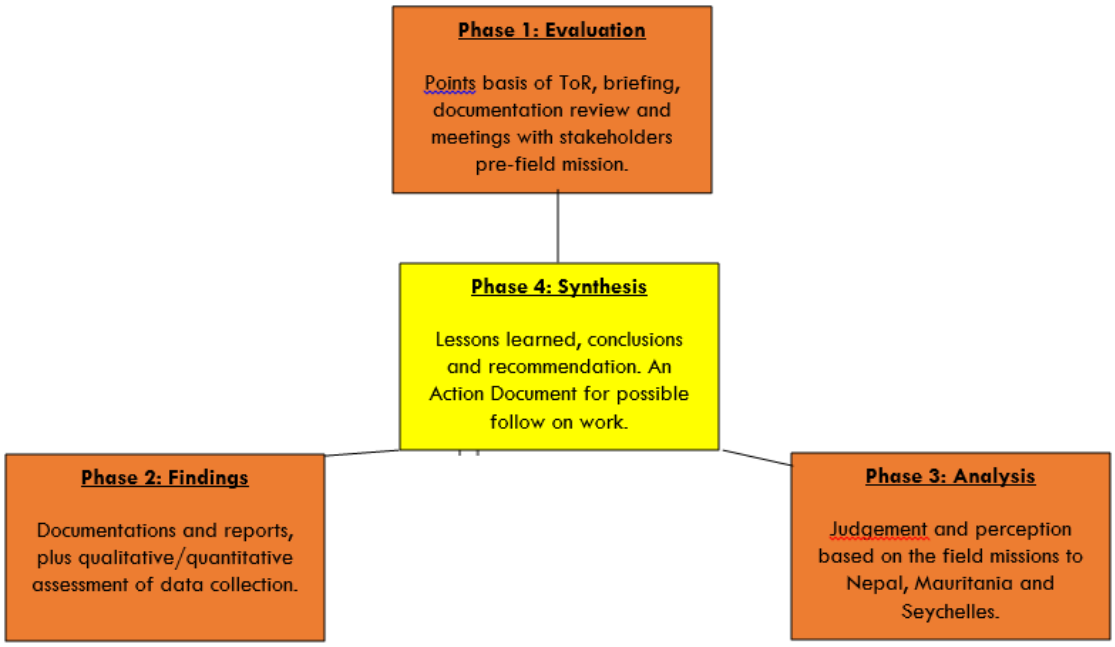


Figure 2.1: Conceptual Evaluation Process for the EBA South TE

2.2 Main evaluation criteria and questions

28. In line with the Terms of Reference (ToR), the UNEP Evaluation Policy and Programme Manual, the project was assessed with respect to a minimum set of evaluation criteria grouped into five categories:

i. Strategic Relevance; which looks at the alignment of project objectives with UNEP mandate, strategies and programmes, as well as to donors, partners' and country policies and strategies;

ii. Attainment of objectives and planned results; which comprises the assessment of outputs achieved, effectiveness and likelihood of impact;

iii. Sustainability and replication; which focuses on financial, socio-political, institutional and ecological factors conditioning sustainability of project outcomes, and also assesses efforts and achievements in terms of replication and up-scaling of project lessons and good practices;

[13] Virtual discussion meetings only

iv. Efficiency; which covers cost-effectiveness and timeliness, and;

v. Factors and processes affecting project performance; including preparation and readiness, implementation and management, stakeholder participation and public awareness, country ownership and driven-ness, financial planning and management, UNEP supervision and backstopping, and project monitoring and evaluation.

29. In line with the ToRs and the standard UNEP assessment guidelines, all evaluation criteria are rated on a six-point scale, from Highly Satisfactory (HS) to Highly Unsatisfactory (HU). Sustainability and Likelihood of impact are rated from Highly Likely (HL) to Highly Unlikely (HU). In addition, the quality of project design was assessed in the Projects Inception Report (see Appendix B of the Inception Report) which also includes details of the Evaluation Framework Matrix (again see Annex VIII of this report). The latter was used to outline in detail the proposed indicators that were used to answer the evaluation questions across the core areas of evaluation.

30. Throughout this evaluation process and in the compilation of the Final TE efforts have been made to represent the views of both mainstream and more marginalised groups. Data were collected with respect for ethics and human rights issues. All pictures were taken, and other information gathered, after prior informed consent from people; all discussions remained anonymous and all information was collected according to the UN Standards of Conduct. The review was conducted in accordance with the UNEG Ethical Guidelines for Evaluators, and the TE consultants have signed the Evaluation Consultant Code of Conduct Agreement form. The consultant team ensures the anonymity and confidentiality of individuals who were interviewed and surveyed. In respect to the UN Declaration of Human Rights, results are presented in a manner that clearly respects stakeholders' dignity and self-worth. As a means to document an "audit trail" of the evaluation process, review comments to the draft report are compiled along with responses from the TE team and documented in an annex separate from the main report (clearance forms – see Annex I). Relevant modifications to the report were then incorporated into the final version of the TE report.

2.3 Limitations

31. There were no limitations with respect to language for review of written documentation thanks to the support of the NC (whom translated any key report from French/Nepalese/Arabic to English (if required) plus the fact that the majority of reports are produced in English. Any virtual interviews were also held in English.

32. The project faced some challenges related to availability of project information from the field as, due to time delays from the end of the EbA South project to the TE reporting phase, there was often no project staff available to properly interview as the project operation was already completed. In addition, there was also the inadequate presence of government officials as the field offices were substantially reshuffled due to the merging of the ministries which happened in Nepal (the Ministry of Forests and Soil Conservation and the Ministry of Environment) and also in Seychelles (see Section 3.4).

33. A number of other limitations and assumptions were identified during the inception phase of this Terminal Evaluation. In most cases, these were addressed with the support of the evaluation management and by triangulating information gathered from various sources to provide stronger evidence-based conclusions. One of the limitations related to being able to freely visit sites and subsequently meet with direct beneficiaries of the project. The ongoing COVID-19 pandemic (restricting direct movement at the time of the National Consultant missions) certainly confounded this aspect as the participants of the project evaluation (both direct beneficiaries, implementation and other implementing agencies) were mostly quite dispersed and even if they were met, their insight was mostly towards

the national projects that they had been involved with and less overall projects performance and outcomes. In Nepal, another issue was that the field visit was interrupted due to heavy rains, landslides and muddy roads that needed to be used to meet with interviewees.

34. Assessing, monitoring and evaluating EbA outcomes, within the short period of project intervention in terms of ecosystem restoration and development, also proved to be a major challenge. EbA is a relatively new approach in addressing climate risks and a reasonable time is required to understand supporting socio-ecological systems & their dynamical relationship with the natural world. There was therefore an ongoing challenge, in all 3 pilot nations, with regards to the adequate understanding of these complexities whilst considering the longer-term perspective required for EbA related assessments.

35. Despite these limitations/challenges, the evaluation team considers the assessment of the project's progress and status is credible. The National Consultants for Nepal and Seychelles were both able to meet government officials, visited sites (seen the actual project activities and how that is progressing), local level technical staff (nurserymen) and also beneficiaries (both men and women, indigenous communities, private landowners) in addition to visiting key sites where the project activities were implemented.

36. With reference to Mauritania, the sites in Mauritania was not visited during this Terminal Evaluation due to a culmination of the following reasons: i) COVID travel restrictions and associated risks; ii) absence of project team in the field, iii) inability to procure a National Consultant with the sufficient project background within the timescales offered by this TE and iv) absence of government implementing agencies.

37. As stated above, due to COVID-19 travel restrictions, any field trips undertaken were completed by National Consultants and hence all interviews were subsequently made with the key national stakeholders during the allocated field mission days (August and September 2021). The evaluation team feel that the information obtained during the desk review and site visits is sufficiently representative to capture the required information despite the challenges presented by the global COVID-19 health pandemic. To this end, the intended outcomes of the consultancy have been met.

3) THE PROJECT

3.1 Context

38. In recent years, China has taken a leadership role in South–South Cooperation (SSC), promoting capacity building, knowledge sharing, and technology transfer among low- and middle-income countries. EbA South aimed to share China's (amongst other southern nations) experience in ecosystem monitoring, ecological restoration and climate change adaptation with countries that are vulnerable to climate change.

39. The EbA South project, officially known under the title “Enhancing Capacity, Knowledge and Technology Support to Build Climate Resilience of Vulnerable Developing Countries” is a flagship initiative for South-South cooperation on climate change. It is a full-sized GEF project, funded through the Special Climate Change Fund, implemented by United Nations Environment Programme (UNEP) and executed by the National Development and Reform Commission of China (NDRC) through the Institute of Geographic Sciences and Natural Resources Research, Chinese Academy of Sciences (IGSNRR, CAS). The UNEP-International Ecosystem Management Partnership (UNEP-IEMP) is a UNEP collaborating centre based in China and it provides overall project management services, technical support and fosters South-South linkages for the project.

40. The overall objective of the project was to build climate resilience in vulnerable African and Asia-Pacific countries by providing support for planning, financing and implementing EBA through effective capacity building, knowledge support and concrete, on-the-ground interventions in coastal, mountain and arid/semi-arid ecosystems. Multiple factors contribute to the climate vulnerability of the pilot countries, including poverty, dependence on rain-fed agriculture, and limited capacity to plan and implement the necessary adaptation technologies and practices at a local or national level. Each of these countries is also home to different ecosystems vulnerable to climate change, namely dry-land, mountain, and coastal ecosystems, respectively. Of note, one key objective was to share lessons in EbA across 3 different ecosystems - coastal habitats in Seychelles, dry deserts in Mauritania, and mountainous forests in Nepal. The justification for each pilot nation is presented below (see also Figure 3.1).

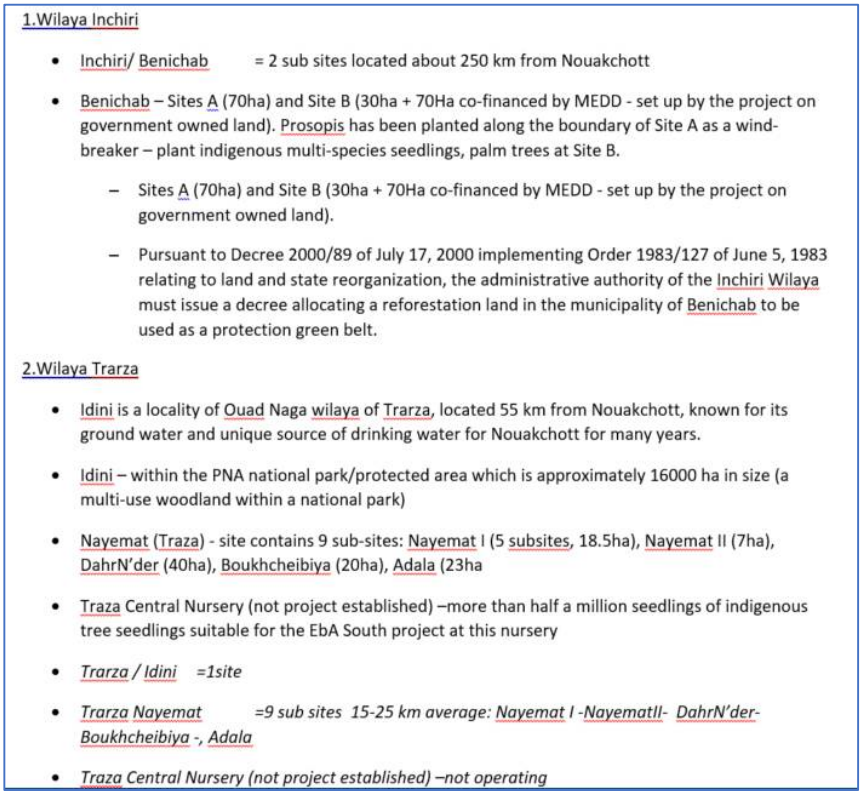
41. This project brought together the global and inter-regional experiences of governments, communities, researchers, and restoration practitioners from Mauritania, Nepal, the Seychelles, and China, to gather inter-regional perspectives to undertake EbA in dry-land, mountain, and coastal ecosystems. Different EbA approaches were piloted in three distinct ecosystems and cultural settings, providing an opportunity to inform a diverse array of future EbA initiatives.

Justification for Pilot Countries Selected

42. **Mauritania** is one of the world’s most arid countries. Climate variability and prolonged periods of drought are affecting the economy and livelihoods of rural communities with increasing frequency. Projected changes in Mauritania’s climate include increased mean annual temperatures, decreased mean annual precipitation and increased frequency of high intensity events such as high-energy windstorms. These changes are expected to exacerbate the impacts already being observed (e.g. degradation of water resources, reduced crop productivity, deterioration in the livestock farming sector), especially as there is low capacity for climate change adaptation throughout the country and in rural areas in particular. The marginal nature of current lifestyles, which are highly dependent on natural resources, means that even a slight shift in timing and intensity of seasonal rainfall can have a severe impact on rural livelihoods. In Mauritania, the EbA South project aimed to restore degraded desert, dunes and savannah to stabilize soils against wind erosion. The project will establish 450 hectares of multi-use green belts, using drought resilient species.

New livelihood options are being identified; these include fruit harvesting (e.g. Ziziphus mauritiana), collection of gum arabic, and processing of plant products (e.g. Balanites seeds) for producing cosmetics and food products (including products for own consumption and marketable products).

43. Five project sites, totalling 450 hectares, were proposed for implementation of EbA activities in arid and semi-arid ecosystems (see listing below). These project sites are representative of Mauritania's environmental and socio-economic diversity. The project's activities were agreed to focus on the sites of Benichab (Inchiri province) and Nayema (Trarza province). In fact, the final list of project sites were the on-the ground implementation are state-owned. The site of Benichab is a public but community managed site and the site of Idini is a national park. Figure 3.1 below describes the project sites in Mauritania.



1.Wilaya Inchiri

- Inchiri/ Benichab = 2 sub sites located about 250 km from Nouakchott
- Benichab – Sites A (70ha) and Site B (30ha + 70Ha co-financed by MEDD - set up by the project on government owned land). Prosopis has been planted along the boundary of Site A as a wind-breaker – plant indigenous multi-species seedlings, palm trees at Site B.
  - Sites A (70ha) and Site B (30ha + 70Ha co-financed by MEDD - set up by the project on government owned land).
  - Pursuant to Decree 2000/89 of July 17, 2000 implementing Order 1983/127 of June 5, 1983 relating to land and state reorganization, the administrative authority of the Inchiri Wilaya must issue a decree allocating a reforestation land in the municipality of Benichab to be used as a protection green belt.

2.Wilaya Trarza

- Idini is a locality of Ouad Naga wilaya of Trarza, located 55 km from Nouakchott, known for its ground water and unique source of drinking water for Nouakchott for many years.
- Idini – within the PNA national park/protected area which is approximately 16000 ha in size (a multi-use woodland within a national park)
- Nayemat (Traza) - site contains 9 sub-sites: Nayemat I (5 subsites, 18.5ha), Nayemat II (7ha), DahrN'der (40ha), Boukhcheibiya (20ha), Adala (23ha
- Traza Central Nursery (not project established) –more than half a million seedlings of indigenous tree seedlings suitable for the EbA South project at this nursery
- *Trarza / Idini =1site*
- *Trarza Nayemat =9 sub sites 15-25 km average: Nayemat I -NayematII- DahrN'der-Boukhcheibiya -, Adala*
- *Traza Central Nursery (not project established) –not operating*

Figure 3.1: – Mauritania Project Sites

44. **Nepal** is a mountainous developing country in South Asia. Three quarters of Nepal's population are directly dependent on agricultural activities and are highly vulnerable to current and anticipated climate change impacts. Increased monsoon and post-monsoon rainfall intensity and decreased winter precipitation are expected throughout the country. Local communities are already experiencing unpredictable rainfall and diminishing water resources. Crop losses from droughts or floods, and top soil loss from increased soil erosion and landslides, pose a risk to future food security. Extreme events, together with other climate-induced hazards such as glacier lake outburst floods, avalanches and wildfires, are rapidly increasing in frequency and intensity. The observed and expected climate change impacts have increased poverty levels, dependence on rain-fed agriculture; and widespread ecosystem degradation. With the rapid changes and variability, there are inadequate technical capacity of national institutions to plan and implement adaptation

technologies; limited knowledge of cost-effective adaptation technology options; and limited pre-investment at the national level in adaptation technologies. Project sites visited are presented in figure 3.2 below.

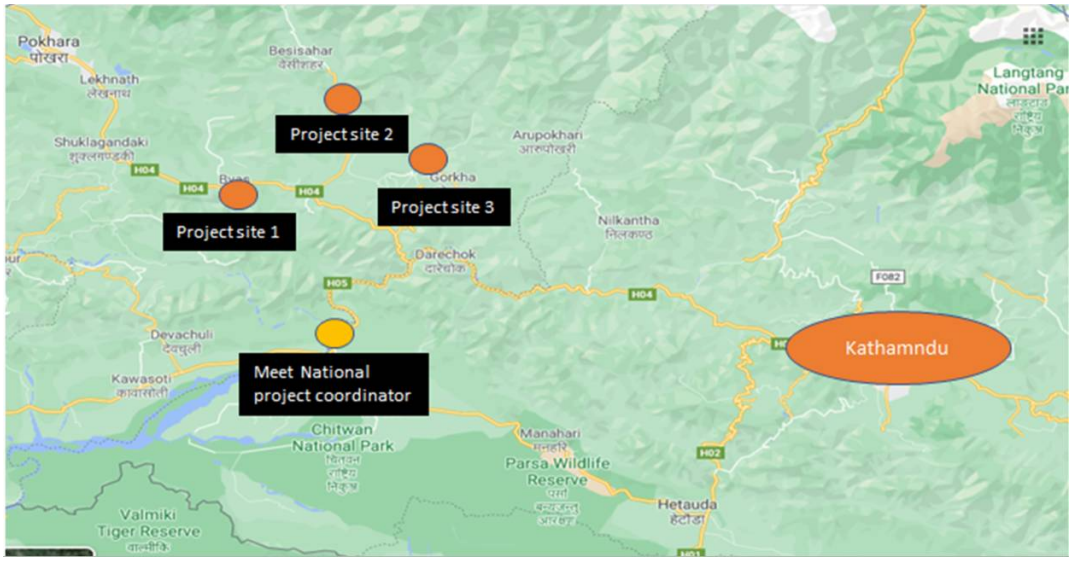


Figure 3.2: Project sites visited in Nepal

45. **The Republic of Seychelles** is an archipelago of 115 islands located in the Indian Ocean. These islands are highly vulnerable to climate change, due to their location, topography, and low-lying coastal areas. Impacts include sea level rise and flooding, with severe consequences for coastal biodiversity, as well as for livelihoods and economic activities. The majority of islands are small and uninhabited, and about a third of land area is the island of Mahé, which together with the neighbouring Praslin and La Digue forms the three main islands of Seychelles. About 87% of the population of 94,000 live on Mahé, 9% on Praslin and La Digue. The EbA South project aims to resTore essential ecosystems within Seychelles' coastal wetlands, which buffer against flooding and enhance the security of coastal livelihoods. Rehabilitating coastal wetlands, especially mangrove ecosystems, helps preserving and resToring critical habitats for fisheries production and also boosts eco-tourism, creating commercial and employment opportunities. The project focused on restoration in 10 project sites on three inner granitic islands, Mahé as the main island, Praslin as the second main-island, and Curieuse Island. On Mahé, the sites were at Anse Royale, the East Coast Lagoons (Cascade to Roche Caiman) and Petit Barbarons in the southwest. On Praslin, Cap Samy, Cote D'or, Kot D'Hauban (Anse Gouvernement), La Pointe (Anse St. Saveur – Anse Takamaka), Mare du Ranteau (Au Cap) and Nouvelle Decouverte were selected. On Curieuse Island, the nursery was to be established at Baie Laraie (see Figure 3.3 below).

Figure 3.3: Project sites in Seychelles

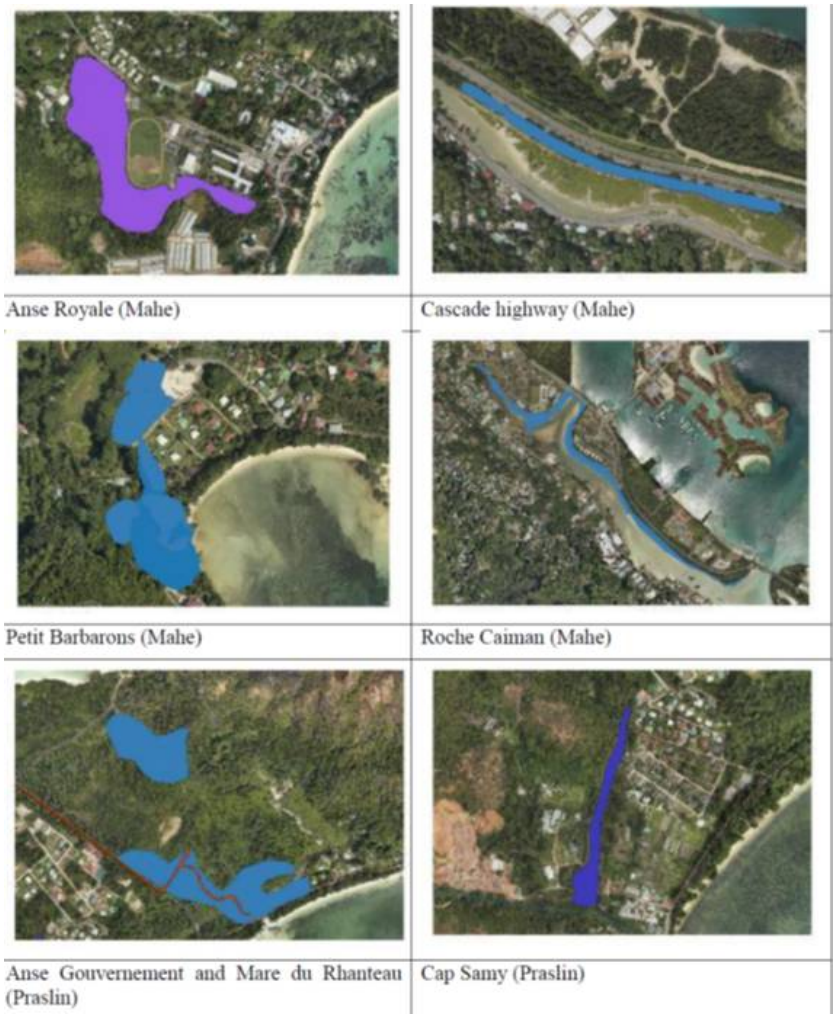


Figure 3.4: Detailed overview of project sites (Seychelles) - Courtesy: Dr. E. Henriette (2019)

3.2 Results Framework

46. The overall donor adopted goal of the project was "to reduce the vulnerability of developing African and Asia-Pacific countries to climate change impacts by providing capacity, knowledge and technology transfer. The objective of the project aimed to: "to build climate resilience in vulnerable African and Asia-Pacific countries by providing support for planning, financing and implementing EbA through effective capacity building, knowledge support and concrete, on-the-ground interventions in coastal, mountain and arid/semi-arid ecosystems".

47. The results framework focused on the three components of the project, namely the inter-regional coordination and capacity building for planning and implementing Ecosystem-Based Adaptation (EbA); the inter-regional online EbA knowledge support; and the transfer of EbA technologies to pilot African and Asia-Pacific countries supported by national and local level capacity building and knowledge mobilization. The interventions sought to empower local institutions, governmental, academic, non-governmental, and communities through awareness, education, training, exchanges, creating a web-based platform for the exchange of information, data, protocols and scientific works on EbA planning, interventions and monitoring and evaluation. The project was designed to build on the significant steps that had already been taken (from previous projects) towards assisting all 3 pilot nations to adapt to climate change impacts. The project's achievements seek to contribute towards ongoing activities that are designed to increase the climate resilience of ecosystem services and thus supporting vulnerable communities to adapt to climate change impacts.

48. The project was designed to reduce the vulnerabilities of local communities from climate change effects through the application of ecosystem-based approaches. Such approaches include on-the-ground interventions, increasing institutional capacity, mobilizing knowledge and transferring appropriate best-practice adaptation technologies. The project has three main components. These components (see Table 3.1) were all interlinked and

the knowledge synthesized at the inter-regional level helping to inform the countries of planning and implementing appropriate adaptation interventions and the practices and lessons at the country level were taken up to regional level for knowledge and technology products (see Project Design Quality template in Annex XII).

Table 3.1. Project components, outcomes and outputs (Source: Project Document; CEO Endorsement Request; PIR 2018)

Components	Outcomes	Outputs	Grant Type and Amount (spent at project close) (US$)
Component 1: Inter-regional coordination and capacity building for African and Asia-Pacific LDC and developing countries to plan and implement EBA	Outcome 1: Strengthened capacities of developing African and Asia-Pacific countries to plan and implement EBA	Output 1.1: An inter-regional task force of ecosystem management and climate change adaptation experts established to build capacity, provide knowledge support and assist EbA technology transfer	(TA) 646,812
		Output 1.2: EbA lessons learned exchanged and knowledge shared through inter-regional thematic training workshops	
Component 2: Inter-regional online EBA knowledge support	Outcome 2: Increased availability of synthesised information on EBA best practices	Output 2.1: An interactive/ dynamic website[14] developed to disseminate information, promote dialogue and facilitate learning on EbA technologies	(TA) 689,221
		Output 2.2: Best practices from a range of Africa and Asia-Pacific EbA projects and lessons learned from concrete, on-the-ground EbA interventions in EbA South pilot countries synthesized and disseminated through the EbA South website[15]	
Component 3: The transfer of EBA to pilot African and Asia-Pacific countries supported by national level capacity building and knowledge support	Outcome 3: Increased climate resilience of priority coastal, mountain and arid/semi-arid ecosystems in Seychelles, Nepal and Mauritania	Output 3.1: Institutional capacity built to support EbA technology transfer to Seychelles, Nepal and Mauritania	(INV) 2,837,967
		Output 3.2: Concrete, on-the-ground mangrove restoration EbA technologies implemented in Seychelles within a long-term research framework	
		Output 3.3: Concrete, on-the-ground community-based watershed	

[14] In the CEO endorsement, this was 'web-based platform' but was later amended to 'website'.
[15] See footnote 1

		restoration EbA technologies implemented in Nepal within a long-term research framework	
		Output 3.4: Concrete, on-the-ground EbA desertification control measures including multi-use greenbelts implemented in Mauritania within a long-term research framework	
		Sub-total	4,174,000
		Project management Cost	383,956
		Monitoring and evaluation	342,044
		Total project costs	4,900,000

49. With regards to the projects revisions that were made (budget revisions etc), the information below represents a summary of the major changes that took place. Details on the project log frame are presented in Annex VIII.

2014

- US$ 28,000 was reallocated from training (BL 3200) to the Consultants (BL 1200) - specifically for the international M&E officer undertaking the baseline study as the original budget did not include this.
- US$ 24,413.50 was added to Travel on official business (BL 1600).
- In total US$ 54,413.50 from training (BL 3200) was reallocated to the international M&E consultant, sundry and to the Senior Project Advisor as the original budget did not include these items. Training was expected to cost less than originally budgeted for and this change would not affect the training outcomes.
- US$ 2,000 was added for Evaluation (BL 5500).
- A budget line for sundry was created as the original budget did not include this.

2015

- US$ 62,900 was increased for Consultants (BL 1200) to support the pilot country's national focal point.
- US$ 27,000 and US$ 31,000 was reduced from sub-contract component of BL 2200 and BL 2300, respectively, to reallocate to other budget lines, particularly BL 1200.
- In total, US$ 15,066.57 was reduced from the training component (Fellowships BL 3100, Group training BL 3200 and Meetings BL 3300), e.g. to reallocate to Mauritania.
- US$ 17,100 was increased for Non-expendable equipment (BL 4200), mainly for vehicle purchase in Mauritania.
- For Miscellaneous component, US$ 4,066.60 was increased for Evaluation (BL 5500), while US$ 11,000 was reduced from O&M of equipment (BL 5100) and Reporting (BL 5200) mainly to reallocate for Seychelles.

2016

- In total, US$ 220,568.50 was reduced from the personnel component, mainly to support the work in the pilot countries.
- In total, US$ 518,949.98 was increased for the sub-contract component, mainly to support the work in the pilot countries. Country budget line for each of the pilot countries was created.
- In total, US$ 163,480.07 was reduced from the training component, mainly to support the work in the pilot countries.
- In total, US$ 60,468 was reduced from the equipment and premises component, mainly to support the work in the pilot countries.
- In total, US$ 74,433.41 was reduced from the miscellaneous component mainly to support the work in the pilot countries.

2017

- In total, US$ 20,911.53 was reduced from the personnel component and move to the miscellaneous component.

2018

- As the project was extended to April 2019, the personnel component budget and Technical advisor (BL 1204) budget were increased to support the extension.

2019

- As the project was extended to May 2020, the personnel component budget and Technical advisor (BL 1204) budget were increased to support the extension.

2020

- As the project was further extended to December 2020, the unused funds (e.g. for international EbA specialist, development of a global documentary film budget, inter-regional launch workshop) were re-allocated to the PMU (e.g. for reporting, office rental) in order for them to provide support to the pilot countries to finalise the project reporting and finish all financial work for the project closure.

50. The results framework was revised in 2018 following the country mid-term assessment missions that took place in 2017-2018, and the team meeting in Hangzhou as well as with approval from the PSC. The main changes was associated with Indicator 4 (under Outcome 3) which was removed as it was proving difficult to measure using the vulnerability index at project sites. Specific changes to national indicators are presented below.

51. For Seychelles, there were some minor amendments to the project which were approved at the Third PSC meeting held in Chengdu, China on 17 June 2015, for example, the PSC agreed to recruit a National Project Coordinator. The decision to create this new position was made jointly by the Ministry, the PMU and UNEP following a meeting between representatives of UNEP and the MEECC, formerly the MEE.

52. For Nepal, the project underwent one revision of objectives, targets and indicators. These changes were presented to the Project Steering Committee (PSC) in May 2014 and subsequently in the final proposed Project Results and Framework Revised AMAT CCA Tracking Tool. The baseline assessment carried out in December 2013 in Lamjung, Nepal, recommended a mixed EbA approach for implementing watershed restoration at two sites with an alternative option for implementing interventions in only one site and updated the project indicators and targets particular to Nepal to measure the EbA implementation progress.

53. For Mauritania, with regards to the Revised Prodoc (Component 3[16]), the following Output was assigned to Mauritania:

- "Concrete, on-the-ground EBA desertification control technologies including multi-use greenbelts implemented (450 ha) in Mauritania within a long-term research framework".

54. A series of 7 supporting activities (3.4.1 to 3.4.7) are aligned to this Output as follows:

- 3.4.1 Conduct participatory vulnerability assessments of climate change impacts to local communities and natural resources in Hodh El Gharbi Wilaya and Nouakchott project areas.
- 3.4.2 Analyse and promote the commercial viability of linking sustainably harvested NTFPs to local markets to inform Activity 3.4.3 and 3.4.7.
- 3.4.3 Identify sites for establishing multi-use greenbelts (including community managed nurseries) and additional desertification control measures and develop EBA implementation protocols using information synthesised in Component 1.
- 3.4.4 Collect data at sites in line with the long-term research framework developed in Activity 3.1.2.
- 3.4.5 Train local authorities, agricultural extension officers, farmers and communities, on: i) climate-resilient tree species; ii) nursery management including tree propagation and planting; iii) maintenance of restored areas; iv) sustainable harvesting of NTFPs; and v) linking harvested products to local markets.
- 3.4.6 Implement EBA multi-use greenbelt restoration and desertification control measure protocols developed in 3.4.3.
- 3.4.7 Develop sustainable financing plans based on in-depth market assessments to leverage additional funds for maintaining and upscaling watershed restoration e.g. NTFPs, Payment for Ecosystem Services (PES).

55. In addition, a series of specific indicators were set which set the framework for this preliminary report. With regards to Output 3.4 it clearly states that:

1. Number of functioning long-term monitoring field sites established at SCCF project sites for measuring the effects of EBA on relevant ecosystem services.
2. Number and publications impact of research reports, theses and publications developed by students and government staff conducting long-term research on the effects of EBA.
3. Percentage change in climate change awareness measured using a commonly used survey tool - the awareness index (see table below).
4. Percentage change in vulnerability of local communities in pilot demonstration sites with regards to wind erosion from sand dunes and desert landscapes in Mauritania.
5. Percentage reduction in the extent of wind erosion from dunes and desert.
6. Annual mortality rate of saplings and trees planted; % of newly planted trees alive by the end of the project.at demonstrations sites in Mauritania.
7. Percentage change in households at the demonstration site selling sustainably harvested NTFPs at local markets in Mauritania.

3.3 Stakeholders

56. Table 3.2 is provided of all stakeholder groups, summarizing their roles and interest in and influence on the project. This stakeholder analysis uses the following four categories of stakeholders (the stakeholders for this project belong to either type A or C):

- Type A: High power / high interest = Key player

[16] Component 3: Increased climate resilience of priority coastal, mountain and arid/semi-arid ecosystems in Seychelles, Nepal and Mauritania

- Type B: High power/ low interest over the project =Meet their needs
- Type C: Low power/ high interest over the project= Show consideration
- Type D: Low power /low interest over the project= Least important

Table 2.2: Overview of stakeholders

Stakeholders	Power over the project results/implementation and the level of interest	Participation in project design?	Roles and responsibilities in project implementation	Changes in their behaviour expected through implementation of the project
Type A: High power / high interest				
UNEP	As Implementing Agency UNEP had a strong influence on and a high interest in the project. Major decisions regarding progress of the project were made by the UNEP Climate Change Unit (Ecosystems Division).	Yes, development of project proposal.	UNEP was leading the project, and they were responsible for overall project management and supervision.	Continued and strengthened commitment to EbA monitoring.
UNEP-IEMP	involved in providing technical support for all components of the project and thus had a high interest and influence on the project.	Yes	project management service provider	Continued and strengthened commitment to EbA mainstreaming and implementation.
National Development and Reform Commission (NDRC)	NDRC was the main responsible organization for the delivery and management of all components of the project. Therefore they had high influence on as well as high interest in the project.	Yes, they were the main responsible partner for all components.	Based on NDRC expertise, they were asked to implement components of the project in partnership with IGSNRR and CAS).	Continued and strengthened commitment to EbA monitoring.
Institute of Geographic Sciences and Natural Resources Research (IGSNRR)	CNR-IIA was in charge of the air monitoring component. Therefore, they had high influence on as well as high interest in the project.	Yes	Based on IGSNRR's expertise, they were involved as the projects execuring agency.	Continued and strengthened commitment to EbA mainstreaming and implementation.
Chinese Academy of Sciences (CAS)	CAS was directly involved in providing technical support for all components of the project and thus had a high interest and influence on the project.	Yes	CAS were heavily involved in supporting the production of the EbA protocols and supporting guidelines.	Continued and strengthened commitment to EbA i mainstreaming and implementation.

Stakeholders	Power over the project results/implementation and the level of interest	Participation in project design?	Roles and responsibilities in project implementation	Changes in their behaviour expected through implementation of the project
Ministry of Environment and Energy (MEE) in Seychelles (then MEECC - now MACCE)	MACCE directly responsible for the management and delivery of all aspects relating to Seychelles interventions.	Yes	Key national implementing entity for national related components of work.	
Ministry of Environment, Science and Technology (MoEST) in Nepal	MoEST directly responsible for the management and delivery of all aspects relating to Nepalese interventions.	Yes	Key national implementing entity for relevant components of work.	More awareness about EbA delivery.
Ministry of Population and Environment (MoPE) [now the Ministry of Forests and Environment (MOFE)] (Nepal)	Served as the focal institution. Although this ministry was reformed for 2-3 times during the project cycle, from MOEST to MoPE, the NFP remained the same with changing ministrys.	No	Key national implementing entity for relevant components of work.	More awareness about EbA delivery.
Ministry of Environment and Sustainable Development (MDESD) in Mauritania	MDESD directly responsible for the management and delivery of all aspects relating to Mauritanian interventions.	Yes	Key national implementing entity for national related components of work.	More awareness about EbA delivery.
Type B: High power/ low interest over the project =Meet their needs				
Department of Agriculture, Directorate of Livestock, Directorate of Women (Mauritania)	High power, but lower interest in delivery mechanisms. Key towards understanding their views on EbA delivery	No	Key national implementing entity for relevant components of work.	More awareness about EbA delivery.
Department of Forests (DoF) and their district level offices (District Soil Conservation Office- DSCO and District Forest Office- DFO) - Nepal	Under Ministry of Forests and Soil Conservation (MoFSC) served as the executing agencies at the field levels.	No	MoFSC was one of the main partners for field level implementation (through District forest office and district soil conservation office) but midway during the project – the Ministry of Environment and the MoFSC merged	More awareness about EbA delivery.
Department of Soil Conservation	High power, but lower interest in delivery mechanisms. Key	No	Key national implementing entity for	More awareness

Stakeholders	Power over the project results/implementation and the level of interest	Participation in project design?	Roles and responsibilities in project implementation	Changes in their behaviour expected through implementation of the project
and Watershed Management (DSCWM) - Nepal	towards understanding their views on EbA delivery		relevant components of work.	about EbA delivery.
Ministry of Agricultural Development - Nepal	High power, but lower interest in delivery mechanisms. Key towards understanding their views on EbA delivery	No	Key national implementing entity for relevant components of work.	More awareness about EbA delivery.
Ministry of Local Development - Nepal	High power, but lower interest in delivery mechanisms. Key towards understanding their views on EbA delivery	No	Key national implementing entity for relevant components of work.	More awareness about EbA delivery.
Districts (under the Ministry of Local Government in Seychelles)	Anse Boileau, Anse Louis, Baie Lazare, Cascade, Plaisance, Pointe Larue, Roche Caiman on Mahé, and on Praslin, the districts were Baie Sainte Anne and Grand'Anse	No	Key local implementing entity in Seychelles for relevant components of work.	More awareness about EbA delivery.
Type C: Low power/ high interest over the project				
Gender and minority groups Mother/Women Groups (Nepal)	Low power, but high interest in understanding their views on EbA delivery.	No	Involved in supporting the delivery of EbA pilot projects.	More awareness about EbA delivery.
General population	Low power, but high interest in understanding their views on EbA delivery. The residents of the districts above were direct stakeholders. They included farmers, fishers, tourism operators and the community at large.	No	Involved in supporting the delivery of EbA pilot projects.	More awareness about EbA delivery.
NGOs (Oxfam etc)	Low power, but high interest in understanding their views on EbA delivery.	No	They played a pivotal role to help support delivery of the demonstration projects and to be key recipients of the EbA mainstreaming and capacity building exercises	More awareness about EbA delivery.

Stakeholders	Power over the project results/implementation and the level of interest	Participation in project design?	Roles and responsibilities in project implementation	Changes in their behaviour expected through implementation of the project
Local community cooperatives and Community Forest User Groups etc)	This include families, men, women and children, fishers and farmers who would benefit directly from the site restoration which were expected to reduce flooding, improve hydrological flow, reduce smells from stagnant waters in the marshes, and increase land and marine biodiversity for improved socioeconomic development of the communities themselves.	No	They played a pivotal role to help support delivery of the demonstration projects and to be key recipients of the EbA mainstreaming and capacity building exercises	More awareness about EbA delivery.
Academic institutions (all 3 nations)	University of Seychelles; Tribhuvan University; Ecole Normale Supérieure de Nouakchott	No	Involved in research/studies, long-term research programme and long-term plot establishment	More awareness about EbA delivery.
Seychelles Broadcasting Corporation (SBC-TV and Radio)	Given that the activities also involved the media, the media houses such as the daily newspapers, Today in Seychelles and the Nation were essential indirect stakeholders.	No	Involved in outreach and communication aspects of the project	More awareness about EbA delivery.
Schools (Seychelles)	1The schools on Mahé included Plaisance Primary and Secondary, Cascade (a primary school), Anse Boileau Primary and Secondary, which, as a regional school, also takes in students from Baie Lazare and Grand'Anse Mahé. On Praslin, all four schools were involved in the project – Grand'Anse Praslin Primary and Secondary Schools, Baie Sainte Anne Primary School and Vijay International	No	Involved in outreach and communication aspects of the project	More awareness about EbA delivery.

Stakeholders	Power over the project results/implementation and the level of interest	Participation in project design?	Roles and responsibilities in project implementation	Changes in their behaviour expected through implementation of the project
	School at Baie Sainte Anne.			
Type D: Low power /low interest over the project= Least important				
Mining companies in The Wilaya (Mauritania).	Minimal power on the project	No	No major role	More awareness about EbA delivery.
Private sector	Minimal power on the project	No	No partnership/collaboration noted – the project has however taken some services such as buying sampling such as from DABUR Nepal	More awareness about EbA delivery.

3.4 Project implementation structure and partners.

57. EbA South project implementation arrangements comprised the following (see Figure 3.2).

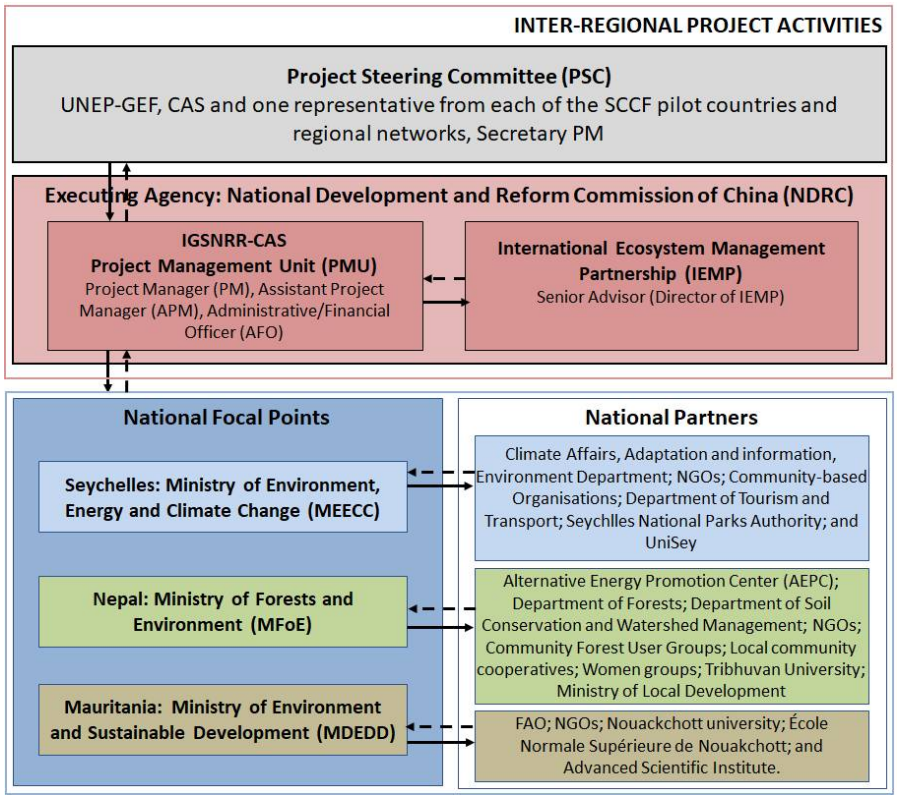


Figure 3.2. Implementation arrangement of EbA South

58. The EbA South project embraces a number of key international stakeholders which includes UNEP (UNEP), the National Development and Reform Commission of China (NDRC), through the Institute of Geographic Sciences and Natural Resources Research, Chinese Academy of Sciences (IGSNRR, CAS). The Project Steering Committee (PSC) was jointly established by UNEP and NDRC. The PSC was comprised of representatives from UNEP-GEF, NDRC, CAS, and one representative from each pilot country and regional baseline project. It was chaired by a NDRC representative. The main role of the PSC was to facilitate regional and national project approaches including i) providing guidance and oversight to the technical progress and performance of the project; ii) coordinating all activities and inputs to optimise the contributions of various partner organisations; iii) reviewing and approving annual work and procurement plans; and iv) reviewing project budgets and reports including deviations from the approved plans and approving them as appropriate. Decisions taken by the PSC was generally communicated to all concerned parties by the PMU.

59. There were also national and international consultants to provide technical support for specialised tasks that could not be undertaken by government staff. There was provision to include a TA to work closely with the PM to assist in the management of the project activities. Additionally, the TA could serve as a liaison between the NFPs and other technical consultants/staff in the pilot countries and regional baseline projects. Table 3.3 outlines the Project implementation structures and partners for EbA South.

Table 3.3: Project Steering Committee Composition

Project Steering Committee – representatives from organisations	
• UNEP (GEF Climate Change Adaptation Unit, UNEP-DEPI, UNEP-IEMP) • UNFCCC Secretariat • IGSNRR, CAS / IMHE, CAS • Ministry of Finance, China • MEDD of Mauritania • MoSTE of Nepal • MEECC of Seychelles	• Chief Technical Advisors (CTAs) • Specialists and Advisors (Communication, Adaptation, Climate Change, technical support) • Project Coordinators from the 3 pilot-countries • Project Assistants from the 3 pilot-countries

60. National Focal Points (NFPs) were selected to support project execution in each of the pilot countries and be accountable to the PMU, SA and UNEP DEPI/GEF CCAU for ensuring:

- the quality of national outcomes and outputs delivered by the project;
- the effective use of allocated national resources;
- the appropriate procurement of equipment and consultant services in-country;
- availability of financing to support project implementation; and
- efficient coordination between project stakeholders, particularly between national implementing partners such as NGOs and government partners.

61. NFPs in all pilot countries liaised with the PM and TA and SA to support project execution. The NFPs reported to the PM (through the APM). The NFPs with assistance from the TA provided significant technical input into the relevant national components of the project, playing both an oversight role and a hands-on role through training, production of documents and facilitation of consultant activities relevant to the NFPs' area of expertise. Specific management arrangements per pilot nation are presented below:

62. In Seychelles, the Executing Agency, formerly MEE, with CAMS, has already established a national institutional framework for the implementation and management of national projects. The national institutional framework is presented below (see Figure 3.3). The National Climate Change Committee (NCCC) whose members are listed in Table 3.4 below include government agencies and NGOs provides technical advice in the implementation of the project activities. The project was coordinated by a National Project Coordinator supported by the Principal Secretary acting as DeFacto Project Manager. National experts were drawn from key relevant sectors from Government ministries/departments, academic institutions, private sector organizations, including NGOs. The recruitment process used UNEP rules and regulations, as agreed with the Government of Seychelles.

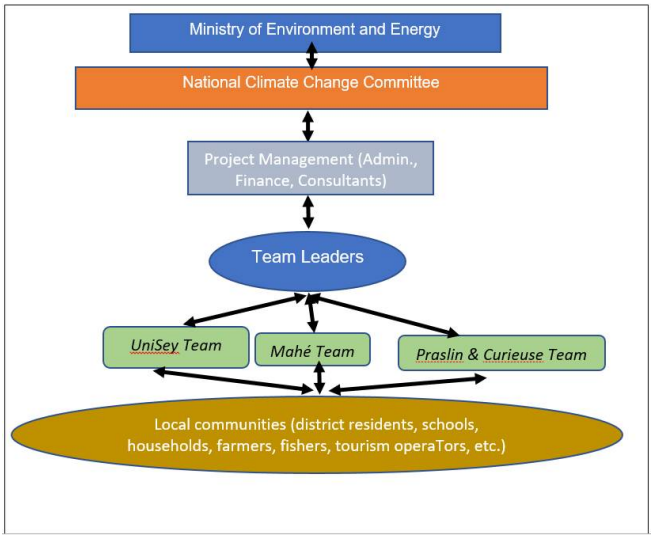


Figure 3.3: National Institutional Framework and Arrangements in Seychelles

Table 3.4: Members of the National Climate Change Committee in Seychelles

Representatives of organisations
• Principal Secretary for Energy and Environment MEE & Chairperson of the Committee
• Policy Development of MEE
• Seychelles Tourism Board
• Ministry of Health
• Seychelles Energy Commission (SEC)
• Infrastructure Department.
• Seychelles Meteorological Authority - any project coordinators
• Department of Foreign Affairs
• UNDP
• Project Coordination Unit
• Department of Economic Planning (Ministry of Finance)
• Ministry of Local Government
• University of Seychelles

63. In Nepal, the project had an arrangement of engaging a NFP. This position is found as an important actor to facilitate implementation of the project at the national level. In Nepal NFPs was assigned by the focal ministry. The Undersecretary from the Ministry of Environment (now the ministry of Forest and Environment) served as a NFP, who was in charge of coordinating national activities and serving as the focal point for such activities. National project activities were implemented by multiple local and national government and non-government partners (See figure 3.2).

64. National project approaches have been aligned with existing institutional arrangements in the pilot countries to foster government ownership of the project. A team of consultants was hired at the country level for the implementation of the project activities and to provide technical support for specialised tasks that cannot be undertaken by government staff.

65. To address challenges in specialised EbA technical capacity at a national and regional level, a Technical Advisor with EbA expertise was hired to work to provide additional specialised technical input to support successful implementation of the project by the PMU, NFPs, regional baseline projects and technical consultants. The TA role was conducted by a consultant or a company with similar experience from other GEF adaptation projects. Roles of the TA will include inter alia: i) advising on suitable technical methodologies and approaches to achieve project targets and objectives; ii) assisting in drafting Tors for technical consultants; iii) supervising the work of consultants; iv) providing quality assurance and technical review of project outputs; v) assisting in knowledge management and communications for awareness-raising at a national and regional level; vi) supervising and training relevant international and national consultants; and vii) providing specialised technical and capacity-building support to the PMU and NFPs.

3.5 Changes in design during implementation

66. The EbA South project (which started in April 2013) underwent one round of revision of objectives, targets and indicators and targets. These changes were presented to the Project Steering Committee (PSC) in May 2014 and subsequently included within the final proposed Project Results and Framework Revised AMAT CCA Tracking Tool.

67. For the Seychelles, there were some minor amendments to the project which were approved at the Third PSC meeting held in Chengdu, China on 17 June 2015, for example, the PSC agreed to recruit a National Project Coordinator. The decision to create this new position was made jointly by the Ministry, the PMU and UNEP following a meeting between representatives of UNEP and the MEEC, formerly the MEE.

68. At the Fourth PSC meeting held in Kathmandu, Nepal on 27-28 September 2016, the following decisions were taken: the number of culverts were changed from 10 to 7; the channel de-silting was amended from 2km to 1.7km. The assessment of national consultants and contractors considered that 7 culverts and 1.7 km of channel de-silting were sufficient for meeting the targets to improve hydrological flow. The planned restoration of nine hectares of degraded mangroves would protect low-cost housing estates, commercial areas and other infrastructure from coastal erosion.

69. In Mauritania, (though also of relevance to all pilot nations), the following changes were made to project indicators (Table 3.5):

Table 3.5: Indicators Changes Proposed for Mauritania Interventions

Proposed indicator revisions

3. **All countries:** Change in average climate change awareness of local communities measured using a commonly used survey tool – the awareness index.	**Mauritania:** 0.18 in Nayema (Trarza province) and Benichab (Inchiri Region).	At the end of the project: average awareness index score of local communities at intervention sites increases by at least 0.5.
4. Change in average vulnerability of local communities at intervention sites in Mauritania to climate change.	**Mauritania:** 0.32 in Benichab (Inchiri province); 0.63 in Nayema (Trarza province); 0.43 average at all sites.	**All countries:** At the end of the project: average climate change household vulnerability index of local communities at intervention sites is reduced by at least 0.2.
7. Area of degraded desert, dunes and savanna restored to stablise soils against wind erosion using multi-use green belts.	0	At the end of the project: At least 450 hectares of multiuse green belts – using drought-resilient and soil-stabilising species – established, including Benichab (Inchiri province) and Nayema (Trarza province).

70. In Nepal, following the PSC meeting, a TA mission was undertaken in Nepal in September 2014 to identify the outstanding 300 ha for reforestation in Lamjung District. During the mission, this issue was discussed at length, with national and local stakeholders and a contextual and relevant solution was proposed, namely a "forest management for climate resilience" approach (baseline report)[17] that guide the overall strategy of the project interventions.

3.6 Project Financing

71. The total project budget is US$ 39,600,000 where co-financing is 34,700,000 USD and from SCCF funds is USD 4,900,000. Table 3.6 presents the division of costs per component at the prodoc stage and at project completion.

Table 3.6: Project Costs/Budgets per Project Component (in USD)

Component Title	Estimated costs at design (USD)	Actual Cost/expenditure (USD)	Expenditure ratio (planned/actual)
Component 1: Inter-regional coordination and capacity building for African and Asia-Pacific developing countries to plan and implement EbA.	**1,000,000**	**646,812**	**64.68%**
Component 2: Inter-regional online EbA knowledge support.	**676,700**	**689,221**	**101.85%**
Component 3: The transfer of EbA technologies to pilot African and Asia-Pacific countries supported by national level capacity building and knowledge support.	**2,702,575**	**2,837,967**	**105%**
Sub-total	**4,379,275**	**4,174,000**	**95.31%**
Project Management Cost	**490,000**	**383,956**	**78.36%**
Monitoring and evaluation	**294,600**	**342,044**	**116.10%**
Total Project Costs	**5,163,875**	**4,900,000**	**94.88%**

[17] The baseline assessment carried out in December 2013 in Lamjung, Nepal, recommended a mixed EbA approach for implementing watershed restoration at two sites with an alternative option for implementing interventions in only one site and updated the project indicators and targets particular to Nepal to measure the EbA implementation progress.

4) THEORY OF CHANGE AT EVALUATION

4.1 Overview

72. UNEP evaluations require a Theory of Change (TOC) analysis and a likelihood of impact assessment in order to identify the sequence of conditions and factors deemed necessary for project specified outcomes to yield impact and to assess the current status of and future prospects for results. For this Terminal Evaluation, a TOC has been reconstructed (see Figure 4.1 and 4.2). Analysis of causal logic from outputs to outcomes originates from the three main components of the project, as well as the outputs (as in the Prodoc) and their (Direct) Outcomes 1-5 as outlined above in Section 3.

73. The reconstructed TOC (rTOC – see Figures 4.1 and 4.2) for this Project depicts the causal pathways from outputs to outcomes over intermediate states towards impact. It helps to identify the Project's outcomes and intermediary states towards Impact, and helps to determine key factors affecting the achievement of outcomes, intermediary states and impact, including the required outputs (goods and services produced by the interventions), necessary drivers, assumptions made and the expected role and contributions by key actors. This is defined as the rTOC (although no original TOC was ever produced at the start of the project). It is nevertheless based on an understanding of the project design and logical framework that is presented within the original Prodoc.

74. It is also centred on identifying some key principal challenges related to climate change for vulnerable communities in Nepal, Seychelles and Mauritania (see Figure 4.1). The Prodoc identifies the following root causes for vulnerability (see Figure 4.2 below), though it should be noted that no attempt was made (in the original 2013 Prodoc) to determine the vulnerability issues associated with women, men and/or marginalized groups. This issue in fact was not a project requirement at the time that the project was developed.

4.2 The Causal Logic from Outputs to Outcome

75. EbA interventions use biodiversity and ecosystem services as part of an overall adaptation strategy by working with nature to build resilience of vulnerable ecosystems to maximise ecosystem services for adaptation. The main objective for undertaking the EbA South project is: “to build climate resilience in vulnerable African and Asia-Pacific countries by providing support for planning, financing and implementing EbA through effective capacity building, knowledge support and concrete, on-the-ground interventions in coastal, mountain and arid/semi-arid ecosystems”. To that end, it is considered as the main Project Outcome[18] as being: "reducing the vulnerability of developing African and Asia-Pacific countries to climate change impacts by providing capacity, knowledge and technology transfer”.

76. In general terms, project implementation in Nepal, Mauritania and Seychelles is geared at building and facilitating the capacity of national and local government institutions, communities, and vulnerable groups to engage and deliver adaptive ecosystem management in the future. Achievement of the project outcome would contribute to increased ecosystem resilience (deserts, mountains and coasts respectively) and reduced the vulnerability of local communities and their livelihoods to climate change impacts. This is in line with achievement of the long-term goal of the EbA South project from which this project is derived.

77. Project’s activities have been designed to deliver certain Outputs[19], which in turn aim to make a significant contribution to the achievement of a set of direct (or immediate) outcomes that, as a whole, represent the main Project Outcome defined above (see Figure

[18] Outcomes: the short to medium term behavioural or systemic effects that the project makes a contribution towards, and that are designed to help achieve the project’s impacts (“the ROtI Handbook”, GEF, 2009)
[19] Outputs: the goods and services that the project must deliver in order to achieve the project outcomes (idem)

4.1[20]). Strengthening the capacity of target countries to improve the resilience of mountain, desert and coastal ecosystems is crucial towards reducing community vulnerability and increasing adaptive capacity for the targeted countries (see Figure 4.2).

78. Emerging from the Prodoc, and from the viewpoint of this TE, the **key-drivers** for the delivery of the several goods and services are:

- Project partners play an effective coordinating/implementation role.
- Selected pilot sites are best placed for project interventions to demonstrate adaptation measures.

79. Three direct/immediate Outcomes intended to be achieved, provided that the project implementation partners actively assumed their leading roles and that the main national stakeholders assumed their specific responsibilities in the process (institutional uptake). Nevertheless, the achievement of the three Direct/Immediate Outcomes identified by the Project does not automatically imply that the main Project Outcome (countries vulnerable to climate change impact have strengthened capacity to build ecosystem resilience through the promotion of EbA interventions) would be achieved. For this to occur, effective coordination has to be in place in order to assemble and harmonically implement all the functions and instruments included in the Prodoc and its Logical Framework. The national implementation/coordinating agencies in Nepal, Mauritania and Seychelles also need to play a key coordination role, whilst the institutional uptake by the main stakeholders has to be maintained and strengthened. The project intended to be fully functional and capable of achieving outputs and outcomes so long as the following assumptions are embraced:

- EbA interventions at ecosystem level are effective to enable mountain, coastal and arid/semi-arid ecosystems and communities to adapt to the impacts of climate change.
- Stakeholders and target groups respond positively, are committed to implement EbA interventions and provide necessary support.

4.3 The Pathway from Outcome to Impact

80. The impact that this project intends to achieve is contributing "to build climate resilience in vulnerable African and Asia-Pacific countries by providing support for planning, financing and implementing EbA through effective capacity building, knowledge support and concrete, on-the-ground interventions in coastal, mountain and arid/semi-arid ecosystems". The pathway from the Project Outcome to the intended Impact is not a straightforward process: Intermediate states - the transitional conditions between the project's immediate outcomes and the intended impact - are necessary conditions for the achievement of the intended impact. The TE has identified the Intermediate States that have to be fulfilled (as shown in Figure 4.2), which presents our understanding of the causal logic and of the pathway from Outcome to Impact.

81. Three main Intermediate States (I.S.) are identified that will lead to the achievement of the intended impacts. Assuming that the Outcome is achieved and maintained, under the **assumptions** that: lessons learned from the EbA South project are used by governments to implement EbA, and, strong political will of government to mainstream EbA in policy and planning, the process will lead to "National development plans and climate change policies that integrate EbA" **(I.S. 1)**. The **key impact drivers** (factors) expected to contribute to realisation of this I.S 1 are: Partners play their roles; existence of EbA champions at national,

[20] The overall TOC analysis is based on the premise that: strengthening the capacity of countries in EbA approaches and principles will result in increased ecosystem resilience and reduced vulnerability of communities to climate change impacts.

local and community levels; and project works with other players to support EbA policy setting and planning.

82. It is understood that integrating EbA in national development plans and climate change policies, will lead to: "Increased uptake and scaling-up of EbA practises by governments and communities in mountain, semi-arid and coastal ecosystems to adapt to a changing climate" **(I.S. 2)**, on **assumption** that: adopted EbA and other adaptation actions do not lead to maladaptation and provide some form of incentives; EbA capacity built through the project is institutionalised and applied in non-project sites to ensure replication; there is strong political will at national level to scale-up and replicate EbA tools and methodologies; key stakeholders, target groups and communities in the mountain areas are supportive, and adopt EbA interventions, and; policy makers allocate adequate resources to implement EbA in mountain, coastal and arid/semi-arid ecosystems. The main **impact drivers** are: effective institutions and platforms to guide implementation of EbA; Communities and individuals are motivated (due to benefits or reduce risks from adaptation options) by demonstrations to scale up implementation EbA; and, successful scaling-up and replication of lessons learned and best practices on EbA pilots.

83. Increased uptake and scaling up of EbA by government, communities in mountain, coastal and arid/semi-arid ecosystems to adapt to a changing climate will lead to: “Enhanced ability of the population and communities in mountain, coastal and arid/semi-arid ecosystems and countries to adapt to a changing climate” **(I.S. 3)**. The **drivers** at this level are: existence of EbA champions at local and national level to guide EbA implementation; and, enhanced EbA knowledge, technology and policy support from global, regional, national and local partnerships. The **assumptions** are that: governments and communities are committed to implement EbA proofed plans, policies and actions; adopted EbA and other adaptation actions do not lead to maladaptation[21]; and good relationships/partnerships with other agencies dealing in EbA and CCA issues.

84. Finally, under the **assumptions** that International and national commitments including the financing on climate change adaptation are met, EbA and other adaptation concerns are not overshadowed by other urgent issues and emergency matters in countries, the Project Impact can be achieved. This will inevitably be **driven** by: project partners continue to engage and influence government and other key stakeholders on EbA; and, appropriate monitoring and evaluation and updated knowledge and information to support replication and up-scaling of EbA.

85. The following Table (4.1) is presented to list all outputs/outcomes as per the original project design, with new indications made **(bold italics)** of whether these have been altered as part of the rToC. Added text in Figure 4.1 is presented in **green text** and **red text**.

Table 4.1: Reconstructed Theory of Change Outputs and Outcomes

Outcomes [22] / Outputs [23] as per the project design	Reconstructed Outcomes/ Outputs for the ToC	Justification for the reconstruction
Outcome 1: Strengthened capacities of developing African and Asia- Pacific countries to plan and implement EBA	Outcome 1: Strengthened capacities of developing African and Asia- Pacific countries to plan and implement EBA	The original outcome statement is retained
Output 1.1: An inter-regional task force of ecosystem management and climate	Output 1.1: An inter-regional task force of ecosystem	Slight change of word establisd to activated

[21] In most of the cases, EbA interventions need time and are challenging to present anticipated results in short timescales. Simple and easily adoptable EbA actions are therefore important to encourage where possible.
[22] Outcomes are the use (i.e., uptake, adoption, application) of an output by intended beneficiaries, observed as changes in institutions or behavior, attitude or condition.
[23] Outputs are the availability (for intended beneficiaries/users) of new products and services and/or gains in knowledge, abilities and awareness of individuals or within institutions.

change adaptation experts established to build capacity, provide knowledge support and assist EbA technology transfer	management and climate change adaptation experts **activated/started** to build capacity, provide knowledge support and assist EbA technology transfer	
Output 1.2: EbA lessons learned exchanged and knowledge shared through inter-regional thematic training workshops		The original output statement is retained
Outcome 2: Increased availability of synthesized information on EBA best practices	Outcome 2: Increased **use** of synthesized information / knowledge on EbA best practices by relevant stakeholders	More proactive text used to replace the more passive nature of the term "availability"
Output 2.1: An interactive/dynamic website [24] developed to disseminate information, promote dialogue and facilitate learning on EbA technologies	Output 2.1: An interactive/dynamic website [25] available to disseminate information, promote dialogue and facilitate learning on EbA technologies	More proactive text used to replace the more passive nature of the term "developed"
Output 2.2: Best practices from a range of Africa and Asia-Pacific EbA projects and lessons learned from concrete, on-the-ground EbA interventions in EbA South pilot countries synthesized and disseminated through the EbA South website[26]		The original output statement is retained
Outcome 3: Increased climate resilience of priority coastal, mountain and arid/semi-arid ecosystems in Seychelles, Nepal and Mauritania		The original output statement is retained
Output 3.1: Institutional capacity built to support EbA technology transfer to Seychelles, Nepal and Mauritania	Output 3.1: Institutional capacity **improved and able** to support EbA technology transfer to Seychelles, Nepal and Mauritania	Slight change of word – changed from built (which may mean already changed status) whereas 'improved' may mean availability of services and knowledge that help to achieve 'institutional capacity building'.
Output 3.2: Concrete, on-the-ground mangrove restoration EbA technologies **implemented** in Seychelles within a long-term research framework	Output 3.2: Concrete, on-the-ground mangrove restoration EbA technologies **piloted** in Seychelles within a long-term research framework	Change the word 'implemented' to tested/piloted' which sounds more toward availability of products and knowledge to use (implemented sounds more toward implementation realm)
Output 3.3: Concrete, on-the-ground community-based watershed restoration EbA technologies	Output 3.3: Concrete, on-the-ground community-based watershed restoration EbA technologies **piloted** in Nepal	Change the word 'implemented' to tested/piloted' which sounds more toward

[24] In the CEO endorsement, this was 'web-based platform' but was later amended to 'website'.
[25] In the CEO endorsement, this was 'web-based platform' but was later amended to 'website'.
[26] See footnote 1

implemented in Nepal within a long-term research framework	within a long-term research framework	availability of products and knowledge to use (implemented sounds more toward implementation realm)
Output 3.4: Concrete, on-the-ground EbA desertification control measures including multi-use greenbelts **implemented** in Mauritania within a long-term research framework	Output 3.4: Concrete, on-the-ground EbA desertification control measures including multi-use greenbelts **piloted** in Mauritania within a long-term research framework	Change the word 'implemented' to tested/piloted' which sounds more toward availability of products and knowledge to use (implemented sounds more toward implementation realm)

86. Figure 4.3 has been produced to reflect an additional rTOC approach based on the findings of this TE which can be encapsulated as follows. If people are trained and informed about the environmental degradation of the coastal ecosystems and giving proven methods of addressing these problems, they should be able to protect their own environments through sustainable socioeconomic activities and conservation and protection practices that will eventually improve the health of the ecosystems and bring socioeconomic, health and environmental benefits to them.

87. Section 5 of this TE evaluates whether this aspiration has been achieved in the 3 pilot nations.

Figure 4.1: Theory of Change Project "EbA South"

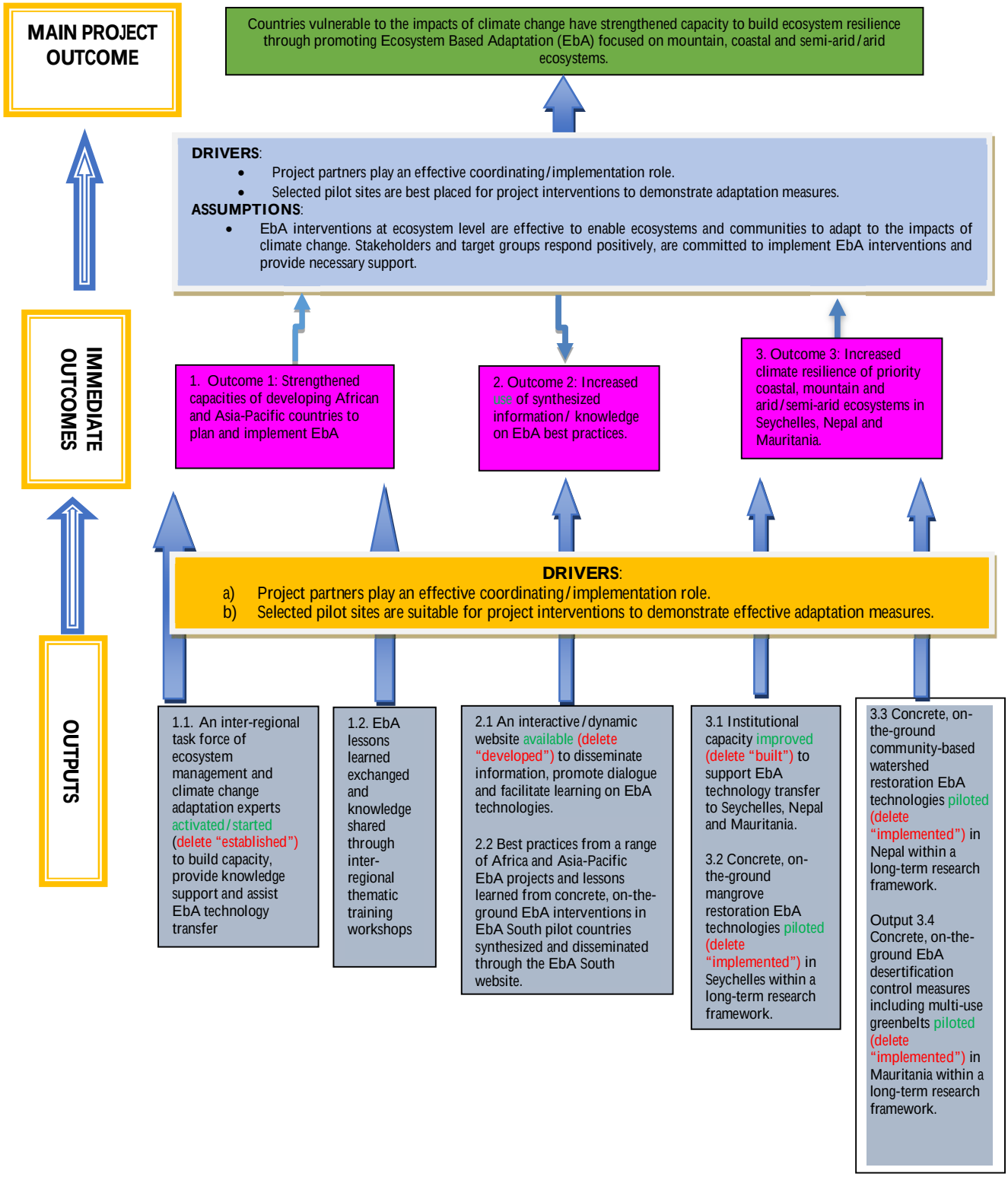
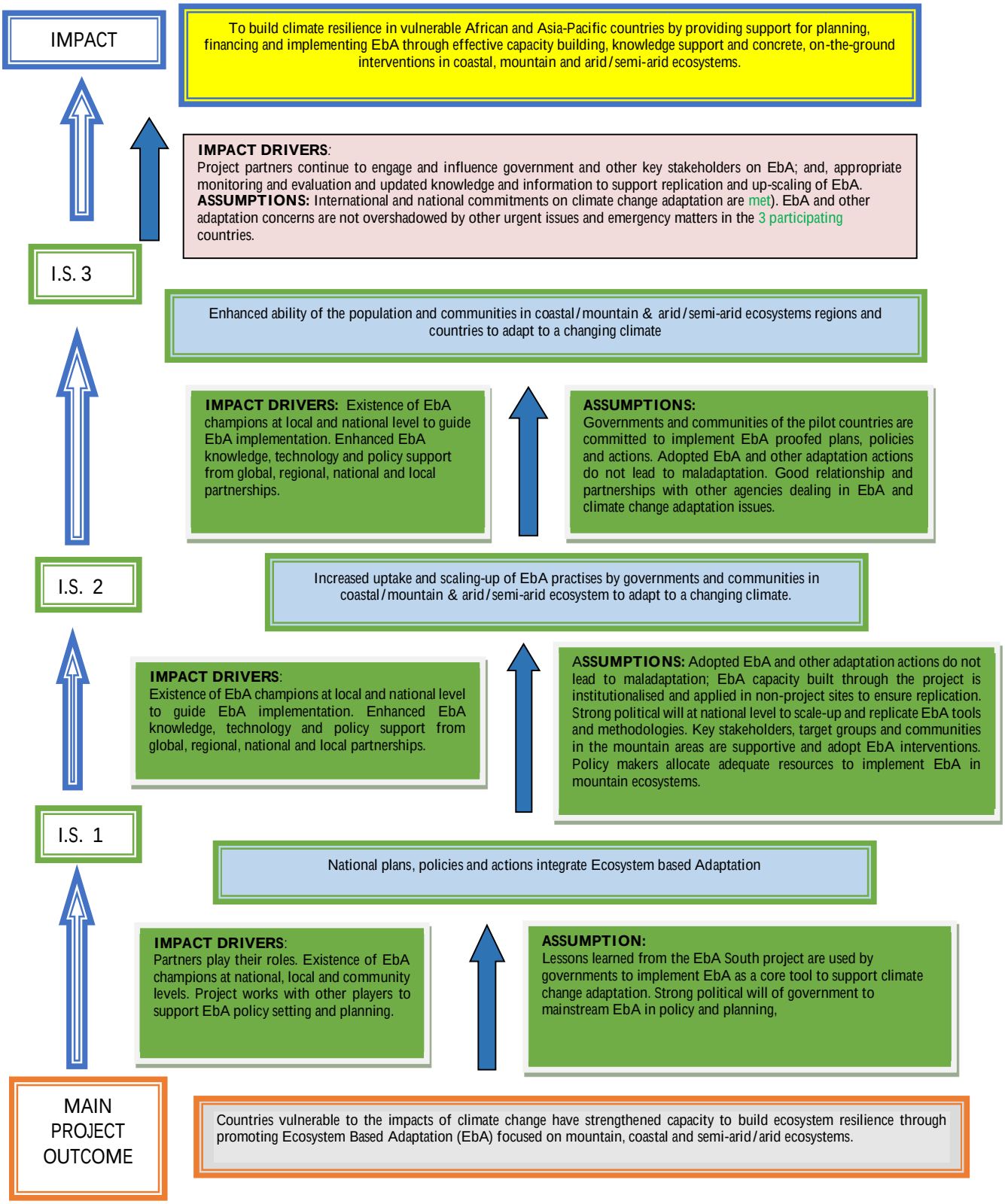


Figure 4.2: Theory of Change Project "EbA South": From OUTCOME to IMPACT



88. This TE believes that important impact drivers could have been as follows:

- EbA options are effective to address ecosystems and livelihoods issues and reduce the climate risks by considering the complexities and uncertainty of CC.
- Effective partners and partnership arrangement.
- Proposed sites are suitable for piloting the EbA options.
- Effective and efficient EbA options are available.
- Partners can influence policy and institutions at the local and national level.

89. It noted that the project's immediate outcomes are interlinked, logical and synergistic. For example, outcome 1 focused on strengthening the capacity of the national stakeholders and sharing knowledge and outcome 2 highlighted on the increased availability of EbA best practices are well linked with outcome 3 of implementing the EbA technologies in the project sites.

90. As the project outcomes intended to contribute to 'build climate resilience in the ecosystems at national level' through strengthening capacity to build ecosystem resilience through promoting EbA' (intermediate state 1) and increasing uptake and scaling-up of EbA practises by governments and communities (intermediate state 2).

91. It is noted that the pathways from outcome to intermediate states to impact/objectives are not a straightforward process. The intermediate states are transitional but necessary conditions for the achievement of the project impacts with some assumptions and impact drivers (see above assumptions and drivers). The Greater Mekong Subregion stakeholders and partners were expected to be involved in this project from the beginning to enable knowledge/capacity and technology exchange. This enabled them to obtain EbA South Mekong project (funded by the Adaptation Fund), thus influencing regional and national EbA policy setting.

5) EVALUATION FINDINGS

5.1 Strategic Relevance

5.1.1 Alignment to UNEP MTS, POW and Strategic Priorities

92. The project activities were in line with UNEP programme objectives. The UNEP's Medium-Term Strategy - MTS (2018-2021) is committed to supporting vulnerable countries in transitioning from urgent and immediate adaptation responses to medium- and long-term national adaptation plans that integrate EbA. The MTS also commits UNEP to support the scaling up, expansion and collection of more evidence on EbA. Under UNEP's Programme of Work (PoW), which provides the details on how it delivers and measures progress towards the MTS. EbA aligns closely with its priorities on i) climate change; ii) resilience to disasters and conflicts; iii) healthy and productive ecosystems; iv) environmental governance, and v) environment under review.[27]

93. The project was designed to address capacity, knowledge and technological needs for effectively planning and implementing EbA in vulnerable African and Asia-Pacific developing countries. In achieving the overall goal and objective, the project was divided into three components, namely: i) **Inter-regional coordination and capacity building** for African and Asia-Pacific developing countries to plan and implement EbA; ii) **Inter-regional online EbA knowledge support**; and iii) The transfer of **EbA technologies** to pilot African and Asia-Pacific countries supported by national and local level capacity building and knowledge support. The components expected outputs and activities are shown in Figure 5.1 (presented to articulate the complete listing – the reader is encouraged to refer to the project document to see more clearly the wordings of each Activity).

[27] UNEP and EbA- Briefing note 7: https://wedocs.unep.org/bitstream/handle/20.500.11822/28180/Eba7.pdf?sequence=1&isAllowed=y

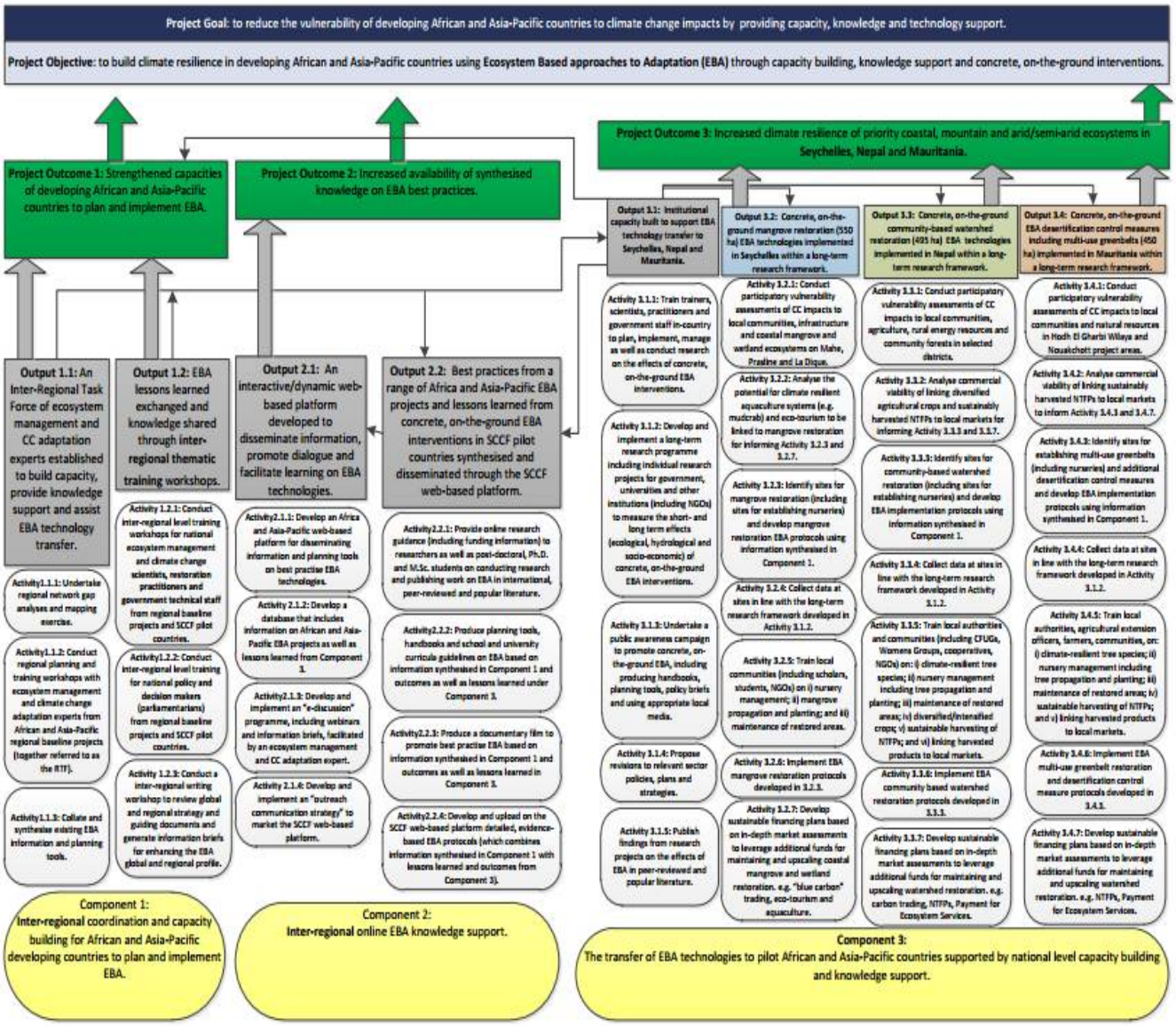


Figure 5.1. Linkages between project components, outcomes and output including related activities (taken from the project document, page 76).

94. **The inter-regional components (1&2)** addressed the knowledge and information needs for effective planning and implementation of EbA technologies by: i) conducting capacity building, policy strengthening and inter-regional coordination to assist existing adaptation networks and initiatives in providing regional and national level knowledge support; ii) providing inter-regional knowledge support through an interactive web-based platform, including documentaries, research funding guidance, policy briefs as well as access to information and planning tools; iii) developing planning tools to assist decision-makers and project managers in planning and implementing EbA in the priority ecosystems; and iv) developing and disseminating detailed EbA implementation protocols applicable for a range of countries, priority ecosystems and economic sectors using knowledge from EbA South, on the-ground interventions and scientific and grey literature. The inter-regional components utilised lessons learned from the concrete EbA actions in the project pilot countries and shared China's experience and research know-how in ecological restoration and climate change adaptation to foster South-South Cooperation in EbA.

95. **The country component (3)** built adaptive capacity for local communities in three pilot countries by: i) implementing concrete, on-the-ground EbA interventions for mangrove restoration in the Seychelles, community-based watershed restoration in Nepal and multi-use desert greenbelt establishment to control desertification in Mauritania, within institutionalised, long-term research frameworks; ii) building a scientific evidence base for EbA in the priority ecosystems for future up-scaling, through measuring the short-and long-term effects (ecological, hydrological and socio-economic) of EbA interventions being applied by the project; iii) promoting communities awareness on climate change and capacity in implementing adaptation strategies; and iii) proposing recommendations on policy revisions to better reflect the EbA concept in policies and strategies at country level, in consultation with the project team, which were submitted to the Governments.

96. The project also contributed to the following Climate Change Adaptation (CCA) Focal Areas:

- Objective 2: "Increasing Adaptive Capacity: Increase adaptive capacity to respond to the impacts of climate change, including variability, at local, national, regional and global level and
- Objective 3, "Adaptation Technology Transfer: Promote transfer and adoption of adaptation technology".

97. The project interventions aimed to support climate proofing initiatives in ecosystem management by using climate-resilient approaches for implementing community-based watershed restoration (in Seychelles and Nepal in particular). Component 1 and 2 focused on synthesizing available information on EbA in various ecosystems (mountains in Nepal, mangroves in Seychelles and deserts in Mauritania) as well as assisting regional adaptation networks and national baseline projects to integrate EbA into existing capacity building, knowledge support and demonstration activities. This has helped to reduce the vulnerability of communities to climate change in all three pilot nations (PIR, 2018).

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

5.1.2 Alignment to Donor Strategic Priorities

98. The EbA South project's activities were in line with the GEF Operational Guidelines on Ecosystem-based Approaches to Adaptation. The project's activities were grounded within a comprehensive, science-based approach to the management of natural resources, known as the ecosystem approach. "Adaptive management" is an important component of the ecosystem approach; it is described as "the recommended means for continuing ecosystem management and use of natural resources, especially in the context of 'integrated natural resource management'." Adaptive management is a means of learning from past and present management actions to improve future planning and management. It is a structured, iterative process of robust decision-making in the face of uncertainty, focusing on reducing uncertainty over time via system monitoring.

99. The project was also consistent with the "Revised Programming Strategy on Adaptation to Climate Change for the SCCF", the "Updated Operational Guidelines for the SCCF for Adaptation and Technology Transfer (GEF/LDCF.SCCF.13/05 October 16, 2012); and the "Operational Guidelines on Ecosystem-Based Approaches to Adaptation (GEF/LDCF.SCCF.13/Inf.06 October 16, 2012).

100. The project was also developed using the Results-Based Management Framework for the SCCF and Adaptation Monitoring and Assessment Tool (GEF/LDCF.SCCF.9/Inf.4 October 20, 2010). Whereas Component 1 and 2 of the project would contribute to CCA-2: Outcome 2.2 (Output 2.2.1) and CCA-3: Outcome 3.2 (Output 3.2.1 and Output 3.2.2) at an inter-regional level (Africa and Asia-Pacific), Component 3 of the project would contribute

to CCA-1: Outcome 1.3 (Output 1.3.1), CCA-2: Outcome 2.2 (Output 2.2.1 and 2.3.1) and CCA-3: Outcome 3.1 (Output 3.1.1 and Output 3.2.2) at national and local levels, as presented in Table 5.1 below.

Table 5.1: SCCF Objectives, Expected Outcomes and Outputs mapped to the EbA South structure

SCCF Objectives	Expected Outcomes	Expected Outputs	EbA South components
CCA-2 Increasing Adaptive Capacity: Increase adaptive capacity to respond to the impacts of climate change, including variability, at local, national, regional and global level	2.2 Strengthened adaptive capacity to reduce risks to climate-induced economic losses	2.2.1 Adaptive capacity of national and regional centers and networks strengthened to rapidly respond to extreme weather events	Component 1: Inter-regional coordination and capacity building for African and Asia-Pacific developing countries to plan and implement EbA. Component 2: Inter-regional online EbA knowledge support.
CCA-3 Adaptation Technology Transfer: Promote transfer and adoption of adaptation technology	3.2 Enhanced enabling environment to support adaptation-related technology transfer	3.2.1 Skills increased for relevant individuals in transfer of adaptation technology	Component 1: Inter-regional coordination and capacity building for African and Asia-Pacific developing countries to plan and implement EbA. Component 2: Inter-regional online EbA knowledge support.
CCA-1 Reducing Vulnerability: Reduce vulnerability to the adverse impacts of climate change, including variability, at local, national, regional and global level	1.3 : Diversified and strengthened livelihoods and sources of income for vulnerable people in targeted areas	1.3.1 : Targeted individual and community livelihood strategies strengthened in relation to climate change impacts, including variability	Component 3: The transfer of EbA technologies to pilot African and Asia-Pacific countries supported by national level capacity building and knowledge support.
CCA-2 Increasing Adaptive Capacity: Increase adaptive capacity to respond to the impacts of climate change, including variability, at local, national, regional and global level	2.2 Strengthened adaptive capacity to reduce risks to climate-induced economic losses 2.3 Strengthened awareness and ownership of adaptation and climate risk reduction processes at local level	2.2.1 Adaptive capacity of national and regional centers and networks strengthened to rapidly respond to extreme weather events 2.3.1 Targeted population groups participating in adaptation and risk reduction awareness activities	Component 1: Inter-regional coordination and capacity building for African and Asia-Pacific developing countries to plan and implement EbA. Component 2: Inter-regional online EbA knowledge support.

CCA-3 Adaptation Technology Transfer: Promote transfer and adoption of adaptation technology	3.1 Successful demonstration, deployment, and transfer of relevant adaptation technology in targeted areas 3.2 Enhanced enabling environment to support adaptation-related technology transfer	3.1.1 Relevant adaptation technology transferred to targeted groups	Component 1: Inter-regional coordination and capacity building for African and Asia-Pacific developing countries to plan and implement EbA. Component 2: Inter-regional online EbA knowledge support.

Rating Alignment to Donor Strategic Priorities: Highly Satisfactory

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

101. The project was designed to be in line with global priorities for attaining the Millennium Development Goals (MDGs). Specifically, it would contribute towards achieving: i) MDG 1: 'eradicating extreme poverty and hunger'; ii) MDG 3: 'promoting gender equality and empowering women'; iii) MDG 7:'ensuring environmental sustainability'; and iv) MDG 8: 'develop a global partnership for development'. The project also supported the subsequently revised SDG targets, notably strengthening resilience and adaptive capacity – 13.1; piloting of EbA activities for integrating with local-level planning/climate-smart village/climate-smart farming (13.2) and help in improving education, awareness and institutional capacity building. In addition, the project also helped for conservation, restoration and sustainable use of terrestrial and freshwater ecosystems and their services, in particular forests, wetlands and mountains (Target 15.1).

102. In implementing project activities, the project built upon and linked with existing African and Asia-Pacific regional networks and initiatives as well as national initiatives on EbA. It collated, synthesised and disseminated outcomes and lessons learned from GEF and non-GEF projects on climate change and ecosystem management, including expertise from China using a standardised methodology. In addition, a rigorous scientific approach was used to build an evidence base for EbA across a range of ecosystems, including coastal, mountain and arid/semi-arid. The inter-regional components also utilised lessons learned from the concrete EbA actions in the project pilot countries and shared China's experience and research know-how in ecological restoration and climate change adaptation.

103. Components 1 and 2 in particular addressed the inter-regional knowledge and information needs for effective planning and implementation of EbA technologies. This include activities such as to:

- Conduct capacity building, policy strengthening and inter-regional coordination to assist existing adaptation networks and initiatives in providing regional and national level knowledge support.
- Provide inter-regional knowledge support through an interactive web-based platform, including documentaries, research funding guidance, policy briefs as well as access to information and planning tools.
- Develop planning tools to assist decision-makers and project managers in planning and implementing EbA in the priority ecosystems.

- Develop and disseminate detailed EbA implementation protocols applicable for a range of countries, priority ecosystems and economic sectors using knowledge from EbA South, on the-ground interventions and scientific and grey literature.

104. The SCCF project was identified as a flagship project for the National Development Reform Commission (NDRC) of China's South-South Cooperation on Climate Change and Ecosystem Management (SSC) to promote capacity building and adaptation technology transfer in developing countries of the Southern hemisphere, in particular Africa and Asia-Pacific. The project therefore supported and complemented: i) China's SSC – the first initiative of its kind in the world; ii) the Eleventh Five-Year Plan for National Economy and Social Development; iii) the National Medium- and Long-Term Programme for Science and Technology Development (2006); and iv) the China National Climate Change Programme (2007). South-South Cooperation was also a key feature and overall framework of the project and was incorporated in the project's adaptation planning and implementation processes, through training expertise exchange, workshops, exchange visits, the web platform and institutional cooperation.

105. At a national level, in particular, the project promoted sustainable development and would contribute to the achievement of national priorities, being aligned with national policy documents such as: i) NAPAs; ii) national communications; iii) poverty reduction strategies; iv) NBSAP; v) National Reports under UNCCD; and vi) disaster reduction strategies as justified below.

106. In Nepal**,** the project was designed to build on the significant steps that had already been taken towards assisting the country to adapt to climate change impacts. The project was in line with the Government of Nepal's (GoN) priorities and plans related to climate change adaptation and sectoral strategies. The project helped to addresses Nepal's climate change adaptation needs by integrating EbA interventions in the agriculture and forestry sectors. The project was well aligned to the priorities of the framework of the United Nations Development Assistance Framework (UNDAF) for Nepal for the period 2018-2022 and the UNDP Country Programme Action Plan (CPAP) for the period 2018-2022. The framework has three priority areas of relevance with the EbA South project corresponding closely to Priority Area 3: Resilience, Disaster Risk Reduction and Climate Change. Both the document highlighted the promotion of ecosystems management, climate change adaptation and disaster risk management at the watershed level.

107. The EbA project was relevant to the Nepalese NAPA (2010). It has nine thematic areas and this project has supported its priorities thematic areas and projects related to watershed management, ecosystems and agriculture. It was also aligned with the 14th and 15th development plans of Nepal which aimed to develop evidence-based knowledge on climate change and implement climate change adaptation on agriculture, natural resources, biodiversity, and forest sectors to reduce the climate vulnerabilities at ecosystems level and on people's livelihoods. The project was also consistent with the Nepal Biodiversity Strategy and Action Plan (NBSAP, 2014-2020) that emphasized the role of biodiversity conservation and ecosystems restoration as a longer-term strategy for climate adaptation and enhancing resilience. In addition, the project was also aligned with the sectoral strategies such as Agriculture Development Strategies (ADS) as well as Climate Change Adaptation and Disaster Risk Management in Agriculture – Priority Framework for Action 2011- 2020 in the agriculture sector in addition to the Forest Policy 2018 and Forestry Sector Strategy (2016-2025) which both highlighted watershed conservation to conserve the soil and water, promote green enterprises & ecosystems services and contribute to climate change mitigation and resilience efforts. The knowledge and learning from this project related to climate change vulnerability assessment, nature-based solutions and institutional strengthening can be helpful to fulfil its obligations under UNFCCC by implementing its National Climate Change Policy (2019) and Paris Climate Agreement (2015) which helped to support its SDG Status and Roadmap (2016-2030).

108. In Seychelles, the project was aligned with Seychelles national priorities as articulated in the "Seychelles Sustainable Development Strategy (SSDS) 2011-2020" which was formerly known as the Environment Management Plan of Seychelles – EMPS [1990-2010])[28]. National Climate Change Strategy (2009); Initial (2000) and Second National Communication (2012); National Disaster Management Policy (2011); National Wetlands Conservation and Management Policy (2005); Seychelles Plant Conservation Research Agenda (2008-2015); Environmental Protection Act (1994); and National Wetlands Conservation and Management Policy (2005[29]) and the Seychelles Plant Conservation Research Agenda (2008-2015). The project's achievements have helped to contribute towards ongoing activities in Seychelles that are designed to increase the climate resilience of ecosystem services and thus supporting vulnerable communities to adapt to climate change impacts.

109. In Mauritania, the EbA South project was designed to contribute to the achievements of goals of several important policies. These include:

- Mauritania's UNDAF (2012-2016)[30]
- National Sustainable Development Strategy (2006);
- National Environment Action Plan (2007-2016);
- Master Plan for Combatting Desertification (1987);
- National Biodiversity Strategy (1998);
- Rural Sector Development Strategy (1998 and 2001);
- The Forestry Code (1997); vii) Strategic Investment Framework for Sustainable Land Management (2009);
- The Environmental Code;
- National Gender Strategy (2006);
- National Action Plan to Combat Desertification; and
- National Action Plan for the Conservation of Biodiversity.

Rating - Relevance to Global, Regional, Sub-regional and National Priorities: Highly Satisfactory

5.1.4 Complementarity with Existing Interventions/ Coherence

110. For Seychelles, the project had inter-linkages with a number of on-going initiatives and projects to maximise synergies and to avoid duplication of activities. There was also coordination between other projects including the UNDP-led Adaptation Fund project, "EbA to Climate Change in Seychelles[31]" and the UNDP-led GEF project, "Strengthening Seychelles'

[28] The SSDS, as a national instrument, incorporated national priorities for sustainable development with 13 thematic areas (including energy, transport, climate change, biodiversity, education for sustainability, and social and human development). The SSDS also contained a costed road map to implement the programmes of activities therein.
[29] The Wetlands Policy has been written and updated to the Seychelles Wetlands Policy and Action Plan 2019-2022. This will provide the impetus to ensure that there are institutions and national arrangements that will continue to protect wetlands.
[30] UNDAF is based on the Strategic Framework for the Fight against Poverty (SFFP, 2000) and MDGs and therefore reiterates the country's main priorities, which include fighting poverty, building capacity of government and civil society and promoting good governance and human rights. In spite of this, the following challenges are highlighted in the UNDAF: i) wide-spread poverty, ii) over-population, iii) overutilization of natural resources, and iv) limited governance. Four strategic objectives and thus areas for UN intervention have been identified by the Government and are reflected in the UNDAF to address these challenge
[31] Project aims to reduce vulnerability to climate change in the Seychelles with emphasis on flooding and water scarcity, with interventions in the upland wetlands and watersheds to increase freshwater provisioning services;

Protected Area System through NGO Management modalities[32]". Other projects of relevance included the UNEP-led, EU project (2012-2014), "Capacity building on Coastal EbA in Small Island Developing States" aimed to strengthen the resilience and adaptive capacity of tropical communities and societies in SIDS with high dependence on coastal ecosystem services.

111. Other projects aligned to this project are listed in Box 1.

Box 1: On-going projects in Seychelles

- Mangroves for the Future (MFF) - sustainability of coastal developments and coastal ecosystem management by providing a platform for the sharing of knowledge and experience regarding successful coastal management.
- Plant Conservation Action (PCA) group - mobilising resources to promote plant conservation and to provide reliable and scientifically sound information and advice. The PCA's bi-annual newsletter, Kapisien, presents an opportunity for disseminating information to experts, researchers and the public.
- Sustainability for Seychelles - advance sustainability through collaborative action with the government, the public and other NGOs to improve livelihoods based on sustainable utilisation of natural resources sustainable coastal management project. The NGO's participatory approach to and management of mangroves by local communities, and public awareness and education campaigns fit well into the present project's own interventions and information, education and communication plans, and activities.

112. For Nepal, there were several donor-funded projects or programmes which are being managed in collaboration with the government. Some of the major programmes being implemented in Nepal include i) Hariyo Ban Programme to reduce adverse impacts of climate change and threats to biodiversity in Nepal (of USAID and the government of Nepal); ii) EbA in Mountain ecosystems to pilot EbA options; iii) Adaptation for Small Holders in Hilly Areas (ASHA) to strengthen the adaptive capacity of the communities and institutions to better contend with climate change risks in the project districts (IFAD funded); iv) Nepal Climate Change Support Programme (NCCSP) to adapt the negative impacts of climate change by implementing Local Adaptation measures (LAPAs); v) Catalyzing Ecosystem Restoration for Climate resilient Natural Capital & Rural Livelihoods in Degraded Forests and Rangelands of Nepal (EbA II) to increase capacity of national and local government institutions in Nepal to adapt to climate change by implementing EbA in degraded forests and rangelands in mid-hill and high mountain areas; vi) Scaling Up Climate Smart Agriculture in Nepal (CSA) to develop portfolios of targeted climate-smart agricultural technologies and practices for benefitting marginalized farmers of three agro-ecological zones of Nepal; and vii) Building Climate Resilience of Watersheds in Mountains Eco-Regions (ADB) to build long-term climate resilience through an integrated water resource and ecosystem-based approach, and to provide lessons on how best to build resilience in vulnerable mountain regions. The project objectives (goal and outcomes) were coherent with these programmes objectives.

Rating for Complementarity with Existing Interventions/Coherence: Satisfactory

Overall Rating for Strategic Relevance: Highly Satisfactory

[32] Project aims to demonstrate effective models for protected area management by non-governmental organizations in the Seychelles, and enable their inclusion into a strengthened protected area system.

5.2 Quality of Project Design

113. A key issue of importance to stress, as stated in the Inception Report (2013), that is in part reflected in the wordings of the project document template[33], is that EbA is a long-term investment compared to other (community-based) adaptation and the community has to wait a long time to realize the full benefits of ecosystem restoration and well-functioning of watersheds. However, the global project was designed over a relatively short period with project interventions (in all 3 pilot nations) even shorter. Hence it was always likely to be a challenge to maintain the pilots and realize their benefits. With no defined follow up and associated funding modality set up, so the risk of any good project results being lost was relatively high.

114. Based on work carried out during the Feasibility Reporting (Baseline Reports) for the 3 pilot nations (C4ES 2014), the project interventions were designed around the problems being experienced on the ground in all three nations, with baseline studies, inception workshops to discuss and validate these information and data. There was a wide range of stakeholder engagement during that process, including inputs from state and non-state actors, and the local communities, such as the local government entities. From this, the project defined clear aims, components, indicators, targets, and means of verification, coupled with a well detailed project framework. Despite this, it could have been more defined, explicit, clear and better linked (following discussions from the project inception phase), especially details on the piloting of the EbA options and their intended sustainability. Given the ambitious initial objectives, the design needed to be better clarified and focused during the inception phase such as what details were needed for the site-based vulnerability assessments, the EbA options analysis and the involvement of local stakeholders (such as local government and NGOs/CBOs) working in the project sites.

115. The project document did propose some assumptions and they included:

- Demonstration sites are well placed to demonstrate the benefits of EbA;
- Local communities will accept alternative livelihoods and land uses proposed by the project if they are encouraged to participate and engage in developing project interventions;
- Climate change adaptation priorities are not likely to be undermined by other emergency matters, urgent projects, or civil unrest; and
- Large-scale infrastructural developments will not take place within the project areas during project implementation that would disrupt the project activities.

116. The project document did not, however, specify the intermediate impact pathways clearly enough, although retrospective analysis shows that the following immediate-, medium- and longer-term impact pathways have been constructed (see rToC in Section 4).

- strengthened capacity to build ecosystem resilience through promoting EbA (immediate result);
- Increased uptake and scaling-up of EbA practises by governments and communities (intermediate result); and
- Build climate resilience in the Mountain ecosystems (longer-term impact).

117. The project designs major weaknesses include the following: (a) initial information and data collection which led to the selection of unsuitable project sites for restoration, (b) initial absence of establishment of clear formalities and procedures for project management and procurement of consultancies and contracts, (c) monitoring of project sites to assess

[33] Evaluation Office of the UN Environment – "Guidance on the Structure and Contents of the Inception Report" (last revised 17.04.18) See https://www.unenvironment.org/about-un-environment/evaluation for all tools, templates and guidance notes.

outcomes and (d) the low level of continuity and sustainability of the project due to little or no monitoring and evaluation of results. Some key technical aspects also appear to have been omitted from the project design including budgets to help with the removal of invasive species and issues to combat crabs which proved to be costly and these issues were often not considered when setting budget lines. The project design perhaps would also have benefited from more innovative thinking at the outset. This could have helped the thought process regarding upscaling needs plus those technical areas that should have been focused on (i.e.: gender, payments for ecosystem services etc). It may have been benefitial if more social experts had been included on the teams to help kick start the economic perspective of EbA project delivery. Some of the more specific vagaries are captured in the national observations that now follow.

118. In Mauritania, the project design appeared to have underestimated the extent of adaptive management required during the project implementation. For example, local politics in the country necessitated changes at certain project sites, with some of the new sites needing fencing to protect tree seedlings from livestock. Some of the initial hypotheses were not totally exact and caused some deviation from the target reaching its anticipated pathway. This was particularly true in the choice of the site and the design of the restoration protocols.

119. Another issue that was not given a more prominent consideration was that the intended target of reducing local community vulnerability within three / five years of project implementation was unrealistic because of the slow growth rate of plants in arid environments. The planned target of engaging households in selling NTFPs from project sites was unachievable because of the slow rate of generation of NTFPs such as fruits or gum Arabic. The shift in project sites also meant that planting of tree seedlings continued right up until the closure of the project instead of a year before. As a result, a verbal commitment from the government to maintain the project's fences and to water seedlings for several months after project closure was obtained.

120. A key fact that appeared to be only lightly mentioned in the project design related to the root cause of desertification and ecosystem degradation being directly linked to rural poverty and dependence on natural resource-based livelihoods (agriculture; livestock husbandry, collection of commercially valuable NTFPs). Removal of vegetative cover by grazing livestock – primarily goats, sheep and camels remain a widespread cause of ecosystem degradation and desertification. Ecosystem degradation results in multiple negative effects on infrastructure, household livelihoods and important economic sectors. The negative effects of ecosystem degradation are then exacerbated under climate change conditions e.g. increased temperature, reduced annual rainfall, and increased severity and frequency of strong winds. Wind-blown sand results in inundation of homes, infrastructure and agricultural areas.

121. In the Seychelles, the design used these same elements which were adapted to the particularities of the country to guide, monitor and evaluate progress made in the implementation of the project. The ToC (see Section 4 and Annex X of this TE) was also clear, with well-defined inputs, outputs, medium-term and long-term results, and the ultimate impacts on the ecosystems and the communities which live within them. In spite of this, outcomes of the project has suggested that some sites (despite detailed background feasibility assessment work in 2014) have showed that they not suitable for planting because of the type of sediment (compact mud), the fauna activities in the area, the ownership of the land was private, and tidal movements were likely to lead to poor survivorship of the mangrove seedlings. This may be an indication that the background work for the selection of sites needed to be strengthened or perhaps did not carry out sufficient ground investigation works.

122. In Nepal, the project design process involved the integration of the needs of regional and national stakeholders. To improve the stakeholders' ownership, a range of stakeholder consultations were carried out in the pilot countries and follow up discussions were undertaken through emails and Skype. Consultations included: i) an initial inception workshop held on 11-12 August 2012 which was attended by national focal points from the three pilot countries, regional focal points from regional adaptation networks and projects, research partners and stakeholders from the executing agency NDRC-IGSNRR; ii) in-country meetings with various country-level stakeholders by international consultants and UNEP-IEMP staff. Three potential baseline projects were identified, using the information provided by stakeholders, as appropriate for SCCF activities to build upon.

Rating for Project Design: Moderately Satisfactory

5.3 Nature of the External Context

123. There was no political unrest or social upheaval/conflict (military or civil) during the project implementation period in any of the three pilot nations that directly affected project outcomes.

124. In Nepal, the country adopted a new constitution in 2015 whereby Nepal adopted federal based governance systems. This resulted in a number of changes in the structure and role of the ministry, institutional arrangements and governance. In 2016 and 2017, Nepal underwent elections of three tiers of government which affected the regular work of the government (as government staff are engaged in elections) and also affected the development process at that time with economic blockades for 6 months evident. The Earthquake that hit Nepal in April 2015 affected development planning and implementation. The restructuring processes did inevitably impact on the overall governance focus, influencing development planning, management and delivery of the project, all of which affected the regular work of the project during and after that time[34]. Importantly, extreme climatic conditions (winds and temperatures before the rainy season) as well as operational challenges occurred throughout the northern Nepalese sites which resulted in the mortality of approximately half of the planted seedlings at some sites, as grazing pressure and delay of rainfall significantly affected the survival of plants.

125. No major impacts were reported in Seychelles or Mauritania during the project programme period. The former however, did experience frequent flooding that occupied all available staff and resources for managing the floods, whilst unpredictable rainfalls in Mauritania posed strong challenges for implementation.

Rating for Nature of the External Context: Favourable

5.4 Effectiveness

5.4.1 Availability of Outputs

126. The project, in general, has been effective in terms of activity completion. It has supported an evidence-based vulnerability assessment of climate change in most climate-vulnerable regions and communities, provided a set of nature-based solution measures that can be implemented at the local level. It has also helped in generating longer-term climate data, household and community level income-generating activities, and capacitating the national and local institutions. The discussions with the project

[34] The project team were committed to the project timely readjusted the plan according to the situation. This includes that after the earthquake, PSC meeting was organized to discuss this and a delegation led by the Principle Secretary of MFoE visited the 2008 Wenchuan earthquake hited sites in China and exchanged restoration experiences to continue this project in an effective way.

beneficiaries and stakeholders showed that the pilot climate actions were effective in terms of addressing local development and environmental needs that are useful to reduce the climate vulnerabilities/risks and build climate resilience while supporting national climate change and developmental objectives. Details of each output (per Component) are presented for each country in Annex IX.

127. However, demonstration of EbA effectiveness takes a long time. It also requires a deeper assessment of socio-ecological systems and how climate change has impacted that specific sites. The project has set up the longer-term research stations along with (for example) hydro-met stations (in Nepal) but it remains unclear at this juncture how the data gathered from these research stations were used or can be used in future. To this end, some general observations are now presented below with regards to issues that influenced the effectiveness of certain project outputs, for individual nations or collectively.

128. The effectiveness at the start of the project was jeopardized by a poor understanding of roles as this delayed the overall launch of the project in all three nations (to varying degrees). A significant amount of time and effort was invested into clarifying roles and responsibilities and making an agreeable workplan together (especially in Seychelles and Nepal). The capacity of realising roles and responsibilities was limited, and thus corrective measures and capacity building was implemented solely by the PMU, TA and TM continuously throughout the project, which in most instances proved to be effective (though in an inefficient manner). Roles did, however, become better defined during project implementation.

129. EbA protocols proved to be difficult to produce, and hence their effectiveness was diluted for a period of time. When produced correctly, (especially in Nepal) these worked well. Key difficulties were also reportedly faced in all 3 nations in terms of language barriers with CAS staff and for Nepal the language used for the write up of protocols was not good and hence misinterpreted. The CAS scientists technically were excellent but their scientific approach and writing delivery was not well matched to local community levels of education and understanding, hence the protocol usage and implementation were not as effective as they could have been. A technical specialist, Antony Mills (C4ES), re-wrote them and CAS were subsequently trained on how to write an EbA protocol in a manner that was understood by the intended beneficiaries. The Nepalese protocols (when re-written by CAS) were eventually acceptable to all. In Mauritania, the culture and language (French and Arabic) meant that writing the EbA protocols proved very difficult and quite ineffective. A Senegalese team (TA) were engaged to prepare what they could, however they stressed that the protocols needed to be in place before any planting took place which didn't assist the effectiveness of the programming schedules.

130. Without doubt, the success and effectiveness of EbA pilot projects (in all nations) depends on land ownership matters. Where businessmen (private developers or Governments) take land back, the community response and enthusiasm wanes). In fact, where Government land was allocated to be the pilot area for intervention, the long term sustainability of the end outcome was diluted (unless a long term commitment towards continuity was promised). In community owned lands, where land is left fallow, then owners of neighbouring lands often take ownership of that land and hence it can provide an economic benefit for future generations. This would not materialise where Govt owed lands were selected.

131. Specifically for Nepal, the slow process of the government to hire project staff and transfer of funds at the district level certainly (for Nepal) impacted in project effectiveness. Procedures for hiring national consultants and for establishing a project team have been very slow. The project team and the NFP were then found to be highly responsive to address the challenges encountered during the national-level planning and implementation. The district-level implementing agencies are also active to follow the work

plan and provide regular reporting (both technical and financial). Following communication and discussions, in 2017, the project sought PMU's facilitation to manage a portion of funds and to establish a project team on behalf of the GoN, to avoid the procurement difficulties and to facilitate expenditures.

132. The project faced a difficult transition process that affected the smooth implementation process including merging the ministries and dissolving the district level implementation agencies. This resulted in extra effort having to be undertaken by the PMU to manage the national team and supervise their deliverables, some of which (for example, site-specific protocols and cost-benefit analysis undertaken by the national consultants) were delayed significantly and/or were not to the required levels of satisfaction in spite of follow-up and careful guidance. In certain instances, the PMU had to request international expertise to help deliver outputs to a satisfactory level, which indirectly turned out to be a good practice for capacity building and knowledge exchange.

133. Of key relevance towards achieving effectiveness, in Nepal, the project adapted to support plantations based on the need of the communities and technical assessment required for forest restoration at the watershed level. As tree plantations would need a longer time to take get direct benefits from the beneficiaries, community members met during the field visit and suggested that the distribution of fodder trees and forage are highly relevant (such as raikhanau – a fodder plant) which helped them to start goat farming and keep more livestock which provides quick returns.

134. Specifically for Mauritania, the overall effectiveness of the outputs was severely affected by the harsh desert environment as in many instances, it was not possible to work outdoors as a result of windstorms and extreme heat. The grazing pressure and delay of rainfall significantly affected the survival of plants. Adaptive strategies needed to be applied by enforcing the construction of fencing using governmental co-finance budgets to help enhance the maintenance of pilot sites[35]. Effectiveness of the pilot interventions (irrigation and planting operations) were also interrupted since March 2018 because of financial and administrative challenges at the Idini site (managed by the Awleigatt National Park (PNA)). Following missions and discussions with the NFP, PMU and PNA, an agreement was finally made on budgeted tasks to ensure sufficient watering for the planted seedlings took place along with appropriate site maintenance beyond the life-span of the project. The latter sadly was not honoured since project funding has ceased. In general within Mauritania, there was difficulty in getting trained/experienced and committed contractors or to get them to work within a defined timeline. Training and more intensive supervision for the on-the-ground interventions needed to be provided thus impacting on the effectiveness of intervention delivery.

135. An adaptive strategy was applied by enforcing the fencing with the governmental co-finance and enhancing the maintenance of sites. To ensure a better survival in the drought, alternative water saving irrigation — i.e. drip irrigation — was sought and the LTRP team also contributed by undertaking an experiment on the use of a self-made water-smart irrigation system.

136. Specifically for Seychelles, the prolonged tender and evaluation process of the new governmental procurement system in late 2017 has substantially delayed the project progress (and hence impacted upon effectiveness at the outset), in particular regarding the hiring of contractors to clear invasive species, which further hindered the timely replanting/transplanting of mangroves from nurseries.

137. The project proved to be effective in terms of its ability to encourage and initiate collaborative efforts with other EbA initiatives and partners for activities of both pilot

[35] To ensure a better survival in the drought, alternative water saving irrigation — i.e drip irrigation — was sought and the LTRP team also contributed by undertaking an experiment on the use of a self-made water-smart irrigation system.

countries and inter-regional components. For example, in Nepal the project worked on capacity building activities with IUCN, who was implementing a Mountain EbA project and in the Seychelles the project worked with a UNDP EbA project. In this regard, the project has established several partnerships and secured coordination with other EbA initiatives to leverage resources and avoid duplication of efforts. As such, in the pilot countries the project enjoyed high-level political support and active engagement of local communities, research institutions and many other EbA stakeholders. The evaluators found that CAS officials who visited the country, were not experts in mangrove rehabilitation, specifically on SIDS and the range of challenges that were being faced in the outer islands, however this issue was rectified by using an excellent local consultant who was aware of the issues and could interpret the details needed within the protocols that were being written. The protocols have subsequently been updated and are now being used in the country following project completion.

Rating for Achievement of Outputs: Satisfactory

5.4.2 Achievement of Project Outcomes

138. The EbA South project has achieved all the targets within the approved budget, with a strong science base and adaptive management strategies. Through capacity building, knowledge support and concrete on-the-ground interventions, the project has been successful in building climate resilience in developing African and Asia-Pacific countries, using EbA approaches. There have been successes and weaknesses in the achievement of outcomes of the project. It has been less successful in tracking the results obtained from the outputs (see Section 4).

139. There were three overarching principles in general that also emerged from the implementation of the EbA South project and the achievement of the intended project outcomes. Firstly, survivorship of plants within a restoration pilot should not be the main criterion of success. This is because a pilot is by definition an experiment and is likely to be trying new techniques for restoring a landscape. Even if the techniques have been demonstrated to work elsewhere, there is no guarantee that they will work on the project pilot site. The survivorship of plants is consequently simply providing information for future upscaling of the restoration. Death of plants is often more valuable than survivorship because it shows the future implementers what should not be done, assuming that the critical factors causing the death can be isolated. Importantly, when death of plants occurs, this needs to be rigorously documented so that lessons can be learnt from the deaths.

140. Secondly, with tens of restoration sites implemented across different landscapes, the project had to be considered as a landscape-scale experiment. Many of these sites should be expected to fail in terms of long-term survivorship of the plants. There would be many reasons for the deaths of the plants, biological or social. Documenting the overarching experiment and not shying away from reporting on the sites that didn't work should be a primary focus of project managers, government departments, UN agencies and donors involved. In many cases, social factors would be involved. For example, some landowners may profess to being committed to long-term restoration, but when there is an economic pressure of some sorts, would need to increase stocking density of livestock. Such social factors need to be explored in depth before restoring and then after restoring in order to document all lessons and equip future implementers with knowledge to increase survivorship of plants in the long-term. This was a key observation of this TE and is reflected in Recommendation 3 (see Section 6.3).

141. Thirdly, it should be recognised by all stakeholders involved that implementing restoration is a complex endeavour because of the many thousands of ecological, economic and social factors affecting the outcome, particularly in the long-term. It is

therefore critical that lessons learned are shared globally across a wide range of restoration projects. A global community of restoration stakeholders is needed. This is what the UN Decade on Ecosystem Restoration https://www.decadeonrestoration.org/ is aiming to achieve. The EbA South project could be a platform of experience for this UN Decade and should be heralded as such.

142. Some general observations are presented below with regards to the achievement of defined project outcomes.

Outcome 1: Strengthened capacities of developing African and Asia-Pacific countries to plan and implement EbA

Target 1: At least 8 regional networks, including networks covering both Africa and Asia-Pacific

143. By the end of the project, more than 15 networks (not only covering the two target regions of Africa and Asia-Pacific, but also Latin America and the Caribbean) had been involved in project activities. These networks include:

i) Future Earth; ii) Great Green Wall Initiative; iii) Greater Mekong Sub-region countries; iv) Chinese Ecosystem Research Network (CERN); v) IUCN; vi) Practical Action; vii) APAN (Asia Pacific Adaptation Network — UNEP's Global Adaptation Network (GAN) member network in Asia Pacific); viii) AAKNet (Africa Adaptation Knowledge Network — GAN in Africa); ix) REGATTA (Regional Gateway for Technology Transfer and Climate Change Action — GAN in Latin America and the Caribbean); x) IISD; xi) IIED; xii) EEMP (Environmental Education Media Project); xiii) ENDA network (Senegal); xiv) GIZ; and xv) Friends of EbA (FEBA).

144. These networks have been engaged through different project activities and in different capacities. The CERN, shared knowledge and case studies and played a primary role in the transfer of EbA technologies to the pilot countries. IUCN, Practical Action, Future Earth, Greater Mekong Sub-region countries, and UNEP's Global Adaptation Network (GAN) — with its member networks APAN, AAKNet and REGATTA — were involved in the joint organisation of capacity building/awareness raising initiatives such as workshop/high-level dialogues and e-learning activities. IISD, IUCN, IIED and EEMP, developed the key knowledge products (i.e. EbA planning tool, handbook and documentary film). Other key partnerships were established with the ENDA network (Senegal), supporting project implementation in Mauritania, and with GIZ (member of Adaptation Committee for EbA planning tool).

145. Importantly, the Mauritania Great Green Wall National Agency informally agreed to take over the maintenance of some of the sub-sites initially established by the project. Further to these fruitful collaborations, the project has participated actively in the activities of the Friends of EbA (FEBA) network. These included contributions to the Nairobi Work Programme under the UNFCCC and co-organising events. Regular contact has been kept with other EbA-related initiatives globally, thereby strengthening interregional coordination. Moreover, representatives from South Asia and Central Asia regions also attended the project inter-regional events and they actively shared the relevant initiatives and exchanged experiences.

Target 2: At least 15 projects, including adaptation projects with interventions in ecosystems and/or biodiversity and land degradation projects with direct relevance to EbA and uploaded onto the project website

146. EbA South has developed an online database of good practice case studies related to EbA, aiming to collect, analyse and disseminate good practices that can be shared among developing countries. They were intended to encourage critical reflection and help project developers and decision-makers draw out relevant lessons. The database now comprises 15 case studies with full analysis and additional shorter case studies. The case studies were not interventions supported by EbA South; instead they were projects from which

lessons were collated, synthesised and disseminated, as per the indicator. All of them were from developing countries, among these 10 were from China – in order to also showcase China's wealth of experiences in ecosystem management (with contributions from CAS/CERN) that could be transferred to other developing countries. All case studies analysed projects with climate change adaptation, sustainable land use and biodiversity implications. The analysis was conducted against a set of principles, covering knowledge building, inclusiveness, financial sustainability, transferability, maximising co-benefits, monitoring and evaluation.

Target 3: At least 5 electronic EbA thematic libraries created on the project website for the dissemination of a diverse range of knowledge products covering at least 3 ecosystems

147. On the EbA South web platform, 9 electronic EbA thematic libraries were built for the collection and dissemination of a wide range of knowledge products, including case studies, publications and other original materials developed within the project, as well as interesting materials developed by project partners. The thematic libraries were organised by ecosystem (covering nine ecosystem categories, including coastal, dryland and mountain) and by cross-cutting topics (including policy, financing, research, gender and livelihoods). Efforts to collect, synthesise and present relevant information continued until the end of the project, as part of the website maintenance by UNEP-IEMP. The libraries featuring the highest number of entries were the ones of the key ecosystems of EbA South (coastal, dryland and mountain).

Target 4: At least 50 participants, including 10 scientists, 20 restoration practitioners and 20 government technical staff to attend thematic workshops over four years (2013-2016)

148. In total, 132 participants attended the 2 thematic workshops organised at the beginning (October 2013) and end (May 2019) of the project. Among these were approximately 52 scientists/restoration practitioners, 23 government technical staff and some policy makers. The EbA workshop, organised in October 2013 in Beijing, China, was attended by 59 participants, mainly from the three pilot countries and other Asia-Pacific and African countries. The aim of the workshop was to exchange lessons learned and share knowledge on building climate resilience using an EbA approach. A comprehensive survey was undertaken with all participants before and after the workshop to evaluate the changes in the understanding of the EbA concept, technology, policy, etc. There was a positive awareness change reflected in the survey analysis (awareness index score increased from 0.89 to 0.92). The second thematic workshop, the South-South Knowledge Exchange Workshop on Ecosystem-based Adaptation organised in May 2019 in Beijing, was attended by 73 representatives from 11 countries, including the EbA South pilot countries, 5 international agencies as well as Chinese scientists and researchers. The workshop showcased the project's key deliverables, highlighting the knowledge products that would leave 'legacy' for future EbA initiatives.

149. Key results from a range of capacity building events were shared. The pilot country teams also presented the main results of the EbA interventions implemented within the strong science base and long-term research programmes, under cooperation between the governments and national academic institutions. Besides this, the workshop also provided a platform to exchange experience and lessons from other practitioners and scientists from a wider EbA community. Scorecards, with the rating between 0 and 3, were handed out before and after the workshop to measure the change of knowledge level. Similar to the first thematic workshop, there was also a positive change reflected in the survey with the overall average score increasing from 1.75 to 1.96.

Target 5: At least 40 participants, including 15 regional advisors, 10 policy and decision makers, five technical staff and 10 scientists trained from the baseline regional network countries and the three project pilot countries over four years (2013-2016)

150. In total, over 300 participants have been trained in eight workshops, including over 60 regional advisors and policy- and decision makers, over 70 scientists, and over 100 technical staff and other selected government staff. These workshops were:

- Regional Network Coordination Workshop in October 2013 in Beijing, China, attended by 38 participants;
- Inter-regional Training Workshop on EbA Financing and Mainstreaming in October 2014 (as a side event of the 4th Asia-Pacific Climate Change Adaptation (APAN) Forum in Kuala Lumpur, Malaysia) attended by 30 participants;
- A panel session on South-South Cooperation at the 2nd Africa EbA For Food Security Conference (EBAFOSC2) in Nairobi, Kenya, in July 2015 with over 1,200 participants (the session on South-South Cooperation was attended by 25 participants and the project supported the participation of over 70 delegates);
- (co-organised) South-South Exchange Workshop: Ecosystems for Climate Change Adaptation and Sustainable Livelihoods Knowledge Sharing in April 2018 in Beijing, China, attended by over 50 representatives;
- (co-organised) A side event "Better Tools and Standards: Enhancing the Effectiveness and Mainstreaming of Ecosystem-based Adaptation" (during the Twenty-second meeting of the Subsidiary Body on Scientific, Technical and Technological Advice of the Convention for Biological Diversity) in Montreal, Canada in July 2018, that the EbA South together with IISD and IUCN launched the EbA planning tool 'ALivE – Adaptation, Livelihoods and Ecosystems' (version 1.0), participated by approximately 60 representatives;
- EbA planning tool "ALivE" training in Mauritania in July 2018 attended by 17 representatives;
- EbA planning tool "ALivE" training in Nepal in July 2018 attended by 32 representatives; and
- EbA planning tool "ALivE" training in Seychelles in October 2018 attended by 25 representatives.

151. In addition, the project organised the Inter-regional Writing Workshop in March 2017, in Cape Town, South Africa, with more than 20 participants including representation of the project pilot countries (in person or from remote when participation was not possible). Besides, two advanced training workshops on ecosystem monitoring and management for developing countries, funded by CERN/CAS, were organized in Beijing, China, in November 2015 (20 participants) and October 2016 (25 participants) with support from the EbA South and participated by EbA South pilot country representatives. Importantly, an international exchange visit to Mauritania was organised in July 2018 for the core project members from Seychelles and Nepal (in total 10) to share experience and lessons learned from the implementation of EbA interventions in a South-South Cooperation perspective. These events contributed to EbA South's capacity building efforts and also strengthened South-South Cooperation on ecosystem management, including showcasing China's experiences and lessons learned on ecosystem-based adaptation in the past decades.

152. Importantly, the project also co-organised four high-level dialogues on SSC on Climate Change, on the side-lines of UNFCCC COP 19 (Warsaw, Poland 2013), COP 20 (Lima, Peru 2014), COP 21 (Paris, France 2015) and COP 22 (Marrakech, Morocco 2016), where the project was promoted and some of the achievements of the project were highlighted by keynote speakers. These 'South-South Cooperation on Climate Change Forums' had been so successful that they were subsequently taken up as a standing policy mechanism carried forward by the Executive Office of the UN Secretary-General. These activities effectively provided capacity building for developing countries, raised awareness, helped

mainstream EbA into policy and practice and strengthened the idea and benefits of SSC globally.

153. The project team also participated in several relevant international events to promote the project and communicate its lessons and key results. These events include the: i) Adaptation Futures 2016 in Rotterdam, the Netherlands; ii) Adaptation Futures 2018 in Cape Town, South Africa; iii) Training Session for CCAU's Project Managers on Climate Change Adaptation and GEF/GCF/AF Project Management (organised by UNEP) in Nairobi in 2018; iv) side events of the 24th Conference of the Parties to the United Nations Framework Convention on Climate Change (UNFCCC COP24) in Katowice, Poland, in 2018; v) Regional Experts' Symposium on Ecosystem-based Adaptation in the Hindu Kush Himalaya in Sichuan, China, in December 2019; and vi) other online seminars e.g. webinar series organized by the GIZ Global Project Mainstreaming EbA.

Target 6: At least two global and two regional framework information briefs on EbA developed and disseminated

154. A total of 12 information briefs have been developed and disseminated. These are:

- "Ecosystem-based Adaptation: Helping Nature Help People Adapt to Climate Change and Deliver SDGs – Filling the Knowledge Gaps", published on the SDG Knowledge Hub of IISD in 2019;
- "Good Practices in South-South and Triangular Cooperation for Sustainable Development – Volume 2", in which a case study under the EbA South was selected to feature in this United Nations Office for South-South Cooperation (UNOSSC) publication in 2018;
- "Compilation of Good Practices in effective knowledge-sharing and practical learning on climate adaptation technologies through South–South and triangular cooperation", in which a case study under the EbA South was selected to feature in this UNFCCC publication in 2017;
- three "info notes" for new EbA projects in the three pilot countries, produced as outputs of the Interregional Writing Workshop organised in 2017;
- three "info briefs" (global) developed as a result of the e-discussion & webinar programme conducted by the EbA Community of Practice in partnership with EbA South during 2015 – 2016;
- regional policy brief "Re-imagining Africa Food Security through Harnessing EbA Approaches Now and Into the Future under Climate Change", developed based on the results of the EBAFOSC2 side event in 2015;
- regional policy brief "Mainstreaming EbA and Accessing EbA Finance", developed based on the results of the 4th APAN side event in 2014; and
- "Discussion Paper for the Ministerial Roundtable on Ecosystem-based Adaptation in the context of South-South Cooperation", developed and shared at the UNFCCC COP19 roundtable event in 2013.

155. Moreover, the EbA South is also featured in the UNEP publication "South-South Cooperation in Action: Stories of Success" (February 2020), where EbA South is presented under the case study "Strengthening climate resilience through healthy ecosystems".

Outcome 2: Increased availability of synthesized information on EbA best practices

Target 1: An operational interactive and dynamic web-based platform in place with an online facilitator engaged with the internet users

156. The user-friendly, dynamic and interactive web platform www.ebasouth.org was launched in March 2015. The website has been updated regularly with relevant news, resources and events from both EbA South and the wider EbA community. The EbA South web platform continues to be managed by UNEP-IEMP. The overall purpose of this platform is to serve as a user-friendly education and communication tool for ecosystem management and climate change adaptation professionals to promote the concept and principles of EbA for enhancing awareness of the benefits of this approach and for sharing good practice examples of on-the-ground EbA interventions. It has served as the main tool to disseminate project results, in which all the inter-regional knowledge products are now available, including a database of EbA good practice case studies, EbA planning tool, EbA handbook, documentaries, research guidance, policy briefs and related news and resources within and beyond the EbA South project.

Target 2: At least one downloadable EbA planning tool useful for both decision makers and for project managers, and at least three sets of detailed EbA protocols for three ecosystem types (coastal, mountain and arid/semi-arid) including sector specific guidance

157. As one of the three key deliverables under Component 2, the EbA planning tool concept was discussed at the 3rd PSC meeting (in 2015) and a concept note was drafted by the Chief Technical Advisor. Furthermore, the PMU produced a detailed stocktaking report on existing planning tools in relevant fields. A call for proposals was launched in December 2015 to identify a suitable service provider for the delivery of the tool. IISD, in partnership with IUCN, was selected. The decision was endorsed by the PSC. An advisory committee, consisting of members from organisations actively working on EbA such as Conservation International, International Institute for Environment and Development (IIED), the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) as well as the EbA South project team, was established to provide feedback and comments on the tool development throughout the process.

158. The draft tool underwent two pilot tests in Nepal and Senegal before it eventually became fully developed and finally submitted in early 2018 to the PSC for final review. The key suggestion received was to launch the tool as a beta or first version in order to allow further improvements after more on-the-ground applications. In this regard, EbA South together with IISD and IUCN launched the EbA planning tool 'ALivE – Adaptation, Livelihoods and Ecosystems' (version 1.0) at a side event "Better Tools and Standards: Enhancing the Effectiveness and Mainstreaming of Ecosystem-based Adaptation" (during the Twenty-second meeting of the Subsidiary Body on Scientific, Technical and Technological Advice of the Convention for Biological Diversity) in Montreal, Canada in July 2018. The computer-based tool and user manual (now in English, French, Nepalese, Spanish, Chinese and Russian languages) are freely downloadable on https://www.iisd.org/projects/alive-adaptation-livelihoods-and-ecosystems-planning-tool.

159. ALivE was designed to support EbA project managers and practitioners in organising and analysing information to plan effective EbA options within a broader EbA planning process. It used a rapid qualitative assessment technique that can be applied in any ecosystem types. It has been widely disseminated through different platforms, e.g. Climate-L, weADAPT, IUCN, EbA South and UNEP-IEMP websites. Through promotion by the project team as well as the IISD, IUCN and their partners, the tool is currently being applied in EbA initiatives in the Dominican Republic, Cuba, Mexico and Guatemala. Additionally, interest in the tool was received from several initiatives in, for example Peru, Indonesia, Thailand and Vietnam. Furthermore, as requested by the EbA South pilot countries, training workshops on ALivE were organised in July (Mauritania and Nepal) and in October (Seychelles).

160. All the training workshops were well received and the participants expressed their interest in the tool. Importantly, having recognised the value of the tool, the PSC at its 5th

meeting (in 2019) also encouraged the production of the user manual in Chinese, Russian and Spanish versions, in which the Spanish was requested by IISD considering high interest of application in Spanish-speaking countries in South America.

Target 3: At least one: i) school or university curricula module guidelines; ii) documentary film; iii) handbook developed which includes lessons learned from African and Asia-Pacific projects, as well as from the three pilot countries covering coastal, mountain and arid/semi-arid ecosystems

i) Research guidance and school/university curricula guidelines:

161. Both products were developed by the International Education Specialist (IES), recruited especially for these two deliverables in 2017 to replace the previous IES (contracted in 2015) whose draft deliverable was not considered of satisfactory quality. Related information on the EbA South, both inter-regional and pilot country levels, was shared with the consultant in order to include the project-specific lessons and results as much as possible. The publication "Research on Ecosystem-based Adaptation: A reference guide" was finalised in March 2019. The research guide is intended to assist researchers by strengthening their understanding of core concepts, providing an analysis of current and prevailing knowledge gaps and research needs for EbA. In addition, the guide provides a comprehensive inventory of EbA-relevant tools and lists of relevant journals, conferences and funding opportunities with reference to other EbA South products (e.g. ALivE, handbook). The research guide was widely distributed through various channels and well-received with positive feedback, including a request for hard copies and the writing of an article about it with linkages to SDGs (see indicator 6 of Outcome 1). It is also featured in the June - July 2019 Global Adaptation Network newsletter. For the "Integrating Ecosystem-based Adaptation in Education Curriculum: A Resource Guide", in which professors from the project pilot countries were part of the review team, it became available in May 2019. The curriculum guide aims to support teachers and environmental educators (primary, secondary and university levels) to incorporate the key aspects of EbA into formal or non-formal education curriculum.

162. Importantly, school projects under the EbA South are highlighted as case studies. Likewise, the curriculum guide was well-received, with expression of interest to use in South Africa and Seychelles. Moreover, in support of education and research related information on EbA, the 'Education and Research' dedicated page on the EbA South project website was upgraded to feature a 'related news' section, with the aim to provide web users with relevant information (for example links to interesting courses and other opportunities, including funding such as new scholarships and research grants).

ii) Documentary film

163. The film served as educational, promotional and awareness raising material regarding the concept, principles and application of EbA. The overall objective was to enhance public understanding of EbA to build climate resilience, particularly in developing countries across Africa and Asia Pacific. It also carried a strong message to further advocate the need to mainstream EbA into policy and to strengthen a SSC dimension when dealing with climate change adaptation. A service provider had been identified through a call for tender and contracted in May 2015. Based on video footage collected during the Nepal baseline study and at the 3rd PSC meeting as well as related field visits, a first product ("teaser") presenting the EbA South project was developed for public screening. It was then shown at the Second South-South Cooperation on Climate Change (SSCCC) Forum, held at UNFCCC COP21 in Paris in December 2015 and later screened at other events and meetings when EbA South was presented. Further footage collection missions to document project implementation on-the-ground in each of the three pilot countries were subsequently conducted. The first

draft of the script of the full-length documentary film was submitted in the beginning of 2018 but the quality was considered unsatisfactory. An extensive script revision process was then led by the TA team (to ensure the scientific accuracy) and by the PMU (to properly present the project). The revised script was submitted to the PSC for review (as per PSC request in 2015) in January 2019, ahead of the post-production. The full-length documentary film (23 minutes) was completed in May 2019 and screened at the project closure event. It was then distributed on YouTube, iQiyi (Chinese online video sharing platform), EbA South and UNEP-IEMP websites.

iii) EbA handbook

164. The EbA Handbook was drafted by the first International Education Specialist (contracted in 2015). It was based on the country-specific EbA protocols developed under project Component 3 for mountain, dryland and coastal ecosystems together with case studies, methodological tools and other information collected under other project activities to serve as a basis for the development of EbA protocols of global relevance. However, producing this deliverable appeared to be challenging for individual consultants and the decision was made to launch a call for tender to identify a suitable service provider for completing the work. IIED was selected, with the decision endorsed by the PSC in May 2017. Moreover, it was decided — with the purpose of improving consistency, uniformity and therefore usability of the various project deliverables — that the three sets of EbA protocol be developed as part of the Handbook, covering coastal, mountain and arid/semi-arid ecosystems, including lessons learned from the project pilot countries. After several rounds of review, the “Ecosystem-based adaptation: a handbook for EbA in mountain, dryland and coastal ecosystems” (i.e. EbA handbook with detailed EbA implementation protocols for three ecosystem types - coastal, mountain and dryland) was completed in November 2018 and widely disseminated through different platforms, e.g. Climate-L, EbA Community of Practice Portal, Asia Pacific Adaptation Network (APAN), the Green Growth Knowledge Platform as well as the EbA South and UNEP-IEMP websites. The document provides practical guidance for planning and implementing community led EbA in three vulnerable ecosystems: mountains, dry-lands and coastal areas. Other EbA South project activities were referred to in this handbook, e.g. ALivE as a useful tool and examples of EbA interventions in the EbA South pilot countries. It is available on http://pubs.iied.org/17460IIED/ and listed in the top 10 most downloaded IIED’s publications in 2018.

iv) Protocol for Implementation of Ecosystem-based Adaptation Interventions in Coastal Wetlands of the Seychelles

165. The Seychelles EbA protocol aims to support EbA project planners and practitioners to design and plan step-by-step EbA interventions in coastal wetlands. It is developed based on direct experience, challenges and lessons learned from the EbA pilot interventions under the EbA South project in the Seychelles. It also highlights the adaptive management approach to address unexpected situations throughout the project implementation on-the-ground. The content can be applied beyond the Seychelles to other coastal communities and particularly SIDS facing similar climate change impacts. It was published in December 2019 and is available on the EbA South website.

v) EbA South lessons learned paper

166. The paper “Ecosystem-based adaptation to climate change: Lessons learned from a pioneering project spanning Mauritania, Nepal, the Seychelles, and China” was published on Plants, People, Planet in July 2020. The paper presented key lessons learned and experiences from the EbA South project across these distinct ecosystems and socio-economic environments provide unique insights into the adaptive management invariably required within EbA initiatives. This analysis also provided lessons on how to share

knowledge among different stakeholders and countries to advance South-South cooperation. It is available on the EbA South website.

Target 4: Average awareness index score of e-discussion/ webinar programme participants increases by at least 0.1

167. As agreed at the 3rd PSC meeting, this indicator was linked to the e-discussion/ webinar programme conducted under Activity 2.1.3. This interregional knowledge exchange programme was successfully launched in September 2015 in partnership with UNEP REGATTA's EbA Community of Practice initiative. An online survey was developed, which included questions to measure the average awareness index score. Responses (66 in total) were collected among members of the online community and the baseline was calculated. A second survey was conducted upon completion of the e-discussion programme, in June 2015. Data analysis to determine the change in public awareness was completed in July 2016. The awareness index increased by 0.18, from 0.34 to 0.52. This can be considered a good result in consideration of the relatively high baseline awareness level of survey participants.

Outcome 3: Increased climate resilience of priority coastal, mountain and arid/semi-arid ecosystems in Seychelles, Nepal and Mauritania.

168. The EbA South project aimed to pilot and demonstrate the implementation of concrete, on-the-ground EbA interventions to improve climate change resilience in the selected project sites. In Nepal, for example, the main intervention was to promote community-based watershed restoration (about 495 ha) through restoring multi-use forests (the plan/cost is provided in Appendix 11 of the PD) to provide considerable adaptation benefits by the implementation of watershed restoration.

169. It has generated some good outcomes such as enhancing the capacity of the stakeholders, sharing field-based knowledge and transfer of EbA technologies through field demonstration. Despites these good results, given the complexities and long-time frame required to deliver the result as expected through the interventions, it was not enough to achieve the goal through these interventions alone, but it did contribute to their attainment. Many of the activities were already generating intermediate results and will continue after the project. The interactions with the project stakeholders and field level beneficiaries showed a good level of satisfaction with the project results and their usefulness. The effectiveness contribution analysis was however difficult due to weak baseline, and limited types of intervention (mainly focused on the plantation) and linkages (fragmented intervention in large geographical areas)

170. In Seychelles, UniSey and MEECC signed a MoU in August 2016 for establishing and implementing a Long-Term Research Programme (LTRP), with specific objectives to monitor coastal habitats for mangroves and wetlands, to investigate forest composition, species diversity and survivorship, and to conduct household surveys on climate change vulnerability. A permanent monitoring site including seven water sampling plots was established in the same year at the Anse Royal project site. For the perspective of sustainability, the UniveSey had agreed with a signed a Memorandum of Understanding in 2018 to maintain this site beyond the project and to institutionalise research activities into the courses of Bachelor programme in Environmental Science.

171. In Nepal, A monitoring site was set up with comparable plots in Chiti in 2016 (Q4). This includes an automatic weather station for rainfall data collection. A hydrological station was established in 2017 at the same monitoring site for vegetation dynamics, soil erosion and landscape as a whole. Both the weather station and the hydrological station are under operation within the Department of Hydrology and Meteorology (DHM) within the Ministry of Energy, Water Resources and Irrigation. There has been a MoU between the government (the then Ministry of Population and Environment) and the Department of Geography, the

Tribhuvan University (TU) on LTRP to maintain the site beyond the project, for continuous long-term research. The hydro-met station will be continuing to be operated by DHM. Data is accessible for TU for their long-term research. TU will maintain this site beyond the project, for continuous long-term research. The discussions with the stakeholder noted that it might be difficult to maintain the LTRP sites it requires regular financial support.

172. An MoU between MoPE and Tribhuvan University (TU) on Long Term Research Programme (LTRP) had been signed in March 2016, with specific objectives to monitor rainfall, water discharge and soil erosion and to conduct household surveys on climate change awareness and vulnerability. Permanent monitoring sites and facilities were established in Chiti site for research activities. They are a forest monitoring site (2016) with permanent plots (to generate baseline data on vegetation and soil fertility and to monitor changes over time); an automatic weather station for rainfall data collection (2016); and a hydrological station to assess the impacts of interventions on runoff, soil erosion and landscape as a whole. The meteorological station and hydrological station were connected with the Department of Hydrology and Meteorology (DHM) within the Ministry of Forests and Environment (MFoE) and will continue to be operated by them. Data is accessible for Tribhuvan University for their long-term research. TU will maintain this site beyond the project, for the continuous long-term research.

- Target 1: At least one long term monitoring site established at intervention sites in each pilot country for measuring the effects of EbA on relevant ecosystem services.

173. In Mauritania, a MoU between the MEDD and the Ministry of Higher Education and Scientific Research (MESRS) was signed in February 2016, and École Normale Supérieure de Nouakchott (ENS Nouakchott) had been tasked to develop the LTRP, with specific objectives of improving the tolerance of species in the arid environment; measuring the effectiveness of watering techniques; and conduct surveys on perceptions of ecosystem services at project sites. A permanent monitoring site was set up at Benichab Sub-site 1A in 2016, and a greenhouse was established at the ENS for several botany experiments (on topics of the optimization of germination conditions for indigenous species and use of symbiotic microorganisms). In addition, microbiological experiments had been brought through the project to support the master study as well. The ENS will maintain this site beyond the project, for the continuous long-term research.

Target 2: At least two of each of the following documents on EbA developed (at least in the first draft) in each country:

- post-graduate theses (for Seychelles: BSc. environmental science research projects)
- research reports co-authored by government staff;
- research articles drafted for peer-reviewed literature (for Nepal: peer reviewed research articles in national scientific journals);
- popular articles;
- school project reports (increased to three for Seychelles); and
- one school science fair presentation (Seychelles).

174. Research findings on the effects of EbA interventions being applied at project sites were developed and published in the form of research reports, theses and peer-reviewed papers by leading universities in each country within the LTRP. Other publications including popular articles and school project reports are generated along with the awareness campaigns, for promoting EbA as a way forward to address climate change.

Target 3: Number of people reached through public awareness activities carried out. Seychelles: 250 people; Nepal: 200 people; Mauritania: 140 people.

175. Through various national level trainings, community level trainings and awareness campaigns involving schools, the number of people reached are as following: Seychelles: ~1200; Nepal: ~1300[36]; Mauritania: ~173.

Target 4: Change in average vulnerability of local communities at intervention sites in each of the three pilot countries to climate change.

176. This indicator was removed during Project Team meeting organised in Hangzhou in 2017 and agreed by PSC, due to difficulties with measuring.

Target 5: Five different EbA interventions implemented in Seychelles

177. EbA interventions had been accomplished by following the developed site-specific protocols:

- Seven culverts and 1.7 km of channel desilting and re-profiling to improve hydrological flow through artificially fragmented mangroves/wetlands at two project sites (Cap Samy in Praslin and Petit Barbarons in Mahe) were completed in the first half of 2017;
- The 500 m of national highway protected from coastal erosion through embankment stabilisation was achieved in FY18 through invasive species clearing and planting of 1,483 mangrove plants (over 0.5ha). Good natural regeneration has been observed. The site is being maintained regularly (grass cutting) by the Landscape and Waste Management Agency, a parastatal body of the Government;
- 34 ha planted, of which 1.5 ha is for soil stabilisation along channels of surface water to mangroves, 24.5 ha (at a density of 500-1,600 seedlings/ha) for degraded mangroves replantation, and 8 ha for protection of low cost housing, commercial areas and other infrastructure from coastal erosion; and
- In the item above, 24.5 ha was achieved against the sub-target of 20ha, while 8 ha not 9 ha was achieved due to difficulty in accessing some areas and unfavourable conditions such as strong tides.

Target 6: Two main EbA interventions implemented in Nepal

178. EbA interventions had been accomplished following the site-specific protocols developed, planting a total of 843,658 (169% of target) seedlings in Chiti (Site 1), Jita (Site 2) and surrounding areas:

- 383,776 climate-resilient seedlings were distributed and planted for reforestation, enrichment and/or household agroforestry in Site 1, Site 2, surrounding areas and the neighbouring district Tanahun.
- 16,829 bamboo suckers and banana and Salix seedlings were planted on degraded riverbanks in Site 1. Nepal is not going to achieve this sub-target. The land that the community set aside for bamboo suckers and bananas was planted out at the required density. There was no additional request from the community for additional plants. Salix seedlings showed poor survivorship and it was decided by the project management team to reduce the number of seedlings planted
- 443,053 seedlings/rhizomes/suckers were planted in fruit orchards, cardamom plantations and broom-grass plantations in Site 1, Site 2 and surrounding areas.
- EbA interventions focusing on crop diversification: 147 households from ginger plantation and 40 households from tunnel farming with vegetables planted (including cauliflower, radish, tomato, cabbage, beans, lettuce, brinjal, chili, etc.). The ginger plantation was discontinued due to reduced market demand and therefore this activity

[36] Originally, it was planned for training to 200 people but through national-level training, community-level training and awareness events through targeted campaigns involving schools, the number of people reached about 1300.

was complemented by other achievements with a focus on livelihood improvement, inter alia: i) beehives for honey harvesting reached 40 households; and ii) improved cooking stoves and associated trainings delivered to 500 households.

- Crop diversification and livelihoods: crop production diversified through ginger and vegetable planting in 187 (target 150) households in Site 1 (Chiti – Lamjung site). 147 households from the ginger plantation and 40 households from tunnel farming with vegetables planted (including cauliflower, radish, tomato, cabbage, beans, lettuce, brinjal, chilli, etc.). The ginger plantation was discontinued due to reduced market demand, and therefore this activity was complemented by other achievements with a focus on livelihood improvement, inter alia: i) beehives intervention for honey harvesting reached 40 households; and ii) improved cooking stoves and associated training delivered to 500 households.

Target 7: At least 450 hectares of multi-use green belts – using drought resilient and soil-stabilizing species – established in Mauritania on 2 sites: Benichab and Idini (Trarza).

179. Following the final TA monitoring mission held September 2019, the National Project Focal point sent an update on the planting achieved since this mission. According to the update provided, the project has achieved 438 ha (~97% of target) in 2 sites: Benichab (282 ha planted) and the Traza sub-sites (Idini (71 ha), Boer Tores (45ha), Taguilalet (20ha but poorly maintained) and Charatte (20ha but poorly maintained)).

Target 8: Survivorship of plantations at project demonstration sites:

- Mauritania: 50% survivorship of plantations;
- Nepal and Seychelles: Sapling survivorship is expected to be 50% whereas the project report mentioned the survivorship was about 60%.

Target 9: Number of alternative livelihoods from ecosystem goods and services developed through the project and providing benefits to local communities:

180. In Nepal, the nine new livelihood options being practised included cardamom, ginger, vegetable, bamboo, fruit (banana, mango, litchi and pomegranate; for household consumption and in some cases possible commercial use), and bee keeping. The household break down of these options is:

- ginger and vegetable — 147 households;
- bamboo — 35 households;
- fruit — 19 households;
- cardamom — 86 households; and
- bee keeping — 40 households.

181. In Mauritania, the 4 new livelihood options included fruit harvesting (e.g. Ziziphus mauritiana), collection of arabic gum, fodder harvest and processing of plant products (e.g. Balanites seeds) for producing cosmetics and food products (including products for own consumption and marketable products).

Rating for Achievement of Outcomes: Satisfactory

5.4.3 Achievement of Likelihood of Impact

182. The impact of the EbA South project is deemed positive as it has succeeded in paving the way for future investments and some key lessons have been learned. Beneficiaries are now more aware of climate change and the increasing rate of disasters (floods, drought, landslides and fires) in their areas, however it was noted by some respondents who

reported that they were not adequately aware of the EbA. They remain positive towards the plantations that benefitted them directly (such as the provision of fodder, firewood, riverbed production, and cutting), particularly fodder species for their cattle. Some beneficiaries, in Nepal for example, are found to be attracted to goat farming after the plantation of fodder plants in bare lands. In some places, participants also raised the issue of increasing number of wild animals as a result of plantations. For example, in Nepal there was an increasing number of monkeys that damaged beneficiary crops.

183. To improve impact, there is a need for the title deeds of farmers to change. This is needed so that restoration and conservation issues are clear in case land is sold in the future. Impact can also be improved if those society members are identified early on in the process especially if they are able to move key aspects of a project forward meaningfully, as early in the process as possible. Therefore, a critical lesson learnt is to ensure that, early in the project, that suitable landowners are identified so that early discussions can ensue pertaining to long term land rights and title deeds. It has also helped to catalyze new activities and EbA intentions that were difficult to measure (e.g.: Seychelles scientific protocols to measure ecological indicators which helped MSc students to work on measuring project performance on the ground (efforts have been made to instil a strong link with project intentions to academic links and roles for the future – i.e.: through UniSey and links with CAS).

184. The evaluation team has, however, noted that the projects achievement of impact was influenced by the complex causal-contribution links. This is because the project's sphere of control essentially related to its inputs, activities, processes and outputs although its "outcomes" were not always within the control of the project. In this case, it is noted the project has delivered most of the outputs and achieved some initial results within its sphere. Whilst the project main objective of this global project was respected, there remained two major constraints that the project faced with in order to achieve its goals and objectives. These being i) the limited time frame and ii) the funds available to visualize the impact (as the plantations take time 5-10 years),

185. In addition, there still exist some barriers influencing the impact of the project, such as inadequate awareness of the critical role of natural assets in promoting resilience, inadequate knowledge, tools and techniques among the stakeholders, inadequate capacity and policy framework of local government to integrate EbA in the existing development processes, limited access to finance for applying and scaling of EbA, inadequate data availability and learning culture. The project was also expected to provide evidence-based knowledge for future EbA upscaling in all 3 pilot nations. This requires an exit plan that is agreed by the agencies/stakeholders, however, no such plan was prepared to support the sustainability of the project outcomes. For example, whilst all three countries developed and implemented site-specific EbA protocols with support from international expertise (in consultation with national authorities and local communities), it took quite some time (about 2-3 years) and effort (by TA and PMU) to have the protocols fully developed as a living guide for on-the-ground interventions, they have now been widely disseminated amongst local teams. However, the project would have benefited from a formal mainstreaming process adopted (through policy etc) to help mandate the use of these protocols into the future.

186. There also remained a challenge with regards to delivering landscape scale EbA pilots on the ground. For this to have a real impact, this required a partnership approach between governments and private sector organisations which didn't really happen. It is difficult to determine whether an improved focus should have been placed on the quality of any EbA intervention as opposed to the quantity (size of project). For example, why push for a 400ha site when a 200ha could be just as effective? This is a key point as stated within the PIF, whereby emphasis was placed on "400ha sites" to be focused on. In hindsight, it is perhaps more effective to focus on a few smaller sites that maybe act as a catalyst to better make

EbA more attractive (identifying how a range of actors are involved in the project etc etc). It is better to have the diversity of stakeholders which can help to trigger upscaling.

187. Despite the above, it is argued by the evaluators that a major impact recorded relates to how (within the 3 pilot countries), so many SSC research projects were established under the facilitation of UNEP-IEMP[37]. Such South-South Cooperation with China has been featured in several UN publications. These include "South-South Cooperation to tackle climate change" (UNEP, for the International Day for South-South Cooperation in September 2020); "South-South Cooperation in Action: Stories of Success" (UNEP 2020); "Good Practices in South-South and Triangular Cooperation for Sustainable Development – Volume 2" (United Nations Office for South-South Cooperation 2018); "Compilation of Good Practices in effective knowledge-sharing and practical learning on climate adaptation technologies through South–South and triangular cooperation" (UNFCCC 2017). The high-level dialogues on South-South Cooperation on Climate Change, initiated by the project on the side-lines of UNFCCC COP during 2013-2016 that has been taken up by the Executive Office of the UN Secretary-General, mentioned earlier, is another example. These projects stregnthened further partnership for long-term research on EbA and climate change, including joint data collection, monitoring, joint publication, and capacity building. Some of these projects worked with the EbA South project focal points and the long-term research programme partners. This allowed for the continuation, sustainability and sharing among projects.

188. Importantly, and in addition to the SSC facilitated by the Chinese government, as the executing agency of EbA South, there was also high impact peer learning among the three pilot countries (in particular on technologies, management issues and challenges), regional and inter-regional cooperation and sharing among Africa, Asia-Pacific and Latin-America through about 10 different capacity building workshops and exchange visits among the pilot project teams. The TA team and international technical experts also provided expertise support throughout the project to advance the application of EbA concepts to wider audiences. A key lesson from this TE analysis is that there is benefit in engaging professional scientific interpreters in addition to conducting targeted joint research to ensure long-term SSC on EbA matters (see Recommendation 4 in Section 6.3).

Likelihood of Impact: Moderately Likely

Overall Rating for Effectiveness: Satisfactory

5.5 Financial Management

5.5.1 Adherence to UNEP's Financial Policies and Procedures

189. The EbA South project adopted the available resources[38] within the United Nations to help guide (at the outset) the principles of effectiveness, efficiency and economy (UN Financial Regulations and Rules, 101.1). This was set out at the start of the project since the financial controls and management practices utilized by UNEP's Partners were likely to differ from those employed within UNEP, it was incumbent upon them at the outset to encourage the application of these principles on resources expended through implementation agreements. As there is a risk of financial impropriety arising from the use

[37] These projects include the UNEP-Ministry of Science and Technology, China project titled Joint Research on Practical Technology to Combat Desertification for African Priority Countries of the Great Green Wall (2019-2022); the UNEP-National Natural Science Foundation of China (NSFC) project titled Formation Mechanism and Control Regimes of Desertification in Mauritania (2019-2023); and the UNEP-NSFC project Driving Mechanisms of Land Use and Land Cover Change in the Sahel: Impacts and Responses (2017-2021), and the UNEP-NSFC project "Developing Nature-Based Solutions for Nepal Following a Nexus Approach towards Sustaining Forestry, Water Resources and Livelihoods" (2021-2025).
[38] UNEP Partnership Policy and Procedures (21st October 2011)

of the financial management systems of Partner Institutions, it is imperative that mitigation measures be implemented to ensure that resources are used for the intended purpose, are fully accounted for and are utilized in an effective, efficient and economical manner. It is with this in mind that guidelines and procedures were prepared to aid Programme Managers with the development and management of the financial aspects of implementation agreements (SSFAs/PCAs).

190. All expenditure reports appear to have been certified by an authorized official from UNEP attesting to the accuracy of reported expenditures, that resources have been used in accordance with budget provisions and the implementation agreement's terms and conditions and that all expenditures are supported by relevant documents. This was key as UNEP should only accept expenditures that are in line with the approved budget. No concerns have been raised by the various government auditing systems, though the evaluation team did find it difficult to assess the percentage of financial expenditure over the period of the project, the level of information shared with the stakeholders, how financial decisions are taken and how long it would take to translate into actions. This was mainly due to capacity (staff) changes from the time of the project closure to the time of writing the TE.

191. In spite of this, the financial reporting systems (reviewed in this TE) all appeared to follow the project standard approaches and there was no formal complaint of financial reporting inadequacy received from the UNEP. No account and financial management related documents available due to the merging of the ministry and transfer of staff in different tiers of the government.

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

5.5.2 Completeness of Financial Information

192. In Nepal, the project team coordinated with the Ministry of Finance for financial transfer to project sites as there were some technical errors in the local level planning process. It is noted that the national focal person was not involved in the financial transactions, financial procedures including the auditing protocol and status (although he and the joint secretary at the ministry approved the overall budget). The project reports indicated that there were no major issues and the project provided regular financial reports which seem to be adequate for UNEP.

193. Based on the discussion with the NFP, there were some challenges within the government systems – especially to transfer the fund at the beginning of the project implementation, extra efforts were taken to transfer money at the district level. This proactive stance helped to reduce any further delayed implementation. There were however some field-level concerns noted regarding financial matters. Some stakeholders mentioned that there were some issues raised on the number of the sampling distribution and the expenses claimed in the sampling production and distribution. Due to a lack of clear evidence, it was difficult to confirm.

194. The project adopted the government accounting and financial management systems at the country level. It was mentioned that the financial reporting was prepared based on the outputs against the approved budget. Based on the audit report from 2014 to 2018, the financial management within the project was found satisfactory. It is noted that the books of accounts have been maintained properly in accordance with the accounting system of the Government of Nepal (GoN) and all project expenditures are supported by vouchers and adequate documentation in accordance with the accounting system of the GoN. In addition, expenditures have been incurred in accordance with the objectives outlined in the project document. The audit however also provided some deficiencies in terms of managing the record and following the appropriate financial procedure in some field-level

activities. For example, district implementing agencies were late in submitting financial reports, implement project activities without getting approval from the concerned authorities and no social audit was carried out as mandated by the GoN.

195. In Seychelles, audit reports suggested that the policies and procedures have been followed and regularly reported on by the National Project Coordinator and his team. The PSC meetings discussions on finance are well documented. Changes are highlighted, with process and justification for these. The finance tables also show variance in the allocated funds, with the initial approved budget, expenditures per quarter and year, and remaining funds. The National Project Coordinator prepare and sign the documents sent to UNEP and shared with the Project Management Team, locally and internationally.

196. In Mauritania, the project showed a risk of over expenditure and there were still some inconsistencies found between expenditure and expected delivery, although the overall achievement of the restoration target was high given the challenges on the ground. Rumours were stated that some funds weren't being used for the purpose of the GEF project as a result of a blatant mistrust of UNEP by Mauritanian officials. Exact details of financial impropriety could not be validated during this TE.

Rating for Completion of Financial Information: Moderately Satisfactory

5.5.3 Expected and Actual Co-finance

197. More than US$ 3,000,000 in co-financing above the expected amount in the pilot countries was provided by China. This was because during the field survey of the implementation phase in the pilot countries, co-financing was requested directly by these governments in a written form, which allude to the value perceived in SSC. The actual UNEP co-financing was a slightly lower amount than planned as the result of some committed projects being completed (or termineated) as the EbA South project progressed.

198. NDRC provided co-financing on renewable energy to the project pilot countries, making joint efforts to respond to climate change impacts and achieve towards the Sustainable Development Goals. In Nepal, 32,000 solar panels for household electricity were co-financed by the Chinese government to support the earthquake impacted communities near the project sites in 2015. In the Seychelles, its co-finance helped to develop eco-schools using solar energy, accelerating transition to low-carbon economies.

199. The Government of Mauritania provided lower co-finance than committed, as the project implementation sites and plans were adjusted during the implementation phase for different reasons.

200. Apart from the committed sources, the project also received additional co-finance from IISD, IUCN and IIED for knowledge production in partnership with those organisations. In fact, with limited project budget remaining, the project has successfully sought funding opportunity for the production of Chinese and Russian versions of the EbA protocols from the Alliance of International Science Organizations in the Belt and Road Region (ANSO) — a non-profit, non-governmental and international scientific organisation jointly initiated by the Chinese Academy of Sciences — and co-finance from IISD for the Spanish version of EbA protocols.

201. The sources, types and amount of co-finance are presented in Table 5.2 below.

Table 5.2: Sources and Amounts of Co-financing

Sources of Co-financing	Name of Co-financier	Type	Expected amount (US$)	Actual amount (US$)
National Government (China)	NDRC-SSC	Grant	5,000,000	8,005,464

GEF Agency	UNEP-GAN	Grant	400,000	280,000
GEF Agency	UNEP-AAKNet	Grant	500,000	310,000
GEF Agency	UNEP-APAN	Grant	2,400,000	1,690,000
GEF Agency	UNEP-EBA-ME	Grant	3,500,000	2,130,000
GEF Agency	UNEP-NRB	Grant	1,700,000	
GEF Agency	UNEP-EBA-SIDs	Grant	500,000	486,200
Regional network	ACPC	Grant	7,000,000	7,400,000
National Govt (China)	NDRC-CAS	In-kind	3,000,000	2,750,768
National Govt (Seychelles)	MEE, WMP(Seychelles)	Grant	440,000	1,432,454.26
National Govt (Seychelles)	MEE, CAMS (Seychelles)	Grant	2,120,000	
National Govt (Seychelles)	University of Seychelles	In-kind	30,000	
National Govt (Nepal)	MoEST, NRREP (Nepal)	Grant	1,000,000	7,655,971
National Govt (Nepal)	MoFSC, SCWMP (Nepal)	Grant	1,000,000	
National Govt (Nepal)	MoFSC, CFP (Nepal)	Grant	3,300,000	
National Govt (Nepal)	Tribhuvan University (Nepal)	In-kind	45,000	
National Govt (Nepal)	NAST (Nepal)	In-kind	65,000	
National Govt (Mauritania)	MDEDD, PSPVN (Mauritania)	Grant	1,500,000	656,266
National Govt (Mauritania)	FAO-MDEDD, OUBAME (Mauritania)	Grant	1,200,000	
Total Co-financing			**34,700,000**	**32,797,123.26**

5.5.4 Actual project costs and disbursements by output / outcome

202. Project actual costs and disbursements by output/outcome are presented in Table 5.3. Key observations are that the project showed a risk of over expenditure in Mauritania, though the evaluators found some inconsistencies between expenditure and expected delivery, although the overall achievement of the restoration target was high, given the challenges on the ground.

5.5.5 Communication between Finance and Project Management Staff

203. Through regular communication with the PSC and the meetings, project financial issues were addressed in a timely manner. Changes to the budget were proposed to suit on-the-ground conditions and were discussed at the PSC meetings, with preliminary discussions taking place between UNEP and respective Governments.

204. There had been issues linked to procurement of services from contractors and consultants, leading to project delays. In addition, Nepal experienced problems with getting moneys signed off from the Government resulting in huge delays in setting up the protocols. Of note the money from UNEP (in Nepal) was difficult to use though this was not the case if moneys came direct from Government of Nepal. These delays were not helped by the restructuring of the Government. To this end, an MoU was set up by the PMU to help work out how much money/budget was needed for a local consultant to move forward the project. Hence a key finding from the project was the need for UNEP to really understand how financing modalities work in the various countries, especially Nepal where this manifested itself into significant delays.

205. See Annex VIII for Financial Table and Financial Expenditure per Budget Line (Outcome/Output)

Rating for Communication between Finance and Project Management Staff: Satisfactory

Overall Rating for Financial Management: Satisfactory

5.6 Efficiency

206. As the EbA South project was designed to operate in three very different countries, all with different cultures, challenges and climates, the outcome inevitably be a difficult project to achieve in an efficient manner. To improve efficiencies, instead it should have perhaps been focussed on one single country with more diversified EbA approaches at one single location . However, whereas no cost-effective measures were mentioned in the ProDoc, the evaluation team is able to conclude that overall the project was partially cost effective. Several measures to promote cost-effectiveness were adopted during implementation as follows:

i. Partnerships: Harnessing the comparative advantage of the partners and establishment of strategic partnerships with key organizations who already had a strong track record of experience in climate change adaptation in the country;

ii. Site selection: Pilot sites were selected in areas where potential partners and the Governments were already conducting relevant projects and programmes;

iii. Building on the past and ongoing programmes of partners and utilization of existing institutional structures government ministries, regional and local governments, information, equipment and data sets.

207. The current EbA project structure was adopted to provide clear directions, and this certainly helped to improve efficiency on matters pertaining to delivering EbA related matters on the ground. As stated above, and earlier in this TE, it is noted that the project worked in a complex and multi-stakeholder environment that included international partners, national stakeholders and local level beneficiaries. Given these complexities, the project managed its activities as efficiently as possible with limited staff – and the use of short-term consultants.

208. As stated under Section 5.4 (Effectiveness), the project has mostly delivered its outputs on time. There were some changes in activities and timeline but overall, the activities were implemented as planned. The project implementation process was slow in the initial stage of the project period due to various factors – mostly external - on which the project did not have control. Some of them included institutional changes and merging ministries affected longer time than expected, staff were transferred, district offices were dissolved or merged. There were also challenges due to the slow process of hiring project staff (in some cases it took more than a year to hire a consultant) due to government bureaucratic processes. It also affected site-level analysis, project planning, fund disbursement at the district level and project execution.

209. From a project finance perspective, management costs mainly composed of project staff, travel and administrative support. Unlike other projects of a regional nature, a significant amount of the projects budget was used on travel missions conducted by the PMU and TA to monitor the progress in the pilot countries. With a relatively small budget for project delivery (US$4.9M)[39], significant amounts of money had to be allocated to travel as opposed to supporting project beneficiaries on the ground. There were a few reasons for this, including the fact that the project lasted for 7 years instead of 4 years, the mid term review was undertaken by related PM staff using M&E related budgets[40], also as this was a global project the intention was to generate capacity support from different partners (as opposed to technical staff spending time on tasks such as AlivE training in each country etc).

[39] There were 9 missions to Mauritania between February 2016 and August 2019), 6 missions to Nepal between December 2014 and December 2017) and a further 6 missions to the Seychelles between November 2014 and September 2018

[40] In January 2018 the Task Manager, PMU and TA conducted a mission to the 3 pilot countries for the mid-term assessment evaluation.

210. In Nepal, project implementation was driven by strong team dynamics at the national level. The Management Team held regular meetings, and all parties were consulted on substantive project decisions. There was internal cooperation for data collection, monitoring and reporting. The NFP was from the government ministry where he has other programme responsibilities, despite this, he was found to be highly dedicated in this project and provided his best efforts in annual planning, monitoring and documenting learning. This arrangement has helped to leverage project administrative and technical facilities. Project efficiencies certainly were improved with help from the national management committee (with the leadership from the Ministry of Environment) as this helped to bring other national stakeholders (such as the ministry of Forest and Soil Conservation) and district level offices (such as district forest office and district soil conservation office) along with local community-based organizations.

211. In spite of this, analysis shows that inefficiencies in the handling the plantation related activities were apparent, and that inadequate technical assessment and analysis (before distributing the sampling) may have diluted project impact on the ground. It was also noted that whilst there was monitoring visits by local resources persons/nursery manager (just after plantation), there were however inadequate visits made after that time, which would have been important to improve the plantation survival rate as the one-year plantation survival rate was found to be reduced mainly due to forest fire, livestock grazing and drought. Survivorship of seedlings very much depended on the efforts put in by all parties (communities and national guidance policy etc).

212. In Seychelles, insufficient coordination certainly affected efficiency levels. This was demonstrated between different organisations or activities within the government, for example, SNPA did not respond to the need to translocate the giant Tortoises that repeatedly destroyed the seedlings which were ready for planting while sites were not free of invasive alien species.

213. Efficiencies were affected by procurement procedures which led to delays in project implementation requiring requests for extensions. There were reported clashes with the Department of Public Administration (DPA) for project personnel who were government employees as the Seychelles Public Service Order (PSO) did not allow such employees to undertake other remunerated work, such as the allowances given to project personnel. All these internal governmental procedures led to numerous delays in implementation and delivery of services. Some recruitment and payment procedures were also reported as unclear, leading to disputes about these project allowances, recruitment of consultants and contractors.

Rating for Efficiency: **Moderately Satisfactory**

5.7 Monitoring and Reporting

5.7.1 Monitoring Design and Budgeting

214. The project followed UNEP standard monitoring, reporting and evaluation processes in place. The project is in line with the GEF monitoring and evaluation policy prepared an M & E plan which followed the Project Results Framework. The resulting framework (see Section 3.3) included indicators for each expected outcome as well as mid-term and end-of-project targets along with the key deliverables. The indicators proposed represent are a simple aggregation of work performed and not well suited to assess the status, effectiveness, and usefulness of EbA in the project context.

215. The project had an inbuilt monitoring design and budgeting which functioned moderately well, through the audits, discussions with local and international executing agencies. The budgeting was relatively flexible to allow for periodical adjustments due to

conditions on the ground, such as need for allocation of funds for a local project coordinator.

216. The evaluation team believes, however, that the M&E narratives are still relatively conventional (technical, not cross sectoral) and did not fully cover the latest challenges of EbA (i.e.: lack of a focus on gender or social inclusion related issues etc). It should be noted that the project originally had a target on "Change in average vulnerability of local communities at intervention sites in each of the three pilot countries to climate change". However, after substantial discussions within the project team and agreed by the Project Steering Committee, this target was removed due to difficulties with measuring.

Rating for Monitoring Design and Budgeting: Satisfactory

5.7.2 Monitoring of Project Implementation

217. Monitoring was a fundamental aspect of the EbA project. This is vital for understanding 'what works' in EbA in which circumstances to promote future investment and scaling up. There is no 'one size fits all approach to the M & E of EbA as it depends on the objective of the interventions, available human resources, project time frame and financial resources. In the three countries, joint monitoring team visits to the project sites were conducted involving, government officials, PMU, and local leadership. High-level visits to project sites were also organized to highlight the contribution of EbA.

218. One clear observation is that there was no periodic assessment on the learning from the project (there was some review and monitoring carried out which only serve the purpose of changing activities). It is hard to assess the changes from the project (see above about the construct of EbA and also see at project document page 51 and 72) mainly due to: i) lack of adequate monitoring data – both baseline and end-line; ii) the level of interventions are small and fragmented (from a few sampling to plantation in some hectares which are not adequate to see the visible results); and iii) the plantation are not adequately followed the climate change vulnerability, adaptation needs and watershed requirements.

219. Against this backdrop, the project has also witnessed some common challenges of EbA projects being implemented. Periodic reporting to PSC and UNEP, and local supervisors such as the principal secretary was a mandatory part of the project as the Project Management Team implemented it.

220. Due to lack of a well-defined M&E framework (such as what exactly need to be monitored including risk reduction, ecosystems health or ecosystems services provisions), require a longer period to demonstrate the results or success of adaptation (conservation, management and restoration require longer time), complexities as the climate risks interact differently with various socio-economic stressors without following the linear approach. These complexities and longer-term monitoring aspects were not adequately considered in this project. In fact, reducing vulnerabilities (as an indicator) was always going to be difficult to achieve. This was because it was a difficult issue to measure properly. Vulnerability Impact Assessments (VIAs) were introduced though their effectiveness was not too successful. As a result, indicators pertaining to vulnerability were removed and replaced in the PIR (2018). People are often more aware of vulnerabilities and so when they address these, they often become more vulnerable to other situations (that have not been set as specific indicators).

221. The M&E plan, which provided the type of monitoring tools at the regional project level, was not well translated into national level/project sites level M&E plans. In several instances field monitoring was carried out and noted that the learning from the project monitoring was used in project planning and decision-making process. It was however

noted that the gender, inclusion and vulnerability issues were captured but they were not focused on the reporting mechanisms (see Section 5.9). The M&E framework also helped to guide project management and supervision made through constant communication about activities, processes and procedures.

222. The project also used the GEF tracking tools on Adaptation Monitoring and Assessment Tool (AMAT) to report the progress on adaptation objectives. The report however provided less information about the progress of the project. In a couple of cases, no progress is provided such as indicators 1.3.1 and 2.2.1

223. In Seychelles, the PSC, the local project management team, undertook the monitoring of project implementation through the one-to-one discussions between UNEP and international executing agencies with the principal secretary in Seychelles, the PSC meetings, internal reports on activities undertaken by key project personnel and participants. The National Mangrove Restoration Specialist submitted a final report for the period of May 2015 to May 2019. The project itself was extended to 31st December 2020. The monitoring process focused mostly on the outputs from direct activities and did not always include the outcomes.

Rating for Monitoring of Project Implementation: Moderately Satisfactory

5.7.3 Project Reporting

224. The day-to-day project monitoring and project data was the responsibility of the project management team but the implementing ministry had broader responsibilities to assess the necessary feedback through organizing monitoring visits and periodic review. In addition, the project national team used project reporting to provide overall oversight responsibility concerning the need to revise any aspects of the Results Framework or the M&E plan. The project Task Manager used project reporting to review the quality of draft project outputs, provide feedback to the project partners, and establish peer-review procedures to ensure adequate quality of scientific and technical outputs and publications.

225. Some of the major project reports anticipated at the outset of the project included the Inception workshop and report, preparation of PIRs, Periodic status/progress reports, visits to demonstration sites, Budget Audit, national project team meetings for overall project monitoring and evaluation, an independent Mid-term evaluation (MTE) and closing independent Terminal Evaluation, as well as a Project Closure workshop and report. Of note, the informal MTE that was due to be produced did not materialise due to staff changes. A new Adaptation Portfolio Manager reportedly came into the team in 2017, and funding for the MTR was very low and so an internal assessment took place in the form of a country mission statement produced by the Chief Technical Specialist. A Final Project Report was produced in October 2021 that was used to help support the finalising of this TE.

226. In Seychelles, the project generated a number of reports on implementation and finance, from audits, budget revisions to minutes of meetings from the local project management team, and the PSC, amongst others.

227. In Nepal, Reports were complete and accurate but often delayed or lacked critical analysis of progress and implementation challenges. As implementation progressed, reporting requirements became increasingly complex. In this regard, efforts were made continuously by organising missions and more frequent follow-ups, with the objective of collecting information and strengthening capacity in the countries. Detailed feedback and instructions were regularly provided by the PMU and the TA team, but challenges remained in receiving timely reports

228. Districts or project sites project units were required to submit intermediate and final progress reports to the Country project team, who integrated the data into consolidated Country Reports that were then reviewed by the Country management team and focal points, who identified gaps of information, request clarifications and ultimately cleared the reports at country level. The quality of these reports is considered satisfactory by the evaluation team in most cases. However, the information reported upon related to quite new EbA approaches and so accuracy of messages may not have been high (due to lack of understanding or limited natural growth change etc). Inevitably, regular assessing of the quality and effectiveness of EbA options is key to better understanding of pilot EbA project progress so that measures may be introduced that seek to enhance benefits and minimise any observed limitations.

229. Regular monitoring and review of the project activities was carried out, but no required priorities were given to assess the effectiveness of EbA in line with its objectives and overall goal. The project could have, for example, emphasized this aspect of the knowledge gap so that adequate field-level evidence is generated and used in the decision-making process of EbA planning and management. With the increasing complexities of socio-ecological systems and their dynamics in the changing climate, unconventional robust monitoring and evaluation systems are needed not only to assess outcomes and impacts of the interventions but are also equally important to develop strategies for addressing future climate risk. There is therefore a need to ensure that there is continuous monitoring, reporting and verification done for projects and programmes to ensure that emerging problems are highlighted and addressed appropriately (see Lessons Learned in Section 6.2).

Rating for Project Reporting: Moderately satisfactory

Overall Rating for Monitoring and Reporting: Satisfactory

5.8 Sustainability

5.8.1 Socio-political Sustainability

230. Generally, the project generated high political support, buy-in and commitment in the three project countries at the national and sub-national levels. Commitment to up-scale the project achievements in the medium to long-term are visible with incorporation of EbA in national and sectoral policies in Nepal and allocating financial resources in budgets in Nepal and Seychelles.

231. There were no major social or political risks that were identified during this TE that may have seriously jeopardized the sustainability of project outcomes. The socio-political sustainability of the project interventions is however influenced by broader contexts and external factors that are outside the programme's influence. Many interventions supported larger processes that continue beyond the project scope. The support that was being given through Outcomes 1 and 2 is fundamental to improve the enabling environment, organizational strengthening, strategic planning and understanding of climate risk and the important drivers of EbA sustainability. This was partly demonstrated in Nepal (the Bhimad riverbed), where local forest users groups have developed longer-term plans such as making the plantation sites a local touristic place/picnic spot along with constructing fish ponds (both conserving water/ecosystems services and developing scenic views). This approach could be replicated in other sites as well and could serve as an incentive to mobilize resources – financial, technical.

232. SSC was a key feature and overall framework of the project that was incorporated in the project's adaptation planning and implementation processes, through training, expertise

exchange, workshops, exchange visits, the web platform and institutional cooperation. The Chinese government has led the SSC dimension of the project since the design phase of the project through their role as executing agency. As stated in Section 5.5, the Chinese government demonstrated this commitment by providing US$8 million co-financing to this project[41]. Some interviewees reported that in their opinion the project, from the outset, was designed as a pioneering project that (for the first time) formally linked China (CAS) with UNEP demonstrating the Chinese government's commitment to EbA projects such as these over medium to longer term timeframes. A key recommendation for future projects is to continue to promote high-level political commitment towards implementing EbA over longer timescales. This should include the drafting of appropriate legal documents and creation of high-level coordination mechanisms (partnership engagement agreements or similar) to help move such important commitment focused agendas.

233. Importantly, whilst the project has provided some good experience which can be either promoted with additional support in the same sites or the lesson drawn from this project can be used in other sites. The TE related visits undertaken noted that at the time of the TE there were no other organizations or government agencies continuing the initiatives that the EbA South started. There were, however, some complimentary projects underway (through the CCAU teams in Nepal and Mauritania, as well as Greater Mekong Sub-region) that are based on the global EbA South project. These include community organizations that are involved in the promotion of EbA South related activities. They are on a relatively small scale and not at scale to adequately enhance the intended broader impacts of the EbA South project.

234. A number of pilot project sites in Mauritania, Seychelles and Nepal have not been sustained since funding has ceased. The evaluation team found that some of the challenges to sustaining these initiatives were: i) beneficiaries are not well capacitated to manage the interventions/enterprises; ii) did not have a business mind and plan among the beneficiaries with linking with value chain such as ginger and vegetable production in a greenhouse process; iii) the interventions are not linked with government service providing entities such as agriculture office in assuring quality control of mango samplings; iv) in some cases – beneficiaries are selected without having necessary assessment who needs and why; v) most of the farmers have grant-seeking approach and they are not ready to invest (knowledge, time and resources) from their sides.

235. In spite of the above, the EbA South project has in part achieved its objective of making a case for EbA in policy and planning within the 3 nations. The national, regional and local policy makers and technical staff who were involved in capacity enhancement activities and piloting EbA options have increased confidence in EbA project delivery. Countries have incorporated EbA in their national plans (including NDCs, etc.), which are now international commitments. Thus, a policy framework at national level to sustain the project's achievements and lessons learned beyond the project expiry period is in existence.

Rating for socio-political sustainability: Moderately Likely

5.8.2 Financial Sustainability

236. In all the three countries, respondents reportedly expressed concern about the lack of adequate financial resources for sustaining project outcomes. Financial sustainability will largely depend on funding from national budgets, international climate financing streams and initiatives of other external donors and regional institutions, as the project design did not propose specific strategies for self-financing in the post-project period. It is thus

[41] This included US$5M co-finance from the National Development and Reform Committee (NDRC) of Chinese government and 3m co-finance from the Chinese Academy of Sciences.

important that a follow-up phase at country level within countries be designed and implemented as soon as possible before the momentum built by the project is lost.

237. The financial sustainability of project interventions (short and long term benefits) were taken into consideration within the design of project activities. For example, plans for the continuation and upscaling of EbA interventions in the three pilot countries were discussed during implementation. Government commitments and/or strong buy-in from communities to maintain the implementation sites were gained. Uptake of project deliverables and lessons was realised through various regional and global knowledge sharing workshops, COP events, etc., and will continue beyond project duration through the flagship programme CEL (Climate, Ecosystems and Livelihoods), which is UNEP's major SSC initiative, supported by China and managed by UNEP-IEMP.

238. Opportunities for financial sustainability, however, remain extremely variable according to each EbA site and include commitments of long-term investment by inter alia government departments, universities, community organisations and private farmers. It is likely that large-scale EbA will need to be funded primarily by the private sector to reduce climate vulnerability, given that hundreds of millions of dollars are going to be needed in many individual degraded ecosystems globally. Donor-funded projects should therefore focus on demonstrating successful EbA which would invariably entail a strong focus on ecology, horticulture, sustainability (in different socio-economic contexts) and collection/publication of rigorous scientific data.

Rating for financial sustainability: Moderately Likely

5.8.3 Institutional Sustainability

239. Importantly, the project was considered a "first mover" in catalysing global and regional collaboration on EbA under GEF guidelines, particularly within the framework of SSC, especially sharing China's experience and research know-how in ecological restoration and climate change adaptation. However, the institutional sustainability of the Project remained highly dependent on the response of the government/local government by integrating the EbA approach in their overall development planning and management considering the ecosystems & watershed approach.

240. Globally, the success of the EbA South project has contributed to increased global debate on EbA thereby influencing global EbA policy. The global uptake of EbA is showcased by, for example, EbA now being part of the UNEP and GEF Adaptation Portfolios, but acknowledging that also other initiatives have been promoting EbA. In addition, the success of the project contributed to adoption of UNEA resolution 1/8 on EbA that was supported by the three project countries. The resolution encourages countries to include and improve EbA in their national policies. After the adoption of UNEA1 in 2014, a survey of member states was conducted to which 67 countries responded, of which 47 countries indicated they were undertaking EbA at the national level. All these contribute to the sustainability of EbA at the global level.

241. There are various aspects required in order to make the EbA intervention impactful and institutionally sustainable. The project undoubtedly has made good strides on the policy front though it is argued that these are not linked to local level planning and management (working with local government systems. Similarly, there was no adequate emphasis given making the economic case for EbA, financing EbA and opportunities and challenges of scaling up of EbA in the context of large scale "ecosystems". For example, whilst all three countries developed and implemented site-specific EbA protocols with support from international expertise (in consultation with national authorities and local communities), it took quite some time (about 2-3 years) and effort (by TA and PMU) to have the protocols fully developed as a living guide for on-the-ground interventions. Although these have now

been widely disseminated amongst local teams, in the view of the evaluation team, the lack of any effort to include mainstreaming activities into the project design was a clear oversight.

242. Quite clearly, the Project has supported the institutional capacity building, knowledge sharing and technology transfer through piloting of EbA in the selected project sites. Stakeholders reported there has been improvement in understanding of the theme managing EbA interventions at the local level.

243. One observation, especially in Nepal, was that the Project helped to partially improve technical capacity and provided institutional support to the government agencies at the national and district level. Nepal is moving toward a federal structure. The relevant implementation ministries have now merged whilst district level implementing government ministries are now dissolved. Most of the development functions and responsibilities including climate change and disasters now rest with the local government as per the new constitutions however the local government maintains its political boundaries (i.e.: not linked to watershed boundaries, etc.).

244. The sustainability of results achieved depends on the continued support from the government including the local government on facilitating the technical as well as institutional aspects by documenting the good lesson from the interventions and integrated into the local level planning and implementation. The project had a larger objective to demonstrate the effectiveness of EbA at an ecosystem level which often requires long term support and technical guidance. With the changing governance structure toward federalization and less involvement of local government during the project planning and implementation, it is unclear if the current good practices will be maintained in future.

245. A key institutionally sustainable feature of the EbA South is associated with the EbA long-term research programme within the pilot countries. All the three countries have employed long-term research programmes (LTRPs) in partnership with local universities, for measuring the short- and long-term effects (ecological, hydrological and socio-economic) of EbA interventions being applied within the project. Activities include establishing monitoring sites, conducting research activities, collecting data and publishing findings as technical reports, research papers, bachelor theses, master theses, PhD theses and peer-reviewed papers. Permanent plots to monitor the impacts of the project`s interventions (e.g. on runoff, soil erosion and landscape as a whole) have been established and taken over by the universities after the project ends.

246. There is no doubt that the LTRP approach has proven very successful and is closely aligned with the EbA South project site designs and ultimate outcome results ascertained. The LTRP was assessing the impacts of the EbA approach. The EbA approach is mainly a way of adapting to the effects of climate change - the challenge is for the LTRP to assess the true benefits & cost-effectiveness of EbA in all three nations.

247. The formation of FEBA, a global EbA forum, enables continued sharing of EbA lessons and best practices globally. Within UNFCCC, EbA is now recognized and COPs have become becoming avenues of sharing EbA beyond the implementing countries. The recent UNFCCC COP26 held side-events (Glasgow, United Kingdom - November 2021) which raised awareness significantly of EbA as an effective means for enhancing human climate resilience.

Rating for Institutional Sustainability: Likely

5.8.4 Environmental Sustainability

248. Environmental sustainability “successes” often relates to whether communities were suitable involved in pilot study delivery. In this way, community adaptive management

becomes a key component in ensuring institutional sustainability of any pilot intervention, and a community endorsed adaptive management plan ultimately needs to be engrained into the projects' design, documenting the facts and lessons, and monitoring not only the environmental aspects, but also the social and economic factors. This is because opportunities for sustainability at each site are often only uncovered during project implementation, rather than during the design phase. For example, in Nepal, during implementation, reclaiming abandoned land was found to be an important incentive in rehabilitating Nepalese mountain landscapes.

249. The project was designed to strengthen environmental management frameworks by building the technical capacity of government staff, policy-makers, restoration practitioners and scientists to address environmental issues arising in conjunction with changing climate. This is important as there are a number of environmental (e.g. earthquake in Nepal, flood in Seychelles, and drought in rainy season in Mauritania), economic and social variables involved in achieving environmental sustainability, and hence likely to impact on climate change vulnerability within a 5-year project cycle. For this reason, existing EbA experiences need to be well-documented so that future EbA practitioners can learn from them. This makes the EbA South global knowledge platform (and gap-filling pilot work in providing knowledge, capacity and technology support) more valuable for the global South in a longer term.

250. Some matters relating to the environmental sustainability of the various national pilot projects are summarised below:

251. In Seychelles, the project requested enhanced communication protocols between government and the Landscape and Waste Management Agency to prevent damage to the trees by roadside maintenance teams. It also required long-term agreements with government and non-governmental organisations to safeguard the project's tree seedlings until the trees are large enough to withstand pressures from alien plants, crabs and Tortoises. The MEECC will ultimately take over all sites from 2021 onwards.

252. In Mauritania, community ownership of project activities is critical to sustainability. Seedlings need to be raised in nurseries for approximately 6–8 months to be planted in August–October. Enrichment planting should also be undertaken annually to compensate for seedling mortality. Where degraded dryland ecosystems were restored by planting indigenous trees, a long-term commitment from government to maintain the project's fences and a short-term commitment to water seedlings for several months after project closure, until they were established, were included:

- Benichab: the newly established National Observation Centre for Arid Areas (CNOEZA) within the Ministry of Environment and Sustainable Development will take over the maintenance of the Benichab sites;
- Idini: the maintenance of these sites will be ensured by the Awleigatt National Park; and
- Trarza: The Great Green Wall National Agency for the Agency will take over the maintenance of the sub-sites established by the project.

253. It is likely that the Government of Mauritania will undertake these actions because the project sites are on state-owned land and the government reportedly recognizes the value of the EbA investment. In retrospect, it would, however, have been preferable to invest the time and resources well in advance of the closure of the Mauritania interventions to obtain a written agreement with the government, specifying the required maintenance costs over a period of 5 to 10 years in relation to the expected long-term benefits from the project's interventions.

254. In Nepal, the project sustainability could also be affected by other natural emergencies. For example, the earthquake that occurred in April 2015 shifted priorities of the GoN from

environment management issues, and especially EbA to address the effects of the disaster where tree seedlings were planted on both private and communal land, the private landowners and communities had been selected for participation in the project based on their interest in the project and their commitment to invest in the maintenance of the seedlings. As the project was implemented (after the 2015 earthquake), it became evident that the amount of resources that landowners and communities invested in the seedlings varied considerably. This variation was far larger than had been anticipated at the outset of the project. In retrospect it would have been appropriate to undertake more in-depth socio-economic surveys at each site to assess the likelihood of a particular individual or community investing in the long-term maintenance of the tree seedlings.

Rating for Environmental Sustainability: Likely

Overall Rating for Sustainability: Moderately Likely

5.9 Factors Affecting Performance and Cross-Cutting Issues

5.9.1 Preparation and readiness

255. In terms of preparation and readiness, some vagaries are noted in the project design (as stated in Section 5.2) that perhaps may have been better thought through. For example, the project document provided an over-arching perspective of how the project was designed and intended to execute. However limited evidence available on how past learning (especially from Nepal) appear to have been used when designing the project. For example, the project design claimed to follow the "ecosystems approach" and adaptive management that considers the complex and uncertain nature of climate change now and in future and other socio-ecological changes. Despite this claim (i.e.: water catchments in Nepal being "planning units" to address water-related challenges and support adaptation and climate risk management strategies for the watershed), the assessment of project design does not appear to have provided enough adequate evidence (or opportunities) for the EbA South project to consider ecosystems as nationally workable "planning units". The project interventions are however generally focused on small spatial or short temporal scales and the assessment within a short period of the project interventions may not justify the broader objective of the project.

256. The legal basis for implementing the project was through agreements signed between UNEP and CAS. Placing the PMU within CAS (based in Beijing) was, however, a bold strategy to adopt as it had not been tested previously. Purely from a logistical,[42] administrative and expense perspective, adopting a similar strategy will need to be carefully re-evaluated in the view of this TE. Although co-financing was set up to finance CAS staff salaries, the CTA position was reportedly (from interviewees) contracted through UNEPs contractual arrangements rather than the PMU. As a result, UNEP at times, reportedly, had to undertake a time-consuming role as technical coordinators which essentially is the role of the PMU. Despite this, representatives from the three project countries, along with representatives from other regions and countries, did travel to China, (and Chinese experts travelled to the pilot countries) to develop experience and technical knowledge during the project and hence experience and knowledge transfer was as effective as possible, though the positive learning resulting from this exchangewas notpossible to quanfity for the evaluation team. On many occasions, stakeholders stated that the main benefit of the meetings was in the collective discussions that ensued and the whole EbA South group concept of sharing lessons and information. Country exchange was difficult on occasions due to monsoon seasons impacting on travel by road. Despite this, the 3 countries

[42] Time differences did create an efficiency problem however (delayed feedback on reports at times etc).

managed to talk to each other which was of great value to show how countries can work together with one sole purpose and intended outcome. This demonstraed the immense value of how conversations help move forward any debate, building local capacities to climate change and awareness on ecosystems-based adaptation through trainings, workshops, school and research projects, and on-the-ground activities.

257. There appeared to be some uncertainties to the evaluation team relating to the details presented in the ProDoc (2012) on roles and responsibilities of each partner (see Appendices 23 and 26 of the ProDoc). Based on interviews carried out by the evaluation team, there appeared to be poor adherence to these responsibilities which, if they were better followed by all parties, could have enhanced the process of monitoring and evaluating implementation progress.

258. The project experienced delays with regards to EbA implementation in the field sites which was not helped by a degree to lack of clear or shared understanding of roles at the beginning of the project (preparation and readiness issues) in each country. A lot of time and effort were invested into clarifying their roles and responsibilities and making an agreeable workplan together. Corrective measures and capacity building were implemented by PMU, TA and TM continuously throughout the project, which was effective and allowed the project to be successfully executed.

Rating for Preparation and Readiness: Moderately Satisfactory

5.9.2 Quality of project management and supervision

259. UNEP was consulted on all aspects during the implementation of this inter-regional project and remaining fully informed of all activities through technical progress reports and financial statements. UNEP staff were also invited to actively participate in all technical and policy workshops related to the project, so that they could provide useful guidance, inputs and contributions to ensure the successful implementation of the project.

260. It was reported that a weak understanding of roles at the beginning of the project, delayed the overall start of the project at country level. Corrective measures and capacity building had to be implemented by PMU, TA and TM continuously throughout the project. This turned out to be an effective strategy as it allowed the project to move forward successfully. Despite this a lot of time and effort was invested into clarifying their roles and responsibilities in order to make an agreeable and collaborative workplan for all nations. Extra effort of PMU staff was therefore needed to manage the national teams and supervise their deliveries, some of which (for example, site-specific protocols and cost-benefit analysis by the national consultants) were delayed significantly and/or were not to satisfaction, despite close follow-up and careful guidance.

261. Reportedly the project had to initially request international expertise to help deliver satisfactory output, this proved to be benefitial for the project overall as it ultimately was demonstrated to be a good practice for capacity building and knowledge exchange. The management of the project improved when the international partners and executing agencies agreed, into the third year of implementation, to recruit a national project coordinator. The appointment of project personnel greatly improved the implementation process as there was a dedicated person to manage the project.

262. The national level NFPs often needed to help support mananging the government's long and bureaucratic procedures and managed to solve the financial and technical challenges faced by the project. As an example, in Nepal, the NFP remained unchanged over the project periods (he took the coordination responsibilities even after merging the ministries) and was instrumental to bring all the institutional memories and negotiate with ministries, district offices and other stakeholders for effective annual planning, implementation and

regular monitoring. He would visit the project along with other technical persons in those districts to assess the progress and provided on-site feedback to improve the project implementation.

263. In Seychelles, whilst the project was executed by the MEECC (with other activities being implemented by national consultants and local organisations under supervision and coordination of the NFP and NPC), stakeholders such as the UniSey often had to use their own internal administrative structures to manage the project with the lecturer and project partners assuming the key liaison role with the other parties, namely the MEE and CAMS. This is in part due to (initially) the project in Seychelles not having a dedicated project coordinator.

264. In Mauritania, a key issue was that the pilot sites were located at some of the driest sites within the whole of the country. The key supervisory issue was linked to the management system adopted as well as a lack of transparency at the national level (Ministry of Environment) even though there were funds available for this task. Key national stakeholders did not engage much in the project, except for maintaining relationships between GoM and China.

265. An overriding observation from the TE analysis is that Governments should improve national coordination of projects, either through the National Committee on Climate Change (or equivalent), or through national CEOs, dedicated government structures or focal points (see Lessons Learned 7 in Section 6.2).

Rating for Project Management and supervision: Moderately satisfactory

5.9.3 Stakeholders' participation and cooperation

266. After reviewing the project document and implementation arrangements, it is noted that the project overall had a good level of stakeholder engagement and community ownership. From the various interviews conducted during the TE, it was evident that the project has addressed local needs, and supported people who are interested in large scale plantations. The evaluation team found that project beneficiaries were satisfied with the project interventions. It was also noted that a good level of public awareness remains present at the local level.

267. The use of CBA and EbA Protocols are good examples of where information is now in place where it was not previously. A key success of the project fundamentally lay with the ability for the project to demonstrate knowledge transfer acumen that occurred as a result of the creation of the EbA Planning Tool and associated handbook, both of which proved useful for outreach purposes. Likewise, the project has contributed to the global EbA practices by establishing an open, dynamic platform EbASouth.org, where good practices from China and worldwide were compiled and shared; EbA related news and events were disseminated; webinars on EbA and SSC were organised; and project progress was updated. The website served as a knowledge hub.

268. Another positive outcome relates to the improved links made between Universities and UNEP/CAS, etc. This collaboration provided a good practice example on how EbA South project managed to improve connectivity on technical and scientific matters. One example from the Seychelles of note was that the project had engaged with UniSey whom provided further expertise through three students who completed their B.Sc in Environmental Science which indirectly supported the project. Having young people developing scientific methods and skills helped to ensure that the project implementation was guided by a tested and trusted body of scientific knowledge. In addition, the students and their lecturers, once the project has ended, maintained the momentum of local interest to ensure message continuity. The national project team also obtained the services of a local

mangrove restoration specialist who provided direct training, scientific and technical support for community engagement activities, such as tree planting and educational site visits.

269. The CAS, through the Chinese Ecosystem Research Network (CERN) and different institutions, provided invaluable knowledge and capacity support to the development of the site-specific EbA implementation protocols and long-term research programme as well as other exchange visit, good practice sharing, advanced training workshops on ecosystem monitoring and management etc. A few examples of such include during the project inception workshop in 2013, a field study was organized by CERN to visit the Chinese's longest desert highway in the Takalamakan Desert, and a case study "The Green Wall in the heart of the Takalamakan Desert" was developed for the reference of Africa Great Green Wall Initiative and Mauritania pilot plus in 2014, the Second Steering Committee meeting was organized at the upper reach of Lancang-Mekong River in China with field visit on ecosystem monitoring and management.

270. In light of the above, building upon the experiences of EbA South, continuous efforts have importantly been made towards delivering SSC within all 3 nations. For example, the EbA South project has contributed to knowledge sharing and capacity building to other regions and a new project "Mekong EbA South: Enhancing Climate Resilience in the Greater Mekong Sub-region through Ecosystem-based Adaptation in the Context of South-South Cooperation", with 7 million USD financed by the Adaptation Fund, has been created to mimic the key features of the EbA South project. This evaluation team however found that SSC worked well on the "scientific level", which should be nurtured in this arena. However, most learning was reported to take place "on the job" and within each country due to cultural and language challanges that country Focal Points reported on during this evaluation. To this end, there was a need for more "on the ground" supervisors who would have helped the project but budgets at the outset prevented this from happening.

271. Some matters relating to the stakeholder engagement and cooperation are summarised below:

272. In Seychelles, , the project involved a wide range of stakeholders (see Section 5.9.2), from academia (UniSey), to civil society organisations, such as TRASS on Praslin and Roche Caiman Environment Action Team (RCEAT) at Roche Caiman on Mahé, and to community leaders from the districts and the schools. Other stakeholders who engaged directly were experts, consultants and contractors. There were numerous activities conducted with NGOs community leaders, residents and schools through household surveys, tree planting activities, and educational site visits. Participants became involved in school projects, non-scientific reports in the mass. For the actual activities, the community was engaged in large and small group activities. Schools and communities however, reported a much lower level of engagement once the project had ended. Some reported not truly remembering the purpose of the project. Though they noticed that at one stage project sign boards (near Saint Sauveur) had been vandalised, they did not really recall the main goals of the project. It would seem that the activities were seen more as providing relief from daily routine or something that the school or the district administration had asked them to do rather than a meaningful engagement.

273. In Nepal, at the national level, there was the strong involvement of the implementing ministries (initially the Ministry of Environment and later on the Ministry of Forest and Environment), district level implementing agencies (District forest office and district soil conservation office), Tribhuvan University, HRF, researchers and local level CBOs (Community forests users group, farmers groups and others). It has also engaged in other organizations such as IUCN in sharing information and cross-learning various EbA related issues. The quality of engagement was good and there were synergistic relations among the organizations. But, the project did less working together with the local government

(even after the election of the local government) and other NGOs working on similar issues. The project could have engaged the local governments in capacity building process and support in preparing integrated local plans. Given the nature of the EbA, time frame and available resources, the project could also have engaged other organizations and other similar projects (including EbA projects) for cross-learning.

274. A key recommendation from this TE analysis is that there should continue to be meaningful engagement with local communities and stakeholders (after the projects conclusion) to encourage for sustained monitoring and maintenance of project gains (see Recommendation 9 in Section 6.3).

Rating for Stakeholder participation and cooperation: Highly Satisfactory

5.9.4 Responsiveness to human rights and gender equity

275. Whilst GESI was important (and remains so), it was not a pivotally focused aspect to consider at the project outset in 2013 (or requested by GEF). Despite this, positive GESI issues can be easily demonstrated in Nepal, though less so in Mauritania. The project aimed to ensure the participation of women in the interventions wherever possible. The project design, implementation and monitoring considered a number of related factors: (i) possible gender inequalities in access to and the control over natural resources; (ii) specific vulnerabilities of women and children to environmental degradation or disasters; and (iii) the role of women in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation. It was also important to see who would benefit from the EbA interventions undertaken on the selected sites.

276. A gender sensitivity analysis was carried out during project design revealed that men and women differ in climate vulnerability, with women being particularly sensitive. The project design also mentioned that the project planned to pursue a gender-sensitive survey to assess the awareness level on climate change and selling NTFP products. There were however no specific indicator and targets in the project result framework. Similarly, there was no element related to human rights.

277. Having said the above, no targeted attempt was made to mainstream gender and social inclusion (GESI) though attempts were made to do this via training which was very difficult to respectively inculcate these messages into the work plans. A missed opportunity also remained that the youth and local students were not actively engaged in the pilot project process.

278. Specific national observations (where suitable) are presented as follows:

279. In Nepal, the participation of men and women during plantation (and taking care of seedlings like mulching, manuring, weeding, etc) was somehow balanced. Men lead in decision making for the plantation of seedlings in public land. There was the active involvement of women in decision making, planting and caring of planted seedlings within the Chepang community. Seventy-five groups or community organizations and local institutions and 936 households were benefitted from the EbA interventions during the project implementation period. Out of total households, around 55% were Bramin/Chetri, 30% Janajati and 15% from Dalit communities. In total, more than 15,000 people were benefited or involved directly.

280. The NFP addressed the issues of GESI of an indigenous community (i.e. Chepang) and their potential exclusion while planting bamboo, his field visit and discussion with the indigenous communities helped to identify other alternative quick income-generating options i.e. planning banana as an intercrop. Similarly, in the next visit, they realized slow progress of samplings distribution. In discussion with stakeholders, the team instituted an additional incentive mechanism by proposing they provide additional incentives if people

wanted to do plantations in larger areas. Of note within GoN management projects, this type of feedback based on local evidence and taking immediate decisions were rare.

281. In Seychelles, the project implementation involved both genders. Both genders were deemed to benefit, with a slight disparity in favour of women, as they were likely to be heads of households of communities living in low cost government-built of sponsored housing estates. There were only males (3) on the Project Management Team at the MEE and UniSey. The National Mangrove Restoration Specialist was female as well as the consultant working with communities. Within the NGOs, TRASS was evenly balanced between genders (1 male and 1 female volunteers); RCEAT had more female members and the school teams were mostly managed by female teachers. This is very common in Seychelles where women and girls are more active in social and environment related programmes and projects. As typically heads of households, women would have been disproportionately impacted by any catastrophic climate events, be they flooding, drought, sea level or salt water intrusion. The burden of addressing these problems would have fallen on them, too.

282. Although the human rights issue was not mentioned in the project, the field mission noted that there were no issues raised by the stakeholders and beneficiaries that the project violated human rights in the project areas. The project was conducted on private land in one instance and the rights of the proprietor were respected, even when he started a farming project after the restoration project had ended. In addition, a participatory approach was used with the communities, schools, NGOs and the private sector. There was extensive consultations using individual and group meetings with stakeholders, including those who were finally not directly involved in the project. The project also included inception workshops to discuss, validate and guide the process right from the beginning.

283. In Mauritania, no targeted focus was placed on delivering GESI focused outcomes. This mirrors the national policy situation in the country whereby a variety of state policies and laws render women vulnerable to gender-based violence, making it difficult and risky for them to report sexual assault to the police[43].

Rating for Human Rights and Gender Equity: Moderately Satisfactory

5.9.5 Environmental, social and economic safeguards

284. No formal reference to donor specific safeguards were captured by the evaluation team. Regardless of this, the project activities have not been impacted upon by failure to deliver against internationally acknowledged environmental and social safeguards or related issues.

285. The EbA South project proposed EbA interventions which ultimately (and eventually) allowed communities to strengthen their livelihoods by restoring sites where the ecosystems were threatened with silting, encroachment of invasive species, and deterioration of the ecological “corridors”.

286. One safeguard that is of note pertained to the use of heavy engineering which, for Seychelles for example, resulted in the building of 7 culverts for improved water flow from land to sea and vice versa, and desilting of channels in two sites. From a positive perspective, local contractors undertook the work, providing revenues for the company and workers. Therefore, the project not only protected the environmental, social and economic conditions of the residents and end-users of the sites, it provided direct incomes to the local people involved in consultancies, contract work and those providing services, such as

[43] Mauritanian law remains deeply discriminatory, especially in the area of the family (https://www.wikigender.org/wiki/africa-for-womens-rights-mauritania/)

meals and transportation for participants engaged in educational activities in the sites. The project activities were therefore deemed beneficial to all stakeholders involved.

Rating for Environmental, social and economic safeguards: Satisfactory

5.9.6 Country ownership and driven-ness

287. The use of existing government institutions and structures (involvement of national technical experts) in project implementation promoted country ownership. Capacity enhancement activities were based on the capacity needs of countries stakeholders, and this contributed to country ownership. In addition, the selection of pilot sites and beneficiaries were participatory.

288. The project's focus on Nepal, Seychelles and Mauritania was also made explicit in the project objective and is clearly stated in the ProDoc, which elaborates on the project's consistency with national development priorities and plans. Country driven-ness was evident in the alignment of the project's objective with national needs and priorities of the countries expressed in the countries' NAPAs and UNDAFs, their aspiration towards achievement of the MDGs (now SDGs), and alignment to national development plans, as well as climate change and environment management policies.

289. Specific national observations (where suitable) are presented as follows:

290. In Seychelles, the country took ownership of the project through providing in-kind contributions, a dedicated section and personnel assigned to it. The MEE took responsibility for maintaining and monitoring the sites once the project had ended. The MEE personnel were meant to continue working on the sites as part of their routine work. The community, especially the district residents and in particular those who participated directly in the project, having invested time and energy, were to assist CAMS and MEE with monitoring of the sites. There were suggestions of a 'handing over' of the sites to the community. However, the little or no communication which occurred once the project ended led to loss of interest, little to no engagement to the point of noticing that the seedlings were dying or the casings were strewn about in the sites, but CAMS or MEE was not informed about the situation. For example, the evaluator observed that the broken project sign board at Anse Saint Sauveur had not been repaired.

291. Stakeholders in the community and schools reported having no documentation on the project, and no communication with the ministry once it ended. The people who designed the project were no longer involved and recently, with the new elections and government, the community leaders, such as the district administrators and parliamentarians, the principal secretaries and ministers have changed. The new personnel indicated that they were unaware of such projects being undertaken in the districts and could find no files or correspondence on the activities.

292. In Nepal, there was a high degree of country ownership in planning, monitoring and management of the project. The technical and financial oversight role was played by the ministry and the NFP was instrumental in taking lead from the ministry side. There was however no exit strategies develop to continue the initiative. The project was mainly managed by a federal ministry and its district level office and the project did work with Lamjung Distruct and Soil Conservation officers in addition to, for example, community forest user groups.

293. In Mauritania, the government demonstrated country ownership well by creating a Mauritania National Environment Observation for Arid Zones (CNOEZA). CNOEZA establishment is based on the EbA South initiated long-term research programme on EbA and the Memorandum of Understanding signed with the Ecole Normale Supérieure (ENS)

to institutionalize the long-term academic cooperation between government departments and national university.

294. However, a key challenge with regard to country ownership related to that associated with promoting community led conservation in a nation that is predominantly nomadic in nature. This important fact was not made aparant at the project design stage, mainly as Govt of Mauritania wanted to stress the need for peoples to pay taxes (and not to promote nomadism). However, it is clear that not all tribes are nomadic though as communities and individuals move frequently, a decision was made to use Government owned lands/sites. Of interest, this same sites needed to be vacated over time due to dune invasion caused by desert storms.

295. One overarching recommendation from the above is to ensure that a project exit strategy should be prepared early and revisited to assist in managing the iterative nature of EbA projects (see Recommendation 2 in Section 6.3).

Rating for country ownership and drive-ness: Satisfactory

5.9.7 Communication and public awareness

296. The EbA South project outputs were made widely accessible and available for use in planning, financing and implementing EbA. The project was also marketed widely to make relevant stakeholders aware of the interactive and dynamic web-based platform and the information that it provides. This included best practice guidelines, protocols and a database to inform EbA implementation. In Component 2, a communication strategy was developed and implemented to market the project, including linking EbA South project web-based platform, 'e-discussions' and 'webinars' to relevant adaptation web-based platforms and social media sites[44]. Furthermore, the communication strategy was used to guide public awareness campaigns undertaken in Component 3. At a national level, public and educational institutional awareness of EbA was increased through: i) the addition of EbA to university and school curricula; and ii) the training of trainers. Findings from research projects on the socio-economic and ecological effects of implementing EbA were published in peer-reviewed and popular literature. For government stakeholders, the production and promotion of handbooks and planning tools on EbA will enable continued mainstreaming into national policy and planning. Furthermore, a national resource web-based platform on best-practice and climate resilient techniques using an ecosystem approach was developed to improve public awareness of EbA.

297. The EbA South project adopted where possible a participatory approach to planning and implementing project interventions in each of the three pilot countries. Public awareness at the local level on climate change and EbA was identified as an important factor for the project success. This was achieved through: i) on-the-ground training; ii) the use of local media; and iii) the production of documentary films. The EbA South project also conducted education and awareness-raising activities at the demonstration sites in conjunction with the baseline projects. Training materials written in local languages were distributed to communities at the demonstration sites to increase public awareness of EbA benefits.

298. For the inter-regional components that related to knowledge generation and capacity building, several institutions and individual consultants were engaged. While most of them adequately performed, the service providers who commissioned the EbA planning tool 'ALivE' and EbA research guide were outstanding. Both delivered the products in relatively good time, with quality beyond satisfactory level. On the contrary, some other service

[44] The EbA South project web-based platform facilitated interregional discussion and increased the awareness of government technical staff, policy- and decision-makers, restoration practitioners, scientists, researchers, university students, school children and the general public on EbA.

providers required a substantial amount of extra time and efforts from the project team to follow up and complete the deliverables up to satisfactory level.

299. The outreach and communication strategy was implemented during the project duration, with regular updates, stories and project highlights disseminated through relevant newsletters and platforms. These included the Southern Climate Partnership Incubator of the United Nations Climate Partnerships for the Global South, UNFCCC Nairobi Work Programme, UNFCCC Technology Executive Committee, United Nations Office for South-South Cooperation, IISD SDG Knowledge Hub, UNEP website, GEF website, Global Adaptation Network newsletter, Climate-L, as well as promotion at several high-level events and meetings at the national and international levels — some of which with extensive media coverage. EbA South also established strategic partnerships and joined the 'Friends of EbA' (FEBA) network, with active participation in its activities. All of these have contributed to improving the project's visibility, as indicated by the EbA South website reaching a good position on search engines — as reported in PIR 2016 and 2017 — as well as promoting the project outcomes.

300. The EbA planning tool "ALivE" (which proved to be a key knowledge product of the project) was particularly well-received and the value of the tool highly recognised by the EbA South pilot countries and beyond. It was launched at the Friends of EbA (FEBA)'s side event of the CBD's 22nd SBSTTA meeting in June 2018. After that, it has been promoted widely both by the EbA South project and partners (IISD and IUCN) with request received to translate the tool's user manual into different widely-spoken languages in order to more extensively facilitate application of the tool. Therefore, the user manual now is available in 6 languages (English, French, Nepalese, Spanish, Chinese and Russian), with partial financial support from IISD (for Spanish version) and ANSO (for Chinese and Russian versions). In this regard, ALivE has received positive feedback in other parts of the world, outside of the piolet countries, and applied in planning the EbA interventions under new EbA projects. Moreover, it was also presented to the "National Adaptation Plan Global Support Programme (NAP-GSP)" regarding the applicability/adaptability of ALivE for use by government planners to help guide them through the process of NAP development. This was to contribute to the NAP-GSP's supplementary guidelines to the official NAP Technical Guidelines on integrating EbA.

301. Finally, the project was pioneering in its approach to science and therefore to support credibility of EbA it is crucial to collect actual data, for example, survivorship, growth and socio-economic factors. During the project, long-term actual data was collected to enable lessons learned in the past to inform future practice. Publication of research findings in peer-reviewed literature also ensures that the knowledge generated through this process is credible and of a high standard. A LTRP that is based on rigorous, statistically sound scientific practice, that included publication of results in peer-reviewed literature would be usful to form the basis for appropriate and effective decision-making regarding climate change adaptation in the future. This is a key lesson from this EbA South projects TE findings.

302. Specific national observations (where suitable) are presented as follows:

303. In Mauritania, the process to select pilot site locations for the project was led by the Government and not community focused. This aspect was not well communicated to potential beneficiaries in the country. To that end, communication and public awareness programmes with the general public remained quite poor throughout the duration of the project.

304. In Seychelles, a major part of the project was developing communication and public awareness programmes with the general public, the residents near the sites, and the local communities including schools. Therefore, although the project specifically focusses on the strategic goals under the SSDS's climate change thematic area, it also covers strategic

goals in other thematic areas including certain cross-cutting themes, which include education, awareness and advocacy which constituted a major part of the work done. Indeed, one of the targets of the project was 'Number of people / population reached through public awareness activities carried out'. More than the targeted 250 people were reached because there were 4 household surveys done (baseline in 2014, with follow-up in 2016, 2017 and 2018), news items on television about the restoration work done on the sites, and several awareness activities through newspaper articles, leaflets and meetings with the communities and schools.

305. In Nepal, the project information was shared through the project websites. Some best practices, learning and research findings are presented on the websites. The project also prepared some communication materials (posters, guidelines and information leaflets) – both in Nepali and English language and distributed widely. This was however not clear how these communication materials were effective. The project has also effectively supported international, national and local level awareness and training programmes which were supposed to increase the awareness of people who participated in the events. However, the awareness level at the local level, in regards to the value of EbA was not adequate to internalize and replicate in their community work once the project ended.

306. The project established a LTRP with the Department of Geography at Tribhuvan University. The partnership helped to establish a permanent monitoring site with one automatic weather station and one hydrological station. In addition to a metrological station, a new hydrological station was established in September 2017 to assess the impacts of interventions on runoff and soil erosion. In this case, these hydro – met stations are? monitored and used by the Department of Hydrology and Meteorology. The project also helped to carry out studies in the project sites and they included research reports, thesis and publications developed by students related to EbA. The lessons generated by the research/studies are expected to be used in the planning and decision-making process by the policymakers. The discussions with national stakeholders revealed that they are yet to be used at the national as well as local level in planning and management processes. Specific details of all project reports, outreach materials and publications are presented in Annex IX.

Rating for Communication and Public Awareness: Highly Satisfactory

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

6) CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusions

307. The EbA South Project was designed as a “first mover” in catalysing global and regional collaboration on EbA under GEF guidelines within the South-South Cooperation (SSC) framework. The project followed a highly ambitious objective which was always going to be challenging to attain. Despite this, the project was found to have significantly contributed to global EbA practices and helped pave the way for other EbA projects of a similar nature on a global scale. The project has contributed to the global EbA practices by establishing a variety of effective knowledge sharing mechanisms, including a documentary, several workshops and an open, dynamic platform EbASouth.org, where good practices from China and worldwide were compiled and shared; EbA related news and events were disseminated; webinars on EbA and SSC were organised; and project progress was updated.

308. South-South Cooperation was a key feature and overall framework of the project and was incorporated in the project’s adaptation planning and implementation processes, through training expertise exchange, workshops, exchange visits, the web platform and institutional cooperation. In implementing project activities, the project built upon and linked with existing African and Asia-Pacific regional networks and initiatives as well as national initiatives on EbA. It collated, synthesised and disseminated outcomes and lessons learned from GEF and non-GEF projects on climate change and ecosystem management, including expertise from China using a standardised methodology. In addition, a rigorous scientific approach was used to build an evidence base for EbA across a range of ecosystems, including coastal, mountain and arid/semi-arid. The inter-regional components also utilised lessons learned from the concrete EbA actions in the project pilot countries and shared China's experience and research know-how in ecological restoration and climate change adaptation.

309. The project was implemented as planned with minor changes required to address situations on the ground. The project did restore specific ecosystems (wetlands etc), produced the required scientific knowledge and expertise, conducted the general population and community awareness campaigns, wrote scientific papers and popular articles, and conducted household surveys. The interventions included some heavy engineering as well as more hybrid EbA related interventions (i.e.: culverts and de-silting combined with planting of mangroves and removal of invasive plant species). At this level, the project was completed in a satisfactory manner. Implementing restoration is a complex endeavour because of the many thousands of ecological, economic and social factors affecting the outcome, particularly in the long-term. It is therefore important that lessons learned are shared globally across a wide range of restoration projects.

310. The EbA South project achieved all its target Outcomes within the approved budget, with a strong science base and adaptive management strategies. This was a significant achievement particularly in terms of knowledge sharing and raising awareness. Through capacity building, knowledge support and concrete on-the-ground interventions, the project has been successful in building climate resilience in developing African and Asia-Pacific countries, using EbA approaches.

311. In Mauritania, EbA South was the first EbA project to be implemented in the dry Northern Mauritania. The concept of EbA (in part) proved to be of value and obtained buy-in at the political level, resulting in several EbA projects being initiated in the country. In Nepal, a follow up EbA project has also been initiated after the EbA South. The project also provided support (to Seychelles, Mauritania and Nepal) towards developing country (and ecosystem) specific EbA protocols, which formed the basis for pilot EbA activities in each

of the three countries. Institutional and technical capacity was also built in the development of these EbA protocols and the implementation of EbA pilot activities. The project was also pioneering in its approach to science and therefore to support credibility of EbA it is crucial to collect actual data, for example, survivorship, growth and socio-economic factors. During the project, long-term actual data were collected to enable lessons learned in the past to inform future practice. Publishing research findings in peer-reviewed literature also ensured that the knowledge generated through this process remained credible and of a high standard. The LTRP was based on rigorous, statistically sound scientific practice to help form the basis for appropriate and effective decision-making regarding climate change adaptation (see Recommendation 3 in Section 6.3).

312. Nevertheless, there was a lot to achieve with the US$4.9M funding envelope. The evaluation team conclude that the project's purpose was only partially realistic within the timeframe and available budget. It sought to build the local case for EbA adaption through scientific assessments, capacity building, piloting and demonstration. This strategy was only in part realistic as achieving ecosystem and community resilience within the project's relative short timeframe was highly ambitious.

313. As per Section 1.2, the following key questions were posed and now may be answered accordingly:

- To what extent was the project successful in contributing to the reduced vulnerability of Least Developed Countries and developing African and Asia-Pacific countries to climate change impacts?

314. As stated in Section 5.7.2, complexities exist as the climate risks interact differently with various socio-economic stressors without following the linear approach. These complexities and longer-term monitoring aspects were not adequately considered in this project. However, reducing vulnerabilities (as an indicator) was always going to be difficult to achieve, partly because it is a difficult issue to measure properly. Vulnerability Impact Assessments (VIAs) were introduced however, their effectiveness was not too successful. As a result, indicators pertaining to vulnerability were removed and replaced in the PIR (2018). The evaluation is therefore not able to conclude on this question.

- To what extent was the project able to contribute to the development and dissemination of detailed and cost effective EbA implementation protocols for different countries, ecosystems and economic sectors?

315. EbA South was able to contribute faily extensively to the development and dissemination of detailed and cost effective EbA implementation protocols for different countries, ecosystems and economic sectors. It has achieved this through numerous has developed an online database of good practice case studies related to EbA, aiming to collect, analyse and disseminate good practices that can be shared among developing countries. They were intended to encourage critical reflection and help project developers and decision-makers draw out relevant lessons. The EbA Handbook was drafted by the first International Education Specialist (contracted in 2015). It was based on the country-specific EbA protocols developed under project Component 3 for mountain, dryland and coastal ecosystems together with case studies, methodological tools and other information collected under other project activities to serve as a basis for the development of EbA protocols of global relevance.

316. EbA South was able to contribute faily extensively to the development and dissemination of detailed and cost effective EbA implementation protocols for different countries, ecosystems and economic sectors. It has achieved this through numerous has developed an online database of good practice case studies related to EbA, aiming to collect, analyse and disseminate good practices that can be shared among developing

countries. They were intended to encourage critical reflection and help project developers and decision-makers draw out relevant lessons. The EbA Handbook was drafted by the first International Education Specialist (contracted in 2015). It was based on the country-specific EbA protocols developed under project Component 3 for mountain, dryland and coastal ecosystems together with case studies, methodological tools and other information collected under other project activities to serve as a basis for the development of EbA protocols of global relevance.

317. In implementing project activities, the project built upon and linked with existing African and Asia-Pacific regional networks and SSC initiatives as well as national initiatives on EbA. It collated, synthesised and disseminated outcomes and lessons learned from GEF and non-GEF projects on climate change and ecosystem management, including expertise from China using a standardised methodology. In addition, a rigorous scientific approach was used to build an evidence base for EbA across a range of ecosystems, including coastal, mountain and arid/semi-arid. The use of CBA and EbA Protocols are good examples of information which is now in place where it was not previously. A key success of the project fundamentally lay with the ability for the project to demonstrate knowledge transfer acumen that occurred as a result of the creation of the EbA Planning Tool and associated handbook, both of which proved useful for outreach purposes. Likewise, the project has contributed to the global EbA practices by establishing an open, dynamic platform EbASouth.org, where good practices from China and worldwide were compiled and shared; EbA related news and events were disseminated; webinars on EbA and SSC were organised; and project progress was updated.

- To what extent was the project able to promote south-south cooperation? What key lessons on delivering EbA support through south-south cooperation can be learned for future?

318. South-South Cooperation was a key feature and overall framework of the project and was incorporated in the project's adaptation planning and implementation processes, through training expertise exchange, workshops, exchange visits, the web platform and institutional cooperation. In implementing project activities, the project built upon and linked with existing African and Asia-Pacific regional networks and SSC initiatives as well as national initiatives on EbA. In this way it was quite successful in promoting SSC, in the case of this project, as part of a network of best practice and knowledge sharing. The project collated, synthesised and disseminated a range of outcomes and lessons learned from GEF and non-GEF projects on climate change and ecosystem management, including expertise from China using a standardised methodology, developing and disseminating detailed EbA implementation protocols applicable for a range of countries, priority ecosystems and economic sectors using knowledge from EbA South, on the-ground interventions and scientific and grey literature. The inter-regional components utilised lessons learned from the concrete EbA actions in the project pilot countries and shared China's experience and research know-how in ecological restoration and climate change adaptation to foster South-South Cooperation in EbA. The SCCF project was identified as a flagship project for the National Development Reform Commission (NDRC) of China's South-South Cooperation on Climate Change and Ecosystem Management (SSC) to promote capacity building and adaptation technology transfer in developing countries of the Southern hemisphere, in particular Africa and Asia-Pacific.

- To what extent has the project been able to contribute to the global EbA practices? How could this have been improved?

319. The Project has contributed to global EbA practices by establishing an open, dynamic platform EbASouth.org, where good practices from China and worldwide were compiled and shared; EbA related news and events were disseminated; webinars on EbA and SSC

were organised; and project progress was updated. Through the gathering and dissemination of knowledge and best practice, raising awareness and contributing to peer reviewed literature on EbA practices. Over 300 participants have been trained in eight workshops, including over 60 regional advisors and policy- and decision makers, over 70 scientists, and over 100 technical staff and other selected government staff. The project participated in international events promoting EbA practices and helped organise highly-successful South-South Cooperation on Climate Change Forums. The project also launched the EbA planning tool 'ALivE – Adaptation, Livelihoods and Ecosystems' 1.0. in 2018. The computer-based tool and user manual (now in English, French, Nepalese, Spanish, Chinese and Russian languages) which is freely downloadable. These activities effectively provided capacity building for developing countries, raised awareness, are helping to mainstream EbA into policy and practice and strengthened the idea and benefits of SSC globally.

320. Some of the over-arching conclusions from the project that can be raised from this TE are as follows:

- Conclusion 1: EbA investments are experiments and ideally need to be treated as such. There are so many environmental, economic and social variables involved in getting EbA to be sustainable that it is inevitable that at many sites within an EbA investment there will be failure. These failures need to be well-documented so that future EbA practitioners can learn from them. The failures should not necessarily be seen in a negative light because they are adding to the global understanding of how to embark on EbA.
- Conclusion 2: Scientific data should be collected from EbA investments to build the scientific platform for future generations. EbA does not have this scientific platform as yet, and is also more complicated than agriculture to some degree because it involves numerous plant species. Agriculture is often a monoculture.
- Conclusion 3: Sustainability plans for each EbA site should be developed from year 1 of the project. Often local communities/villages have their own socio-economic contexts. A blanket sustainability plan will usually not be appropriate for the project. Granular plans at a village level will be needed to prevent the forces of ecosystem degradation from degrading the EbA site.
- Conclusion 4: GEF investments in ecosystem restoration over the past 30 years are potentially extremely valuable for building a credible scientific platform for EbA. Private sector investors looking into EbA investments require credible information to take investment decisions. This credible information should ideally be in the peer-reviewed literature (to prevent it being deemed anecdotal) and should span several decades (to demonstrate the longevity of the EbA). Scientific studies into previous GEF projects could yield this scientific, credible information. If the EbA was effective in a particular area, such information could catalyse large-scale EbA in the private sector.
- Conclusion 5: Donor-funded EbA investments are likely to be most effective where there is strong government support in addition to strong ecological expertise. This is the experience from this EbA South TE. Traction on EbA appears to be greatest where government was strongly supportive of the concept and where local ecologists had autonomy to design and implement EbA.
- Conclusion 6: Donor funds should arguably be seen as catalytic, with the size of the EbA area being less important than the demonstrated success of EbA. It is likely that large-scale EbA will need to be funded primarily by the private sector, given that hundreds of millions of dollars are going to be needed in many individual degraded ecosystems globally. Donor-funded projects should therefore focus on demonstrating successful EbA which will invariably entail a strong focus on ecology, horticulture,

sustainability (in different socio-economic contexts) and collection/publication of rigorous scientific data.

6.2 Summary of project findings and ratings

321. Table 6.1 below provides a summary of the ratings and finding discussed in Chapter 5). Overall, the project demonstrates a rating of '**Satisfactory**'.

Table 6.1: Summary of project findings and ratings

Criterion	Summary assessment	Rating
Strategic Relevance		**Highly Satisfactory**
Alignment to UNEP MTS, POW and Strategic Priorities	Aligned to climate change adaptation priority programmes	Highly Satisfactory
Alignment to Donor/Partner strategic priorities	Project is consistent with the 'Revised Programming Strategy on Adaptation to Climate Change for the SCCF'; the 'Updated Operational Guidelines for the SCCF for Adaptation and Technology Transfer' (GEF/LDCF.SCCF.13/05 October 16, 2012); and the 'Operational Guidelines on Ecosystem-Based Approaches to Adaptation' (GEF/LDCF.SCCF.13/Inf.06 October 16, 2012).	Highly Satisfactory
Relevance to regional, sub-regional and national environmental priorities	Relevant to regional, sub-regional and national environmental priorities as the project built upon, and linked with, existing African and Asia-Pacific regional networks and initiatives as well as national initiatives on EbA. It is also an example of south-south cooperation, and links with a number of national policies, action-plans, especially on climate change and protection of various ecosystems.	Highly Satisfactory
Complementarity with existing interventions/ Coherence	The EbA south project forms part of a series of other complementary EbA projects being implemented in all 3 nations.	Satisfactory
Quality of Project Design	The master project design used clear aims, components, indicators, targets, and means of verification, well detailed in the project framework. However, some key technical aspects were omitted from the project design including (for example) budgets to help with the removal of invasive species and issues to combat crabs which proved to be costly, and these issues were often not considered when setting budget lines.	**Moderately Satisfactory**
Nature of External Context	In spite of floods, irregular rains and earthquakes, no unexpected external impacts affected the project. There was also no political unrest or social upheaval/conflict (military or civil) during the project implementation period in any of the three pilot nations that directly affected project outcomes	**Favourable**
Effectiveness	**(see points below for rating justification)**	**Satisfactory**
Availability of outputs	Outputs clearly defined and available	Satisfactory
Achievement of project outcomes	Projects outcomes though defined had moderate success, especially for the percentage of survivorship of seedlings, level of continuity and sustainability in the project sites, and level community engagement	Satisfactory

Criterion	Summary assessment	Rating
Likelihood of impact	Impact may be less felt by the global community as project sites continue to be affected by human commercial and socioeconomic activity. Issues related to landowners long term land rights and title deeds may affect likelihood of future impact.	Moderately Likely
Financial Management	**(see points below for rating justification)**	**Satisfactory**
Adherence to UNEP's financial policies and procedures	UNEP financial policies followed fairly rigorously	Satisfactory
Completeness of project financial information	Financial information available, however, in some instances, financial management related documents were not available due to the merging of the ministries and transfer of staffs to different tiers of the government etc.	Moderately Satisfactory
Communication between finance and project management staff	Satisfactory communication between xecuting agencies and PSC; though, there were some procedural issues locally which delayed the project procurement of goods and services	Satisfactory
Efficiency	Given these complexities, the project team managed its activities as efficiently as possible with limited staff and the use of short-term consultants. Efficiencies were however affected by procurement procedures which led to delays plus also the use of privately owned lands which had been identified as project sites.	**Moderately Satisfactory**
Monitoring and Reporting	**(see points below for rating justification)**	**Satisfactory**
Monitoring design and budgeting	The project had an inbuilt monitoring design and budgeting which functioned moderately well, through the audits, discussions with local and international executing agencies. The budgeting was relatively flexible to allow for periodical adjustments due to conditions on the ground, such as need for allocation of funds for a local project coordinator in each of the 3 project countries	Satisfactory
Monitoring of project implementation	There were mechanisms and procedures in place for monitoring of implementation, but there were problems at the sites and with procurement which affected project performance. However, some of the M&E narratives were still relatively conventional (technical, not cross sectoral) and often did not fully cover the latest challenges of EbA projects (i.e.: lack of a focus on gender or social inclusion related issues etc).	Moderately Satisfactory
Project reporting	Regular reports submitted on the project which the PSC reviewed. Although regular monitoring and review of the project activities was carried out, no required priorities were given to assess the effectiveness of EbA in line with its objectives and overall goal.	Moderately Satisfactory
Sustainability	**(see points below for rating justification)**	**Moderately Likely**
Socio-political sustainability	Climate change adaptation remains a priority even through structural and administrative changes were apparent in some instances.	Moderately Likely

Criterion	Summary assessment	Rating
Financial sustainability	Annual budgetary allocations are made well although financial sustainability will largely depend on funding from national budgets, international climate financing streams and initiatives of other external donors and regional institutions, as the project design did not propose specific strategies for self-financing in the post-project period.	Moderately Likely
Institutional sustainability	The project is considered a "first mover" in catalysing global and regional collaboration on EbA under GEF guidelines, particularly within the framework of SSC, especially through the partnership with NDRC of China to share experience and research know-how from China in ecological restoration and climate change adaptation. The present institutions in the pilot nations also helped to support institutional sustainability. It will be utilised in a Good Practice Brief by the GEF Secretariat to help inform future EbA initatives.	Likely
Environmental Sustainability	The project was designed to strengthen environmental management frameworks by building the technical capacity of government staff, policy-makers, restoration practitioners and scientists to address environmental issues arising in conjunction with changing climate.	Likely
Factors Affecting Performance	**(see points below for rating justification)**	**Satisfactory**
Preparation and readiness	Stakeholders were prepared and ready to implement the project, although there did appear to be evidence of uncertainties relating to the details presented in the ProDoc (2012) on clearly set out roles and responsibilities of each partner, however, these were then better defined during project implementation.	Moderately Satisfactory
Quality of project management and supervision	Several layers of management and supervision locally and internationally, with regular reporting systems. Some adaptive management measures were adopted (corrective measures and capacity building) by PMU, TA and TM continuously throughout the project.	Moderately Satisfactory
Stakeholders' participation and cooperation	Stakeholders wide-ranging from state and non-state actors, men and women, children and youth, private sector and academia	Highly Satisfactory
Responsiveness to human rights and gender equity	Human rights of communities respected and upheld. Women actively involved in project implementation, though none present locally for the project management team. Whilst Gender and Social Inclusion (GESI) remains important, however, it was not a pivotally focused aspect to consider at the project outset in 2013 (or requested by GEF)	Moderately Satisfactory
Environmental, social and economic safeguards	The project itself sought to protect the environment, social and economic conditions of the local and wider communities. Furthermore, it provided the local communities with the opportunities to generate revenues from the activities done.	Satisfactory

Criterion	Summary assessment	Rating
Country ownership and driven-ness	The project (in all 3 pilot countries) provided all the assistance possible for the activities to be undertaken, with a dedicated group of people assigned to project management and to continue working in academia and in monitoring of progress (long-term outcomes and impacts) once the project had ended	Satisfactory
Communication and public awareness	Major part of the deliverables with 4 household surveys done, television news reports, newspaper articles and numerous awareness activities with local communities and school children in each of the 3 pilot countries.	Highly Satisfactory
OVERALL PROJECT RATING		**SATISFACTORY**

6.3 Lessons learned

322. Key lessons learned from the Terminal Evaluation are as follows:

Lesson Learned #1:	**Improved and more meaningful engagement with local communities and stakeholders is necessary for sustained monitoring and maintenance of project gains. Early capacity building of country teams is beneficial to help better equip the country for project implementation.**
Context/comment:	Local technicians and participating communities should be actively engaged in the development and implementation of project activities, in order to encourage local ownership and to take advantage of local indigenous knowledge and experiences so that good practices and results are able to be more easily shared, along with learning from mistakes and what can be improved. There were no more communications with local communities when activities were completed at most project sites.

Lesson Learned #2:	**EbA Projects and initiatives can benefit from increased cross-nation and regional scale EbA exchanges. Such exchangesare effective in terms of knowledge sharing and important due to limited local EbA experiences and the need for upscaling, and/or policy making, to refer to successful experiences from a range of beneficiaries.**
Context/comment:	Knowledge exchange programmes/workshops were found to be effective platforms to share knowledge on building climate resilience using an EbA approach and in both cases in this project, were found to measurably increase awareness of participants. Effective use of workshops/programmes provides a platform to exchange experience and lessons from other practitioners and scientists from a wider EbA community helping scale up interventions.

Lesson Learned #3:	**CO2 emissions and carbon footprint of the project implementation should be kept to a minimum**
Context/comment:	Reduce travel costs and emissions by determining clearly whether “face to face meetings” are actually needed (PMU or other staff travel etc). Where such meetings are deemed important by the PSC, efforts to streamline who travels and planning travel efficiently is key.

Lesson Learned #4:	**Project implementation and development needs to be rigorously scientifically based to generate valid and reliable evidence for intervention**
Context/comment:	EbA should be backed up by strong science and best practices based on earlier experience, for which many developing countries may not have such information available. So, peer learning and research experience and capacity should be further enhanced. The death of seedlings in one site in Seychelles (as an example) particular due to the fauna (crabs) and exposure to tidal movements and being in

	hard-compacted sand could have been avoided if risks had been identified and recognised to conducting restoration work there.

Lesson Learned #5:	**Implementation of project works on private land needs to be negotiated before the project begins and there should be signed agreements between the private landowner and the ministry concerned**
Context/comment:	With specific reference to the Seychelles as an example (though relevant to Nepal and Mauritania), the proprietor at Nouvelle Decouverte, after all the restoration work done on his land, turned it into a farm with less appropriate crops (leafy vegetables prone to pest infestations instead of hardy tubers, and coconut which would compete with the mangroves). A legally binding agreement spanning a specific number of years would have afforded the site some protection.

Lesson Learned #6:	**Having a more expansive monitoring and reporting approach for project sites in conjunction with an adaptable exit strategy, which is prepared early and revisited to assist in managing the iterative nature of EbA projects, could help mitigate risks, inform behaviour and maintain progress made during project implementation.**
Context/comment:	There is considerable variability amongst individual EbA intervention sites with regards to socio-economic and biophysical factors which may not be known at the beginning of the project. There were invasive plants, low survivorship of plants, human activity (household wash and cooking; grazing of animals; areas used as places for substance use and trafficking) leaving rubbish, commercial activities (abattoir and quarry) in some sites, which defeated the purpose of restoration. Having an adaptable exit strategy and increased monitoring and reporting on project sites in some areas could help identify and address challenges, where possible, to maintain and improve on progress made during the implementation of the project. Some sites will inevitably under-perform compared with others and these reasons for failure should be well-documented to assist with targeting EbA at more appropriate sites in the future.

Lesson Learned #7:	**Project could have benefited from increased national coordination between the various government agencies to ensure that project outputs and outcomes are protected from other state activities**
Context/comment:	Once the EbA South project was completed, and teams were disbanded, in certain situations some of the restoration work was destroyed or not maintained, clearing away all the work (planting) that was undertaken. In the future it is essential for relevant ministries to discuss what was done at the site and decide the types of activities that will be allowed there.

Lesson Learned #8	**Project designs need to address the need to hire professional scientific interpreters and conduct targeted joint research to ensure long-term South-South Collaboration on the science of EbA.**
Context/comment:	South-South Cooperation requires interactions between experts from multiple countries and backgrounds, for EbA scientific interpreters were highlighted as a requirement to assist in addressing language barriers and building professional collaborations. Scientific communities should be encouraged to volunteer and participate in long-term research by allowing them some flexibility to pursue topics of interest, which are still aligned to the project's overarching objectives.

Lesson Learned #9	**Project designs need to include the quantification of ecosystem goods and services in both more granular detail and at a landscape scale, using state-of-the-art technology as a way to address international calls for urgent upscaling of EbA. This needs to include analysis of economic returns.**

Context/comment:	It is considered that the initial results generated from the project have supported the need for larger-scale impacts, though these can only be realised if results are scaled up at a larger scale within a few years. The evaluation team suggests that sophisticated analyses of economic returns would need to underpin public-private partnerships to encourage the considerable financial investments needed for large-scale restoration of ecosystems. New technologies, such as drones and smartphone applications, should be used to build an economic case for EbA.

Lesson Learned #10	**Partnerships with local universities can meet the need for continuous monitoring, reporting and verification done for projects and programmes to ensure that emerging problems are highlighted and addressed appropriately**
Context/comment:	The established long-term M&E programmes employed in partnership with local universities, in all three pilot countries, proved successful in building a scientific base for future efforts in EbA and beyond. The work done at some sites may have come to nothing as a consequence of human activity and/or the conditions at the sites which were not suitable for the EbA intervention to be undertaken there. M&E programmes coupled with continuous verification reporting procedures remain paramount into the future.

6.3 Recommendations

This project was designed as a flagship initiative for South-South cooperation on Ecosystem-Based Approaches to Adaptation and was expected to generate considerable learning, which would be used to inform national policy, future EBA projects and associated research in Africa and Asia-Pacific. However, no follow-on project was identified to act on such learning. As such these recommendations are put forward for UNEP and GEF to consider. The nature of the action taken in response to these recommendations will vary and will need to be further discussed within the two institutions.

Recommendation #1:	**Future UNEP/GEF South-South EbA initiatives should include the development of a strategy to promote high-level political commitment towards implementing EbA including the drafting of appropriate legal documents and high-level coordination mechanisms to help move such important agendas ahead.**
Context/comment:	At the end of the project in May 2019, the project had contributed to raising awareness of EbA, at both the national and regional level[45]. However, it fell short in terms of resulting in legislative decisions to further support the mainstreaming of EbA into national sector development plans. While outside of the EbA project's remit, legislative tools would help direct policy action and contribute to creating a platform with much needed information, data and surveillance etc. The creation of a strategy document to promote high-level political commitment towards implementing EbA, and the drafting of a list of appropriate legal documents and high-level coordination mechanisms Improved (policy related) to further support EbA mainstreaming at the global level (though focusing on lessons from the 3 pilot nations) would be a sensible next step recommendation.
Priority Level [46]:	Important Recommendation

[45] "Mainstreaming EbA and Accessing EbA Finance", Policy Brief 2014 - Based on the results of the 'Inter-regional training workshop on accessing climate change adaptation finance and mainstreaming ecosystem-based approach to adaptation', a side event of the Asia-Pacific Climate Change Adaptation Forum held in Kuala Lumpur, Malaysia, on 30 September-3 October 2014

[46] Select priority level from the three categories below:
Critical recommendation: address significant and/or pervasive deficiencies in governance, risk management or internal control processes, such that reasonable assurance cannot be provided regarding the achievement of programme objectives.

Responsibility:	Project Team
Proposed implementation time-frame:	12 Months
Cross-reference(s) to rationale and supporting discussions:	Section 5.9.6 - Country ownership and drive-ness

Recommendation #2:	**Future UNEP/GEF South-South EbA initiatives should include long-term research agendas across multiple platforms and institutions.**
Context/comment:	The EbA South project developed Memoranda of Understanding (MoUs) which institutionalised cooperation between government departments and national universities to encourage long-term monitoring of EbA interventions as well as EbA educational resource development. To support the longevity of the long-term research, new agendas need to be defined to help tailor data collection programmes, so information is safely stored and accessible to the international research community. The creation and despatch of a formal "template" of new research agendas for representatives from the Governments of Seychelles, Nepal and Mauritania to complete and populate.
Priority Level:	Opportunity for improvement
Responsibility:	Project Team
Proposed implementation time-frame:	New EbA research agenda (globally relevant) is defined and disseminated through suitable communication pathways by end of 2022
Cross-reference(s) to rationale and supporting discussions:	Section 5.9.7 - Communications and public awareness

Recommendation #3:	**Future UNEP/GEF South-South EbA initiatives should consider the inclusion of full-time project managers to support "post EbA-South" project initiation coupled with an EbA Expert Register in each country to ensure learning is captured and recorded as efficiently as possible.** (The evaluation team notes that this recommendation is dependent on resources and urges that alternative solutions to continuing the championing of EbA approaches after the end of funding are also considered)
Context/comment:	This highlights the need to assign (post project) full-time project managers instead of continually relying on using part-time government agents (post project). Full-time project managers — in conjunction with allowances made within financial and time budgets - are necessary to account for the unpredictable and dynamic political, social and ecological systems involved in EbA interventions. If implementing countries could commit to an agreed amount of time after an intervention to hire a dedicated post-project Manager for, it might form part of an exit strategy that is adaptable and will generate learning after the project has finished. A formal list of EbA Experts or the capture of local beneficiary views plus lessons and experiences gained from the process would be useful to include as standard practice for EbA projects to ensure learning is captured and recorded as efficiently as possible.
Priority Level:	Important recommendation
Responsibility:	Future EbA Projects

Important recommendation: address reportable deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance might be at risk regarding the achievement of programme objectives. Important recommendations are followed up on an annual basis.
Opportunity for improvement: comprise suggestions that do not meet the criteria of either critical or important recommendations, and are only followed up as appropriate during subsequent oversight activities.

Proposed implementation time-frame:	Defined strategy to engage full time project managers for future project designs 10 months after the formal acceptance of this TE.
Cross-reference(s) to rationale and supporting discussions:	Section 5.8.3 - Institutional Sustainability

Recommendation #4:	**Future UNEP/GEF South-South EbA initiatives should include the development of a strategy to improve national coordination of projects, during and after the project implementation, either through the National Committee on Climate Change (or equivalent), through national CEOs foram or through Cabinet of Ministers. The strategy should consider coordination beyond the life of the project.**
Context/comment:	National governments often struggle to provide continued support and guidance after a project has finished. Similarly, it can be challenging to coordinate environment-related programmes at the national levels to ensure work being done on a project site isn't impacted by other government agencies that are not engaged with the project. Many committees (such as the NCCC in Nepal) also rarely meet "post project" as such improved connections are needed to ensure this scheduled in post project where possible. Efforts are needed to improve attendance at formal committees (already in existence or new) plus enhanced ToRs/MoUs need to be set up to improve official decision-making powers and authorities for those whom sit on such committees.
Priority Level:	Critical recommendation
Responsibility:	Project Team
Proposed implementation time-frame:	12 months
Cross-reference(s) to rationale and supporting discussions:	5.9.2 - Quality of project management and supervision

ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS

Table 3: Response to stakeholder comments received but not (fully) accepted by the reviewers, where appropriate

Page Ref	Stakeholder comment	Evaluator(s) Response	UNEP Evaluation Office Response
Page 78 Para 260	South-South cooperation is much beyond China and three countries, there were so many other regions and countries engaged for such mutual learning. One of the role for PMU is to facilitate such South-South cooperation.	The report does not imply that it isn't regional. But the inevitability of having a PMU separate from UNEP did create administrative and financial challenges…no changes made	Note: Effort has been made to revise text throughout the report to reflect global focus of evaluation
Page 84 Para 254	Please confirm the sources of this message. CTA reports to PMU, and keep good communication with TM in UNEP, all management of international consultancy was through PMU, even some cases including national consultants.	Not accepted as a reply. I interviewed other people whom were supporting AM and this was accepted as a way forward by the PMU. Provide me evidence to the contrary and place into Annex I	Wording revised to consider comment and reflect what was reported to the consultant
Page 81 Para 235	This section is again 3 country oriented. How about this above mentioned regional work on fund-raising, capacity building and knowledge sharing	No information on global /regional fund raising was offered during any of the interviews to the evaluation team. Please provide evidence for this statement above and place in the table in Annex I.	No evidence of information from respondents but text has been revised slightly to reflect global scope of project
Page 74, Para 238	Who was interviewed for this information, make sure this message is reviewed by Nepali stakeholders. There are cardamon plantation and another alternative livelihood options are mimiced by following EbA projects in Nepal. EbA South provided so many testing of options during the 6 years period, while not assuring all options are to be sustainable.	The National Consultant did not convey this information from his visit.	Text revised as information couldn't be verified
Page 57 Para 115	CAS actually offered many existing examples of EBA in the different ecosystems during the initial inception workshop held on 11-12 August 2012 for the formulation of prodoc. But EbA implementation is local driven based on	Please provide evidence of this	Text revised to not assume fault of one party for design weaknesses as this was not verified

Page Ref	Stakeholder comment	Evaluator(s) Response	UNEP Evaluation Office Response
	their capacity and context. Better not single out one party to offer cross sectoral design.		

ANNEX II. PEOPLE CONSULTED DURING THE EVALUATION

Cover Letter Prepared to Support the Terminal Evaluation

UN environment
United Nations Environment Programme

Terminal Evaluation of GEF Funded, United Nations Environment Programme Implemented Project: "Enhancing Capacity, Knowledge and Technology Support to Build Climate Resilience of Vulnerable Developing Countries"

15th January 2020

To: Project Steering Committee Members, Project Implementing and Executing Agencies, Project Partners and Stakeholders

The Evaluation Office of the United Nations Environment Programme is launching a terminal evaluation of the Global Environment Facility funded project "Enhancing Capacity, Knowledge and Technology Support to Build Climate Resilience of Vulnerable Developing Countries" – often referred to as the 'EbA South' project implemented by the United Nations Environment Programme.

Evaluation is an important phase in the life-cycle of any project and serves the dual purposes of providing accountability for the resources spent and the results achieved whilst also aiming to promote opportunities for learning and operational improvements.

Evaluations at United Nations Environment Programme are conducted in an independent manner. The Evaluation Office is independent of the operational side of UNEP and reports directly to the Executive Director. It is standard practice for the Evaluation Office to select an independent external evaluation expert to undertake the evaluation. The evaluation process for this project commenced in December 2019 and we hope to complete it by July 2020.

The evaluation is managed by Tiina Piiroinen, Evaluation Officer at the Evaluation Office of UNEP (tiina.piiroinen@un.org) and the evaluation process will actively engage key stakeholders, such as yourself, at various stages. Evaluation stakeholders have the opportunity to interact with evaluation team members during the inception phase, field missions, meetings or interviews and comment on the draft Evaluation Report before it is finalized. The evaluation will identify lessons to be learned and may be followed by a formal compliance process for any recommendations specified in the Evaluation Report.

In the course of the evaluation, the evaluation consultants, Mr. Jonathan McCue and Mr. Ram Chandra Khanal will be in touch with you to request interviews and information. Your support and cooperation during the evaluation of this interesting project will be highly appreciated.

I am happy to answer any queries you may have or provide further clarifications. Information about the work of the United Nations Environment Programme Evaluation Office is available on our website at: https://www.unenvironment.org/about-un-environment/evaluation

Sincerely,

Michael J Spilsbury
Director

Evaluation Office Unit
United Nations Avenue, Gigiri
P O Box 30552, 00100 Nairobi, Kenya
Tel: +254 20 762 3389 | chief.eou@unep.org
www.unep.org/eou

People consulted during the Evaluation

Mauritania

Organisation	Name	Position	Gender
	Ahmedou Ould Soule	LTRP coordinator	M

Organisation	Name	Position	Gender
Ministère délégué auprès du Premier Ministre chargé de l'Environnement	Mohamed Yahya Ould Lafdal	National Focal Point,	M
ANGMV (National Agency for the Green Great Wall, Mauritania)	Sidi Mohamed Lehlou	Project Manager	M
ENDA Energy-Environment-Development Senegal	Moussa Na Abou	Project Manager	M
Independent Consultant	Mamoudam@gmail.com	International Dryland restoration expert for Mauritania, on supporting on-the-ground EbA implementation in Mauritania in 2015-2017	M
ACTION CARBONE NGO	Hay O. Elmekki	President	M
Independent	Abdelfettah Shah	Community representative and spokesperson	M
Independent Consultant	Mr. Hammada	expert in EBA and Climate change adaptation	M
Independent	Ahmedou Bilal	Expert knowledge of Benichab	M

Nepal

Organisation	Name	Position	Gender
	Ram Hari Pantha	National Focal person	M
	Gopal Tiwari	Plantation Beneficiaries	M
	Hari Babu Joshi	Former Nursery manager and local resource person	M
	Kalpan Chepang (Ms)	Plantation beneficiaries	F
	Purna Bahadur Chepang	Plantation beneficiaries	F
	Ajaya Tamang	Plantation beneficiaries – cardamom business person	F
	Singa Bahadur Gurung	Beneficiaries, teacher and opinion maker	F
	Somaya Gurung	Plantation beneficiaries	F
	Subba Gurung	Plantation beneficiaries	M
	Bin Bahadur Khawas	Nursery manager	M
	Gyanendra Pokhrel	Beneficiary	F
	Tel conversation with – Binod Pandey, Garba Gurung, Uttam BK, Kumar Gurung, Rakesh Gurung, Jit Bahadur Gurung	Beneficiaries	
	Krishna Ghimire	Soil Conservation Officer	M
	Mahanada Gauli	Forest Divisional Office, Bhimad	

Seychelles[47]

[47] The list presented has changed considerably in 2021 as there is now a new government which was elected in October 2020, and some heads of departments have changed.

Organisation	Name	Position	Gender
University of Seychelles	Terence Vel	Lecturer at University of Seychelles / project participant / trainer. Project participant, trainer for community and school participants	M
MACCE	Pughazendhi Murugaiyan	Project Coordinator EbA South / Head of Section - Climate Adaptation and Management Section (CAMS)	M
	Selvan Pillay	Project administrator / Director-General CAMS	M
	Jean-Claude Labrosse	Project participant / trainer, Wetlands Coordinator	M
Independent consultant	Elvina Henriette	Project participant / trainer / evaluator National Mangrove Restoration Specialist	F
Grand' Anse Praslin Secondary School	Michael Antoine	Head teacher	M
	Emma Charles	Teacher	F
	Marie-Michelle Madeleine	Teacher	F
	Veronica Souyana	Teacher	F
Ministry of Local Government – District AdministraTors	Raymonde Benstrong	Director General Community Development	F
	Daniel Adeline	Director general for projects and implementation	M
	Gregg Leon	District administrator Grand' Anse Mahé	M
	Denis Antat	District administrator Baie Sainte Anne (Praslin)	M
	Leonne Florentine	District Administrator Anse Boileau	F
	Michael Jean-Louis	District Administrator Grand' Anse (Praslin)	M
	Claudette Louise	District Administrator Les Mamelles	F
	Claudette Harrison	District Administrator Assistant Roche Caiman	F
TRASS	VicTorin Laboudallon	Chairperson	M
	Marc Jean-Baptiste	Member / Site Manager for Vallée de Mai at the Seychelles Island Foundation (SIF)	M
	Vicky Stravens	Project Officer TRASS	F
Ministry of Agriculture, Climate Change and Environment, National Biodiversity Agency (NBA)	Terry Marie	Project officer	M
	Clive Volcere	Project officer	M
	Joshua Cesar	Student on attachment	M

Other Seychelles stakeholders contacted via email/Zoom or similar digital medium.

Names	Organisations	Positions
Mr Wills Agricole	Ministry of Environment and Energy (MEE)	Principal Secretary, Energy and Environment
Mr Allain DeCommarmond	Climate Affairs, Adaptation and Information Division, DoE	Director-General
Mr Vincent Amélie	National Meteorological Service (NMS)	Principal Met Officer

Names	Organisations	Positions
Dr Pugazhendi Murugaiyan	Department of Environment	Senior Project Officer
Mr Justin Prosper	Environment Information and Data Section, DoE	Principal G.I.S Officer
Mr Didier Dogely	MEE	Special Advisor
Mr Antoine-Marie Moustache	Ministry of Natural Resources and Industry (MNRI)	Special Advisor
Mr Rodney Govinden	Seychelles Fishing Authority (SFA)	Fisheries scientist
Ms Elisa Socrate		Fisheries Administrator
Mr Aubrey Lesperance		Development Officer - Research and Development
Mr Calvin Gerry		Fisheries Oceanographer
Ms Gilberte Gendron	MEE	Senior Conservation Officer
Mr Guilly Moustache	Seychelles Energy Commission (SEC)	Principal Officer
Mr Rodney Quatre	Seychelles National Parks Authority (SNPA)	Research Manager
Ms Iris Carolus	Sustainability for Seychelles (S4S)	Chairperson
Ms Nanette Laure	Environment Assessment and Permits Section, DoE	Director
Ms Shama Blaga	UNDP-GEF-GoS Programme Coordinating Unit (PCU)	Project Manager
Mrs Veronique Herminie		National Programme Coordinator
Ms Helena Trancourt		Project Technical Officer
Mr Nicholas Shamlaye	Department of Public Health, Ministry of Health	Principal Officer
Mr Paul Labaleine	Department of Risk and Disaster Management, MEE	Director-General
Dr David Rowat	Marine Conservation Society Seychelles (MCSS)	Chairperson
Dr Nirmal Jivan Sha	Nature Seychelles - NGO	Chief Executive Officer
Mrs Kerstin Henri		Director of Operations
Dr David Derand		Project Operations Co-ordinator
Mr Raju McKenzie		Head of Programme Support
Ms Cathrina Fiemini	Green Islands Foundation (GIF)	
Ms Petra De Abreu	C4 EcoSolutions	Consultant
Ms Shirley Marie	University of Seychelles	Dean, Faculty of Science
Ms Kelly Hoareau		Geology
Philomena Hollanda	Seychelles Tourism Board (STB)	Risk Manager

Seychelles Field Mission Interview Dates (Island specific)

DATES	STAKEHOLDERS – MAHE ISLAND
14.06.2021 30.07.2021	Terrence Vel – lecturer at University of Seychelles and project participant, trainer for community and school participants
19.07.2021	Dr. Elvina Henriette – project participant, trainer, National Mangrove ResToration Specialist
05.08.2021	Ms. Léonne Florentiine – District AdministraTor Anse Boileau
06.08.2021	Mr. Selvan Pillay – Project Administrative Officer
20.08.2021	Ms. Claudette Louise - District AdministraTor Les Mamelles
20.08.2021	Mr. Gregg Léon – District AdinistraTor Grand'Anse Mahé
20.08.2021	Roche Caiman Administrative Officer
20.08. to 21.08.2021 26.08. to 27.08.2021	Jean-Claude Labrosse – CAMS, accompanied the evaluaTor on all site visits on Mahé and Praslin Islands

DATES	STAKEHOLDERS – PRASLIN ISLAND

24.08.2021	Mr. VicTorin Laboudallon, chairperson TRASS
25.08.2021	Mr. Michael Antoine – head teacher Grand' Anse Praslin Secondary School
	Ms. Emma Charles – teacher
	Ms. Veronica Souyana – teacher
	Ms. Marie-Michelle Madeleine - teacher
26.08.2021	Mr. Michael Jean-Louis – District Administrator Grand' Anse Praslin
27.08.2021	Mr. Denis Antat - District Administrator Baie Sainte Anne Praslin
27.08.2021	Mr. Marc Jean-Baptiste - TRASS volunteer
27.08.2021	Ms. Vicky Stravens – TRASS officer

Global Stakeholders interviewed via Skype

1)	Tatirose Vijitpan (UNEP – IEMP)
2)	Diwen Tan (UNEP – IEMP)
3)	Pierre Begat (Project Technical Advisor, C4ES)
4)	Atifa Kassam Manji (Programme Officer, Climate Change Adaptation Unit, Ecosystems Division, UNEP)
5)	Anthony Mills (Project Chief Technical Advisor, C4ES)
6)	Ms. Anika Terton, International Institute for Sustainable Development (IISD) - focal person to develop the **EbA planning tool 'ALivE'** in partnership with IUCN and the EbA South (2017-2018)
7)	Dr. Lili Ilieva, freelance consultant - focal person of the **e-discussion programme** conducted by the EbA Community of Practice (an initiative of UNEP REGATTA managed by Practical Action) in partnership with EbA South during 2015 - 2016 and the International Education Specialist, who authored **2 project publications** "Research on Ecosystem-based Adaptation (EbA): A reference guide" and "Integrating Ecosystem-based Adaptation in Education Curriculum: Resource Guide" during 2017-2019
8)	Mr. Moritz Weigel – who authored case study from EbA South to feature in **2 publications**: "Good Practices in South-South and Triangular Cooperation for Sustainable Development – Volume 2" by the United Nations Office for South-South Cooperation (UNOSSC) in 2018 and "Compilation of Good Practices in effective knowledge-sharing and practical learning on climate adaptation technologies through South–South and triangular cooperation" by UNFCCC in 2017
9)	Dr. Jian Liu, UNEP Chief Scientist and Director of the Science Division - on South-South Cooperation on Climate Change (**SSCCC**) Forum (2014-2016)
10)	Prof. Yu Xiubo and Dr. Yu Liu Chinese Ecosystem Research Network (CERN), Chinese Academy of Sciences – on **CERN** technical expertise provided at joint knowledge sharing and training workshops as well as field missions to CERN stations on ecosystem restoration with co-finance
11)	Prof. Wang Yukuan, Institute of Mountain Hazards and Environment, Chinese Academy of Sciences – on knowledge exchange and technical cooperation on mountain ecosystem **with Nepal**
12)	Prof. Wang Yongdong, Xinjiang Institute of Ecology and Geography, Chinese Academy of Sciences – on knowledge exchange and technical cooperation on dryland ecosystem **with Mauritania**
13)	Moussa Na Abou, ENDA Energy-Environment-Development Senegal – International Dryland resToration expert for Mauritania, on supporting on-the-ground EbA implementation in **Mauritania** in 2015-2017
14)	Dr. **Richard Munang**, UNEP **Regional Office** for **Africa** and Winnie Khaemba, the African Centre for Technology Studies (ACTS) <w.khaemba@acts-net.org > - on the project's engagement with the Ecosystem-based Adaptation for Food Security Conference (**EBAFOSC**) in 2015
15)	Mr. Mozaharul Alam, UNEP **Regional Office** for Asia and the Pacific and Ms. Hiromi Inagaki, Regional Resource Centre for Asia and the Pacific (RRC.AP) - on the project's engagement with the Asia Pacific Adaptation Network (**APAN) in 2014.**

ANNEX III. KEY DOCUMENTS CONSULTED

- UNEP SCCF Mauritania Baseline Report (2015), C4ES;
- UNEP SCCF Mauritania Baseline Report no tracked…May 2015 (3)
- UNEP SCCF Nepal Baseline Report (2015), C4ES;
- UNEP SCCF Seychelles Baseline Report (2015), C4ES;
- UNEP SCCF Summary Baseline Reports (2015), C4ES;
- UNEP SCCF Project Closing Revision (2013);
- UNEP SCCF Project Cooperation Agreement (2013);
- CEO Endorsement Form (Nov 2012);
- Letter of Endorsement (2013);
- UNEP Project Document (2012);
- UNEP Project Identification Form (PIF) (2012);
- UNEP Project Preparatory Grant (PPG) (2012);
- FSP/MSP GEF Review Template (2012);
- UNEP GEF PIR Fiscal Year 18 (1 July 2017 to 30 June 2018);
- United Nations Environment Programme Half Yearly Progress Report (Apr 13 to Dec 13)
- Letter of Agreement between UNEP and the Chinese Academy of Sciences (CAS) (2012);
- Memo of Understanding between UNEP and the Chinese Academy of Sciences (CAS) (2010);
- EBA SOUTH: TECHNICAL MISSIONS REPORT (Sept 2017 and Jan 2018), produced by Anthony Mills, Diwen Tan and Atifa Kassam, EbA South Project - core team.
- Amendment No.1 to the PCA (UNEP with IGSNRR) (2017);
- Amendment No.2 to the PCA (UNEP) (April 2019);
- EBA South GEF-SCCF Launch Workshop Report (2013);
- 3rd PSC Meeting Minutes;
- 4th PSC Meeting Minutes;
- 5th PSC Meeting Minutes (last meeting in May 2019);
- http://www.redcrossseychelles.sc/flooding-and-landslide-at-anse-royale/
- Mills, A et al (2020) "Ecosystem-based adaptation to climate change: Lessons learned from a pioneering project spanning Mauritania, Nepal, the Seychelles, and China" Plants, People Planet Vol 2 pp587-597

ANNEX IV. BRIEF CV'S OF THE EVALUATORS

Name: Jonathan McCue

Profession	Climate Adaptation Specialist
Nationality	British
Country experience	• Europe: UK, Albania • Africa: Sierra Leone, Gambia, Mauritania, Liberia, Kenya, Seychelles, Mauritius, Tunisia, Egypt • Americas: Suriname, Guyana, Trinidad and Tobago, Barbados, St Vincent and Grenadines, Dominica, Grenada, St Lucia, Bahamas, St Kitts and Nevis, Anguilla, Haiti, Jamaica, British Virgin Islands. • Asia: Thailand, Japan, Sri Lanka, Viet Nam, Cambodia, China, Maldives, Timor Leste • Oceania: Cook Islands, Vanuatu, Tuvalu, Marshall Islands, Tonga, Samoa, Federated States of Micronesia, Fiji,
Education	• MSc Tropical Coastal Management • BSc Geography and Geology

Short biography

Jonathan is a UK based independent consultant who is Director of his own company, Sustainable Seas Ltd (www.sustainableseas.co.uk). He possesses 33 years' postgraduate experience in the field of climate change adaptation and coastal zone management. He has a successful mid-term and terminal evaluation track record with circa 10 prominent international projects that have involved the setting and appraisal of project evaluation criteria. This includes work for a number of separate international funding institutes, namely the European Commission (Final Evaluation Projects in Gambia, Maldives and Jamaica), UN organisations such as UNDP (Guyana and Samoa), UNEP Programme (UNEP) (in Cambodia, Seychelles, Mauritania and Nepal), IOC-UNESCO and finally for DFID in the Caribbean region. He also possesses key experience working on climate and disaster risk management related projects.

Key specialties and capabilities cover:

- Climate Change Adaptation, Integrated Coastal Zone Management, Coastal protection expert on Small Island States and expert in Ecosystem Based Approaches (EBA), Socio-economic expertise on shoreline management and coastal vulnerability assessment projects, Ocean governance and maritime boundary delimitation specialist knowledge; Experienced environmental and social safeguard (ESS) consultant for all projects, tsunami and coastal flood risk disaster preparedness related plans, Design of community participation programmes for climate change and disaster risk projects Biodiversity and protected areas management for small islands.

Selected assignments and experiences - Independent evaluations:

- MARSHALL ISLANDS (2021) Mid Term Review for Pacific Regional Environment Programme (PREP).
- BANGLADESH (2021): INTEGRATING COMMUNITY BASED ADAPTATION INTO AFFORESTATION AND REFORESTATION PROGRAMMES (ICBAAR). Team Leader to complete a Terminal Evaluation on this 4 year GEF funded $5.65M project. Specific focus on mangrove ecosystems and coastal livelihoods.
- SAMOA (2020): INTERIM EVALUATION OF THE INTEGRATED FLOOD MANAGEMENT TO CLIMATE RESILIENCE OF THE VAISIGANO RIVER CATCHMENT IN SAMOA PROJECT – Team Leader to undertake the first ever GCF Interim Evaluation of the Integrated Flood Management to Enhance Climate Resilience for the Vaisigano River Catchment which flows through the Apia Urban Area (AUA).
- TUNISIA (2019): MID TERM REVIEW "ADDRESSING CLIMATE CHANGE VULNERABILITIES AND RISKS IN COASTAL AREAS": Team Leader to produce a Mid Term Review for a GEF-financed project (US$ 5,500,000) to span the period 2015-2019. The project was designed to support the Government of Tunisia in the design and implementation of baseline coastal adaptation measures in the northwest coast of the Gulf of Tunis and the Island of Djerba.

- CAMBODIA (2017): MTR "ENHANCING CLIMATE CHANGE RESILIENCE OF RURAL COMMUNITIES LIVING IN PROTECTED AREAS". Team Leader to produce a MTR to assess progress in the GEF designed to increase food supply and reduce soil erosion in communities surrounding five CPAs in Cambodia. Key technical focus is placed on delivering eco-agricultural principles for 5 protected areas around the country.
- CAMBODIA (2016) – TERMINAL EVALUATION OF UNEP GEF PROJECT "VULNERABILITY ASSESSMENT AND ADAPTATION PROGRAMME FOR CLIMATE CHANGE IN THE COASTAL ZONE OF CAMBODIA CONSIDERING LIVELIHOOD IMPROVEMENT AND ECOSYSTEMS. Expert in producing Terminal Evaluation to assess project performance of a US$5.7m UNEP funded project in Cambodia.
- GAMBIA (2016) – FINAL EVALUATION OF THE GAMBIA GCCA ICZM AND MAINSTREAMING CLIMATE CHANGE PROJECT. Team Leader on a Final Evaluation of the 3.8M EUR funded ICZM project. Tasks involved 2 missions to Gambia to consult stakeholders, undertaken field assessments and to produce (and present) a final overall independent assessment of the projects performance using DAC criteria. Also the design of a GCCA+ Action Document proposal for funding into 2017.
- GAMBIA (2015) – MID TERM EVALUATION OF THE GAMBIA GCCA ICZM AND MAINSTREAMING CLIMATE CHANGE PROJECT. Team Leader on a review of the 3,860,000.00 EUR funded project. Tasks involved 2 missions to Gambia to consult stakeholders, undertaken field assessments and to produce (and present) a final overall independent assessment of the past performance.

Name: Benjamin Vel

<table>
<tr><td>Profession</td><td colspan="2">Consultant</td></tr>
<tr><td>Nationality</td><td colspan="2">Seychellois</td></tr>
<tr><td>Country experience</td><td colspan="2">• Africa: Seychelles</td></tr>
<tr><td rowspan="3">Education</td><td>Institution - Dates</td><td>Degree(s) or Diploma(s) obtained</td></tr>
<tr><td>Université du Québec à Trois-Rivières (UQTR) September 1982 to December 1986</td><td>B. Ed in psycho-education (psycho-éducation)</td></tr>
<tr><td>Université du Québec à Trois-Rivières (UQTR) September 1982 to December 1986</td><td>M.A. Administration scolaire Thesis: "Pour une gestion efficace des services spécialisés aux Iles Seychelles. » « Towards an efficient management of special needs services in Seychelles."</td></tr>
</table>

Short biography

Benjamin Vel is a Seychellois independent consultant working principally in national development, environment protection, and gender equity and equality. He is active in environment protection and climate change projects. He is presently the National Project Coordinator for the Seychelles Third National Communication and the Seychelles First Biennial Update Report. He assumed the same position in 2014 for an Ecosystem-Based Adaptation project in coastal management. He has written successful climate change projects that addressed how women (in households – Mangroves For the Future funded Climate Smart Agriculture in communities; and for farmers – UNESCO funded climate smart agriculture for women farmers) can prepare and adapt to climate change and extreme weather events.

Key specialties and capabilities cover:

- Project management (Seychelles Third National Communication and First Biennial Update Report)
- Project writing
- Evaluations of implementation of UN conventions

Selected assignments and experiences

Independent evaluations:

- UNESCO evaluation of implementation of Global Citizenship Education (GCED) in Seychelles
- UNDP Socioeconomic Impact Assessment of COVID-19 Pandemic in Seychelles
- FAO Socioeconomic Impact Assessment of Euproctis sp. Infestation in Seychelles

Name: Ram Chandra Khanal

Profession	Consultant
Nationality	Nepalese
Country experience	Nepal
Key Specialities	Ram Chandra Khanal (Nepalese independent consultant – National Consultant for Nepal) learned his academic degrees in agriculture, economics and development studies, and has been carrying out independent evaluations of projects and programmes related to ecosystems management, climate change, agriculture, forests, water, disasters and livelihoods for the last fifteen years in Asia. He is also involved in various evaluation related networks, carried out studies and supported stakeholders for evaluation capacity building.

ANNEX V. EVALUATION TORS (WITHOUT ANNEXES)

1. Project General Information

Table 1. Project summary

GEF Project ID:	4934			
Implementing Agency:	UNEP	**Executing Agency:**	National Development and Reform Commission (NDRC) of China through the Institute of Geographic Sciences and Natural Resources Research (IGSNRR) – Chinese Academy of Sciences (CAS)	
Sub-programme:	Climate Change	**Expected Accomplishment(s):**	**MTS 2010-13: EA 1(a)** That adaptation planning, financing and cost-effective preventative actions are increasingly incorporated into national development processes that are supported by scientific information, integrated climate impact assessments and local climate data **MTS 2014-17: EA 1(a)** Ecosystem-based and supporting adaptation approaches are implemented and integrated into key sectoral and national development strategies to reduce vulnerability and strengthen resilience to climate change impacts	
UNEP approval date:	November 2012	**Programme of Work Output(s):**		
GEF approval date:	15 January 2013	**Project type:**	Full-sized project	
GEF Operational Programme #:	SCCF	**Focal Area(s):**	Climate change adaptation	
		GEF Strategic Priority:		
Expected start date:		**Actual start date:**	9 April 2013	
Planned completion date:	April 2017	**Actual completion date:**	May 2019	
Planned project budget at approval:	$ 5,050,000	**Actual total expenditures** reported as of [31 December 2018]:	$ 4,204,806	
GEF grant allocation:	$ 4,900,000	**GEF grant expenditures reported as of [23 August 2019]:**	$ 4,210,554	
Project Preparation Grant - GEF financing:	$ 100,000	**Project Preparation Grant - co-financing:**	$ 150,000	
Expected Full-Size Project co-financing:	$ 34,700,000	**Secured Full-Size Project co-financing (as of 30 June 2018):**	US 11,000,000	
First disbursement:	15 May 2013	**Date of financial closure:**		
No. of revisions:	3	**Date of last revision:**	January 2018	
No. of Steering Committee meetings:	5	**Date of last/next Steering Committee meeting:**	**Last:** May 2019	**Next:** n/a
Mid-term Review (planned date):	2015	**Mid-term Review (actual date):**	2017	
Terminal Evaluation (planned date):	2017	**Terminal Evaluation (actual date):**	2019	

Coverage - Country(ies):	Seychelles, Nepal and Mauritania	**Coverage - Region(s):**	Global: Africa and Asia-Pacific
Dates of previous project phases:		**Status of future project phases:**	

2. **Project rationale**

323. Climate change poses adverse effects on many ecosystems; the amount of rainfall causes drought in some regions and floods in others, and the frequency and intensity of climate-related disasters is increasing[48]. This reflects as decline in agricultural productivity, deterioration of the natural resource base and undermined livelihoods. Since local communities in Africa and Asia-Pacific rely heavily on ecosystem services for their livelihoods, these communities are also strongly affected by climate change. The capacity of communities to cope with the effects of climate change is limited, particularly in terms of financial resources. The adverse effects of climate change are exacerbated by non-climate change related threats, such as anthropogenic pressure on natural resources leading to habitat degradation.

324. Ecosystem-Based approaches to Adaptation (EbA), could potentially offer low risk and cost-effective means of building the resilience of communities, since it focuses on maintaining the flow of goods and services provided by functional, well-managed ecosystems to local communities. There is, however, limited information and technical capacity available for effective implementation of EbA, guided by evidence-based decision making, across Africa and Asia Pacific. The reasons behind this were identified as i) information on the long-term efficacy of climate change adaptation and ecosystem management interventions are not being collated, synthesized, analysed and disseminated; ii) EbA interventions are not being implemented within a rigorous scientific framework of long-term research; iii) policy and legal frameworks are not incentivizing large-scale EbA; and iv) training on good practices for EbA is not being provided to ecosystem managers and adaptation practitioners.

325. The project “Enhancing capacity, knowledge and technology support to build climate resilience of vulnerable developing countries” (hereafter called the “EbA South Project”) was developed to address these gaps and to catalyse large-scale implementation of EbA adaptation technologies across Africa and Asia-Pacific regions.

326. The project was to build on, and link with, existing networks and initiatives on EbA in Africa and Asia-Pacific. The project was to collate, synthesize and disseminate outcomes and lessons learned from GEF and non-GEF projects, including expertise from China using a standardized methodology. The aim was to use a rigorous scientific approach to build an evidence base for EbA across a range of ecosystems, including coastal, mountain and arid/semi-arid. The project was to build on the technology analyses and training material developed for a global Technology Needs Assessment (TNA) project implemented by UNEP.

327. The project was to address capacity, knowledge and technological needs to implement EbA in vulnerable African and Asia-Pacific developing countries by i) building a scientific evidence base for EbA; ii) implementing concrete, on-the-ground EbA interventions in three countries (Seychelles, Nepal and Mauritania) representing three different vulnerable ecosystems (coastal, mountains and arid/semi-arid respectively) within institutionalised, long-term research frameworks; iii) developing and disseminating detailed EbA implementation protocols (including information on cost-effectiveness) applicable to a range of countries, ecosystems and economic secTors; iv) developing EbA planning tools for decision-makers and project managers; v) conducting capacity building, policy strengthening and inter-regional coordination to assist existing adaptation networks and initiatives that provide regional and national level EbA knowledge support; and vi) providing inter-regional knowledge support through an interactive web-based platform, including documentaries, research funding guidance, policy briefs as well as access to information and planning tools.

[48] This section is based on the project document *Enhancing capacity, knowledge and technology support to build climate resilience of vulnerable developing countries*.

328. The 'on-the-ground EbA interventions' the project was to implement were to focus on climate-resilient interventions for mangrove resToration (550 ha) in the Seychelles, community-based watershed resToration (495 ha) in Nepal, and multi-use desert greenbelt establishment (450 ha) to control desertification in Mauritania[49]. The three countries were selected since they represent three priority and diverse ecosystems, are developing countries highly vulnerable to climate change impacts including droughts, desertification, flooding, landslides, sea-level rise and extreme weather events[50]. In addition to the concrete country-level interventions in the pilot countries, the project was to extend capacity and knowledge support to other developing countries.

3. **Project objectives and components**

329. The overall goal of the SCCF project was "to reduce the vulnerability of Least Developed Countries and developing African and Asia-Pacific countries to climate change impacts by providing capacity, knowledge and technology support[51]" (Table 2). The objective of the project was "to build climate resilience in vulnerable African and Asia-Pacific countries by providing support for planning, financing and implementing EbA through effective capacity building, knowledge support and concrete, on-the-ground interventions in coastal, mountain and arid/semi-arid ecosystems". The project comprised of three components, which include both inter-regional activities delivered through Components 1 and 2, and national level activities (Nepal, Mauritania, Seychelles) delivered through Component 3.

Table 2. Project components, outcomes and outputs (Source: Project Document; CEO Endorsement Request; PIR 2018)

Components	Outcomes	Outputs
Component 1: Inter-regional coordination and capacity building for African and Asia-Pacific LDC and developing countries to plan and implement EBA	Outcome 1: Strengthened capacities of developing African and Asia-Pacific countries to plan and implement EBA	Output 1.1: An inter-regional task force of ecosystem management and climate change adaptation experts established to build capacity, provide knowledge support and assist EbA technology transfer
		Output 1.2: EbA lessons learned exchanged and knowledge shared through inter-regional thematic training workshops
Component 2: Inter-regional online EBA knowledge support	Outcome 2: Increased availability of synthesised information on EBA best practices	Output 2.1: An interactive/ dynamic website[52] developed to disseminate information, promote dialogue and facilitate learning on EbA technologies
		Output 2.2: Best practices from a range of Africa and Asia-Pacific EbA projects and lessons learned from concrete, on-the-ground EbA interventions in EbA South pilot countries synthesized and

[49] These targets were later revised.

[50] The three countries are also included in the China's SSC programme on climate change.

[51] In some places of the project document, the 'technology support' is written as 'technology transfer'.

[52] In the CEO endorsement, this was 'web-based platform' but was later amended to 'website'.

		disseminated through the EbA South website[53]
Component 3: The transfer of EBA to pilot African and Asia-Pacific countries supported by national level capacity building and knowledge support	Outcome 3: Increased climate resilience of priority coastal, mountain and arid/semi-arid ecosystems in Seychelles, Nepal and Mauritania	Output 3.1: Institutional capacity built to support EbA technology transfer to Seychelles, Nepal and Mauritania
		Output 3.2: Concrete, on-the-ground mangrove restoration EbA technologies implemented in Seychelles within a long-term research framework
		Output 3.3: Concrete, on-the-ground community-based watershed restoration EbA technologies implemented in Nepal within a long-term research framework
		Output 3.4: Concrete, on-the-ground EbA desertification control measures including multi-use greenbelts implemented in Mauritania within a long-term research framework

4. Executing Arrangements

330. The project was implemented by UNEP, which was to provide technical assistance and oversight to project activities (Figure 1). UNEP Task Manager, based at Ecosystems Division, Climate Change Adaptation Unit, was to be responsible for project supervision, to ensure consistency with GEF and UNEP policies and procedures, to formally participate in Project Steering Committee Meetings, clear project reporting and provide technical review of project outputs. The project was executed by the National Development and Reform Commission of China (NDRC) which authorised the Institute of Geographic Sciences and Natural Resources Research (IGSNRR) of the Chinese Academy of Science (CAS) to form the Project Management Unit (PMU). The PMU was to support day-to-day project execution. At PMU, a full-time Project Manager was to be contracted for day-to-day management of the project and an Administrative and Financial Officer (AFO) to provide administrative and financial support. The NDRC also authorized the UNEP-International Ecosystem Management Partnership (IEMP) in Beijing to provide technical support to the project. The PM was to head the PMU and report to the UNEP-IEMP. UNEP was to ensure adequate segregation of reporting between its roles as the Implementing Agency and Supporting Agency roles. National Focal Points (NFP) were to be assigned by respective pilot participant countries. They were to be based in the Ministry of Environment and Energy (MEE) in Seychelles, Ministry of Environment, Science and Technology (MoEST) in Nepal, and Ministry of Environment and Sustainable Development (MDESD) in Mauritania. They were to be in charge of coordinating national activities and servicing as the national focal point. A team of consultants were to be hired for implementation of the project activities and to provide technical support for specialized tasks.

331. The Project Steering Committee (PSC) was to be jointly established by UNEP and NDRC and to meet once a year. The role of the PSC was to, among others, provide guidance and oversight to technical progress and performance of the project.

[53] See footnote 1

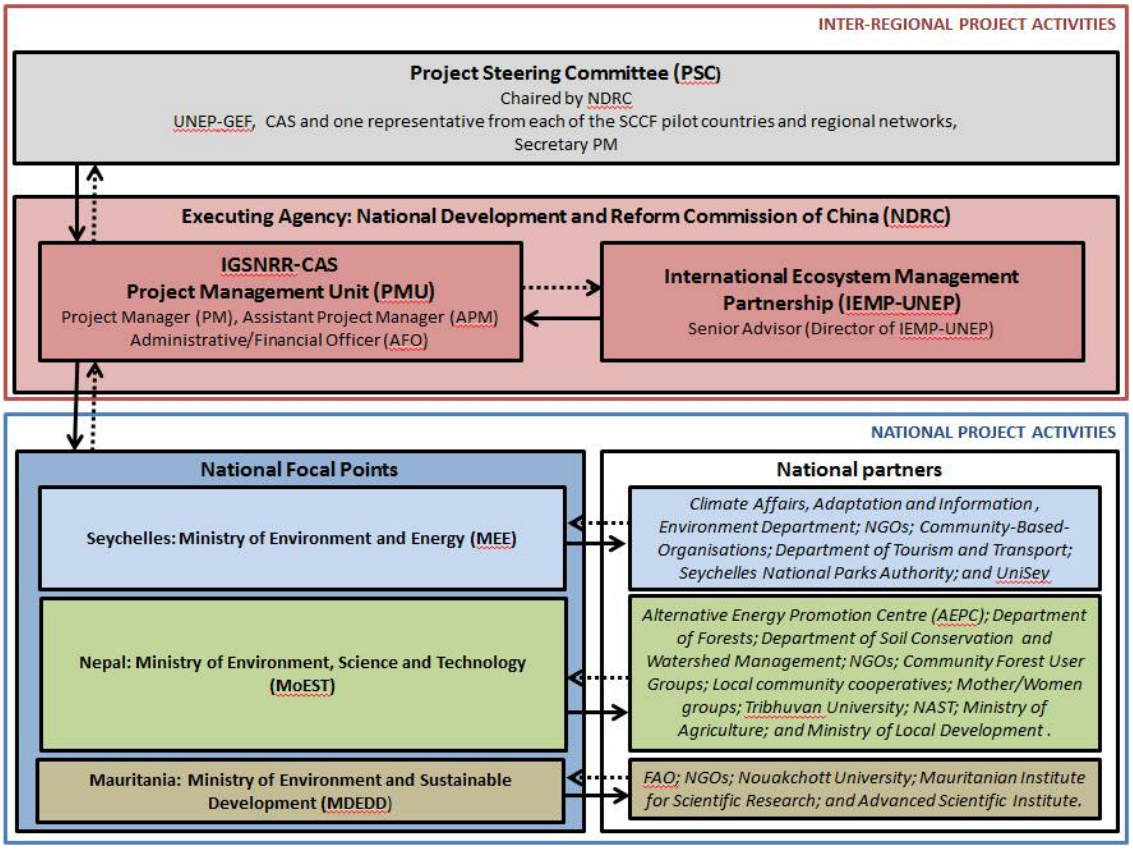


Figure 1. EbA South project management structures (Source: UNEP project document)

5. Project Cost and Financing

332. The project total planned budget at design was US$ 39,600,000, from which US$ 4,900,000 was the GEF SCCF Grant, US$ 31,560,000 cash co-financing and US$ 3,140,000 was in-kind co-financing (Table 3). The GEF Grant expenditure (December 2018) was reported as US$ 4,204,806. The largest proportion of the budget was allocated to deliver project component 3 (Table 4).

Table 3. Project funding sources (Source: UNEP Project Document)

Funding Source	**US$**	**%**
Cost to the GEF Trust Fund	4,900,000	12.4
Co-financing		
Grant		
NDRC-SSC	5,000,000	12.6
UNEP-GAN	400,000	1.0
UNEP-AAKNet	500,000	1.3
UNEP-APAN	2,400,000	6.1
UNEP-EBA	3,500,000	8.8
UNEP-NRB	1,700,000	4.3
UNEP-EBA-SIDs	500,000	1.3
ACPC	7,000,000	19.7
MEE, WMP (Seychelles)	440,000	1.1

MEE, CAMS (Seychelles)	2,120,000	5.4
MoEST, NRREP (Nepal)	1,000,000	2.5
MoFSC, SCWMP (Nepal)	1,000,000	2.5
MoFSC, CFP (Nepal)	3,300,000	8.3
MDEDD, PSPVN (Mauritania)	1,500,000	3.8
FAO-MDEDD, OUBAME (Mauritania)	1,200,000	3.0
Total Cash Co-financing	31,560,000	94.1
In-kind		
NDRC-CAS	3,000,000	7.6
University of Seychelles	30,000	0.1
Tribhuvan University (Nepal)	45,000	0.1
NAST (Nepal)	65,000	0.2
Total In-kind Co-financing	3,140,000	8.0
Sub-total Co-financing	34,700,000	87.6
Total	39,600,000	100

Table 4. project expected budget per component / outcome (Source: CEO Endorsement Request)

Project Component	Expected Outcomes	GEF Grant Amount (US$)	Co-financing (at design) (US$)
Component 1: Inter-regional coordination and capacity building for African and Asia-Pacific developing countries to plan and implement EBA	Outcome 1: Strengthened capacities of developing African and Asia-Pacific countries to plan and implement EBA	736,125	7,768,566
Component 2: Inter-regional online EBA knowledge support	Outcome 2: Increased availability of synthesised knowledge on EBA best practices	676,700	7,141,434
Component 3: The transfer of EBA technologies to pilot African and Asia-Pacific countries supported by national level capacity building and knowledge support	Outcome 3: Increased climate resilience of priority coastal, mountain and arid/semi-arid ecosystems in Seychelles, Nepal and Mauritania	2,702,575	17,690,000

6. Implementation Issues

333. The PCA between UNEP and the Executing Agency was amended twice, first in August 2017 until April 2019 and second in April 2019 to extend the PCA to May 2020. The project did not go through a formal mid-term review, but the team undertook an internal mid-point assessment with recommendations presented to the PSC. Some changes were made to the project results framework (targets and indicators). There are no formal revision documents reporting these

changes, but the changes have been formally approved by the PSC at the 4th SC meeting in September 2016.

The project PIR 2017-2018 rated the project overall implementation progress as Moderately Satisfactory, and progress towards meeting objectives as Satisfactory. The project overall risk rating was Medium. The PIR described that progress has been made to reach most of the targets under Outcomes 1 and 2, but that challenges remained with regard to reaching targets for Seychelles and Mauritania under Outcome 3. In terms of challenges, issues identified included delays with country-level implementation, particularly the longer than expected time to sign Project Cooperation Agreements (PCAs) with the participating countries. In addition, high staff turn-over in the core project team impacted the project implementation.

OBJECTIVE AND SCOPE OF THE EVALUATION

1. Key Evaluation principles

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

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

336. **Baselines and counterfactuals**. In attempting to attribute any outcomes and impacts to the project intervention, the evaluators should consider the difference between what has happened with, and what would have happened without, the project. This implies that there should be consideration of the baseline conditions, trends and counterfactuals in relation to the intended project outcomes and impacts. It also means that there should be plausible evidence to attribute such outcomes and impacts to the actions of the project. Sometimes, adequate information on baseline conditions, trends or counterfactuals is lacking. In such cases this should be clearly highlighted by the evaluators, along with any simplifying assumptions that were taken to enable the evaluator to make informed judgements about project performance.

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

2. Objective of the Evaluation

338. In line with the UNEP Evaluation Policy[54] and the UNEP Programme Manual[55], the Terminal Evaluation (TE) is undertaken at completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote

[54] http://www.unep.org/eou/StandardsPolicyandPractices/UNEPEvaluationPolicy/tabid/3050/language/en-US/Default.aspx

[55] http://www.unep.org/QAS/Documents/UNEP_Programme_Manual_May_2013.pdf . This manual is under revision.

operational improvement, learning and knowledge sharing through results and lessons learned among UNEP, the National Development and Reform Commission of China, the Governments of Nepal, Mauritania and Seychelles and other project partners. Therefore, the evaluation will identify lessons of operational relevance for future project formulation and implementation.

3. Key Strategic Questions

339. In addition to the evaluation criteria outlined in Section 10 below, the evaluation will address the **strategic questions** listed below. These are questions of interest to UNEP and to which the project is believed to be able to make a substantive contribution:

(a) To what extent was the project successful in contributing to the reduced vulnerability of Least Developed Countries and developing African and Asia-Pacific countries to climate change impacts?

(b) To what extent was the project able to contribute to the development and dissemination of detailed and cost effective EbA implementation protocols for different countries, ecosystems and economic sectors?

(c) To what extent was the project able to promote south-south cooperation? What key lessons on delivering EbA support through south-south cooperation can be learned for future?

(d) To what extent has the project been able to contribute to the global EbA practices? How could this have been improved?

4. Evaluation Criteria

340. All evaluation criteria will be rated on a six-point scale. Sections A-I below, outline the scope of the criteria and a link to a table for recording the ratings is provided in Annex 1). A weightings table will be provided in excel format (link provided in Annex 1) to support the determination of an overall project rating. The set of evaluation criteria are grouped in nine categories: (A) Strategic Relevance; (B) Quality of Project Design; (C) Nature of External Context; (D) Effectiveness, which comprises assessments of the delivery of outputs, achievement of outcomes and likelihood of impact; (E) Financial Management; (F) Efficiency; (G) Monitoring and Reporting; (H) Sustainability; and (I) Factors Affecting Project Performance. The evaluation consultants can propose other evaluation criteria as deemed appropriate.

A. Strategic Relevance

341. The evaluation will assess, in line with the OECD/DAC definition of relevance, 'the extent to which the activity is suited to the priorities and policies of the target group, recipient and donor'. The evaluation will include an assessment of the project's relevance in relation to UNEP's mandate and its alignment with UNEP's policies and strategies at the time of project approval. Under strategic relevance an assessment of the complementarity of the project with other interventions addressing the needs of the same target groups will be made. This criterion comprises four elements:

i. Alignment to the UNEP Medium Term Strategy[56] (MTS) and Programme of Work (POW)

342. The evaluation should assess the project's alignment with the MTS and POW under which the project was approved and include, in its narrative, reflections on the scale and scope of any contributions made to the planned results reflected in the relevant MTS and POW.

ii. Alignment to UNEP / Donor/GEF Strategic Priorities

[56] UN Environment's Medium-Term Strategy (MTS) is a document that guides UN Environment's programme planning over a four-year period. It identifies UN Environment's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes.

343. Donor, including GEF, strategic priorities will vary across interventions. UNEP strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building57 (BSP) and South-South Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. S-SC is regarded as the exchange of resources, technology and knowledge between developing countries. GEF priorities are specified in published programming priorities and focal area strategies.

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

344. The evaluation will assess the extent to which the intervention is suited, or responding to, the stated environmental concerns and needs of the countries, sub-regions or regions where it is being implemented. Examples may include national or sub-national development plans, national adaptation plans and national biodiversity strategy and action plans.

iv. Complementarity with Existing Interventions

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

Factors affecting this criterion may include:

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

B. Quality of Project Design

346. The quality of project design is assessed using an agreed template during the evaluation inception phase, ratings are attributed to identified criteria and an overall Project Design Quality rating is established (www.unep.org/evaluation). This overall Project Design Quality rating is entered in the final evaluation ratings table as item B. In the Main Evaluation Report a summary of the project's strengths and weaknesses at design stage is included, while the complete Project Design Quality template is annexed in the Inception Report.

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

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

C. Nature of External Context

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

D. Effectiveness

i. Delivery of Outputs

[57] http://www.unep.org/GC/GC23/documents/GC23-6-add-1.pdf

348. The evaluation will assess the project's success in producing the programmed outputs (products, capital goods and services resulting from the intervention) and achieving milestones as per the project design document (ProDoc). Any formal modifications/revisions made during project implementation will be considered part of the project design. Where the project outputs are inappropriately or inaccurately stated in the ProDoc, reformulations may be necessary in the reconstruction of the TOC. In such cases a table should be provided showing the original and the reformulation of the outputs for transparency. The delivery of outputs will be assessed in terms of both quantity and quality, and the assessment will consider their ownership by, and usefulness to, intended beneficiaries and the timeliness of their delivery. The evaluation will briefly explain the reasons behind the success or shortcomings of the project in delivering its programmed outputs and meeting expected quality standards.

Factors affecting this criterion may include:

- Preparation and readiness
- Quality of project management and supervision[58]

i. Achievement of Direct Outcomes

349. The achievement of direct outcomes (short and medium-term effects of the intervention's outputs; a change of behaviour resulting from the use/application of outputs, which is not under the direct control of the intervention's direct actors) is assessed as performance against the direct outcomes as defined in the reconstructed[59] Theory of Change. These are the first-level outcomes expected to be achieved as an immediate result of project outputs. As in 1, above, a table can be used where substantive amendments to the formulation of direct outcomes is necessary. The evaluation should report evidence of attribution between UNEP's intervention and the direct outcomes. In cases of normative work or where several acTors are collaborating to achieve common outcomes, evidence of the nature and magnitude of UNEP's 'substantive contribution' should be included and/or 'credible association' established between project efforts and the direct outcomes realised.

Factors affecting this criterion may include:

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

ii. Likelihood of Impact

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

351. The evaluation will also consider the likelihood that the intervention may lead, or contribute to, unintended negative effects. Some of these potential negative effects may have been identified in

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

[59] UN Environment staff are currently required to submit a Theory of Change with all submitted project designs. The level of 'reconstruction' needed during an evaluation will depend on the quality of this initial TOC, the time that has lapsed between project design and implementation (which may be related to securing and disbursing funds) and the level of any changes made to the project design. In the case of projects pre-dating 2013 the intervention logic is often represented in a logical framework and a TOC will need to be constructed in the inception stage of the evaluation.

the project design as risks or as part of the analysis of Environmental, Social and Economic Safeguards.[60]

352. The evaluation will consider the extent to which the project has played a catalytic role or has promoted scaling up and/or replication[61] as part of its Theory of Change and as facTors that are likely to contribute to longer term impact.

353. Ultimately UNEP and all its partners aim to bring about benefits to the environment and human well-being. Few projects are likely to have impact statements that reflect such long-term or broad-based changes. However, the evaluation will assess the likelihood of the project to make a substantive contribution to the high-level changes represented by UNEP's Expected Accomplishments, the Sustainable Development Goals[62] and/or the high-level results prioritised by the funding partner.

Factors affecting this criterion may include:

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

E. Financial Management

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

Factors affecting this criterion may include:

- Preparation and readiness
- Quality of project management and supervision

F. Efficiency

355. In keeping with the OECD/DAC definition of efficiency the evaluation will assess the extent to which the project delivered maximum results from the given resources. This will include an assessment of the cost-effectiveness and timeliness of project execution. Focusing on the translation of inputs into outputs, cost-effectiveness is the extent to which an intervention has achieved, or is expected to achieve, its results at the lowest possible cost. Timeliness refers to whether planned activities were delivered according to expected timeframes as well as whether events were sequenced efficiently. The evaluation will also assess to what extent any project extension could have been avoided through stronger project management and identify any negative impacts caused by project delays or extensions. The evaluation will describe any cost or time-saving measures put in place to maximise results within the secured budget and agreed project timeframe and consider whether the project was implemented in the most efficient way compared to alternative interventions or approaches.

[60] Further information on Environmental, Social and Economic Safeguards (ESES) can be found at http://www.unep.org/about/eses

[61] Scaling up refers to approaches being adopted on a much larger scale, but in a very similar context. Scaling up is often the longer-term objective of pilot initiatives. Replication refers to approaches being repeated or lessons being explicitly applied in new/different contexts e.g. other geographic areas, different target group etc. Effective replication typically requires some form of revision or adaptation to the new context. It is possible to replicate at either the same or a different scale.

[62] A list of relevant SDGs is available on the EO website www.unep.org/evaluation

356. The evaluation will give special attention to efforts by the project teams to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. to increase project efficiency. The evaluation will also consider the extent to which the management of the project minimised UNEP's environmental footprint.

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

- Factors affecting this criterion may include:
- Preparation and readiness (e.g. timeliness)
- Quality of project management and supervision
- Stakeholders participation and cooperation

G. Monitoring and Reporting

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

i. Monitoring Design and Budgeting

359. Each project should be supported by a sound monitoring plan that is designed to track progress against SMART[63] indicators towards the delivery of the project outputs and achievement of direct outcomes, including at a level disaggregated by gender, vulnerability or marginalisation. The evaluation will assess the quality of the design of the monitoring plan as well as the funds allocated for its implementation. The adequacy of resources for mid-term and terminal evaluation/review should be discussed if applicable.

ii. MoniToring of Project Implementation

360. The evaluation will assess whether the monitoring system was operational and facilitated the timely tracking of results and progress towards projects objectives throughout the project implementation period. This should include monitoring the representation and participation of disaggregated groups (including gendered, vulnerable and marginalised groups) in project activities. It will also consider how information generated by the monitoring system during project implementation was used to adapt and improve project execution, achievement of outcomes and ensure sustainability. The evaluation should confirm that funds allocated for monitoring were used to support this activity.

iii. Project Reporting

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

Factors affecting this criterion may include:

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

H. Sustainability

362. Sustainability is understood as the probability of direct outcomes being maintained and developed after the close of the intervention. The evaluation will identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of achieved direct outcomes (i.e. 'assumptions' and 'drivers'). Some factors of sustainability may be embedded in the project design

[63] SMART refers to indicaTors that are specific, measurable, assignable, realistic and time-specific.

and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention. Where applicable an assessment of bio-physical factors that may affect the sustainability of direct outcomes may also be included.

i. Socio-political Sustainability

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

ii. Financial Sustainability

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

iii. Institutional Sustainability

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

366. With specific reference to Nepal (no major changes or attention was placed on Seychelles or Mauritania) contributed to 'build the climate resilience in the Mountain ecosystems' through various interventions. The project supported to increase climate resilience of priority mountain ecosystems (outcome 3) through building institutional capacity to support EbA technology transfer (output 3.1) and implementation (piloting) of concrete, on the ground community-based watershed restoration EbA technologies within a long-term research framework (output 3.3). The project also supported some interventions i) to strengthen the capacity of national stakeholders to plan and implement EbA (outcome 1), the project helped to exchange lessons learned and sharing knowledge through training workshops (output 1.2), and ii) increased availability of EbA best practices (outcome 2) through the development of an interactive /dynamic website (output 2.1) and synthesis and dissemination of best practices generated from the participating countries through the EbA South website (output 2.2).

Factors affecting this criterion may include:

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

I. Factors and Processes Affecting Project Performance

(These factors are rated in the ratings table, but are discussed within the Main Evaluation Report as cross-cutting themes as appropriate under the other evaluation criteria, above)

i. Preparation and Readiness

367. This criterion focuses on the inception or mobilisation stage of the project (i.e. the time between project approval and first disbursement). The evaluation will assess whether appropriate measures

were taken to either address weaknesses in the project design or respond to changes that took place between project approval, the securing of funds and project mobilisation. In particular the evaluation will consider the nature and quality of engagement with stakeholder groups by the project team, the confirmation of partner capacity and development of partnership agreements as well as initial staffing and financing arrangements. (Project preparation is included in the template for the assessment of Project Design Quality).

ii. Quality of Project Management and Supervision

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

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

iii. Stakeholder Participation and Cooperation

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

iv. Responsiveness to Human Rights and Gender Equity

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

372. In particular the evaluation will consider to what extent project design, implementation and moniToring have taken into consideration: (i) possible gender inequalities in access to, and the control over, natural resources; (ii) specific vulnerabilities of women and children to environmental degradation or disasters; and (iii) the role of women in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation.

v. Country Ownership and Driven-ness

373. The evaluation will assess the quality and degree of engagement of government / public sector agencies in the project. While there is some overlap between Country Ownership and Institutional Sustainability, this criterion focuses primarily on the forward momentum of the intended projects results, ie. either a) moving forwards from outputs to direct outcomes or b) moving forward from direct outcomes towards intermediate states. The evaluation will consider the involvement not only of those directly involved in project execution and those participating in technical or leadership groups, but also those official representatives whose cooperation is needed for change to be embedded in their respective institutions and offices. This factor is concerned with the level of ownership generated by the project over outputs and outcomes and that is necessary for long term impact to be realised. This ownership should adequately represent the needs of interest of all gendered and marginalised groups.

vi. Communication and Public Awareness

374. The evaluation will assess the effectiveness of: a) communication of learning and experience sharing between project partners and interested groups arising from the project during its life and b) public awareness activities that were undertaken during the implementation of the project to influence attitudes or shape behaviour among wider communities and civil society at large. The

evaluation should consider whether existing communication channels and networks were used effectively, including meeting the differentiated needs of gendered or marginalised groups, and whether any feedback channels were established. Where knowledge sharing platforms have been established under a project the evaluation will comment on the sustainability of the communication channel under either socio-political, institutional or financial sustainability, as appropriate.

8. Evaluation Approach, Methods and Deliverables

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

376. The findings of the evaluation will be based on the following:

(a) A **desk review** of (but not limited to):

- Relevant background documentation, among others, National sustainable development and poverty reduction strategies of Nepal, Mauritania and Seychelles, UNEP Medium-Term Strategies and corresponding Programmes of Work;
- Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, project baseline assessment, revisions to the project (Project Document Supplement), the logical framework and its budget;
- Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, reports across the pilot countries on planting, growth and survivorship of plants, meeting minutes, mission reports, relevant correspondence, the Project Implementation Reviews, Tracking Tool and the project final report etc.;
- Documentation related to project deliverables, such as the Adaptation, Livelihoods and Ecosystems Planning Tool, the interactive web-based platform, and detailed EbA implementation protocols.
- Blog-posts on lessons learnt from the project[64]
- Documentation related to the project mid-point assessment;
- Evaluations/reviews of similar projects and projects on which the EbA South project was building on / extracting best practices from.
- Documentation of similar or related projects (e.g. “Building capacity for coastal ecosystem-based adaptation in SIDS”; “Ecosystem based adaptation for mountain ecosystems (Nepal, Peru and Uganda), Global Technology Needs Assessment (TNA) project, etc.

(b) **Interviews** (individual or in group) with (but not limited to):

- Task Manager (TM), Fund Management Officer (FMO), Climate Change Portfolio CoordinaTor, Climate Change Sub-Programme Coordinator, and other relevant staff at UNEP;
- Members of the Project Steering Committee;
- Project Manager, Administrative and Financial Officer (AFO) and other members of the Project Management Unit;

[64] Blog 1: http://c4es.co.za/lessons-learned-from-eba-south/
Blog 2: http://c4es.co.za/regularly-revisit-exit-strategy/
Blog 3: http://c4es.co.za/sow-the-seeds-of-long-term-research/
Blog 4: http://c4es.co.za/hire-professional-scientific-interpreters/
Blog 5: http://c4es.co.za/quantify-ecosystem-goods-and-services/
Blog 6: http://c4es.co.za/develop-budgets-for-eba-projects/

- Members of the Technical Advisor Team;
- Other relevant staff at National Development and Reform Commission of China (NDRC), Institute of Geographic Sciences and Natural Resources Research (IGSNRR), and Chinese Academy of Science (CAS);
- Other relevant staff at UNEP-International Ecosystem Management Partnership (IEMP);
- National Focal Points;
- Other relevant individuals at the Ministry of Environment and Energy (MEE) in Seychelles, Ministry of Environment, Science and Technology (MoEST) in Nepal, and Ministry of Environment and Sustainable Development (MDESD) in Mauritania;
- An inclusive representation (marginalized and vulnerable groups, equal representation of women and men) of community members at and around the project pilot areas;
- Relevant staff at other project partner agencies;
- Contractors and other staff involved in the delivery of the project;
- Any other relevant resource persons.

(c) **Surveys:** The evaluation might use surveys to collect evidence beyond the evaluation interviews. Surveys could be considered, for example, to reach out to a broader group of EbA practitioners. The Inception Report will describe details of the potential surveys.
(d) **Field visits:** The evaluation will visit the three project countries and selected pilot sites. Details of site visits and data collection tools will be presented in the Inception Report.
(e) **Other data collection tools:** Any other data collection tools will be described in the Inception Report.

a. Evaluation Deliverables and Review Procedures

377. The evaluation team will prepare:

- **Inception Report:** (see Annex 1 for links to all templates, tables and guidance notes) containing an assessment of project design quality, a draft reconstructed Theory of Change of the project, project stakeholder analysis, evaluation framework and a tentative evaluation schedule.
- **Preliminary Findings Note:** typically in the form of a PowerPoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings. In the case of highly strategic project/portfolio evaluations or evaluations with an Evaluation Reference Group, the preliminary findings may be presented as a word document for review and comment.
- **Draft and Final Evaluation Report:** (see links in Annex 1) containing an executive summary that can act as a stand-alone document; detailed analysis of the evaluation findings organised by evaluation criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.
- **Evaluation Bulletin:** a 2-page summary of key evaluation findings for wider dissemination through the EOU website.

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

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

380. The Evaluation Manager will prepare a **quality assessment** of the first and final drafts of the main evaluation report, which acts as a tool for providing structured feedback to the evaluation consultants. The quality of the report will be assessed and rated against the criteria specified in template listed in Annex 1 and this assessment will be appended to the Final Evaluation Report.

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

b. The Evaluation Team

382. For this evaluation, the evaluation team will consist of a Principal Evaluator and two Evaluation Specialists who will work under the overall responsibility of the Evaluation Office represented by an Evaluation Manager [Tiina Piiroinen], in consultation with the UNEP Task Manager [Atifa Kassam], Fund Management Officer [Bwiza Wameyo Odemba] and the Climate Change Sub-programme Coordinator [Niklas Hagelberg]. The consultant(s) will liaise with the Evaluation Manager on any procedural and methodological matters related to the evaluation. It is, however, the consultants' individual responsibility to arrange for their visas and immunizations as well as to plan meetings with stakeholders, organize online surveys, obtain documentary evidence and any other logistical matters related to the assignment. The UNEP Task Manager and project team will, where possible, provide logistical support (introductions, meetings etc.) allowing the consultants to conduct the evaluation as efficiently and independently as possible.

383. The Principal Evaluator will be hired for 9 months spread over the period 1 December 2019 to 31 August 2020 and should have: an advanced university degree in environmental sciences, international development or other relevant political or social sciences area; a minimum of 5 years of technical / evaluation experience, including of evaluating projects or programmes and using a Theory of Change approach; a good understanding of climate change adaptation and ecosystem based adaptation. The Principal EvaluaTor should have excellent writing skills in English; team leadership experience and, where possible, knowledge of international organizations is an asset.

384. The first Evaluation Specialist (Nepal) will be hired for 4 months spread over the period 15 February - to 31 May 2020 and should have: an undergraduate university degree in environmental sciences, international development or other relevant political or social sciences area; a minimum of 5 years of technical/monitoring/evaluation experience; a good understanding of climate change adaptation, ecosystem management and/or ecosystem based adaptation; proficiency in English is required and proficiency in Nepalese is desirable. Experience in managing partnerships, knowledge management and communication is desirable for all evaluation consultants.

385. The second Evaluation Specialist (Mauritania) will be hired for 2 months spread over the period 1 February – 31 March 2020 and should have: an undergraduate university degree in environmental sciences, international development or other relevant political or social sciences area; a minimum of 5 years of relevant technical experience; working knowledge of English is required, working knowledge of French and Arabic, and experience in evaluation is desirable. Experience in managing partnerships, knowledge management and communication is desirable for all evaluation consultants.

386. A third Evaluation Specialist for Seychelles might be contracted as deemed necessary and this Tor will be amended accordingly.

387. The Principal Evaluator will be responsible, in close consultation with the Evaluation Office of UNEP, for overall management of the evaluation and timely delivery of its outputs, described above in Section 11 Evaluation Deliverables. The Evaluation Specialists (Nepal) will be responsible, in close consultation with the Principal Evaluator, for the evaluation of the project component in Nepal. The Evaluation Specialist (Mauritania) will be responsible for supporting the Principal Evaluator in the

evaluation of the project component in Mauritania. Both Evaluation Specialists will make high quality contributions to the evaluation process. The Principal Evaluator, in collaboration by the Evaluation Specialists will ensure that all evaluation criteria and questions are adequately covered.

388. Specifically, the Principal Evaluator, in collaboration with the Evaluation Specialists, will undertake the following:

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

Data collection and analysis phase of the evaluation, including:
- conduct further desk review and in-depth interviews with project implementing and executing agencies, project partners and project stakeholders;
- (where appropriate and agreed) conduct an evaluation mission(s) to selected countries, visit the project locations, interview project partners and stakeholders, including a good representation of local communities. Ensure independence of the evaluation and confidentiality of evaluation interviews;
- regularly report back to the Evaluation Manager on progress and inform of any possible problems or issues encountered and;
- keep the Task Manager informed of the evaluation progress and engage the Task Manager in discussions on emerging findings throughout the evaluation process.

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

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

c. Schedule of the evaluation

389. The table below presents the tentative schedule for the evaluation.

Table 3. Tentative schedule for the evaluation

Milestone	Tentative Dates
Consultants contracted	December 2019
Inception Report	January 2020
Evaluation Mission	February-March 2020
Telephone interviews, surveys etc.	February-March 2020
Presentation of preliminary findings and recommendations	March 2020
Draft report to Evaluation Manager (and Peer Reviewer)	May 2020
Draft Report shared with UNEP Project Manager and team	May 2020
Draft Report shared with wider group of stakeholders	June 2020
Final Report	June 2020
Final Report shared with all respondents	July 2020

d. Contractual Arrangements

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

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

Schedule of Payment for the Principal Evaluator:

Deliverable	Percentage Payment
Approved Inception Report (as per annex document 7)	30%
Approved Draft Main Evaluation Report (as per annex document 13)	30%
Approved Final Main Evaluation Report	40%

Schedule of Payment for the Evaluation Specialist (Nepal):

Deliverable	Percentage Payment
Approved working document summarising evaluation findings for Nepal	50%
Approved Draft Main Evaluation Report (as per annex document 13)	50%

Schedule of Payment for the Evaluation Specialist (Mauritania):

Deliverable	Percentage Payment
Successful facilitation of the evaluation mission and delivery of a mission report	100%

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

393. The consultants may be provided with access to UNEP's Programme Information Management System (PIMS) and if such access is granted, the consultants agree not to disclose information from that system to third parties beyond information required for, and included in, the evaluation report.

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

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

ANNEX VI. EVALUATION FRAMEWORK

An evaluation matrix is prepared for this TE which is structured along the nine evaluation criteria as set out within the Tor for the project, namely:

(1) Strategic Relevance (REL);

(2) Quality of Project Design (QPD);

(3) Nature of External Context (NEC);

(4) Effectiveness (EFFE); (a) Delivery of Outputs, b) Achievement of Outcomes and c) Likelihood of Impact).

(5) Financial Management (FM) (a) completeness of financial information b) communication between finance and project management staff.

(6) Efficiency (EFFI);

(7) Monitoring and Reporting (M&R) (a) monitoring design and budgeting b) monitoring of project implementation c) Project Reporting.

(8) Sustainability (SUST) (a) socio-political sustainability b) financial sustainability c) sustainability of the institutional framework.

(9) FacTors Affecting Performance (FAP) (a) preparation and readiness b) quality of project management and supervision c) stakeholders participation and cooperation d) responsiveness to human rights and gender equity e) country ownership and drive-ness f) communication and public awareness.

The evaluation matrix tables below (plus data collection tools to be used) serve as a general guide for this TE. It is independent to Appendix B criteria[65] as this is specifically designed to provide direction for the evaluation team and interview phase; particularly for the collection of relevant data. It is designed to provide overall direction for the evaluation and shall be used as a basis for interviewing people and reviewing project documents. It should be noted that some of the above 9 criteria are amalgamated in terms of questions, though these shall be disaggregated accordingly during Draft Report production as requested in the ToR for the Draft and Final TE.

[65] "Completed Assessment of the Project Design Quality" which is set by UNEP as part of this Tor to assess Project Design scores prior to the filed missions (requested to be completed during the Inception Phase).

Evaluated Component (Key Question)	Sub-question	Range of potential Indicators	Sources	Data Collection Method
Evaluation Criteria: (1) Strategic Relevance (REL) - assessment of the complementarity of the project with other interventions addressing the needs of target groups				
To what extent did the project align to: (i) Global/Regional/national mechanisms for collecting, managing and using data on climate change, (ii) Global/Regional/national development plans and polices on issues of climate change adaptation, (iii) improved multi-secToral/departmental integration of these plans and policies? Were the project's objectives and implementation strategies consistent with global, regional and national environmental and climate resilient issues and needs? Was the project aligned with UNEP and GEF strategies? Was the project aligned with relevant global processes? Did the project consider gender related issues in its design?	**Has the EBA SOUTH project, and its focused project activities, helped to address specific country EbA needs?** **Have the planned activities and expected results and outcomes been designed to be consistent with the overall global/regional/national goals?** **Are the EBA SOUTH project results consistent with what your country intended at the outset of the project?** **To what extent are the EBA SOUTH project results complementary to other donor activities / interventions?** **Should the EBA SOUTH project activities / results been adjusted, eliminated or new ones added in light of new needs, priorities and policies in each pilot nation (including gender and human rights issues)?**	REL 1 – donor complementarity □ Level of coherence between project objectives and those of donor agency mandates on EBA etc. □ Degree to which project was coherent and complementary to other donor programming in EbA and livelihood security issues. REL 2 – global/regional priorities □ Degree to which the project supports regional/global climate change and EbA objectives, priorities, policies and strategies; □ Degree of coherence between the project and global/regional priorities, policies and strategies in the area of EBA etc; □ . REL 3 – national context and priorities □ Extent to which the project is actually implemented in line with financial commitments and national development plans/priorities to EbA at the national level. □ Strength of the link between expected results from the Project and the needs of target beneficiaries □ Degree of involvement and inclusiveness of beneficiaries and stakeholders in Project design and implementation	□ Project documents □ National policies and strategies or related to coastal environment and climate change more generally □ Key government officials and other partners □ Important national resource persons □ Government websites □ MTR □ UNEP reports (PIRs etc)	Documents analyses Interviews with government officials and other partners Interviews with Project Beneficiaries Data analysis

Evaluated Component	Sub-question	Range of potential Indicators	Sources	Data Collection Method
Evaluation Criteria: (2) Quality of Project Design (QPD) - To what extent has the Project Design influenced outcome success?				
What are the project's strengths and weaknesses and risks and were these identified at the design stage?	**Outline what stakeholder participation and cooperation took place at the Project Design phase?** **How much attention was placed on the importance and responsiveness to human rights and gender equity at the Project Design phase?**	QPD 1 – project design Level of coherence between Project expected results and Project design internal logic; Level of coherence between Project implementation approach and Project design; Completeness of risk identification and assumptions during Project planning QPD 2 – Design efficiencies Occurrence of change in Project design / implementation approach (i.e. restructuring) when needed to improve project efficiency; Number/quality of analyses done to assess local capacity potential and absorptive capacity.	□ Project documents □ National policies and strategies to implement EbA or related to the wider ecosystems approach more generally □ Key government officials and other partners □ Government websites □ MTR □ UNEP reports (PIRs etc)	Documents analyses Interviews with government officials and other partners Interviews with Project Beneficiaries Data analysis Research findings

Evaluated Component (Key Question)	Sub-question	Range of potential Indicators	Sources	Data Collection Method
Evaluation Criteria: (3) Nature of External Context (NEC) - **any project impacts by political or military conflict, natural disasters and / or social upheaval events**				
Define the EbA South project's external operating context in terms of whether the project has been impacts by political or military conflict, natural disasters and / or social upheaval events.	**Has the EBA SOUTH project, been impacted by political unrest and has this affected project outcomes?** **Have the planned activities and expected results and outcomes been affected by any military conflict which has affected the EbA pilot sites?** **Has the EBA SOUTH project, been impacted by any natural disasters over its duration which has affected project outcomes?** **Has the EBA SOUTH project, been impacted by any social upheaval event (or similar) which has affected project outcomes and EbA pilot sites in general?**	NEC 1 – external context □ Extent to which the project is actually impacted by political unrest. □ Strength or magnitude of natural disaster events during the lifespan of the project. □ Degree of political unrest which has impacted on project performance and implementation	□ Project documents □ National policies and strategies or related to coastal environment and climate change more generally □ Key government officials and other partners □ Important national resource persons □ Government websites □ Mission Reports □ UNEP reports (PIRs etc)	Documents analyses Interviews with government officials and other partners Interviews with Project Beneficiaries Data analysis

Evaluated Component	Sub-question	Range of potential Indicators	Sources	Data Collection Method
Evaluation Criteria: (4) Effectiveness (EFFE) - Achievement of Direct Outcomes, Delivery of outputs, and likelihoods of impact				
How successful have the projects delivery of outputs and achievement of outcomes been attained and have then created an inclusive process to undertake EbA? To what extent has the project outputs and delivery of outcomes been achieved?: (i) succeeded in developing climate resilience and EbA practices leading to improvement of livelihoods, (ii) encourage ownership of these efforts with the local communities, governments and other interest groups, iv) put in place measures to encourage replicability and sustainability of these efforts? v) Supported improved management and using new knowledge/ information. Define the likelihood of impact and from this, the extent to which the project has achieved the following: (i) tangible products/outputs that may be scaled up (deliverables) which have benefited local communities, provincial and national governments,	**Through visual inspection of the pilot sites, to what extent has the EBA SOUTH project enhanced institutional capacity for EbA and has the project provided a catalytic role to support possible future replication efforts?** **Have EbA South activities made, or are likely to make, communities more resilient and less vulnerable to climate change impacts? If so how?** **What is the likelihood of replication or scaling up the activities within the project to other areas or within the pilot areas?** **Has the EBA SOUTH project delivered any indirect or unidentified outcomes which may be possibly scaled up or replicated in the future?** **To what extent does the EBA SOUTH project's contribution improve livelihood security and poverty reduction for recipient communities at different levels? What should have been considered to have improved this situation?**	EFFE 1 – Achievement of project outcomes Increased institutional support at regional/national levels. Enhanced community resilience EFFE 2 – Effectiveness of project outputs 1) long term research & moniToring& data management, 2)knowledge availability and awareness raising of EBA of different stakeholders, 3) policy mainstreaming, 4) school students and community participation; 5） new livelihoods options developed 6） effects of addressing adverse CC impact (i.e.: like flood impact reduction after project intervention in Seychelles etc). EFFE 3 – Likelihood of impact Delivered poverty reduction Improved gender equality Country ownership and drive-ness Communication and public awareness	□ Project documents □ National policies and strategies to implement EbA or related to the wider ecosystems approach more generally □ Key government officials and other partners □ Government websites □ MTR □ UNEP reports (PIRs etc)	Documents analyses Visual inspections of pilot sites Interviews with government officials and other partners Interviews with Project Beneficiaries Data analysis Research findings Focus group sessions with women

(ii effective medium to long term measures implemented in the project and (iii) sufficient measures that have helped to support achievement of the intended project outcomes?	**Through focused discussion with womens' groups at the pilot sites, to what extent does the EBA SOUTH project's contribution focused on the need to better mainstream gender equality and human rights aspects (whether this was planned or unplanned)?**			
	What are the major enabling/disenabling factors that the project has faced? What extent the project is responsible to these changes / improvement? **What lesson can be learnt from these interventions??**			

Evaluated Component	Sub-question	Range of potential Indicators	Sources	Data Collection Method
Evaluation Criteria: (5) Financial Management (FIN) - How efficiently was the project implemented and were any changes required throughout the project duration?				
Outline how complete the financial information and communication has been between financial and project management staff?	**Determine the actual spend across the life of the project of funds secured from all donors.** **Evaluate the success of the financial reporting process at output level against the approved budget.** **What was the level of communication between the Project/Task Manager and the Fund Management Officer as it relates to the effective delivery of the planned project?** **Have proper financial management standards been adhered to in line with UNEP's financial management policies?**	FIN 1 – financial spend What was the level of discrepancy (if any) between planned and utilized financial expenditures per outcome; Cost spend in view of results achieved compared to costs of similar projects from other donors; Cost associated with delivery mechanisms and management structures compared to alternatives; FIN 2 – implementation of financial reporting (quality of performance) Have any financial management issues affected the timely delivery of the project or the quality of its performance?	□ Project documents □ National policies and strategies to implement EbA/CCA or related to all ecosystems more generally □ Key government officials and other partners □ Government websites □ Key government officials and other partners □ MTR □ UNEP reports (PIRs etc)	Documents analyses Interviews with government officials and other partners Interviews with Project Beneficiaries Data analysis Research findings

Evaluated Component	Sub-question	Range of potential Indicators (select most applicable)	Sources	Data Collection Method
Evaluation Criteria: (6) Efficiency (EFFI) - How efficiently was the project implemented and were any changes required throughout the project duration?				
Has Project support been channelled in an efficient way? How efficient were partnership arrangements (including Project Management Committees) in terms of implementing the Project? What new coordination and communication mechanisms are in place to ensure a good flow of information and how could these be improved? How efficient was the project in terms of timeliness (project implementation issues -delays, extensions, etc).	**Do you believe (based upon available evidence) that the activities undertaken were implemented cost efficiently when compared to alternatives or other projects of a similar nature?** **Did the EBA SOUTH project activities that were implemented overlap or duplicate other similar interventions taking place in each pilot country (funded nationally and/or by other donors)?** **How efficient was the input from the EBA SOUTH project in aiding effective resolution of EbA/CCA related issues that were presented? Are there specific examples that demonstrate your reasoning on how the project can improve its efficiency?**	EFFI 1 – financial spend What was the level of discrepancy (if any) between planned and utilized financial expenditures per outcome; Cost spend in view of results achieved compared to costs of similar projects from other donors; Cost associated with delivery mechanisms and management structures compared to alternatives; EFFI 2 – project implementation quality Adequacy of EbA pilot intervention choices (for each country) in view of existing context, infrastructure and cost; EFFI 3 – EbA Efficiencies Are EbA projects being seen in longer timescales that builds on scientific understanding and long-term moniToring results?	☐ Project documents ☐ National policies and strategies to implement EbA/CCA or related to all ecosystems more generally ☐ Key government officials and other partners ☐ Government websites ☐ Key government officials and other partners ☐ MTR ☐ UNEP reports (PIRs etc)	Documents analyses Interviews with government officials and other partners Interviews with Project Beneficiaries Data analysis Research findings

Evaluated Component	Sub-question	Range of potential Indicators	Sources	Data Collection Method
Evaluation Criteria: (7) Monitoring and Reporting (M&R) - How effective was the project monitored and reported upon?				
How has monitoring and reporting been attained across the following three sub-categories: a) monitoring design and budgeting, b) monitoring implementation c) project reporting	**a) Does the EbA SOUTH project possess a sound monitoring plan that is designed to track progress against SMART indicators towards the achievement of the projects outputs and direct outcomes. If it does what is the quality and design of the monitoring plan and are sufficient funds allocated for its implementation? What are the adequacy of resources for mid-term and terminal evaluation/review?** **b) Is the moniToring system operational and adequate enough to report of country pilot project problems in a timely manner? Is it facilitated the timely tracking of results and progress towards projects objectives throughout the project implementation period?**	M&R 1 – project feedback Existence, quality and use of M&E (in decision making process), feedback and dissemination mechanism to share findings, lessons learned and recommendation on efficiency of the project; M&R 2 – Gender Indicators Even though the project was developed before gender indicators were introduced in UNEP and GEF projects, does the monitoring plan possess any reference to indicators at a level disaggregated by gender, vulnerability or marginalisation? Also, are disaggregated groups (including gendered, vulnerable or marginalised groups) involved in project activities? M&R 3 – Supporting Sustainability Evidence that information generated by the monitoring system during project implementation is being used to adapt and improve project execution, achievement of outcomes and ensure sustainability. M&R 4 – Quality of reporting Quality of project management and supervision is of the required quality as anticipated at the project outset	□ Project documents □ National policies and strategies to implement EbA/CCA or related to all ecosystems more generally □ Key government officials and other partners □ Government websites □ Key government officials and other partners □ MTR □ UNEP reports (PIRs etc)	Documents analyses Interviews with government officials and other partners Interviews with Project Beneficiaries Data analysis Research findings

	c) To what extent have both UNEP and donor reporting commitments have been fulfilled? (even though GEF projects are not required to report in PIMS).			

Evaluated Component	Sub-question	Range of potential IndicaTors	Sources	Data Collection Method
Evaluation Criteria: (8) Sustainability (SUST) - Are the initiatives and results of the Project allowing for continued benefits?				
How successful was the project in creating an inclusive process to undertake EbA related interventions and planning? Has the project outcomes helped to leverage on existing or future projects and efforts? To what extent has the project achieved the following: (i) sustained results and upscaling by local communities, provincial and/or national governments, (ii) sustainability of medium to long term measures implemented in the project e.g. mangrove planting, and (iii) are there sufficient measures in place to enable and sustain these efforts?	**1. What evidence so far is presented to suggest that the actions taken by the project will be sustained now that the EBA SOUTH project has finished?** **2. Have appropriate institutional capacity, political commitment and resulting financial resources been allocated to support the future implementation of specific project activities in the demonstration pilot study areas?** **3. To what extent, has the EBA SOUTH project been integrated into the day-to-day business practices of institutions and/or the target populations?** **4. What lessons were learnt that can increase the sustainability of these pilot project efforts (positive or negative?).**	SUST1 – building sustainability Evidence/Quality of a sustainability strategy; Evidence/Quality of steps taken for sustainability (ie: evidence of gap filling regarding capacity, knowledge, technology and awareness, policy mainstreaming etc); Evidence of South-South cooperation in place? Level and source of co-benefits offered (in addition to future financial support) e provided to relevant sectors and activities after Project termination? Level of recurrent costs after completion of Project and funding sources for those recurrent costs; Existence of a strategy for financial sustainability of the project actions and activities; SUST2 – CCA institutionalisation and political sustainability Degree to which Project activities and results have been taken over by local counterparts or institutions/ organizations; Level of financial support provided to relevant sectors and activities by stakeholders after Project end;	□ Project documents □ National policies and strategies to implement EbA or related to ecosystems more generally □ Key government officials and other partners □ Websites □ Interviews with key beneficiaries to determine whether their behaviours changed as the project was being implemented?	Documents analyses Interviews with government officials and other partners Interviews with Project Beneficiaries Data analysis Research findings

		Number/quality of replicated initiatives at national / local levels (linked to the EFFE criteria questions); SUST3 – Realising benefits Extent to which the outcomes rely on future financial resources or community co-benefits Realisation of the benefits of the project is clearly communicated at secTor level and outcomes are being used (as a consequence) at the donor level. Activities undertaken by the recipient communities that don't need external financial assistance.		

Evaluated Component	Sub-question	Range of potential Indicators (select most applicable)	Sources	Data Collection Method
Evaluation Criteria: (9) Factors Affecting Performance (FAP) - What factors have influenced project performance and hence how activities carried out, in the context of the Project, were influenced in any way?				
What facTors are in play with regards to affecting project performance and have inhibited Ecosystem based Adaptation success? To what extent has the project: (i) succeeded in developing climate resilience and EbA practices for the	**1. How well has the EBA SOUTH and its defined interventions (in each pilot country) been communicated to all governmental / institutional stakeholders and what challenges were faced to address this?**	FAP1 : preparedness and readiness; (inception or mobilisation stage of the project (ie. the time between project approval and first disbursement) FAP 2: quality of project management and supervision; (supervision and guidance provided by UNEP to implementing partners and national governments including longevity of staff	□ Project documents □ National policies and strategies to implement EbA or related to the wider	Documents analyses Interviews with government officials and other partners

various secTors leading to improvement of livelihoods, (ii) encourage ownership of these efforts with the local communities and other interest groups, and (iii) put in place measures to encourage replicability and sustainability of these efforts? How successful was the project in engaging stakeholders outside of the government system (i.e. NGOs, universities and research bodies, and local community groups) in efforts to increase resilience through ecosystem-based interventions? Did NGO/CSO involvement continue throughout the project, especially for Outcomes 2 and 3?	**2. Are there any sustainability facTors (preparedness and readiness; quality of project management and supervision; stakeholder participation; responsiveness to human rights and gender equality; country ownership and drive-ness; communication and public awareness) that influenced or affected the achievement or non-achievement of the stated EbA South outputs/ results?**	memory or community commitment to continue with EbA measures) FAP 3: stakeholder participation; (the quality and effectiveness of all forms of communication and consultation with stakeholders throughout the project life and the support given to maximise collaboration and coherence between various stakeholders) FAP 4: responsiveness to human rights and gender equality; (has the project applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People). FAP 5: country ownership and drive-ness; (quality and degree of engagement of government / public secTor agencies in the project). FAP 6: communication and public awareness – (have existing communication channels and networks been used effectively, including meeting the differentiated needs of gendered or marginalised groups, and whether any feedback channels were established).	ecosystems more generally □ Key government officials and other partners □ Government websites □ Key government officials and other partners □ MTR □ UNEP reports (PIRs etc)	Interviews with Project Beneficiaries Data analysis Research findings

ANNEX VII. PROJECT LOGICAL FRAMEWORK

Project outcomes	**indicator**	**Baseline level**	**Target**
Outcome 1: Strengthened capacities of developing African and Asia-Pacific countries to plan and implement EbA.	1. Number of regional networks actively participating in project activities aimed at strengthening interregional coordination under each component.	0	At least 8 regional networks, including networks covering both Africa and Asia-Pacific.
	2. Number of Africa and Asia-Pacific projects from which lessons learned have been collated, synthesized, and disseminated.	0	At least 15 projects, including adaptation projects with interventions in ecosystems and/or biodiversity and land degradation projects with direct relevance to EbA and uploaded onto the project website.
	3. Number of EbA thematic libraries created for the dissemination of adverse range of knowledge products covering coastal, mountain and arid/semi-arid ecosystems and focused on i) accessing adaptation finance, ii) EbA, iii) medium- and long-term research to measure the effects of EbA, and iv) mainstreaming EbA into national development policies.	0	At least 5 electronic EbA thematic libraries created on the project website for the dissemination of a diverse range of knowledge products covering at least 3 ecosystems.
	4. Change in the understanding of EbA and number of participants attending two (beginning and end of project) thematic workshops focused on EbA in coastal, mountain and arid/semi-arid ecosystems.	0	At least 50 participants, including 10 scientists, 20 resToration practitioners and 20 government technical staff to attend thematic workshops over four years (2013-2016).
	5. Change in the understanding of EbA and number of regional advisors, policy- and decision makers, technical staff, scientists and other selected government staff trained from the baseline regional network countries and the three project pilot countries over four years.	0	At least 40 participants, including 15 regional advisors, 10 policy and decision makers, 5 technical staff and 10 scientists trained from the baseline regional network countries and the three project pilot countries over four years (2013-2016).
	6. Number of global and regional framework information briefs on EbA written and disseminated to appropriate international UN conventions and expert groups.	0	At least 2 global and 2 regional framework information briefs on EbA developed and disseminated.
Outcome 2: Increased availability of	1. Existence and level of use of an online, inter-regional interactive and dynamic web-	No	An operational interactive and dynamic web-based platform in place with an online facilitaTor engaged with the internet users.

Project outcomes	indicator	Baseline level	Target
synthesized information on EbA best practices.	based platform for assisting developing countries to plan and implement EbA.		
	2. Number of inter-regional knowledge products generated and disseminated for planning and implementing EbA across coastal, mountain and arid/semiarid ecosystems.	0	At least 1 downloadable EbA planning tool useful for both decision makers and for project managers, and at least 3 sets of detailed EbA protocols for 3 ecosystem types (coastal, mountain and arid/semi-arid) including sector specific guidance.
	3. Number of inter-regional EbA public awareness products generated and disseminated through the web-based platform.	0	At least 1: i) school or university curricula module guidelines; ii) documentary film; iii) handbook developed which includes lessons learned from African and Asia-Pacific projects, as well as from the 3 pilot countries covering coastal, mountain and arid/semi-arid ecosystems.
	4. Percentage change in public awareness through interregional exchange.	Awareness index: 0.34.	Average awareness index score of e-discussion/ webinar programme participants increases by at least 0.1.
Outcome 3: Increased climate resilience of priority coastal, mountain and arid/semi-arid ecosystems in Seychelles, Nepal and Mauritania.18	1. Number of long-term moniToring field sites established at intervention sites for measuring the effects of EbA on relevant ecosystem services.	0	At least 1 long term monitoring site established in each pilot country.
	2. Number of research reports, thesis' and publications developed by students and government staff conducting long-term research on the effects of EbA.	0	At the end of the project, at least 2 of each of the following documents on EbA developed (at least in the first draft) in each country: - post-graduate theses (for Seychelles: BSc. environmental science research projects) - research reports co-authored by government staff; - research articles drafted for peer-reviewed literature (for Nepal: peer reviewed research articles in national scientific journals); - popular articles; - school project reports (increased to 3 for Seychelles). Additional requirement for Seychelles only: - 1 school science fair presentation.
	3. Number of people/population reached through public awareness activities carried out	**Seychelles** 0; **Nepal** 0 **Mauritania** 0	Seychelles: 250 people. Nepal: 200 people. Mauritania: 140 people.
	4. ~~Change in average vulnerability of local communities at intervention sites in each of the three pilot countries to climate change.~~		

Project outcomes	indicator	Baseline level	Target
	This indicaTor was removed during last project manager meeting and agreed by PSC – due to difficulties with measuring.		
	5. Number of EbA (and EbA-related) interventions implemented by the project in Seychelles.	0	5 different EbA interventions implemented, including at least: - 7 culverts to improve hydrological flow through 300 hectares of artificially fragmented mangroves/ wetlands; - 1.7 km of channel desilting to improve hydrological flow between 100 hectares of artificially fragmented mangroves/ wetlands; - 500 m of national highway protected from coastal erosion through embankment stabilisation using mangrove restoration; - 20 hectares of degraded mangroves cleared of alien species and replanted (at a density of at least 500 seedling/ha); - 9 hectares of degraded mangroves restored to protect low cost housing, commercial areas and other infrastructure from coastal erosion.
	6. Number of EbA interventions implemented in Nepal.	0	2 main EbA interventions implemented, including at least: 1)EbA interventions involving large-scale plantings: 500,000 seedlings planted in Chiti (Site 1), Jita (Site 2) and/or surrounding areas. 1.1. 370,000 climate-resilient seedlings planted for reforestation, enrichment and/or household agroforestry in Sites 1 and 2, surrounding areas and neighbouring districts. 1.2. 30,000 bamboo suckers and/or banana and Salix seedlings planted on degraded river banks in Site 1. 1.3. 100,000 seedlings/ rhizomes/suckers planted in fruit orchards, cardamom plantations and/or broomgrass plantations in Site 1, Site 2 and/or surround areas. 2) EbA interventions focusing on crop diversification: crop production diversified through ginger and vegetable planting in 150 households in Site 1.
	7. Area of degraded desert, dunes and savannah resTored to stabilize soils against wind erosion using multi-use green belts in Mauritania.	0	At least 450 hectares of multi-use green belts – using drought resilient and soil-stabilizing species – established on 2 sites: Benichab and Idini (Trarza).
	8. Survivorship of plantations at project demonstration sites.	N/A	**Mauritania:** 50% survivorship of plantations. **Nepal and Seychelles**: 40% survivorship of plantations.
	9. Number of alternative livelihoods from ecosystem goods and services developed	0	**Nepal** At least 4 new livelihood options being practiced.

Project outcomes	indicator	Baseline level	Target
	through the project and providing benefits to local communities.		**Mauritania,** At least 4 new livelihood options identified.

ANNEX VIII. FINANCIAL INFORMATION

Table 5.3: Financial Expenditure per Budget Line (Outcome/Output)

Project Component	Expected Outcomes	Expected Outputs	Budget lines	Expenditures (as of Q4 2020)
Component 1: Interregional coordination and capacity building for African and Asia-Pacific developing countries to plan and implement EBA.	Outcome 1: Strengthened capacities of developing African and Asia-Pacific countries to plan and implement EBA.	1.1 An Inter-Regional Task Force of ecosystem management and CC adaptation experts established to build capacity, provide knowledge support and assist EbA technology transfer. 1.2 EbA lessons learned exchanged and knowledge shared through inter-regional thematic training workshops.	1101 1102 1181 1201 1202 1203 1204 1221 1601 1603 3201 3202 3207 3208 3209 4202 4301 5202 5502	11,200.00 29,888.51 6,453.44 21,000.00 28,875.00 4,830.00 40,500.00 38,250.00 4,414.00 19,999.00 120,000.00 50,000.00 63,586.50 113,940.05 42,808.00 7,000.00 20,000.00 18,000.00 6,067.00
Component 2: Interregional online EBA knowledge support.	Outcome 2: Increased availability of synthesised knowledge on EbA best practices.	2.1 An interactive/dynamic website developed to disseminate information, promote dialogue and facilitate learning on EbA technologies. 2.2 Best practices from a range of Africa and Asia-Pacific EbA projects and lessons learned from concrete, on-the-ground EbA interventions in EbA South pilot countries synthesised and disseminated through the EbA South website.	1101 1102 1181 1202 1204 1206 1207 1221 2301 2302 2303 2307 3203	90,984.23 4,581.00 22,000.00 52,000.00 72,020.00 80,500.00 5,800.00 38,550.00 24,186.00 134,824.00 57,877.73 15,000.00 40,289.73

			4301 5202	18,891.64 31,716.73
Component 3: The transfer of EBA technologies to pilot African and Asia-Pacific countries supported by national level capacity building and knowledge support.	Outcome 3: Increased climate resilience of priority coastal, mountain and arid/semi-arid ecosystems in Seychelles, Nepal and Mauritania.	3.1 Institutional capacity built to support EbA technology transfer to Seychelles, Nepal and Mauritania. 3.2 Concrete, on-the-ground mangrove resToration EbA technologies implemented in Seychelles within a long-term research framework. 3.3 Concrete, on-the-ground community-based watershed resToration EbA technologies implemented in Nepal within a long-term research framework. 3.4 Concrete, on-the-ground EbA desertification control measures including multi-use greenbelts implemented in Mauritania within a long-term research framework.	 1101 1181 1202 1204 1206 1207 1209 2201 2205 2210 2203 2206 2211	 51,200.00 40,000.00 27,680.00 135,762.00 3,000.00 10,500.00 20,000.00 21,000.00 21,000.00 21,000.00 828,941.67 828,941.67 828,941.67
		Subtotal		**4,174,000.00**
		Project Management Cost	1101 1102 1301 1601 1602	192,000.00 103,000.00 54,488.47 24,397.00 10,071.00
		Monitoring and evaluation	1203 3301 3302 3303 5203 5501 5581 5582	51,000.00 18,933.43 22,192.00 100,000.00 8,511.00 21,407.00 35,200.00 84,800.00
		Total project costs		**4,798,770.73**

Financial Management Table

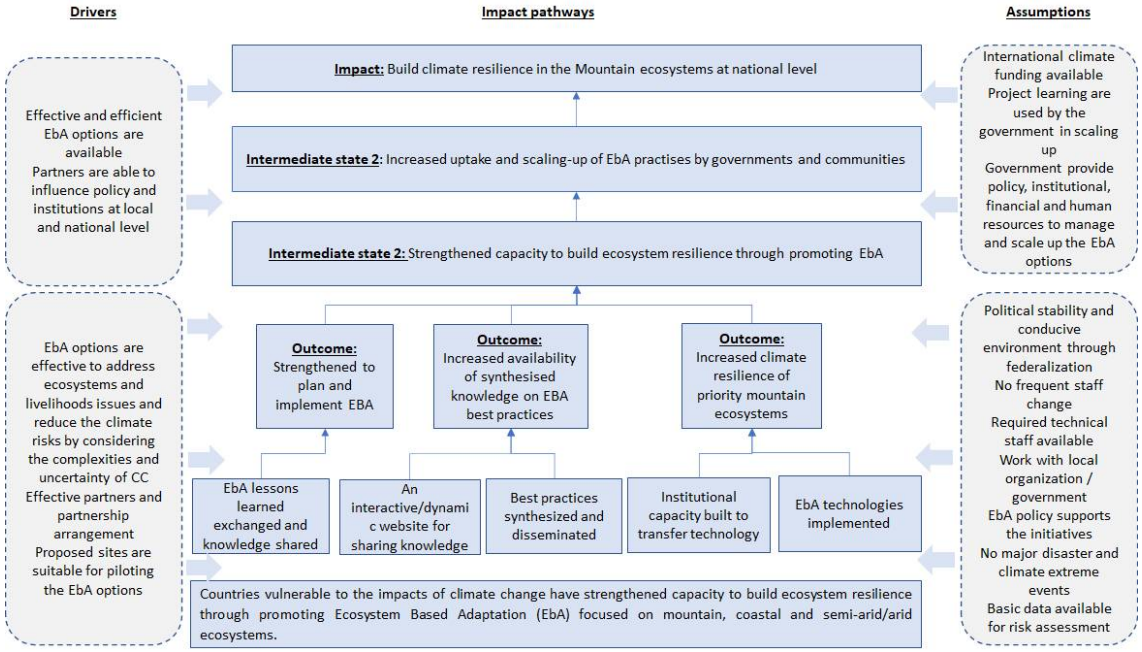
NON-GEF AND GEF PROJECTS			
Financial management components:		**Rating**	**Evidence/ Comments**
1. Adherence to UNEP's/GEF's policies and procedures:		**HS:HU**	**Satisfactory**
Any evidence that indicates shortcomings in the project's adherence[66] to UNEP or donor policies, procedures or rules		Yes/No	**No**
2. Completeness of project financial information[67]:			
Provision of key documents to the evaluator (based on the responses to A-H below)		**HS:HU**	
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes/No or N/A	Yes, by budget lines – Outcome and Output
B.	Revisions to the budget	Yes/No or N/A	Yes
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes/No or N/A	Yes
D.	Proof of fund transfers	Yes/No or N/A	Yes
E.	Proof of co-financing (cash and in-kind)	Yes/No or N/A	Yes
F.	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	Yes/No or N/A	Yes
G.	Copies of any completed audits and management responses (where applicable)	Yes/No or N/A	N/A
H.	Any other financial information that was required for this project (list):	Yes/No or N/A	N/A
3. Communication between finance and project management staff		**HS:HU**	**Satisfactory**
Project Manager and/or Task Manager's level of awareness of the project's financial status.		HS:HU	S
Fund Management Officer's knowledge of project progress/status when disbursements are done.		HS:HU	S
Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.		HS:HU	S
Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.		HS:HU	S
Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the evaluation process		HS:HU	S
Overall rating			**Satisfactory**

[66] If the evaluation raises concerns over adherence with policies or standard procedures, a recommendation maybe given to cover the topic in an upcoming audit, or similar financial oversight exercise.

[67] See also document 'Criterion Rating Description' for reference

ANNEX IX. THEORY OF CHANGE DIAGRAMS FOR NEPAL AND SEYCHELLES

Nepal



Seychelles

Problem Statement	Seychelles coastal ecosystems, including mangrove forests, are under pressure from human socioeconomic activities, and climate change. As a result, these are deteriorating due to silting, degradation, erosion and pollution, affecting the health, environmental and socioeconomic lives of the surrounding communities increasing their vulnerability to climate change effects such as flooding, silting.

Inputs	Activities	Outputs	Short-Term Outcomes	Mid-Term Outcomes	Long-Term Outcomes
With the appropriate qualified personnel, facilities, technology, curriculum, research information and data through the support of UNEP, CAS and IGSNRR, with other local partners, such as individual experts, academics, NGOs & local communities	Conduct a number of training workshops, policy development, research activities to undertake inter-regional coordination and capacity building for planning and implementing Ecosystem-Based Adaptation (EbA), create a functional Inter-regional online EbA knowledge	Establish an inter-regional web-based information, research and data sharing platform Cohorts of trained government officials, researchers, community leaders & participants Documentation prepared & made available for all to use in planning & implementation	Establish a number of regional networks participating in an Inter-Regional Task Force Increased public awareness of EbA, climate change & impacts on communities & the country	Improved knowledge, skills of experts, academics, communities with a database of information, knowledge and data available leads to improved planning, interventions & monitoring of coastal regions, less interruptions, destruction of coastal areas, &	Improved understanding of the impact of climate change and the use EbA to adapt to it Less human negative impactful socioeconomic activities in coastal areas Sustainable use of coastal areas ecosystems

	support & pilot sites EbA interventions	of EbA interventions		protection of coastal ecosystems	
Impact	With the reduction in silting, flooding and increase in hydrological flow and improved ecosystems as a result of the site restoration programmes & the increase in knowledge and skills, local communities (households, farmers, fishers, children) will be able to benefit from sustainable socioeconomic activities, improving livelihoods with the continued support of the government, NGOs and the knowledge-based hubs such as universities and academics.				

ANNEX X. PROJECT OUTPUT ACHIEVEMENTS

Component 1: Inter-regional Coordination and capacity building for African and Asia-Pacific developing countries to plan and implement EbA.

Output 1.1 An Inter-regional Task Force of ecosystem management and climate change adaptation experts established to build capacity, provide knowledge support and assist EbA technology transfer.

A stocktaking report on 'Global & Regional Networks and Gap Analysis' was compiled, shared and discussed during the regional network coordination workshop (October 2013). Regional planning and training workshops with ecosystem management and climate change adaptation experts from African and Asia-Pacific regions were organized also in October 2013. EbA information and planning tools had been collated, synthesized and shared through the online knowledge-sharing platform's "knowledgebase" on a regular basis.

Output 1.2 EbA lessons learned exchanged and knowledge shared through inter-regional thematic training workshops.

The last workshop, i.e. the project closure workshop, was organised in May 2019 in Beijing. For those previously organized, the first high-level interregional training workshops under this activity were organized on 16-18 October 2013 (EbA and Regional Network Coordination joint workshops). Also, the project conducted two high-level events (in 2014 Malaysia and 2015 Kenya) aimed at strengthening inter-regional coordination and at building developing countries' capacity for accessing finance for EbA and EbA mainstreaming. In March 2017 in Cape Town, South Africa, the Interregional Writing Workshop was successfully conducted to develop ideas for continuation and upscaling of EbA interventions in the three pilot countries beyond project duration. In addition to the workshops organized and (co-) sponsored by EbA South, other advanced training workshops on ecosystem monitoring and management for developing countries, funded by CERN/CAS, were organized (one in 2015 and one in October 2016).

Component 2: Interregional online EbA knowledge support.

Output 2.1 An interactive/dynamic website developed to disseminate information, promote dialogue and facilitate learning on EbA technologies.

The website is up and running since March 2015 under the domain www.ebasouth.org and is still maintained by UNEP-IEMP. The good practice case studies database had been developed, comprising 15 case studies with full analysis and a few shorter cases. The e-discussion programme was developed and implemented in partnership with GAN-REGATTA's EbA Community of Practice, with in total four e-discussion modules, each comprising a webinar of various topics. Three information briefs were produced. See details in 'Annex VII-2 List of meetings convened' under 'Webinars' category. The project outreach and communication strategy was continuously implemented, including: i) participation in relevant events and dissemination of project materials; ii) project promotion through relevant online platforms; iii) strategic partnerships with other initiatives to strengthen visibility; and iv) outreach at country level.

Output 2.2 Best practices from a range of Africa and Asia-Pacific EbA projects and lessons learned from concrete, on-the-ground EbA interventions in EbA South pilot countries synthesised and disseminated through the EbA South website.

The "Research on Ecosystem-based Adaptation (EbA): A reference guide"; the EbA planning tool "ALivE – Adaptation, Livelihoods and Ecosystems" (version 1.0) both the computer-based tool and user manual (in English, French, Nepalese, Spanish, Chinese and Russian languages); the "Ecosystem-based adaptation: a handbook for EbA in mountain, dryland and coastal ecosystems" (i.e. EbA handbook with detailed EbA implementation protocols for three ecosystem types - coastal, mountain and dryland); the "Integrating Ecosystem-based Adaptation in Education Curriculum: A Resource Guide"; "Protocol for Implementation of Ecosystem-based Adaptation Interventions in Coastal Wetlands of the Seychelles"; the paper "Ecosystem-based adaptation to climate change: Lessons learned from a pioneering project spanning Mauritania, Nepal, the Seychelles, and China"; and the full-length documentary film were completed and widely distributed. See details in 'Annex VII-1 List of publications and knowledge products'.

Component 3: The transfer of EBA technologies to pilot African and Asia-Pacific countries supported by national level capacity building and knowledge support.

Output 3.1 Institutional capacity built to support EbA technology transfer to Seychelles, Nepal and Mauritania.

Output 3.1 Institutional capacity built to support EbA technology transfer to Nepal:

Institutional capacity to support EbA technology transfer has been built through training, long term research programmes, awareness campaign and policy study. Various training organized such as (under activity 3.1.1 - national level and train-the-trainer training) in 2018. Trained practitioners and government staff in-country to plan, implement, manage as well as research the effects of concrete, on-the-ground EBA interventions. The project also conducted awareness campaigns involving school projects (activity 3.1.3) in parallel to EbA interventions. Additionally, a national documentary film was developed in Nepali and a version with English subtitles.

The LTRP (activity 3.1.2 and activity 3.1.5) was managed in partnership with Tribhuvan University for measuring the short- and long-term effects (ecological, hydrological and socio-economic) of EbA interventions being applied within the project. Activities included establishing monitoring sites, conducting research activities, collecting data and publishing findings. In total, the Nepal team developed 12 research reports, master theses and peer-review publications (activity 3.1.5). The discussion with the universities and the government officials (such as from the Department of Hydrology and Meteorology) indicated that they plan to continue to support the initiative. Some preliminary data/findings from the research are generated but this information has not been used in this project.

The project also worked on policy revisions (activity 3.1.4). Based on the stocktaking study, recommendations were proposed to the Government to mainstream EbA into adaption policies and strategies at the national level. The project supported preparing a stocktaking report analysing the important policies, strategies, plans and acts of Nepal which have a bearing on the climate change adaptation and EbA in particular in Nepal, and a final report was developed further provided recommendations with actions plans in four thematic areas while developing Nepal's climate change policy (2019). The main contribution provided to (a) agriculture and food security, (b) forests and biodiversity, (c) climate change and disaster reduction, and (d) water resources and energy thematic areas. The project also supported the 'mainstreaming EbA into LAPA' process of the government by organizing training workshops in three project districts (Tanahun, Taski and Lamjung) in April 2019.

Institutional capacity to support EbA technology transfer has been built through trainings, long term research programmes (LTRPs), awareness campaigns and policy studies.

Various trainings under activity 3.1.1 (national level and train-the-trainer trainings) were conducted with positive engagement and feedback from participants. The topics range from introducing the EbA South project to the practices of EbA interventions. Seychelles and Mauritania completed training activities in FY16 and Nepal completed them in FY18.

All three countries conducted **awareness campaigns** involving school projects (activity 3.1.3) in parallel to EbA interventions and will continue until end of the project. Activities were conducted in dynamic ways, varying from indoor lectures to speech competitions and on-site work at nurseries and project sites. Additionally, a national documentary film has been developed in Nepali, initiated by the Nepal team, and a version with English subtitles was ready in December 2019.

All three countries have employed **Long Term Research Programmes (LTRPs)** (activity 3.1.2 and activity 3.1.5) in partnership with local universities, for measuring the short- and long-term effects (ecological, hydrological and socio-economic) of EbA interventions being applied within the project. Activities include establishing moniToring sites, conducting research activities, collecting data and publishing findings. In total, 14 technical reports and research papers were developed for **Nepal**; 7 for **Seychelles**; 12 for **Mauritania**; and 1 for the whole project. These included research reports co-authored by government, bachelor theses, master theses and peer-reviewed papers. For details, please refer to targets 1 & 2, outcome 3.

All three countries have completed **policy revisions** (activity 3.1.4) based on stocktaking studies, with recommendations proposed to the Government to mainstream EbA into adaption policies and strategies at the national level.

- In **Mauritania**, three policy briefs – one on water, one on pasToralism, and one on agriculture and food security – were delivered and disseminated to relevant bodies (Ministries and other national authorities, UN offices, NGOs, projects, etc). The main findings in the policy briefs were discussed within the newly established Centre National d'Observation Environnmental et des Zones (CNOEZA) of MEDD and accepted as of its mandate. A summary of policy recommendations was developed in July 2018.
- In **Seychelles**, based on a stocktaking report and consultations with relevant stakeholders on the Seychelles' wetland policy and legislation framework previously completed, the NPS proposed

revisions to the Seychelles wetland policy and legislation. His final reports were submitted to the MEECC in October 2017. Based on this work, the Seychelles National wetland policy and action plan (2018-2022) was approved by the Ministers of the Cabinet during the reporting period. The action plan defines wetlands, outlines the types of wetlands in the Seychelles, as well as their status, trends and threats. It provides the legislative framework and strategic documents governing wetland protection and management.

- In **Nepal**, the National policy specialist was selected through a call for tender and recruited by IGSNRR on behalf of MoPE in November 2017, to conduct this activity. This consultant has completed a stocktaking report analysing the important policies, strategies, plans and acts of Nepal which have a bearing on climate change adaptation — particularly EbA — in Nepal A final report further provided recommendations with action plans in four thematic areas: i) agriculture and food security; ii) forests and biodiversity; iii) climate change and disaster reduction; and iv) water resources and energy. Additionally, a series of training workshops on 'mainstreaming EbA into LAPA' were successfully organised in three districts (Tanahun, Taski and Lamjung) in April 2019.

Output 3.2 Concrete, on-the ground mangrove restoration EbA technologies implemented in Seychelles within a long-term research framework.

Seychelles accomplished the concrete, on-the-ground mangrove restoration EbA technologies within a long-term research framework.

The participatory vulnerability assessments of climate change impacts to local communities were completed as a baseline study (activity 3.2.1). Based on the study, **10 pilot sites** across three islands (Mahe, Praslin and Curieuse) were selected in FY16 through development of a site-specific protocol (Activity 3.2.3).

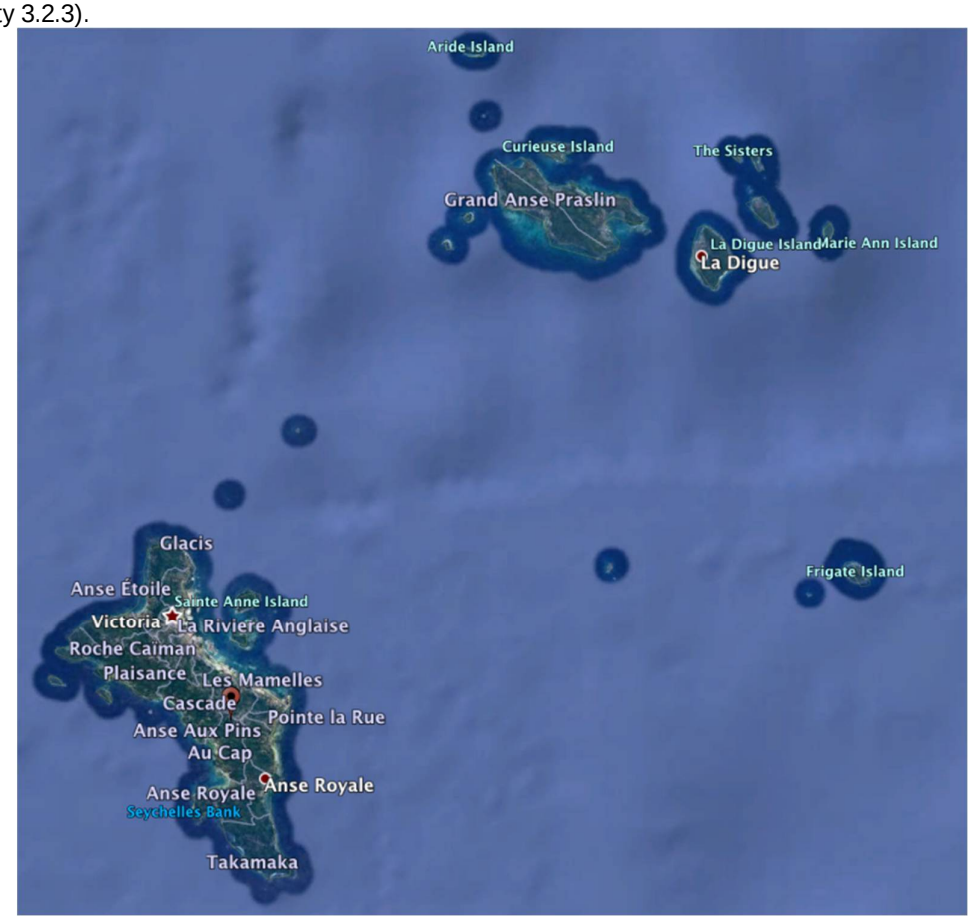


Figure 3. The 10 pilot sites selected in the Seychelles across islands of Mahe, Praslin and Curieuse

The on-the-ground interventions have been accomplished (activity 3.2.6) by following the EbA protocol developed, with active participation of local communities via community trainings (activity 3.2.5). The tangible results include mangrove restoration (ca 34 ha) and measures to improve hydrological flow between artificially fragmented mangroves/wetlands (7 culverts and 1.7 km channel clearing) as well as

setting up of a nursery at the University of Seychelles for site resToration and other related field activities. For details, please refer to indicator 5, outcome 3.

Challenges were experienced during the implementing phase, including attack from animals (i.e. Tortoises and crabs) to the young seedlings and the restructured complex/lengthy procurement process, which delayed progress. In addressing the threat from animals, an adaptive management approach was applied. Specifically, the nursery in Curieuse was upgraded and reinforced in 2017 for animal proofing and PVC pipes were used while planting to protect seedlings from crabs, which proved effective. Despite the delays, the national team accomplished all on-the-ground activities with well written progress reports which document both successes and issues.

Synergy between the EbA South and the Adaptation Fund EbA projects at Anse Royale resulted in success in terms of the areas being cleared of IAS (mainly by the AF EbA) and replanted with native species (provided by the EbA South).

For activity 3.2.2 of "analyse the potential for private sector participation and eco-tourism to be linked to mangrove restoration" and activity 3.2.7 which was reworded to a cost-benefit analysis of mangroves restoration, a new Tor was generated after the Hangzhou Team Meeting and following the tri-partite mission in Seychelles in early 2018. Through an international call for tender and two round selection processes, a consultant from South Africa was successfully identified and contracted. This consultant has satisfactorily organised a participatory workshop on 'ecosystem services assessment at site Petit Barbarons' with support from the Ministry of Environment, Energy and Climate Change, involving mainly officials with backgrounds in ecology and hydrology. A full report on ecosystem services assessment and cost-benefit analysis was finalised in September 2018. The results show that without interventions human benefit levels may decline by ~19% in 20 years and the current interventions, if combined with catchment management (a hybrid option), could result in a 41% increase in human benefits, countering climate change losses and offsetting the loss of wetland functionality. Importantly, not maintaining the current intervention is likely to result in benefit levels similar to the no-intervention scenario.

Output 3.3 Concrete, on-the-ground community-based watershed resToration EbA technologies implemented in Nepal within a long-term research framework.

The project attempted to demonstrate on-the-ground community-based watershed restoration EbA technologies within a long-term research framework and some of the major delivery are as below:

3.3.1: Conduct participatory vulnerability assessments of CC impacts to local communities, agriculture, rural energy resources and community forests in selected districts**:** The participatory vulnerability assessments of climate change impacts to local communities were completed as a baseline study. Based on it and further consultations with the Government of Nepal, pilot sites were selected in 2016 through the development of a site-specific protocol (Activity 3.3.3) by international experts (i.e. National Mountain Restoration Expert and the International Mountain Adaptation Specialist). Later on, as the project sites expanded, a new site-specific EbA implementation protocol was generated in 2018 (second quarter) by the National EbA Specialist. It includes a wide knowledge of implementation methodologies on tree planting, forest management etc.

The review of the baseline showed that the study has captured the main elements of vulnerability assessment (using IPCC methods) and provided some recommendations based on the assessment. It was noted that the study was carried out with limited scope (3 sites, 66 household surveys in 3 days in the hilly regions with some site walks and informal talks with farmers) of qualitative assessment of exposure, sensitivity and adaptive capacity. There was no climate data used (both past and future scenarios so it was difficult to assess the reliability of the indices generated by the project. The field visit also indicated that the assessment was carried out in a short time. The second assessment was even weak in including climate facTors during the assessment. There was no mid term or final assessment from the project side – how these proposed activities performed in the changing climate-socio-ecological context.

3.3.2 Analyse and promote the commercial viability of linking diversified crops and sustainably harvested NTFPs from multi-use climate-resilient forests to local markets for informing Activity 3.3.3 and 3.3.7.

There were distributions of seedlings like fruit trees and cardamom and broom-grass plantation in the project sites (monitoring report of RHF, 2018). For example, a total of 10,000 broom-grass suckers were planted in Lampata, 8,000 in Kirtipur Community Forest in Jita of Lamjung and 7,825 were distributed in Bhandarthowk of Gorkha.

In Chiti, 10 Metric Tons of ginger rhizomes were distributed to 147 households in 2016. The moniToring visit by RHF (2018) indicated that the quality of the ginger seed buds provided to them was not of a good quality (small and poor rhizomes quality) and there was a lack of access to the market (high labour intensive work). Thus, the farmers were not enthusiastic about the re-plantation of the ginger. They shifted from the cultivation of ginger and few households received the seedling of fruits and cardamom instead. Around 18,500 seedlings of various fruits (mango 14,800, litchi 2,700, and pomegranate 1,000) were distributed in 2016. About 110,000 seedlings of cardamom were distributed to 61 households/groups in 2017. Similarly, 18 plastic tunnels were distributed to farmers in Chiti and 22 in Jita.

Besides the plantation and crop diversification, after the earthquake, resources were invested in EbA complementary activities (i.e. bee hives for 40 households and improved cook stove for 500 households) to improve the livelihoods of local communities. Additional support was provided to water resources conservation in the project sites. After giving training to 40 farmers, 20 beehives in each site (Chiti and Jita) were distributed. A few households sold the product (honey) worth NPR 8,400 in Chiti. The HRF monitoring report (2018) indicated that eighteen (out of 20) bee colonies were either dead or had abandoned their hives in Jita.

It was out of scope to see and assessment of all the interventions but brief discussions with the selected beneficiaries indicated that there are very less beneficiaries who continue the interventions. The main reasons attributed to financial constraints, inadequate market access and technical know-how. The project's support was also stopped after some time and there was no support provided from other agencies. It was also noted that there was no quality control of the sampling distributed to the farmers. For example, during the evaluation visit, one of the farmers mentioned that his mango trees did not fruit even after 4-5 years so he is going to those fruit trees down soon.

3.3.3 Identify sites for community-based watershed restoration (including sites for establishing local community-managed nurseries) using climate-resilient approaches and develop EBA implementation protocols using information synthesised in Component 1.

EbA interventions on the ground started in 2014 (third quarter) so far distributed about 843,658 seedlings in the project sites.

Major sampling species include Raikhanyo, Bakaino, Tanki, Nimaro, Ipilipil, Pinus, Sisoo, Harro, Koiralo, Mango, Amala, Bhatbase ghas, Badar, Rahereghas, Amba, Kagati, Bamboo, Kutmero, Amrisoo, tejpat, Nimaro, Kauro, Harro. These samplings are planted in Lamjung (Jita Chiti Tandrang Taksar Duradanda Rainas Sundarbazar Hiletasksar around Besisahar Madya Nepal Dudhpokahari Dordi), Gorkha (XX) and Tanahu (Bhimad).

The plantation (including seedlings distributed and planted, the survivorship and vigour of plants etc.) have been regularly moniTored and documented in monitoring reports conducted by Himalayan Resource Foundation, Nepal. The field visit showed that the project team was involved in the moniToring of the survival rate of the sampling after transplantation for a certain period. MoniToring was carried out in those bigger plots or sites where farmers claimed support (financial support was provided in some cases if the plantation sites were more than 2,544 square metres (5 Ropani). Once the moniToring was carried out and financial supports were provided, there was no follow up after that.

The response of plantation programmes of different species of plants in the community was found to be encouraging and positive. Local people were keen on the plantation and were also aware of its multiple benefits such as fodder and forage provisions and slopy land management. Reforestation and plantation of bamboo and Salix species in landslide-prone areas are expected to reduce soil erosion. Due to the short period and small coverage of sampling in watersheds, it is too early to expect the changes in the bio-physical aspects from the project interventions. Similarly, fruit orchards and crop diversity would contribute to human health and income. It was not however clear how some exotic species like the Ipil-ipil (Leucaena luecocephal) plantation and pinus (Pinus roxburghii) in cardamom cultivation areas interact with the indigenous trees and micro-environment. Ipil Ipil grows very fast and regenerates so dense and fast, it becomes invasive in the area. Similarly, Cardamom plants need water and shades of local trees such as Utis (Alnus nepalensis) but the pine trees could not provide such shades to the cardamom plants.

The field visit noted that was about 60% in many cases as there was no follow-up and taking care of the sampling after transplantation. The seedlings were distributed on-demand by the beneficiaries in the different parts of the districts without considering the climate risk and the watershed approach. Although the project districted about 850,000 saplings which is expected to remain about 0.5 million plantations. There are some good site-specific impacts noted in some places such as river side plants in Bimad Tanahu districts where results are increasingly visible. But, given the size of the watersheds, the planation number is too small to make some visible impact.

3.3.4 Collect data at sites in line with the long-term research framework developed in Activity 3.1.2.

Data collection on biological, meteorological, hydrological and economic information had been undertaken since 2016, based on which, 12 publications were developed (target overachieved). A continuation of the LTRP was signed with the Centre Department of Geography, Tribhuvan University, Nepal to support the continuous household surveys on climate change awareness and research on soil and water at project site Lamjung for research. The discussion with the stakeholders however noted that managing such a research site requires sufficient budget and other resources which have not been allocated so far.

3.3.5 Train local authorities and communities (including CFUGs, Women's Groups, cooperatives, NGOs) on i) climate-resilient tree species; ii) nursery management including tree propagation and planting; iii) maintenance of resTored areas; iv) diversified/intensified agriculture; v) sustainable harvesting of NTFPs, and vi) linking harvested products to local markets.

The community training (activity 3.3.5) were completed with 13 training sessions and over 1000 beneficiaries. The topics cover the orientation on EbA South, climate change adaptation measures, GPS training, nursery techniques, cardamom plantation, etc.

1.3.6 Implement EBA community-based watershed resToration protocols developed in 3.3.3.

The purpose of the resToration protocol is to identify and detail the site-specific interventions for community-based watershed resToration.

In April 2014, the project developed the protocols for on-the-ground interventions for community-based watershed resToration in Nepal. This was based on the recommendations for project sites and interventions of the baseline assessment in December 2013. This protocol development process addressed the data gap issues of the baseline assessment and more information/data were collected mainly through field investigation and various stakeholder consultations around the two project sites in Lamjung district. The assessment also included desktop GIS analyses and provided rich information for the development of the protocols regarding technical details of the resToration interventions.

The 1st draft of EbA implementation protocols was presented in August 2014 and reviewed by the TA team members and local experts from Lamjung District Soil Conservation Office (DSCO) in September 2014. Following up on the protocols, implementation was launched by the DSCO at the projects sites. A site visit was conducted again to update these protocols based on the experience of the field implementation. The 2nd draft of protocols was further revised with the latest information and data collected during and after the mission in 2015.

Project sites were extended to Tanahun district and Gorkha district based on the consultation with Lamjung DSCO to achieve targets related to the restoration area in 2017. To serve the purpose of additional sites, the project developed another protocol in 2018.

395. **3.3.7** Develop sustainable financing plans based on in-depth market assessments to leverage additional funds for maintaining and upscaling watershed restoration. e.g.: carbon trading, NTFPs, Payment for Ecosystem Services.

A market assessment of NTFPs considering ecosystem services and cost-benefit analysis of multi-use forests' in Chiti of Lamjung site. A participatory workshop on "Ecosystem services assessment and a cost-benefit analysis was organised in November 2018 which analyse the supply and demand for ecosystem services generated at Chiti site and develop different response scenarios. A full cost-benefit analysis report was prepared and the report suggests that despite doubling the population in 30 years, EbA South project interventions would help to maintain the water supply regulation and water quality (PIR, 2020). The assessment of the reliability of this kind of findings/claims is outside

the scope of this evaluation, but it is noted that these types of information or findings from the assessment are not used in the project implementation nor is there an indication of use this type information by local beneficiaries.

Nepal accomplished the concrete, on-the-ground community-based watershed restoration EbA technologies within a long-term research framework. The participatory vulnerability assessments of climate change impacts to local communities were completed as a baseline study (activity 3.2.1). Based on the baseline study and further consultation with the Government of Nepal, pilot sites were selected (in Lamjung) in FY16 through development of a site-specific protocol (activity 3.3.3). This was performed by the National Mountain Restoration Expert and the International Mountain Adaptation Specialist. As the project sites expanded to surrounding areas in Tanahu and Gorkha, a new site-specific EbA implementation protocol was generated in Q2 2018, by the National EbA Specialist. It includes a wide knowledge of implementation methodologies on tree planting, forest management etc.

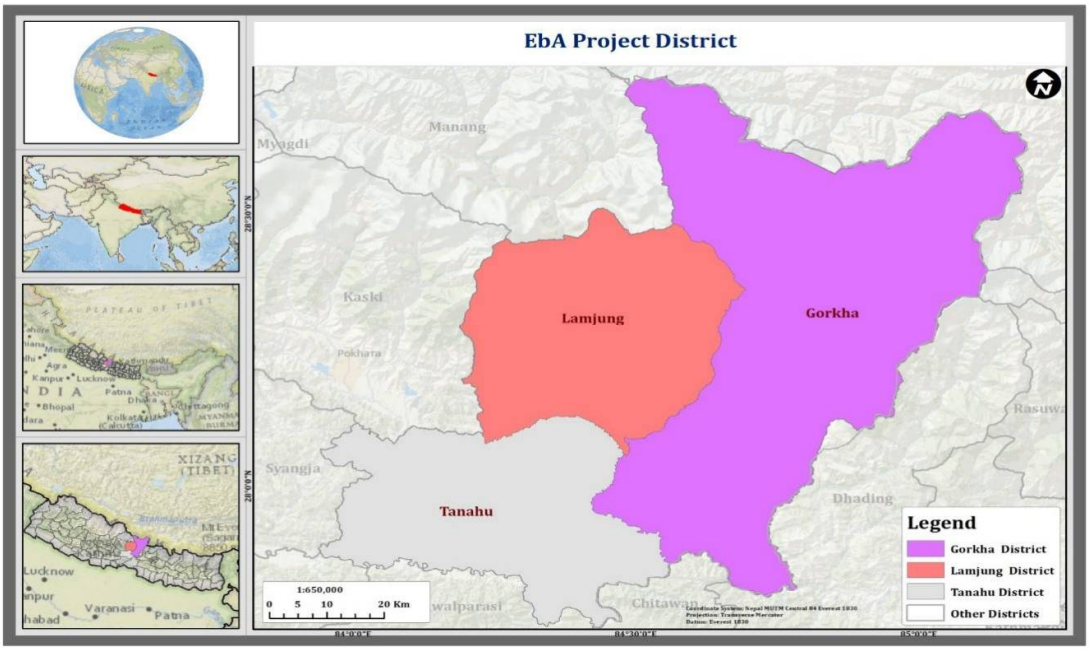


Figure 4. EbA Project Districts in Nepal

EbA interventions on the ground (activity 3.3.6) were implemented in Q3 2014 and overachieved the targets for indicator 6 'the on-the-ground interventions' with watershed restoration (**843,658 seedlings** planted) and crop production diversification (**187 households** reached). After the earthquake, resources were invested in EbA complementary activities (i.e. beehives for 40 households and improved cook stove for 500 households) to improve the livelihoods of local communities. For details, please refer to indicator 6, outcome 3. The results (including seedlings distributed and planted, the survivorship and vigour of plants etc.) have been regularly monitored and documented in monitoring reports conducted by Himalayan Resource Foundation, Nepal.

The challenge faced throughout the project is spending the funds, due to constraints on the items permitted by government for purchase and the length of the procurement process. Following communication and discussions with the country team, the PMU started to manage a portion of the country budget on behalf of the Government of Nepal to avoid the procurement difficulties and to facilitate expenditures, as per agreements signed between the government and the PMU in 2017. A costed work plan was generated jointly by PMU and Government of Nepal, covering community-level trainings, continued awareness campaigns and monitoring activities.

Activity 3.3.4. — data collection and monitoring activities — is closely linked to the LTRP and the interventions implementation. Data collection on biological, meteorological, hydrological and economic information had been undertaken since 2016, based on which, 13 publications were developed (target was overachieved). Please see details in indicator 2, output 3. A continuation of the LTRP was signed in December 2018 to support the continuous household surveys on climate change awareness and research on soil and water at the project site Lamjung for a PhD dissertation.

The community trainings (activity 3.3.5) were completed with 13 training sessions and over 1,000 beneficiaries. The topics cover the orientation on EbA South, climate change adaptation measures, GPS training, nursery techniques, cardamom plantation, etc.

The National Economist has completed the comprehensive market assessment of NTFPs (activity 3.3.2). Based on it, an international consultant delivered a quantitative study report on 'ecosystem services assessment and cost-benefit analysis of multi-use forests'. Chiti ward of Lamjung site was selected as the study area. A participatory workshop on "Ecosystem services assessment and cost-benefit analysis of EbA interventions under the EbA South project in Nepal" was organised during 15-20 November 2018, to analyse the supply and demand for ecosystem services generated at Chiti site and develop different response scenarios. It was attended by 30 representatives from the Ministry of Forests and Environment, NGOs and academic institutions. A full report was finalised in February 2019 and the results imply that despite the population doubling in 30 years, EbA South project interventions would help maintain the water supply regulation and water quality.

Output 3.4 Concrete, on-the-ground EbA desertification control technologies including multi-use greenbelts implemented (450 ha) in Mauritania within a long-term research framework.

According to reports from the country, Mauritania completed the concrete, on-the-ground EbA desertification control measures including multi-use greenbelts within a long-term research framework. In fact, the greenbelts that have been achieved under the project on the different sites continue to play an important role not only in stopping the wind erosion and the land degradation but also in providing progressive quantities of non-timber forest products and the supporting the local communities' economy. These NTFP are being seen as a possible viable option in terms of livelihoods. This was of course the initial vision of the project.

The initial resToration Protocol by ENDA has identified the following villages to host small scale EBA sites as multiuse greenbelts. These villages were Nayema, Boukhcheibeiya, Kharera, Bagdad, H'sey tourja, Techtayat, Bloc Dah Nder, Amouraye, Douze douze, Adala, Zemzem and Jaber. The EBA intervention in the Trarza region was based on the protocol hypotheses, scenario and expectations and the main ones were: the availability of permanent water resources near the sites; a sufficient level of rain precipitation, the availability of non-owned lands and the strong commitment of the communities. Unfortunately, it has been observed that some hypotheses were not realistic and therefore made very significant impacts on the implementation trends. Moreover, the significant turnover in the project team within MEDD in 2014 and 2015 made it difficult to assess the relevance of options taken in the Trarza region. The main reason for these conflicts is the agricultural potential of the land essentially in the area of Rkiz, where significant investments by the African Development Bank and the World Bank have been decided. To alleviate the risk of these antagonism, the authorities were informed and necessary instructions were given to avoid early intervention on the ground without reaching a documented consensus.

The participatory vulnerability assessments of climate change impacts to local communities were completed as a baseline study (activity 3.4.1). Based on the baseline study, pilot sites were selected in FY16 and FY17 through development of site-specific protocols. (Activity 3.4.3). Sites Benichab, Idini and Nayemat (later discontinued) covering a total of 450 ha, had been firstly identified and confirmed in FY16. Later on, sites were modified and protocols updated as some challenges and changes were encountered. Specifically, at site Nayemat (in Trarza), technical difficulties encountered by the project team (i.e. disturbance of cattle, uncertainty of the land ownership and difficult watering conditions etc…) resulted in the discontinuation of interventions and relocation of the remaining hectares to be planted in Benichab, with no contestation from the PSC. These technical difficulties were verified during the mid- term assessment missions and the interventions were suggested at the Hangzhou Project team meeting in 2017. In fact, almost all of the communities have agreed on the scheme of ecosystem restoration as a condition before any sustainable and significant benefit. However, some projects that have been implemented before EBA South faced the difficulties of restoration that can save the equilibrium and introduce the appropriate species in the appropriate ecosystems. In Benichab, the local community in fact have not been satisfied with the results of this greenbelt initiative, which was too small in spatial extent to meaningfully reduce the effects of wind-blown sand. Likewise the selection of species may not be been appropriate. The Prosopis seedlings (not used) often grow faster than indigenous species such as Acacia and tend to outcompete other species within two or three years. The species used on the project that seem to be best adapted include Acacia Tortilis and Prosopis juliflora which showed higher performance than other species tested for both survival and growth (size and diameter) after one year of planting.

A report on lessons learned at Nayemat site to inform future restoration initiatives in semi-arid regions and a sustainability strategy report on the planted area were submitted by the NFP. In terms of site Idini in the Trarza region, the target set was found to not be achievable due to the financial and management

issues in 2018, and therefore a joint TA & PMU mission was conducted in November 2018 to confirm new sites alongside identifying challenges hindering project progress. This target was suggested and confirmed by the national team to split into: i) extension of Benichab site; and ii) two former Great Green Wall (GGW) sites in Trarza (Taguilalet and Charrat). The measures for the new sites focus on fencing, enrichment planting and restoration.

On the ground EbA demonstration activities (activity 3.4.6) started in FY16 and achieved, with the establishment of two nurseries in Benichab and Nayemat, multi-use green belts using drought resilient and soil stabilizing species in 438 ha (97% of target). Despite the very harsh environment, major challenges facing/faced are: i) grazing pressure; ii) delay of rainfall; and iii) financial and administrative issues in Idini (led by Awleigatt Natoinal Park (PNA)) which interrupted the irrigation and planting operations in 2018. The third challenge was addressed by discussions among the NFP, PMU and TM and an agreement made on budgeted tasks to ensure sufficient watering for the planted seedlings and site maintenance beyond the project.

Activity 3.4.4. of data collection and monitoring activities is closely linked to the LTRP and the interventions implementation. Data collection on size of plants, soil characteristics, survivorship and vigour, incidence of temperature, etc. had been undertaken since 2016. Social studies via household surveys were also conducted. The first round of household surveys to monitor climate change awareness and vulnerability at intervention sites Benichab and Nayemat in FY 2016 and a survey on the communities' perception on the ecosystem services was conducted in 2019.

Activity 3.4.5 was completed in the first half of 2018 with two community level training workshops organised: i) one community level training at Benichab on 16 May 2018, with the objective of fostering community ownership of interventions by explaining the underlying economic values of the multi-use species planted; and ii) one general EbA training workshop at Benichab in early December 2016, with eight NGO representatives, six EbA workers (project staff) and representation of local authorities.

The National Natural Resources Economist completed the market assessment on NTFPs in March 2018 (activity 3.4.2). The 'cost-benefit analysis of multi-use forests' (activity 3.4.7) was finalised in September 2020.

ANNEX XI. PROJECT PUBLICATIONS AND KNOWLEDGE PRODUCTS

The publications and knowledge products by the EbA South project are listed below.

1) Project brochure

Prepared in 2013, 2015 and 2019

2) Full-length documentary film (2019)

The 23-minute documentary film developed by the EbA South serves as educational, promotional and awareness-raising material on the concept, principles and application of EbA. The overall objective is to enhance public understanding of EbA as a means to build climate resilience, particularly in developing countries across Africa and Asia Pacific. It also carries a strong message to further advocate the need to mainstream EbA into policy and to strengthen a South-South Cooperation dimension when dealing with climate change adaptation.

3) Documentary film: Nepal (2018)

As a complementary material to the full project documentary film, this 25-minute documentary film developed by the EbA South Nepal display specifically the application of appropriate EbA interventions in Nepal — including reforestation, forest enhancement, alternative livelihoods such as beekeeping — and measures on livelihoods improvement for local communities as well as how they perceive it.

4) Database of EbA Good Practice Case Studies

EbA South has developed an online database of good practice case studies related to EbA, aiming to collect, analyse and disseminate good practices that can be shared amongst developing countries. They are intended to encourage critical reflection and help project developers and decision-makers draw on relevant lessons. The database now comprises 15 case studies with full analysis, and additional shorter case studies. The case studies are not interventions supported by the EbA South project, they are projects from which lessons are collated, synthesised and disseminated. All of them are from developing countries, including 10 from China. All case studies analyse projects with climate change adaptation, sustainable land-use and biodiversity implications.

5) Research on Ecosystem-based Adaptation (EbA): A reference guide (2019)

The research guide is intended to assist researchers in developing a plan or proposal for a research study on EbA. Its objectives are to strengthen the understanding of core concepts, provide an analysis of current and prevailing knowledge gaps and research needs for EbA, with an insight into where potential research should be focused for future knowledge generation. It highlights considerations with regard to selecting an appropriate research approach, reviewing the literature to position the proposed study within the existing research. Also, it provides an invenTory of EbA-relevant tools and lists relevant journals, conferences and funding opportunities.

6) Integrating Ecosystem-based Adaptation in Education Curriculum: Resource Guide (2019)

The curriculum guide is designed to support teachers and environmental educaTors (primary, secondary, university levels) to incorporate the key aspects of EbA into formal or non-formal education curriculum. It promotes awareness of the key role that ecosystems play for communities to adapt to climate change. It covers general guidance on determining the focus of the curriculum; guiding notes on different aspects and steps for the design of a curriculum, reflecting the principles of EbA; and five education modules on selected topics to facilitate the integration of EbA in education subjects.

7) EbA planning tool 'ALivE – Adaptation, Livelihoods and Ecosystems' (version 1.0) computer-based tool and user manual (in English, French, Nepalese, Spanish, Chinese and Russian languages) (2018)

'ALivE – Adaptation, Livelihoods and Ecosystems' (version 1.0), developed in partnership with IISD and IUCN, is designed to support EbA project managers and practitioners in organising and analysing information to plan effective EbA options within a broader EbA planning process. It is a rapid qualitative assessment technique that can be applied in any ecosystem types.

8) Ecosystem-based adaptation: a handbook for EbA in mountain, dryland and coastal ecosystems (2018)

Developed in partnership with IIED, this EbA handbook provides practical guidance for planning and implementing community-led EbA in three vulnerable ecosystems, namely mountains, drylands and coastal areas. It is intended for project managers, practitioners and technical specialists. The guidance is structured around eight key steps in the project cycle and includes general implementation protocols for EbA in each target ecosystem. It also includes an introduction to EbA, which is intended for a broader audience, including policymakers.

9) Policy Brief: EbA for Food Security in Africa - Re-imagining food security through harnessing EbA now and into the future (2016)

This policy brief is based on the results of the Ecosystem-based Adaptation for Food Security Conference (EBAFOSC) held in Nairobi, Kenya, from 30 to 31 July 2015. It was developed by the African Centre for Technology Studies (ACTS) and edited by the EbA South project team.

10) South-South Cooperation on Climate Change (SSCCC) Briefing Note for UNFCCC COP 21 side event (2015)

Prepared for the second SSCCC Forum on 6 December 2015 at COP21 in Paris.

11) Discussion Paper: Accessing Adaptation Finance for EbA (2014)

This discussion paper is prepared as background material for 'Inter-regional training workshop on accessing climate change adaptation finance and mainstreaming EbA', a side event of the fourth Asia-Pacific Climate Change Adaptation (APAN) Forum held in Kuala Lumpur, Malaysia, from 30 September to 3 October 2014. The primary objective of the paper is to make participants aware of opportunities for funding EbA programs, projects and activities through targeted adaptation funds and other sources; and to assist them in preparing sound and effective proposals.

12) Policy Brief: Mainstreaming EbA and Accessing EbA Finance (2014)

This policy brief is based on the results of the 'Inter-regional training workshop on accessing climate change adaptation finance and mainstreaming EbA', a side event of the fourth Asia-Pacific Climate Change Adaptation (APAN) Forum held in Kuala Lumpur, Malaysia, from 30 September to 3 October 2014.

13) Info Brief: e-discussion programme on EbA 'Module 1: EbA and South-South Cooperation' (2015)

14) Info Brief: e-discussion programme on EbA 'Module 2: Monitoring and Evaluation of EbA Initiatives' (2016)

15) Info Brief: e-discussion programme on EbA 'Module 3: Tools for Municipal Planning of EbA' (2016)

These three Info Briefs summarize the results of the e-discussion programme conducted by the EbA Community of Practice (an initiative of UNEP REGATTA managed by Practical Action in partnership with EbA South during the period September 2015 to March 2016.

16) Discussion Paper: Roundtable on Ecosystem-Based Adaptation in the context of South-South Cooperation (2013)

This discussion paper is prepared for the Roundtable on Ecosystem-Based Adaptation in the context of South-South Cooperation at UNFCCC COP19 on 19 November 2013. It elaborates the role of EbA in the adaptation portfolio, provides new evidences and good practices of EbA on the ground, identifies the importance of South-South Cooperation in promoting EbA, calls for enhancing EbA in the context of South-South Cooperation including through multi-lateral financing mechanisms, and mainstreaming EbA into National Adaptation Plans.

17) Project highlights on different platforms, including on the United Nations Climate Partnerships for the Global South (2016), GEF (2017), UNEP (2017), GAN newsletter (2019), UNEP (2019).

18) Assessment of Ecosystem Services Supply. Demand and Values: Nepal (2019)

This report presents the results of: i) An assessment of ecosystem service changes for a range of EbA interventions directed at mitigating climate change risks; and ii) a cost benefit analysis of the adaptation interventions, using the above ecosystem services analysis, project costs and expert opinion. The objective of this analysis is to highlight the implications of different climate change adaptation scenarios in Nepal, particularly at EbA South project site in the Chiti ward of Lamjung district.

19) Assessment of Ecosystem Services Supply. Demand and Values: Seychelles (2018)

This report presents the results of: i) An assessment of ecosystem service changes for a range of EbA and engineered interventions directed at mitigating climate change risks; and ii) a cost benefit analysis of the adaptation interventions, using the above ecosystem services analysis, project costs and expert opinion. The objective was to highlight the implications of different climate change adaptation scenarios in the Seychelles, particularly at EbA South project site, namely Petit Barbarons on Mahe Island.

20) Protocol for Implementation of Ecosystem-based Adaptation Interventions in Coastal Wetlands of the Seychelles (2019)

The Seychelles EbA protocol aims to support EbA project planners and practitioners to design and plan step-by-step EbA interventions in coastal wetlands. It is developed based on direct experience, challenges and lessons learned from the EbA pilot interventions under the EbA South project in the Seychelles. It also highlights the adaptive management approach to address unexpected situations throughout the project implementation on-the-ground. The content can be applied beyond the Seychelles to other coastal communities and particularly SIDS facing similar climate change impacts.

21) Blog posts on lessons learned from EbA South
A series of bog posts were prepared to document all the challenges encountered and to enable other EbA projects in the future to build on the platform created by EbA South, namely:

1. Regularly revisit the exit strategy for managing ecological infrastructure
2. Sow the seeds of long-term research across multiple platforms and institutions
3. Hire professional scientific interpreters and conduct targeted joint research to ensure long-term South-South collaboration on the science of EbA
4. Quantify ecosystem goods and services in granular detail, and at a landscape scale, using state-of-the-art technology to heed international calls for urgent upscaling of EbA
5. Develop EbA project budgets that take into account the complexity and time-consuming nature of constructing ecological infrastructure.

22) Ecosystem-based adaptation to climate change: Lessons learned from a pioneering project spanning Mauritania, Nepal, the Seychelles, and China (2020)
Written based on the 5 blog posts above, this EbA South lessons learned paper was published on Plants, People, Planet. The paper presents key lessons learned and experiences from the EbA South project across these distinct ecosystems and socio-economic environments provide unique insights into the adaptive management invariably required within EbA initiatives. This analysis also provides lessons on how to share knowledge among different stakeholders and countries to advance South-South Cooperation.
23) Stories and short film produced by UNEP
"Forests and passion: a hero's guide to resisting climate change", a story of EbA South project on-the-ground implementation in the Seychelles (2019)
"Saving the Seychelles: Reforestation to fight climate change", a short film of EbA South project on-the-ground implementation in the Seychelles (2019)
"South-South Cooperation to tackle climate change", a story of EbA South featured on the UNEP website for the International Day for South-South Cooperation on 12 September 2020.

ANNEX XII. QUALITY ASSESSMENT OF THE EVALUATION REPORT

Quality Assessment of the Evaluation Report

Evaluand Title:

Ecosystem-based Adaptation through South-South Cooperation (EbA South) GEF ID: 4934

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

	UNEP Evaluation Office Comments	Final Report Rating
Substantive Report Quality Criteria		
Quality of the Executive Summary: The Summary should be able to stand alone as an accurate summary of the main evaluation product. It should include a concise overview of the evaluation object; clear summary of the evaluation objectives and scope; overall evaluation rating of the project and key features of performance (strengths and weaknesses) against exceptional criteria (plus reference to where the evaluation ratings table can be found within the report); summary of the main findings of the exercise, including a synthesis of main conclusions (which include a summary response to key strategic evaluation questions), lessons learned and recommendations.	Final report: The Executive Summary provides a concise summary of the report's findings.	5
I. Introduction A brief introduction should be given identifying, where possible and relevant, the following: institutional context of the project (sub-programme, Division, regions/countries where implemented) and coverage of the evaluation; date of PRC approval and project document signature); results frameworks to which it contributes (e.g. Expected Accomplishment in POW); project duration and start/end dates; number of project phases (where appropriate); implementing partners; total secured budget and whether the project has been evaluated in the past (e.g. mid-term, part of a synthesis evaluation, evaluated by another agency etc.) Consider the extent to which the introduction includes a concise statement of the purpose of the evaluation and the key intended audience for the findings?	Final report: Complete section that highlights purpose of the Evaluation.	6
II. Evaluation Methods A data collection section should include: a description of evaluation methods and information sources used, including the number and type of respondents; justification for methods used (e.g. qualitative/ quantitative; electronic/face-to-face); any selection criteria used to identify respondents, case studies or sites/countries visited; strategies used to increase stakeholder engagement and consultation; details of how data were verified (e.g. triangulation, review by stakeholders etc.). Efforts to include the voices of different groups, e.g. vulnerable, gender, marginalised etc) should be described. Methods to ensure that potentially excluded groups (excluded by gender, vulnerability or marginalisation) are reached and their experiences captured effectively, should be made explicit in this section. The methods used to analyse data (e.g. scoring; coding; thematic analysis etc.) should be described. It should also address evaluation limitations such as: low or imbalanced response rates across different groups; gaps in documentation; extent to which findings can be either generalised to wider evaluation questions or constraints on aggregation/disaggregation; any potential or apparent biases; language barriers and ways they were overcome.	Final report: Detailed description of the approach taken. Limitations addressed in section. Gender addressed	5

Ethics and human rights issues should be highlighted including: how anonymity and confidentiality were protected, and strategies used to include the views of marginalised or potentially disadvantaged groups and/or divergent views. Is there an ethics statement? E.g. 'Throughout the evaluation process and in the compilation of the Final Evaluation Report efforts have been made to represent the views of both mainstream and more marginalised groups. All efforts to provide respondents with anonymity have been made.		
III. The Project This section should include: • Context: Overview of the main issue that the project is trying to address, its root causes and consequences on the environment and human well-being (i.e. synopsis of the problem and situational analyses). • Results framework: Summary of the project's results hierarchy as stated in the ProDoc (or as officially revised) • Stakeholders: Description of groups of targeted stakeholders organised according to relevant common characteristics • Project implementation structure and partners: A description of the implementation structure with diagram and a list of key project partners • Changes in design during implementation: Any key events that affected the project's scope or parameters should be described in brief in chronological order • Project financing: Completed tables of: (a) budget at design and expenditure by components (b) planned and actual sources of funding/co-financing	Final report: Comprehensive section covering all elements.	6
IV. Theory of Change The TOC at Evaluation should be presented clearly in both diagrammatic and narrative forms. Clear articulation of each major causal pathway is expected, (starting from outputs to long term impact), including explanations of all drivers and assumptions as well as the expected roles of key actors. This section should include a description of how the TOC at Evaluation[68] was designed (who was involved etc.) and applied to the context of the project? Where the project results as stated in the project design documents (or formal revisions of the project design) are not an accurate reflection of the project's intentions or do not follow UNEP's definitions of different results levels, project results may need to be re-phrased or reformulated. In such cases, a summary of the project's results hierarchy should be presented for: a) the results as stated in the approved/revised Prodoc logframe/TOC and b) as formulated in the TOC at Evaluation. The two results hierarchies should be presented as a two-column table to show clearly that, although wording and placement may have changed, the results 'goal posts' have not been 'moved'. This table may have initially been presented in the Inception Report and should appear somewhere in the Main Review report.	Final report: The TOC at Evaluation presented clearly in both diagrammatic and narrative forms. Detailed discussion of causal pathways and an effective diagram, including identification of Drivers and Assumptions.	6
V. Key Findings **A. Strategic relevance:** This section should include an assessment of the project's relevance in relation to UNEP's mandate and its alignment with UNEP's policies and strategies at the time of project approval. An assessment of the complementarity of the project at design (or during	Final report: Discussion of all elements included	6

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

inception/mobilisation[69]), with other interventions addressing the needs of the same target groups should be included. Consider the extent to which all four elements have been addressed: v. Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities vi. Alignment to Donor/GEF/Partners Strategic Priorities vii. Relevance to Regional, Sub-regional and National Environmental Priorities viii. Complementarity with Existing Interventions		
B. Quality of Project Design To what extent are the strength and weaknesses of the project design effectively summarized?	Final report: Adequate summary of assessment of project design.	4
C. Nature of the External Context For projects where this is appropriate, key external features of the project's implementing context that limited the project's performance (e.g. conflict, natural disaster, political upheaval[70]), and how they affected performance, should be described.	Final report: Provides accurate summation of external context during time of implementation	5
D. Effectiveness **(i) Outputs and Project Outcomes:** How well does the report present a well-reasoned, complete and evidence-based assessment of the a) availability of outputs, and b) achievement of project outcomes? How convincing is the discussion of attribution and contribution, as well as the constraints to attributing effects to the intervention? The effects of the intervention on differentiated groups, including those with specific needs due to gender, vulnerability or marginalisation, should be discussed explicitly.	Final report: Detailed discussion of the availability of outputs and achievement of outcomes.	5
(ii) Likelihood of Impact: How well does the report present an integrated analysis, guided by the causal pathways represented by the TOC, of all evidence relating to likelihood of impact? How well are change processes explained and the roles of key actors, as well as drivers and assumptions, explicitly discussed? Any unintended negative effects of the project should be discussed under Effectiveness, especially negative effects on disadvantaged groups.	Final report: The roles of actors are discussed and the report presents an analysis, guided by the causal pathways represented by the TOC, of evidence relating to likelihood of impact. However, drivers and assumptions are not specifically discussed.	4
E. Financial Management This section should contain an integrated analysis of all dimensions evaluated under financial management and include a completed 'financial management' table. Consider how well the report addresses the following: • Adherence to UNEP's financial policies and procedures • completeness of financial information, including the actual project costs (total and per activity) and actual co-financing used • communication between financial and project management staff	Final report: Discussion and analysis of elements of financial management with supporting tables	4

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

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

F. Efficiency To what extent, and how well, does the report present a well-reasoned, complete and evidence-based assessment of efficiency under the primary categories of cost-effectiveness and timeliness including: • Implications of delays and no cost extensions • Time-saving measures put in place to maximise results within the secured budget and agreed project timeframe • Discussion of making use during project implementation of/building on pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. • The extent to which the management of the project minimised UNEP's environmental footprint.	Final report: Report presents a well-reasoned and evidence-based assessment of project efficiency.	5
G. Monitoring and Reporting How well does the report assess: • Monitoring design and budgeting (including SMART results with measurable indicators, resources for MTE/R etc.) • Monitoring of project implementation (including use of monitoring data for adaptive management) • Project reporting (e.g. PIMS and donor reports)	Final report: Clear and concise discussion providing information on all 3 sections. Monitoring design and budgeting could have more detail.	4
H. Sustainability How well does the evaluation identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of achieved project outcomes including: • Socio-political Sustainability • Financial Sustainability • Institutional Sustainability	Final report: The discussion covers all three dimensions and adequately identifies and assesses factors that determine the levels of likelihood in each dimension	5
I. Factors Affecting Performance These factors are <u>not</u> discussed in stand-alone sections but are **integrated in criteria A-H as appropriate**. Note that these are described in the Evaluation Criteria Ratings Matrix. To what extent, and how well, does the evaluation report cover the following cross-cutting themes: • Preparation and readiness • Quality of project management and supervision[71] • Stakeholder participation and co-operation • Responsiveness to human rights and gender equality • Environmental and social safeguards • Country ownership and driven-ness • Communication and public awareness	Final report: Concise summary of cross-cutting issues in general. High level of detail.	6
VI. Conclusions and Recommendations **i) Quality of the conclusions:** The key strategic questions should be **clearly** and succinctly addressed within the conclusions section. This includes providing the answers to the questions on Core Indicator Targets, stakeholder engagement, gender responsiveness, safeguards and knowledge management, required for the GEF portal. It is expected that the conclusions will highlight the main strengths and weaknesses of the project and connect them in a compelling story line. Human rights and gender dimensions of the intervention (e.g. how these dimensions were considered, addressed or impacted on) should be discussed explicitly. Conclusions, as well as	Final report: The conclusion summarises the main findings and insights contained in the report, though findings could be highlighted more a more concise way. The strategic questions set out in the TOR are addressed specifically.	4

[71] In some cases 'project management and supervision' will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the executing agency and the technical backstopping provided by UNEP. This includes providing the answers to the questions on Core Indicator Targets, stakeholder engagement, gender responsiveness, safeguards and knowledge management, required for the GEF portal.

lessons and recommendations, should be consistent with the evidence presented in the main body of the report.		
ii) Quality and utility of the lessons: Both positive and negative lessons are expected and duplication with recommendations should be avoided. Based on explicit evaluation findings, lessons should be rooted in real project experiences or derived from problems encountered and mistakes made that should be avoided in the future. Lessons are intended to be adopted any time they are deemed to be relevant in the future and must have the potential for wider application (replication and generalization) and use and should briefly describe the context from which they are derived and those contexts in which they may be useful.	Final report: The lessons are relevant and clear.	5
iii) Quality and utility of the recommendations: To what extent are the recommendations proposals for specific action to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results? They should be feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when. At least one recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions, should be given. Recommendations should represent a measurable performance target in order that the Evaluation Office can monitor and assess compliance with the recommendations. In cases where the recommendation is addressed to a third party, compliance can only be monitored and assessed where a contractual/legal agreement remains in place. Without such an agreement, the recommendation should be formulated to say that UNEP project staff should pass on the recommendation to the relevant third party in an effective or substantive manner. The effective transmission by UNEP of the recommendation will then be monitored for compliance. Where a new project phase is already under discussion or in preparation with the same third party, a recommendation can be made to address the issue in the next phase.	Final report: Section complete, recommendations are relevant, however as this was flagship initiative for South-South cooperation on Ecosystem-Based Approaches to Adaptation and was expected to generate considerable learning, recommendations are put forward for UNEP and GEF to consider. The nature of the action taken in response to these recommendations will vary and will need to be further discussed within the two institutions.	5
VII. Report Structure and Presentation Quality		
i) Structure and completeness of the report: To what extent does the report follow the Evaluation Office guidelines? Are all requested Annexes included and complete?	Final report: The report follows the UNEP guidelines.	6
ii) **Quality of writing and formatting:** Consider whether the report is well written (clear English language and grammar) with language that is adequate in quality and tone for an official document? Do visual aids, such as maps and graphs convey key information? Does the report follow Evaluation Office formatting guidelines?	Final report: Language that is adequate in quality and tone and formatted correctly.	4
OVERALL REPORT QUALITY RATING		**5.0**

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