Strengthening ecosystems and development linkages through innovative economic approaches for green growth

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Contents

List of Acronyms and Abbreviations

ADB	Asian Development Bank
AUI	Al Akhawayn University
BIOECON	Biodiversity and Economics for Conservation
CAREC	Central Asia Regional Economic Cooperation Program
CGIAR	Consortium of International Agricultural Research Centres
CSIRO	Commonwealth Scientific and Industrial Research Organisations
DEPI ESE	Division of Environmental Policy Division Ecosystem Services and Economics Unit
EC	European Commission
EEPSEA	Economy and Environment Programme for South East Asia
EEPSEA	Economy and Environment Program for Southeast Asia
EIB	European Investment Bank
ELD	Economics of Land Degradation
EPA of USA	Environmental Protection Agency of the United States of America
ETH Zurich	Eidgenössische Technische Hochschule Zürich
FAO	Food and Agriculture Organisation
FEEM	Fondazione Eni Enrico Mattei
GEF STAP	Global Environment Facility Scientific and Technical Advisory Panel
GIZ	Gesellschaft für Internationale Zusammenarbeit (German Agency for International Cooperation)
HCP	Higher Planning Commission in Morocco
ICIMOD/SANDEE	South Asian Network for Development and Environmental Economics
IFAS	The International Fund for saving the Aral Sea
IFPRI	International Food Policy Research Institute
INRH	National Institute of Fisheries Research Morocco
INSEE	Indian Society for Ecological Economics
IPBES	Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services
IUCN	International Union for the Conservation of Nature
IWR	Inclusive Wealth Report
OECD	Organisation for Economic Cooperation and Development
OSCE	Organization for Security and Co-Operation in Europe
PEI	Poverty Environment Initiative
SANDEE	South Asian Network for Development and Environmental Economics
SDGs	Sustainable Development Goals
SEEA	System of Environmental-Economic Accounting
SEI	Stockholm Environment Institute
SGA Network	Sub-Global Assessment Network
SNA	System of National Accounts
TE	Terminal Evaluation
TEEB	The Economics of Ecosystem Services and Biodiversity
TOC	Theory of Change
UMN	University of Minnesota
UNCCD	United Nations Convention to Combat Desertification
UNDP CO	United Nations Development Programme Country Office
UNEP	United Nations Environment Programme
UNESCAP	United Nations Economics and Social Commission for Asia and the Pacific
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNSD	United Nations Statistics Department
UNU-IHDP	United nations University - The International Human Dimensions Programme
UNU-INWEH	United Nations University - Institute for Water, Environment and Health
VANTAGE	Strengthening decision-making through Valuation and Accounting of Natural Capital for Green Economy
VFRC	Virtual Fertilizer Research Centre
WAVES	Wealth Accounting and the Valuation of Ecosystem Services

Project Identification Table

UNEP PIMS ID:	01592	**IMIS number:**	3E35
Sub-programme:	Subprogramme 3: Ecosystem Management	**Expected Accomplishment(s):**	PoW 2012/2013: EA 3a. PoW 2014/2015: EA 3c
UNEP approval date:	31 Jan 2013	**PoW Output(s):**	PoW 2012/2013 # 321 PoW 2012/2013 #312 PoW 2012/2013 #333 PoW 2014/2015 # 332
Expected Start Date:	01 Feb 2013	**Actual start date:**	21 Mar 2013
Planned completion date:	31 Dec 2015	**Actual completion date:**	31 Jan 2016
Planned project budget at approval:	US$ 2,637,000	**Total expenditures reported as of 30 May 2015** :	US$ 1,189,724.83
Planned Environment Fund (EF) allocation:	US$ 278,000.00		
No. of revisions:	One	**Date of last revision:**	30 January 2015
Terminal Evaluation (actual date):	August 2016		

Executive Summary

A. Introduction

1. The Green Growth project 'Strengthening ecosystems and development linkages through innovative economic approaches for green growth' (Green Growth project) was an umbrella project that was managed by the Ecosystem Services and Economics (ESE) Unit of the UNEP Division of Environmental Policy Implementation (DEPI) with inputs from various other Divisions and offices of UNEP.
2. A brief outline of the umbrella and all its separate components are given in Table 1 below.

Table 1. The separate components and key implementing partners of the Green Growth Umbrella Project

Components	Description	Key implementing partners
Component 1	UNDA 8th Tranche Project: Mainstreaming Ecosystem Services into country's macro-economic policies and programmes, Kazakhstan and Morocco (with its own project components)	University of Minnesota, Central Asia Regional Economic Cooperation Program (CAREC), Al Akhawayn University, UNEP DEPI
Component 2	Field projects on economic valuation of ecosystem services (Kenya and South Sudan)	University of Nairobi (Study of Yala Swamp, Kenya), Evolution Institute (Study on the Sudd Wetland, South Sudan), UNEP DEPI
Component 3	International Conferences and Regional Workshops on the economic valuation of ecosystem services	La Fondation [15th Annual BIOECON Conference on 'Conservation and Development: Exploring Conflicts and Challenges'] International Centre for Integrated Mountain Development (ICIMOD) through the South Asia Network for Development and Environmental Economics (SANDEE) [Beyond GDP: Valuing and Accounting for the Environment in the Asia-Pacific Region, a policy dialogue meeting] United Nations Statistics Division (UNSD) [International Conference 'Global Implementation Programme for the SEEA']
Component 4	Working groups (ELD, IWR) to develop products and papers on ecosystem services valuation	United Nations University - The International Human Dimensions Programme (UNU-IHDP) [development of the Inclusive Wealth Report] Economics of Land Degradation Secretariat [Working group at UNCCD 2nd Scientific Conference 2013]

3. The project mostly targeted policy-makers with the overall objective to contribute to a better integration of environmental concerns into national development processes, policy planning and decision-making. The project was designed to provide policy-makers, practitioners and resource users with applied research cases and training opportunities to increase their capacity to apply ecosystem services tools and integrate them in decision-making processes.

4. A Terminal Evaluation was conducted after project closure, as is the requirement of all UNEP projects. The aim of this evaluation was to assess project performance, determine its outcomes and impacts as well as their sustainability, and identify valuable lessons learnt and next steps of the Green Growth Project.

B. Evaluation Findings and Conclusions

5. *Strategic relevance:* The project's objectives were consistent with global environmental needs. The project also aligns well in various facets to the UNEP Medium Term Strategy (2010-2013) with direct contributions made to environmental management. The project's design referred directly to the UNEP's Programme of Work 2012-2013, and the outcomes and achievements of the project were aligned to the Bali Strategic Plan, mainly as regards capacity building. Gender considerations were not integrated into the project as they should have been. Some sharing between countries took place, and stakeholder engagement was appropriate. Strategic relevance was rated as *Satisfactory*.
6. *Achievement of outputs:* Generally all outputs were achieved and were of high quality. The South Sudan outputs were not fully achieved as was hoped due to the civil war taking place in the country. Capacity building was too short in some instances, e.g. for Kazakhstan for UNDA 8th Tranche. Generally, achievement of outputs was rated as *Satisfactory*.
7. *Effectiveness - Attainment of Objectives and Planned Results:*
8. The purpose of the project was to contribute to a better integration of environmental concerns into national development processes, policy-planning and implementation. The hope for the project, in terms of realising long term impact, was that ecosystem services would be integrated into national accounting systems in the countries.
9. The project delivered on its objective in that it did contribute towards a better integration (through its various contributions to new tools, methodologies, policy briefs, trainings, etc). Certainly capacity was enhanced through the project. Whether integration will happen depends on a few steps (e.g. more capacity building in some countries, communication strategies in others).
10. For the purpose of the evaluation and the Theory of Change (see page 27), the project outcomes were re-formulated into the following:
    i. Ecosystem services' tools are applied to improve the evidence base of ecosystem management contributions to human wellbeing, development and poverty alleviation
    ii. Policy-makers, resource users and practitioners have enhanced knowledge on ecosystem services' tools and their relevance to developing innovative policies
    iii. Policy-makers, resource users and practitioners have enhanced capacity on how to apply ecosystem services' tools for the achievement of development objectives
11. The project's intended outcomes were delivered (mostly) and there has been a process initiated that would lead to Intermediate States. The driver (wide sharing through networks) of both Outcome 1 and Outcome 2 to their Intermediate States improved the ability of the project to create greater awareness and understanding among policy-makers of existing data and

methodologies and how to integrate these into national planning.[1] The assumption (awareness of economic valuation and application of assessment tools enhances demand for improved data and knowledge, especially for the UNDA 8th Tranche countries) seems to have held for the third Intermediate State to be met.[2] Outcome 3's pathway to Intermediate State 3 necessitated that the assumption (enhanced capacity and enabling environment will drive behaviour for integration of ecosystem services accounting into national policy) would hold, as well as the assumption in the 'soft' pathway from the Intermediate State 2 of Outcome 2 to the Intermediate State 3 of Outcome 3 (the improvement in easy access to new data supports the enabling environment) would also hold. Despite there being some evidence of uptake of results at higher level, the evaluator is not entirely convinced that these assumptions held.[3]

12. Overall long-term impact depends mostly on the continuation of further economic analyses and other steps in-country for the UNDA 8th Tranche project, and more capacity building and feedback mechanisms from countries who participated in the various workshops, panels and conferences of the Green Growth. Certainly capacity has been built and understanding of the importance of ecosystem services to the economy and human wellbeing has been achieved through the project, with knock on effects in various facets (e.g. UNDA 8th Tranche countries, uptake into other countries), but these few steps need to have continuation and a broader time-bound strategy for there to be real integration of environmental concerns into national development planning processes, policy planning and implementation, and that ecosystem services are integrated into national accounting systems at country level. There has definitely been sustainability of project results in Kazakhstan and Morocco, and both countries are moving in the direction of valuing natural capital,[4] but as mentioned more needs to be done in a strategic manner even in these countries. The assumption that funding will be available to support Intermediate States held, at least for the UNDA 8th Tranche project and in the greater Green Growth project e.g. with next steps into VANTAGE (but not for South Sudan, for other reasons out of the control of the project at this time). The rating for overall likelihood of impact achievement is *Likely (BB).* See Table 9 for the ROtI analysis.
13. The overall rating for Effectiveness is *Satisfactory.*
14. *Sustainability and replication:* In terms of socio-political sustainability, most countries, with the exception of South Sudan, had political environments conducive to sustaining project results. Capacity building was a strong element of the project. Financial resources have become available in some of the countries and on the international platform to sustain project results. Institutional frameworks varied between countries, but generally conducive to sustaining results. Generally, there are no project outputs that would have a negative impact on the environment if sustained and the move to long-term impact can only benefit the environment.

[1] Certainly the partners that were used are able to cast a wide net with results obtained (e.g. ICIMOD, UNSD, UNU-IHDP, TEEB, WAVES, UNEP DEPI ESE) at the international level, but also at the national level with regards the UNDA 8th Tranche, both countries had a wide reach and good network of sharing the information.

[2] Evaluator opinion based on several interviews with government officials in Morocco 18-22 July, questionnaire responses from Kazakhstan; cannot say this for the Inclusive Wealth Report - although the fact that the presentation gets a window at the UN General Assembly is testament to country demand for this knowledge.

[3] E.g. for UNDA 8th Tranche - Certainly some moves have taken place, but it seems more needs to be done to create a more conducive environment for the implementation of the policy at the level necessary for change to occur - it also seemed, from the various interviews, that more economic analysis and social experimentation needs to be done for stronger uptake [Interviews in Morocco 18-22 July, interviews and questionnaire responses in Kazakhstan]. The other Green Growth initiatives, e.g. Kenya and South Sudan still have a long way to go; and as for the conferences - other than the SANDEE workshop, there is no real evidence of uptake at policy level based on the participation of policy-makers at these conferences (this might however be due to insufficient/no feedback received from the policy makers who attended these conferences).

[4] Interviews with country respondents, July 2016.

Some catalytic elements have pulled through, and study results have had wide exposure and uptake to some extent. Rated as *Satisfactory.*

15. *Efficiency:* Generally time and cost-efficiency was appropriately relevant in comparison to other projects, and it was commendable what was achieved with limited budget and short time. Rated *Satisfactory.*

16. *Factors affecting Performance:* The project was generally appropriate in its design and management planning was strong. Implementation was well regarded by project partners. The project had strong elements of stakeholder engagement and participation. Communication and awareness was generally good with regard to outreach in UNDA-8 and internationally. Supervision and technical backstopping was highly regarded by project partners. The project was weak in its monitoring and evaluation process. Rated as *Satisfactory*.

C. Conclusions

17. The Green Growth project certainly had a **strategic alignment to the theme of economic valuation of ecosystem services and UNEP's strategic frameworks (e.g. Mandate, MTS 2010-2013, 2014-2017). I**t built on the existing foundations of projects and programmes and partnerships, and had its outputs deeply embedded within the existing partnership framework (of e.g. ELD, UNSD, UNU-IHDP).

18. Generally, respondents felt that the project, in its separated but linked activities, was highly important and generated a wealth of new knowledge through its tools, methodologies and global studies (such as the supporting of IWR 2014).

19. The project had a very **strong partnership** framework and **stakeholder engagement** element, and this was one of the key contributors to its success and sustainability of some of the project results.

20. Through its UNDA 8th Tranche component, as well as many of its other activities (e.g. Kenya, South Sudan, IWR 2014, ELD Working Group Assessment), the focus of (i) new tools and methodologies to integrate ecosystem services at the macroeconomic level, and (ii) the capacity development and awareness approach of the importance of ecosystem services to economic development, the project generally achieved in providing nations and global institutions with new information and knowledge, and a variety of (mostly developing) countries' policy-makers with enhanced understanding and capacity.

21. Despite very limited funding, the project managed to achieve most of its outputs and activities through the strong partnerships and coordination by UNEP DEPI ESE. In particular, the studies that were developed for UNDA 8th Tranche component were highly commended and novel,[5] and were highlighted as particularly important to Morocco and Kazakhstan.

22. In terms of achievements for the four countries and the sustaining of results:

    (i) Morocco, through the project, brought a great interface between academics and governmental officials, which the evaluator anticipates will be sustained through relationships made and the piloting committee that has been set up. The study here was immensely useful and important to respondents who were interviewed and there was a strong enthusiasm to pull the project forward towards **impact**. A variety of different activities that have taken up the results (e.g. from the circular economy through UNDP CO, Ministry of Agriculture, as well as the work conducted on the ground with farmers communicating the results, results being shared with the

[5] Based on various interviews for the evaluation, as well as interviews with UNEP DEPI ESE about the Unit Chief sharing the model on different platforms and in front of pioneers on similar studies.

Economic, Social and Environmental Council for **policy uptake**) of the project post closure, ensuring that there are strong elements of **sustainability**.

(ii) Kazakhstan, through the project, has had some of its strategies empowered through the results of the study, and have made good next steps to take on testing of the results in one pilot community with regard to Scenario 2 and installing a water trading mechanism. Various respondents felt that the project instilled in them a strong sense of the importance of ecosystem services, and their critical importance to the economy and wellbeing of the nation.

(iii) South Sudan and Kenya both now have new studies that can be used to inform policy-planning and decision-making for the development of the Sudd Wetland and the Yala Swamp.

23. **Capacity** was developed in this project, particularly through UNDA 8th Tranche (with regard to having received feedback for this TE), and through the Asia-Pacific workshop, which was quite successful.[6] In some instances, it appeared that more capacity was needed. Particularly in Kazakhstan, respondents generally felt that capacity was an issue to begin with regarding the understanding of the results and the model, and one day was not sufficient to create sufficient understanding. The project did make an effort to communicate the results in a more targeted manner by hiring a national economist to support translations in Russian. This certainly helped and respondents participating in the evaluation did generally highlight the understanding of ecosystem services and its role in the economy. However, most respondents mentioned that further capacity building was necessary, especially if any one institution was to be able to further develop the model.

24. **Communication and awareness** was particularly strong in this project, with outreach strategies, policy briefs, and other material dissemination for UNDA-8, as well as other facets of the project, such as the IWR. Particularly in Morocco, there was a strong media presence, which has continued to follow stories on the continuation of the project.

25. Kazakhstan would have benefitted from a prolonged initial visit from UMN experts before the project launch, as well as more effective engagement into the theory of the project results.[7] The lack of initial capacity, coupled with the translation difficulties, may have had an influence on the overall understanding of participants of the results. That more capacity building was necessary was certainly mentioned by most Kazakh respondents.

26. This project had a plethora of different activities over the short time, and should be commended for engaging the number of partners, and producing the number of outputs it did with the limited amount of resources.

27. However, the **M&E implementation** could have been much stronger. The project did not have a mid-term review, and although the evaluator believes the mid-term review was not necessary the project should have had a better monitoring system to track progress against the logical framework, and indeed in terms of outcome monitoring, and not just progress reports from partners (which in itself merely tick boxes).

28. The project moderately delivered on its objective to contribute to a better integration of environmental concerns into national development processes, policy-planning and implementation. The evaluator believes that various steps are still necessary for the long-term impact of the project to be reached (some of which seem to have been already taken on through projects like VANTAGE).

[6] According to participant feedback and enthusiasm, Interview SANDEE, workshop proceedings.
[7] This was highlighted by both UMN and CAREC during skype interviews.

29. The overall rating for the Green Growth project is *Satisfactory*.

Table 2. Summary assessment and ratings by evaluation criterion for the Green Growth Umbrella Project

Criterion	Summary Assessment	Rating
A. Strategic relevance	The project objective is consistent with global environmental needs. Both countries showed demand for the project to be executed there. The project is directly linked to UNEP's MTS (2010-2013 and 2014-2017) and its associated PoWs; and is linked strongly to the Bali Strategic Plan. Its gender component could have been stronger.	**S**
B. Achievement of outputs	Most activities were achieved, some adaptation had to take place regarding the war in South Sudan and its output, and also some activities were dropped (as planned in the ProDoc) due to unsecured funding.	**S**
C. Effectiveness: Attainment of project objectives and results		**S**
1. Achievement of direct outcomes	The project's intended outcomes were mostly delivered, and there has been some process of moving to Intermediate States in some instances.	**S**
2. Likelihood of impact	Overall long-term impact depends mostly on the continuation of further economic analyse and other steps in-country.	**Likely (BB)**
3. Achievement of project goal and planned objectives	The project, to an extent, did deliver on its objective or purpose.	**S**
D. Sustainability and replication		**S**
1. Financial	There has been follow on financing of various project activities post-closure, and international programmes continue running.	**ML**
2. Socio-political	Generally no problems, with South Sudan's political environment not being conducive to sustaining results at this moment.	**L**
3. Institutional framework	Institutional framework, generally, is conducive to sustaining project results.	**L**
4. Environmental	Project results being sustained can only benefit the environment.	**HL**
5. Catalytic role and replication	The project certainly had a strong catalytic role and there have been various follow on activities, not much replication so far (although some e.g. South Vietnam using the study for its Green Growth strategy).	**L**
E. Efficiency	Generally well executed given the time and resources of the project.	**S**
F. Factors affecting project performance		
1. Preparation and readiness	Generally well planned, with risk and safeguards presented. Implementing agents not identified at design phase, gender not a strong component. Project management and partnership arrangements in place.	**S**
2. Project implementation and management	Project was generally well implemented, country partners highly appropriate.	**S**
3. Stakeholders participation and public awareness	Very good stakeholder participation and public awareness, outreach strategy in each country well thought out, media present, good dissemination, good platform for inter-institutional cooperation.	**HS**
4. Country ownership and driven-ness	Country ownership varied but was strongest in the UNDA 8th Tranche component - In both countries appropriate government stakeholders involved. Other than that not very strong.	**MS**
5. Financial planning and management	Reporting done according to standard (although not aligned to activities instead to object lines), no co-financing reported for project.	**S**
6. UNEP supervision and backstopping	UNEP supervision and guidance very strong.	**HS**
7. Monitoring and evaluation		**MU**
a. M&E Design	Some elements missing (e.g. baseline info, although this was in the Green Growth ProDoc), indicators proposed satisfactory, budget not really aligned to M&E other than terminal evaluation.	**S**
b. Budgeting and funding for M&E activities	Generally well planned, but only for MTR and TE.	**S**
c. M&E Plan Implementation	Generally weak M&E implementation, with only real progress reporting visible through partners and single outputs/activities - not always aligned with logframe.	**MU**
Overall project rating	All project criteria, particularly effectiveness and sustainability, rated Satisfactory, giving an overall rating for the project as Satisfactory.	**S**

D. Lessons Learned

30. There are a few lessons from the process of this project that would be helpful for future UNEP (and other projects), or projects that are already under implementation, such as the VANTAGE project, which has similar outputs as the Green Growth.

Lesson 1: Models developed for the two countries at macro-economic level are highly relevant and should be replicated for other countries (specific for UNDA 8). Replication is supported by the availability of documented studies.

31. Multiple interviews with respondents made it clear that the models that were developed by UMN in partnership with the country stakeholders were highly important, relevant and useful, and certainly warranted further economic analyses (even of other ecosystem services). The Unit Chief of UNEP DEPI ESE shared that there was a lot of interest and enthusiasm of the type of studies done in the two countries, and that some programmes (e.g. WAVES) had taken the approach up and some countries had requested for the studies to be sent to them to be used for their own green growth strategies (e.g. Vietnam). These models should certainly be presented as possibilities for use for the first output in VANTAGE.

Lesson 2: Communicating technical results to non-economists, especially policy-makers, needs its own communication strategy (specific to UNDA-8, but could be appropriate also at the international setting)

32. Especially in Kazakhstan, capacity neither in CAREC nor within the stakeholders present at the workshop, was sufficient to understand the models and their results, nor should it have been expected of them. In Morocco, because the coordinators and other participants had studied through the University of Minnesota and had strong technical capacity already, it was easier to relay the information, particularly through people with more advisory roles, who understood the content. In Kazakhstan it was necessary to hire a national consultant economist to relay the information in Russian (i.e. someone who understood the terminology). The one-day training was also not necessarily sufficient, as many respondents remarked. This is certainly something to think about for training workshops for policy makers and practitioners in the VANTAGE project, and other similar projects. It would be advisable to do visits in-country first to assess existing capacity, visit study sites and stakeholders to discuss the potential models and how they are used, use translation services (if needed) using someone who has expertise in the field, and ideally, using a communications (and facilitation) expert to relay this information in a palatable way through the training sessions.

Lesson 3: More effective feedback strategies are needed to assess whether international workshops, panel discussions and policy dialogues are effective in enhancing capacity and inciting behaviour change at national level (stronger monitoring tool needed)

33. In the project document, some of the workshops had feedback mechanisms that were used (e.g. through a questionnaire directly after the workshop) to find out what was learned and how effective the training was. A lot of funding is set aside for holding high level dialogues and workshops with the hope that this incites behaviour change, and in this case, causes policy-makers to integrate ecosystem services into their economic policies. Funding needs to be set aside to monitor whether this indeed is an effective strategy. Even for the terminal evaluation, it was not possible to access the high level policy makers who attended the international events. Ideally, to assess whether these types of activities are the most appropriate activities to spend

limited funds on requires that there is a monitoring tool/feedback mechanism. This might not be an easy activity to do, but it should be a requirement of participation to these events.

Lesson 4: Engaging the right partners is key to attaining project results

34. The Unit Chief of the UNEP DEPI ESE had a strong network and was able to source the right international partners for this project. It is always important to use time and resources to get the most appropriate partners on board, this might be an expensive endeavour (depending on the existing networks the project designer has) but will save funds during project implementation and in terms of sustaining results.

35. For UNDA 8th Tranche particularly, during design, it was planned that other partners implement in-country (e.g. UNDP CO in Kazakhstan). During initial visits pre-implementation by the Unit Chief of UNEP DEPI ESE, much more appropriate implementation partners with much more stakeholder reach and sustainability potential were found. AUI for Morocco turned out to be a very effective implementation partner, not only in terms of technical capacity, but also in terms of its strong academic reputation and ability to bring appropriate stakeholders around the table. In Kazakhstan, CAREC was particularly strong in terms of its reach to high level decision-makers. Identifying the right partners, even if this might be costly and time-consuming to the project coordinating team initially, proves very effective in the long run.

Lesson 5: Using existing opportunities and platforms (through conferences, policy dialogues as part of other projects, meetings related to topic but not to project) of communication to share results that might stimulate change - taking a systems thinking approach

36. Especially the Unit Chief of UNEP DEPI ESE (but also other project stakeholders) took every opportunity to share the results on various platforms, which has shown quite some success in terms of uptake. It is particularly important for project stakeholders to link initiatives together in a strategic way, and through sharing of results there are plenty of opportunities to create alliances, synergies and further uptake into other avenues. The studies themselves definitely warrant uptake into other country strategies, and through sharing of the study on platforms like, as an example, to policy dialogues taking place in VANTAGE, as well as trainings in VANTAGE, as well as through conferences.

E. Recommendations

37. Based on the lessons learned and conclusions of the Terminal Evaluation, a few recommendations for further sustaining project results and to reach impact, are given below:

(A) For Morocco and Kazakhstan: continue engaging stakeholders and supporting sustenance of results in-country

38. The piloting committee in Morocco has already taken forward steps through its action plan. During the evaluation country visit, it seems that many stakeholders are still involved in the process, but a few felt that they could be more involved. In Kazakhstan, the Water Committee and other institutions are slowly taking results forward. In both countries there needs to be continued engagement with stakeholders on bringing the results forward in an effective manner. **Who?** Piloting Committee in Morocco, National Advisory Team in Kazakhstan. **When?** Continuous and over next five years, to reach optimum impact.

(B) Aligning the lessons of this project to the outputs of VANTAGE

39. There are three main ways that lessons from this project should be integrated into VANTAGE:

40. Firstly, the **use of the models** from UNDA 8th Tranche could definitely be used for the VANTAGE project depending on the level of interest and uptake of the countries involved (it is assumed that this has already been done through the UNEP DEPI ESE).

41. Secondly, there are lessons about the **communication of models and results** from this project, particularly from Kazakhstan, that should be absorbed into the training sessions of VANTAGE. Certainly it is extremely important to have the best economists on board especially when new frontiers are being challenged, as they were in this project. It is just as important to communicate the results in an effective and strategic manner so that it leads to behaviour change in policy makers necessary to integrate ecosystem services into development planning.

42. Thirdly, the **partnership of the country implementation** is of particular importance for sustenance of results: the best combination is to have 1. A leading pioneer research institution to lead the study and have a supervisory role, 2. A local research institution (already capacitated or willing to be capacitated to take on results), and 3. A willing government institution that has a good reach to policy decision-making (finance, economy ministries are generally more powerful in decision-making processes than environmental ministries, when it comes to economic growth decision-making).

43. Fourthly, and finally, especially at international level (and national level, although generally this is easier to conduct through the use of local partners) a feedback mechanism and **monitoring tool** should be used to track how the policy dialogues incite behaviour change and action.

44. **Who?** VANTAGE project team, i.e. UNEP DEPI ESE. **When?** To be integrated into implementation as deemed necessary (depending on how far along the project is).

(C) Continue sharing project results on different platforms

45. As was mentioned in the lessons, 'piggy-backing' off events and conferences and other platforms to share the results of the study is a low-hanging fruit activity that has the potential to yield large results, particularly with institutions and people who have wide networks (e.g. the Unit Chief of UNEP DEPI ESE). The evaluator strongly recommends that this is continued by various stakeholders in both countries as well as partners outside of the two countries involved in the project. **Who?** Project stakeholders. **When?** As part of working environment and event participation.

1. Introduction

A. The Green Growth Project

46. The project 'Strengthening ecosystems and development linkages through innovative economic approaches for green growth' (Green Growth Project) was an umbrella project that was managed by the Ecosystem Services and Economics (ESE) Unit of the UNEP Division of Environmental Policy Implementation (DEPI) with inputs from various other Divisions and offices of UNEP.

47. Key Green Growth partners included

    i. the Evolution Institute (Valuation of the Sudd Wetland, South Sudan),

    ii. International Centre for Integrated Mountain Development (ICIMOD) through the South Asian Network for Development and Environmental Economics (SANDEE) (Beyond GDP: Valuing and Accounting for the Environment in the Asia-Pacific Region, a policy dialogue meeting),

    iii. the United Nations University - The International Human Dimensions Programme (UNU-IHDP) (development of the Inclusive Wealth Report),

    iv. the Economics of Land Degradation (ELD) (for the ELD Initiative),

    v. the University of Nairobi (Valuation of the Yala Swamp, Kenya),

    vi. University of Minnesota (studies done in Kazakhstan and Morocco as part of the United Nations Development Account (UNDA) 8th Tranche Component),

    vii. the Regional Environmental Centre for Central Asia (Kazakhstan implementing partner for the UNDA 8th Tranche Component),

    viii. the Al Akhawayn University in Ifrane (Morocco implementing partner for the UNDA 8th Tranche Component),

    ix. the United Nations Statistics Division (UNSD) (International Conference 'Global Implementation Programme for the SEEA), and lastly,

    x. BIOECON (15th Annual BIOECON Conference on 'Conservation and Development: Exploring Conflicts and Challenges').

48. The project was targeted mostly at the global (and regional level), using conferences, meetings and policy dialogues with various country policy-makers as a tool to communicate integrating ecosystem services into economic policies. It was, however, also targeted at national level, through pilot studies conducted in South Sudan (Sudd Wetland), Kenya (Yala Swamp), and, through its UNDA 8th Tranche Component, Kazakhstan and Morocco. In fact, the UNDA 8th Tranche Component was a stand-alone project separately funded through the UNDA 8th Tranche, and was entitled 'Mainstreaming ecosystem services into country's sectoral and macroeconomic policies and programmes'. A separate Terminal Evaluation was conducted for this component of the Green Growth.

49. The overall objective of the Green Growth Project was to contribute to a better integration of environmental concerns into national development processes, policy planning and decision-making. The project was designed to provide policy-makers, practitioners and resource users with applied research cases and training opportunities to increase their capacity to apply ecosystem services tools and integrate them in decision-making processes.

50. The project focused on a three-pronged approach to reaching its objective, namely:

51. Results-oriented field projects and application of ecosystem services tools to account for and attribute an economic value to ecosystem services (e.g. through UNDA 8th Tranche in Kazakhstan and Morocco, in South Sudan, and in Kenya);

52. Provision of information to policy makers and practitioners on the latest knowledge about ecosystem services tools and facilitation of policy dialogues to ensure policy uptake of such knowledge;

53. Capacity development for policy-makers and practitioners to improve the application of ecosystem services tools.

54. This Terminal Evaluation of the Green Growth project was conducted after project closure, as is the requirement of all UNEP projects. The aim of this evaluation was to assess project performance, determine its outcomes and impacts as well as their sustainability, and identify valuable lessons learnt and next steps of the Green Growth Project. The target audience of this TE is UNEP DEPI ESE, and all the implementing partners of the project (outlined in Table 1 above), and institutions working on the economic valuation of ecosystem services.

B. The Green Growth Project Terminal Evaluation

Objective and Scope of Evaluation

55. In line with the UNEP Evaluation Policy[8], the UNEP Programme Manual and the UNEP Evaluation Manual[9], a terminal evaluation is an important element that is conducted after a project is completed. This is usually to assess project performance (looking at relevance, effectiveness and efficiency) and determine outcomes and impacts stemming from the project and their sustainability. Elaborations on the evaluation principles can be found in Annex 1 (Terms of Reference for this Terminal Evaluation).

56. The Green Growth Terminal Evaluation has two main objectives:

    a. To provide evidence of results to meet accountability requirements, and

    b. To promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and its main project partners (e.g. UNEP DEPI ESE, ICIMOD SANDEE, UNU-IHDP, ELD, University of Nairobi, UMN, CAREC, AUI, UNSD, BIOECON, national ministries and other stakeholders in Morocco, Kazakhstan and South Sudan, and beyond (e.g. UNDP country offices, etc).

57. The Terminal Evaluation will focus on a set of key questions based on the project's intended outcomes:

    a. How relevant was the Green growth project to the beneficiary needs and UNEP's mandate and Programmes of Work? Did the UNDA 8th Tranche complement the Green Growth project?

    b. To what extent and how efficiently did the project deliver on its intended outputs? How well did the projects contribute to strengthening linkages between ecosystem services and poverty alleviation, and the capacity of countries to increasingly

[88] 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-US/Default.aspx

integrate ecosystem management approaches into development policies and processes?

c. What were the internal and external factors that most affected performance of the project in delivering the planned outputs and expected achievements? What management measures were taken to make full use of opportunities and address obstacles to enhance project performance?

Overall Approach to the Evaluation

58. The evaluation was conducted by an independent consultant (herein after referred to as the 'evaluator') between April 2016 and August 2016 under the overall responsibility and management of the UNEP Evaluation Office in Nairobi, in consultation with the UNEP DEPI ESE Unit (Project Team). Inception was conducted remotely via Skype with the UNEP Evaluation Team and the Project Team.

59. In line with the TOR (Annex 1), the Green Growth project was assessed with respect to a minimum set of evaluation criteria grouped into five categories:

    a. **Strategic Relevance:** focuses on whether the project objectives are consistent with the global, regional and national priorities.

    b. **Achievement of Outputs:** assessing, for each component, the project success in producing the programmed outputs and milestones as per the logical framework.

    c. **Effectiveness: Attainment of Objectives and planned Results:** assessment of the extent to which the project objective has been achieved and a review of outcomes to impacts.

    d. **Sustainability and Replication:** looks at the financial, socio-political, institutional and environmental sustainability of project outcomes, and also assesses efforts and achievements in terms of replication and upscaling of project lessons and best practices.

    e. **Factors and Process affecting Project Performance:** covers project preparation and readiness, implementation approach and management, stakeholder participation, cooperation and partnerships, communication and public awareness, country ownership and drivenness, financial planning and management, supervision and backstopping, and monitoring and evaluation.

60. In addition, the quality of the project design was assessed in the Inception Report.

61. As per UNEP guidance, the evaluation ratings are on a six-point scale.[10]

62. Both quantitative and qualitative methods were used to evaluate project achievements against expected outputs, outcomes and impacts, and consisted of:

- Desk review: A desk review of all the key project documentation supplied by UNEP and project staff, country partners, as well as the website (a list of documents reviewed can be found in Annex 2).
- Skype Interviews: Skype interviews took place with ICIMOD SANDEE, ELD, Kazakhstan country partners, key project staff, UNEP DEPI ESE, the UNEP Funds Manager, the technical experts from the University of Minnesota (a list of people contacted and interviewed can be found in Annex 3).

[10] Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability is rated from Highly Likely (HL) down to Highly Unlikely (HU).

- Country visit to Morocco and Face to Face meetings: Of the two participating countries, Morocco was visited in person. Face to face meetings were conducted with several respondents with varying involvement in the project, including government officials, research institutions, and others (see Annex 3 for a full list).
- Questionnaire distribution: A questionnaire was tailored for the policy-makers who were part of the Advisory Team as well as those who attended workshops and policy dialogues in the two countries for UNDA 8th Tranche project (there were three separate questionnaires, both attached as Annex 4). Email correspondence was conducted with the BIOECON organisers. Questionnaires were sent through to ELD, UNU-IHDP, ICIMOD, UNSD and BIECON with the request to provide contacts for a sample of policy-makers to share the questionnaire with, no contacts were given nor was the questionnaire forwarded on to any of the participating policy-makers.[11] In Kazakhstan, two questionnaires out of three were returned by policy makers. In Morocco, one questionnaire was received out of four sent out.
- Feedback mechanisms: Feedback was conducted during the country visit in Morocco to gauge results collected, as well as getting feedback on the Reconstructed Theory of Change with the core project team.

Limitations to the Evaluation

63. Generally, the evaluation went relatively smoothly. However a few limitations to the Evaluation did have a significant impact on the results of this evaluation.

64. **Some key respondents were not available:** Some of the key partners who were part of the project (e.g. UNSD, UNU-IHDP) were not available for the interviews. There was sufficient information to gauge accountability in terms of outputs met by reviewing the implementation reporting (and products such as the Inclusive Wealth Report (IWR), meeting proceedings), but a discussion may have garnered important lessons learnt.

65. **Could not access policy-makers who attended the global and regional events through questionnaire distribution:** The evaluator requested the partners who organised policy dialogues and trainings with policy-makers for contacts of a sample of participants to send a questionnaire in order to gauge the level of capacity and understanding obtained, as well as receive feedback on the project. In no instances was this possible, often because the partner could not access the contacts anymore. This limits the overall evaluator understanding of sustainability and behaviour change of policy-makers as a result of these activities. With regard to the UNDA-8 for Morocco and Kazakhstan, this was possible and interviews were held and questionnaires were responded to from key participants.

66. Other, smaller, and less significant limitations were part of the UNDA 8th Tranche component and these included not being able to visit Kazakhstan in person (understandably, for budget reasons), the timing of visit to Morocco (holiday season), and that not all questionnaires sent to respondents were returned (see questionnaire distribution under paragraph 72).

[11] Some of the respondents did not respond to the emails at all, and others claimed to no longer have access to the contacts, and maintained that no response would be received from policy makers.

2. The Project

A. Context

67. The Green Growth project was a result of interest in building on previous foundations laid, catalyzed through various global initiatives, such as the Economics of Ecosystem Services (TEEB), the Green Economy Initiative (GEI), the Poverty and Environment Initiative (PEI), the Wealth Accounting and Valuation of Ecosystem Services (WAVES), and the Inter-governmental science-policy platform on biodiversity and ecosystem services (IPBES), as well as the foundation laid by the Millennium Ecosystem Assessment previous to those. The Green Growth Project aimed to link the concepts and methodologies laid by these initiatives to the policy arena, with a focus on developing country economies.

68. The project, by virtue of it being an umbrella project, had various separate projects under it that focused on specific aspects, all of which come under the same theme and with the same overall objective. It was a global initiative with some regional and national focuses (in specific countries: Morocco, Kazakhstan, South Sudan, and Kenya). Despite all the different sub-projects/components of the project, the implementation arrangements were relatively simple, with responsibilities devolved to appropriate institution per component. Table 4 under C. Target Areas/Groups gives a good description of the roles and responsibilities of all partners (so does Table 1 in the Executive Summary).

69. The overall coordination and monitoring of the project was conducted by the UNEP DEPI ESE Unit. The Unit Chief, because he is already involved in various initiatives and has extensive experience of the theme and a very wide network, was very appropriate in managing the project as its Project Manager. The team and the Funds Management Officers were dedicated to the project.

70. Four countries were involved in the project through piloting studies on valuation of ecosystem services. Two of these, namely Morocco and Kazakhstan, formed part of the UNDA 8th Tranche component, had its own separate funding, and was managed as a stand-alone project. Both these countries have emerging economies and had a conducive political environment to harness interest in the topic of mainstreaming ecosystem services into macroeconomic policies (which was quite a novel approach).

71. The other two countries that were part of the Green Growth project were South Sudan and Kenya. In South Sudan, a study was conducted on the valuation of ecosystem services in the Sudd Wetland, with some elements of stakeholder consultations and policy dialogue. The external operating environment here was one of the risks mentioned in the project document. Civil war and unrest was put as a risk to project results here, and during implementation some adaptations had to be done due to the consultants not being able to visit the field site.[12] In Kenya, a study was to be developed of the valuation of ecosystem services in the Yala Swamp. Here, only the study was planned, without any training or further policy discussions about the study.[13] Planned outputs were focused more on the study itself and no further outputs and activities on policy dialogues and training were planned.

[12] More on this is described in the achievement of outputs below. Interview with Evolution Institute, 22 June 2016, Interview with UNEP DEPI ESE, various, June and July 2016.

[13] It must be noted here that Kazakhstan and Morocco work was conducted under separate funding and its own project under the umbrella. For South Sudan and Kenya, budgets and thus the work was more limited (in terms of outputs).

72. The international and regional conferences, workshops and policy dialogues were all conducted by the leading institutions in the field (e.g. UNSD, UNU-IHDP, SANDEE). The valuation studies in Morocco and Kazakhstan were also conducted by frontier economists in the field of macro economics, and the country partners (AUI for Morocco, and CAREC for Kazakhstan) were highly appropriate to implement the UNDA 8th Tranche component in-country. In Kenya, the University of Nairobi undertook the study. In South Sudan, the Evolution Institute took on the Sudd Wetland study. Both of these institutions were selected based on stakeholder analyses done during project development.

B. Objectives and Components

73. The overall objective of the Green Growth project was to contribute to a better integration of environmental concerns into national development processes, policy planning and decision-making.

74. The project document does not clearly outline the components, outcomes and outputs of the project. This is rectified in the reconstructed Theory of Change outlined in Section I of this document. For simplicity and understanding what would constitute components of this project, the evaluator has reworded the 'components' as written in the 'Stakeholder Analysis' section of the project document (which were actually written as activities), which are outlined in the table below.

Table 3. Components reworded from the project document of the Green Growth Project for the purpose of the Terminal Evaluation

Component 1	UNDA 8th Tranche Project: Mainstreaming Ecosystem Services into country's macro-economic policies and programmes, Kazakhstan and Morocco (with its own project components)
Component 2	Field projects on economic valuation of ecosystem services (Kenya and South Sudan)
Component 3	International Conferences and Regional Workshops on ecosystem services economic valuation
Component 4	Working groups (ELD, IWR) to develop products and papers on ecosystem services economic valuation

C. Target Areas/Groups

75. The Green Growth project had a number of target areas, and then aimed some of its activities at international and regional level. International conferences included a large range of country participation, and regional conferences (e.g. South East Asia) focused on the regions' countries.

76. In Morocco: This country was selected for the UNDA 8th Tranche based on the interests expressed by the Ministry of Finance, and also in consultation with the World Bank, with whom UNEP had been implementing the WAVES initiatives. Morocco is one of the pilot countries under WAVES, and it was agreed that while the World Bank's efforts would focus on a field based pilot project on ecosystem accounting, UNEP would provide capacity building opportunities to train practitioners and national experts to effectively contribute to the development of ecosystem accounting in Morocco. This was subsequently changed in the initial stages of implementation, when it was realised by the project team that this project was not directly linked to WAVES in area and scope and thus different partners were brought on board to conduct the field studies (i.e. University of Minnesota and Al Akhawayn University).[14] The area to focus the research on

[14] Interviews with UNEP DEPI ESE, July 2016, in fact, UNDP did not play a role at all apart from being invited to participate.

was chosen at the Inception Meeting of the project; two areas were chosen, namely the Souss-Massa and the Tadla-Azilal.

77. In Kazakhstan: This country expressed strong interest to be involved through its Ministry of Environmental Protection and the Ministry of Energy and Mineral Resources for examining a proto-type market for ecosystem services. It was envisaged in the project document that UNDP would be a key partner in implementing the initiative in Kazakhstan, and would be responsible for engaging with the policy community, and providing logistical and administrative support for the implementation of the project. However, in the initial stages of project implementation, CAREC was chosen as the key partner for logistical and engaging with the policy community.[15] The area chosen by the country at the Inception Meeting was the Syr Darya River Basin (which drains into the Aral Sea).

78. In South Sudan: This component of the Green Growth project built on the previous work of the UNEP DEPI ESE under the UNDA 6th Tranche 'Strengthening National Institutions Capacities for mainstreaming Multilateral Environmental Agreements (MEAs) into National Poverty Reduction Strategies' which was implemented in South Sudan. An extensive economic valuation of the Sudd wetland's ecosystem services, including its ecological functions and economic values, was expected to provide the foundation for the development of a management plan for the wetland to improve the socio-economic conditions of its population. However, because of the current political situation in the country (and during project implementation), the economic valuation of ecosystem services was not as extensive (in fact, it was a transfer value study), no visits were possible to the Sudd, and not much has been done there since in terms of development of a management plan for the wetland.[16]

79. In Kenya: This was a low-hanging fruit opportunity for the project to conduct a study through the University of Nairobi on the economic valuation of ecosystem services in the Yala Swamp.

80. Global: Many of the activities, as mentioned previously, focused on the global level. Through the project, UNEP contributed to the global study conducted under the Economics of Land Degradation (ELD), initiated by the European Commission, the German Government and the Secretariat of the UN Convention to Combat Desertification (UNCCD). Under the Green Growth project, publications targeted at policy-makers, covering issues such as inclusive wealth indicators, ecosystem accounting, cost-benefit of ecosystem degradation, and other ecosystem management tools such as payments for ecosystem services were prepared, with inputs from experts and partner institutions. Policy dialogues were organized on some key issues related to ecosystem services economics, in collaboration with global partners such as the World Bank and the UNU-IHDP. Furthermore, capacity building workshops on the application of ecosystem services tools were held in different regions. As is the case for country-level initiatives, the outputs generated through global-level activities were intended to be shared with other key initiatives, particularly, TEEB, SGA and PEI networks, for their wider dissemination.

81. The key target groups of the project are outlined in the table below per activities. The key partners were not all identified at design phase, but were identified based on appropriateness at the start of implementation. The UNDA 8th Tranche component is differentiated by red font.

Table 4. Main stakeholders engaged per activity in the Green Growth project

Activity	Key Institution	Main stakeholders engaged
Morocco (UNDA-8): Field Project on Valuation of Ecosystem	Al Akhawayn University University of Minnesota	National Advisory Board, which consisted of: Al Akhawayn University, UMN, DEPF Ministry of

[15] Through interviews with UNEP DEPI ESE, UMN and CAREC, it was found that CAREC was better positioned to access high level interest. (July 2016)

[16] Interview with Evolution Institute and UNEP DEPI ESE (July 2016).

Activity	Key Institution	Main stakeholders engaged
Services in Morocco (Area: Souss Massa; Tadla-Azilal) including workshops and policy dialogues		Economy and Finance, Regional Centre for Agricultural Research, National Institute for Agricultural Research, HCP, INRH, Euro-Africa Association for Development, IAV Hassan II, Ministry of Agriculture, Fisheries and Maritime, HCEFLCD - Forestry, Water and Prevention of Desertification, Ministry of Energy, Water, Mines, Environment, UNDP CO, Ministere De l'Artisanat et de l'Economie Solidaire Workshop Participants and Policy-makers: same as above, Media
Kazakhstan (UNDA-8): Field Project on Valuation of Ecosystem Services (Area: Syr Darya River Basin) including workshops and policy dialogues	CAREC University of Minnesota	National Advisory Board/List of Experts: CAREC, UMN, IFAS, Ministry of Environment and Water Resources, Agency on Statistics Workshop participants and Policy-makers: Ministry of Environment and Water, Committee on Water Resources (MEWR), Committee on Forestry and Hunting (MEWR), Committee on Fisheries (MEWR), Ministry of Agriculture, Agency on Statistics, Ministry of Economy and Budget Planning, Ministry of Industry and New Technologies, UNDP CO, OSCE, GIZ, Media
South Sudan: Field Project on Valuation of Ecosystem Services (Area: Sudd Wetland) and stakeholder engagement	Evolution Institute Consultants (Experts)	UNEP Juba, UNDP CO, Ministry of Environment, Ministry of Water, Sudd Institute, various departments at the University of Juba, World Conservation Society
Kenya: Field Project in on Valuation of Ecosystem Services (Area: Yala Swamp)	University of Nairobi	Researchers, Local resource users questioned through questionnaire
Facilitation of a working group under the ELD at the UNCCD 2nd Scientific Conference 2013 (including a panel session and coordination meeting)	ELD	ELD Secretariat, World Bank, University of Wyoming, UNU-INWEH, SEI, University of Chile, European Commission, IFPRI
Engagement workshop of the IWR and IPBES Stakeholder Engagement Workshop	UNU-IHDP	Ministry of Environment of Ecuador, GEF STAP, Ministry of Environment of Brazil, National Statistics Institute of Costa Rica, Presidency of Metrology Environment of Saudi Arabia, Ministry of Environment and Mineral Resources of Kenya, Cabinet Ministers Advisor Chile, UNESCO (and UNESCO Honduras), Strategic Environmental Intelligence South Africa, World Bank, IUCN
BIOECON 2013	La Fondation, Geneva	London School of Economics, Gothenburg University, Environmental Assessment Agency of the Netherlands, Enrico Mattei Foundation Italy, University of Essex, IFPRI USA, Virtual Fertilizer Research Centre USA, University of Venice, Duke University School of Law, EPA of USA, ETH Zurich, University of Hamburg, Stirling University, UMR Public Economy, Trondheim Business School, Kiel Institute for the World Economy, OECD, Environmentbank, Yale University, CSIRO, FEEM, CGIAR, EIB, VFRC
International Conference on Global Implementation Programme for the SEEA (New York, June 2013)	UNSD	Experts involved in the Post-2015 UN Development Agenda and SDGs, WAVES, VANTAGE, Green Growth (i.e. this project), and TEEB
Accounting and Valuing for the Environment in Asia Region (Bangkok, Oct 2013) - Policy	ICIMOD (SANDEE)	Policy makers from Bangladesh, Bhutan, India, Pakistan, Sri Lanka, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Thailand, Vietnam, China;

Activity	Key Institution	Main stakeholders engaged
Dialogue		Resource persons (ecologists, economists, statisticians); ESCAP, EEPSEA, WAVES, ADB, PEI, UNSD, World Bank
Seventh Trondheim Conference on Biodiversity on Ecology and Economy for a Sustainable Society (May 2013) - Policy Dialogue	UNEP DEPI	IPBES, FAO, Ministry of Environment of Norway, OECD, University of Wyoming, UK National Ecosystem Assessment, UNDP, University of Washington, UNSD, University of Sydney, EC

D. Milestones/Key dates in project design and implementation

Table 5. Key dates and milestones in project design and implementation of the Green Growth project

Milestone	Date
Approval date	January 2013
Actual start date	21 March 2013
Intended completion date	December 2015
Planned duration	2 years
Working Group ELD at UNCCD 2nd Scientific Conference	9-10 April 2013
Engagement workshop of the IWR and IPBES Stakeholder Engagement workshop	29-30 April 2013
Seventh Trondheim Conference on Biodiversity on Ecology and Economy for a Sustainable Society	27-31 May 2013
International Conference on Global Implementation Programme for the SEEA (New York)	17-19 June 2013
BIOECON (15th) Conference	18-20 September 2013
Accounting and Valuing for the Environment and Asia Region including Policy Dialogue	6-12 October 2013
UNDA 8: Inception Meetings and Trainings in Kazakhstan and Morocco	August 2014
UNDA 8: Final Country Project Meetings in Kazakhstan and Morocco	October and November 2015
UNDA 8: Final Workshop for Morocco and Kazakhstan	20-25 February 2016
Date of completion	March 2016
Terminal Evaluation (Completion)	August 2016

E. Implementation Arrangements

Table 6. Roles of each participant for the implementation of the Green Growth Project

Role	Participants
Project Implementation and Coordination	Ecosystem Services Economics Unit of the Division (DEPI) of UNEP
Development of the Inclusive Wealth Report 2014 (including engagement workshops)	UNU-IHDP
International Conference 'Global Implementation Programme for the SEEA'	UNSD
Policy dialogues and workshop 'Accounting and Valuing for the Environment and Asia Region including Policy Dialogue'	ICIMOD (SANDEE)
BIOECON Conference (expert panels and parallel workshops - UNEP Policy Brief on 'Biodiversity Offsets: Pros, cons, and practical issues'	BIOECON (The Graduate Institute Geneva)
ELD Woking group and paper	ELD
Seventh Trondheim Conference on Biodiversity on Ecology and Economy for a Sustainable Society	UNEP DEPI ESE

Role	Participants
South Sudan Sudd Wetland Valuation Study	Evolution Institute
Kenya Yala Swamp Valuation Study	University of Nairobi
Expert Advisors and Researchers responsible for research and capacity building in Kazakhstan and Morocco as part of UNDA 8th Tranche project	University of Minnesota
Implementation in Kazakhstan: Training, Study inputs, consultations, National Advisory Board, workshops, meetings, outreach strategy	CAREC
Implementation in Morocco: Training, Study inputs, consultations, National Advisory Board, workshops, meetings, outreach strategy	AUI

F. Project Financing

82. The total project budget was initially USD 2,520,000.12, of which USD 1,220,000.00 was unsecured and eventually not obtained. As per the PRC recommendation in the final stages of project design, this eventuality was planned for and some of the activities were planned to not be implemented if funding would not be secured by the start of implementation. Because the project did plan for this already in design phase, it was able to adapt accordingly to the limitation in budget.[17] Of the available USD 1,300,000.12 in secured funds, USD 1,189,724.83 was spent by 30 May 2015.[18] Of this, USD 520,000.00 from the UNDA 8th Tranche fund was directed at the UNDA 8th Tranche project. The remaining funds were secured from the Norwegian Fund (USD 130,000.00), the Swedish Fund (USD 350,000.12), and the UNEP Environment Fund (USD 278,000.00).

G. Changes in design during implementation

83. There were a number of changes that had to be made during implementation as a result of funds that were not secured. These, of course, had been planned in the approved project document as proposed by the PRC.[19] The activities that were planned to be dropped if funding was not secured by start of implementation included: (1) a field project to develop a solutions based model for ecological economics, in relation to access and benefit sharing, (2) number of workshops on mainstreaming ecosystem services was reduced, (3) number of training workshops on ecosystem accounting was reduced.

84. It must be noted here that the budget was very tight, and thus the project had to adapt accordingly; as a result some of the ambitious activities (as above) could not be implemented.

85. As regards the UNDA 8th Tranche component, implementing partners changed in the two countries. These changes were actually instrumental to the progress of the project and sustaining the results. Prior to project implementation, the project coordinator (Pushpam Kumar) visited the countries on various occasions and had many discussions with key respondents about the appropriateness of country implementing partners. Through this evolving

[17] Green Growth Revision Budget.
[18] TOR for the TE, Project summary for project 01592.
[19] The Project Review Committee had proposed, in the initial stages of project design, that it be outlined in detail how the project would adapt (i.e. which activities would be conducted and which would not) if the funding was not secured by the start of implementation. This was subsequently done, and the final project document outlined which activities would be implemented with the final funding.

process, the AUI was chosen as the most appropriate for Morocco (they have a strong standing as experts and advisors, had strong capacity and had a relationship with the experts from UMN). The CAREC was chosen to implement in Kazakhstan due mostly to their strong networks and reach at policy level.[20] The evaluator believes that the success of the project stems from the choice of appropriate project partners in-country.

H. Reconstructed Theory of Change of the project

86. UNEP evaluations of projects require that a Theory of change (TOC) be developed and that a Review of Outcomes to Impacts (ROtI) be conducted. This process helps identify and understand the conditions necessary for the outcomes to actually contribute to yielding the overall impact and thus proves a good guide for the evaluation process.

87. The TOC that was presented in the project document only gives a diagrammatic representation of the logframe and does not make assumptions or outline drivers, nor does it describe the long term impact the project intends to make.

88. The TOC was reconstructed based on project implementation and discussions with project stakeholders.[21] The original TOC developed in the design document has therefore been slightly modified based on comments received.

89. In the Logical Framework within the project document the main project outcome uses the wording of the UNEP Programme of Work (PoW) 2012-2013 Expected Accomplishment 3.a. The project outcome and its respective outputs are placed verbatim in table 6 below.

90. In the project document the project outcome reads more like a long-term outcome or intermediate state and the project outputs, copied in Table 7, read more as project outcomes. For the reconstructed Theory of Change, it was necessary to overhaul the use of terminologies in Table 8. The outputs in red font are those that are direct outputs of the UNDA 8th Tranche component.

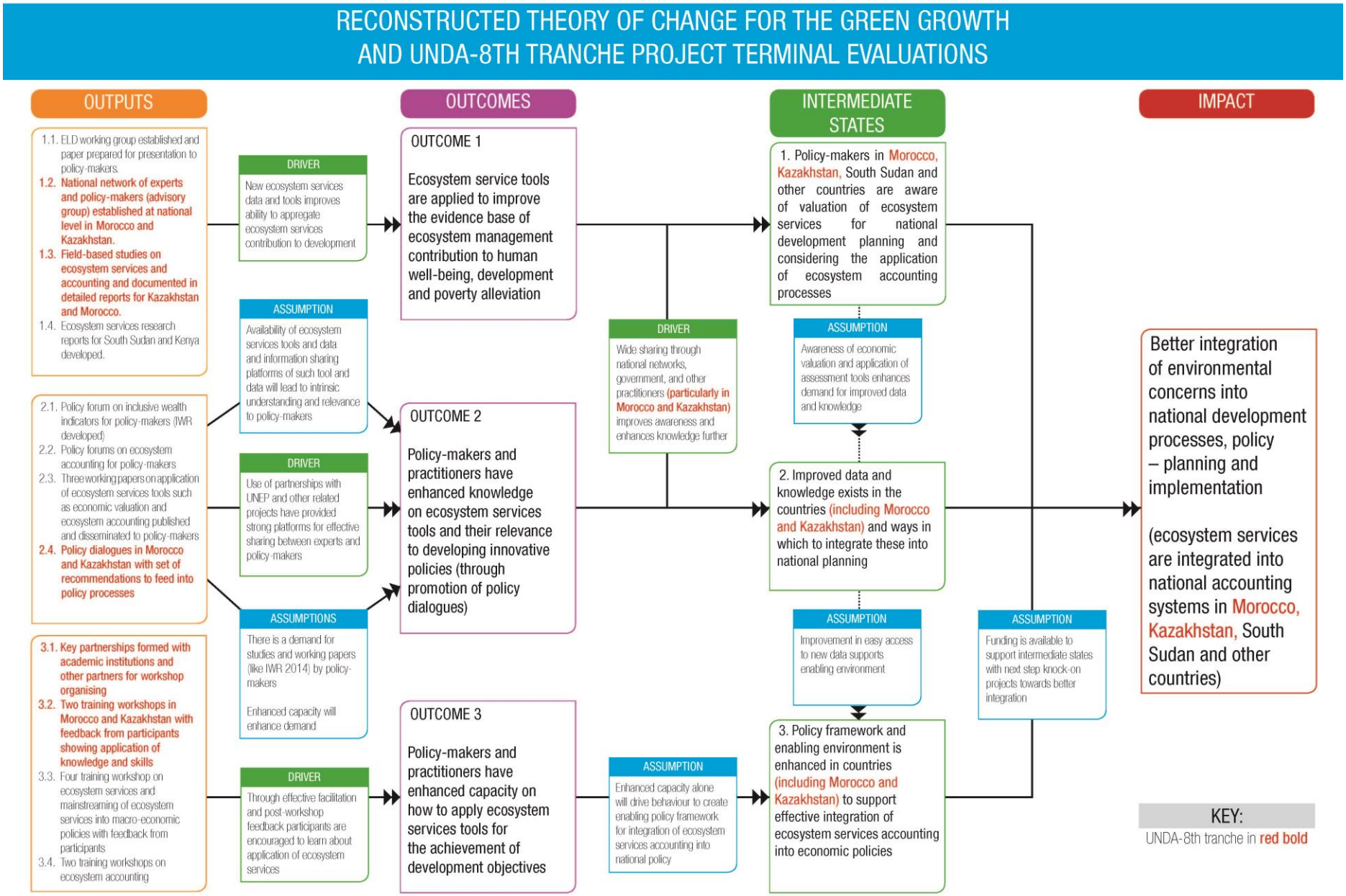
Table 7. Project Outcome (as per PoW 2013-2013 EA3.a.) and project outputs for the Green Growth Project

Project Outcome	Project Outputs
Enhanced capacity of countries and regions (in particular Morocco, Kazakhstan, and South Sudan, among others) to integrate an ecosystem management approach into development planning processes.	1.1. Application of ecosystem service tools to improve the evidence base of ecosystem management contribution to human well-being, development and poverty alleviation
	1.2. Enhanced knowledge of policy-makers and practitioners, and policy dialogues promoted on the use of ecosystem services tools and their relevance for developing innovative response policies
	1.3. Enhanced capacity of policy-makers and practitioners to apply ecosystem services tools for the achievement of development objectives

[20] Interviews with UNEP DEPI ESE, Interviews with CAREC, AUI, UMN, as well as evaluator opinion based on these interviews (June and July 2016).
[21] Especially with UNEP DEPI ESE Team, but more specifically the TOC for UNDA 8 was fleshed out separately based on the comments received in Morocco.

Table 8. Reformulated Project Outcomes and Outputs for the TE of the Green Growth project (in red font, the UNDA 8th Tranche component)

Project Outcomes	Project Outputs
Outcome 1: Ecosystem service tools are applied to improve the evidence base of ecosystem management contribution to human well-being, development and poverty alleviation.	1.1. ELD working group established and paper prepared for presentation to policy-makers. **1.2. National network of experts and policy-makers (Advisory Group) established at national level in Morocco and Kazakhstan.** **1.3. Field-based studies on ecosystem services and accounting and documented in detailed reports for Kazakhstan and Morocco.** 1.4. Ecosystem service research reports for South Sudan and Kenya developed.
Outcome 2: Policy-makers and practitioners have enhanced knowledge on ecosystem services tools and their relevance to developing to developing innovative response policies (through the promotion of policy dialogues).	2.1. Policy forum on inclusive wealth indicators for policy-makers (IWR 2014 developed). 2.2. Policy forums on ecosystem accounting for policy-makers. 2.3. Three working papers on application of ecosystem services tools such as economic valuation and ecosystem accounting published and disseminated to policy-makers. **2.4. Policy dialogues in Morocco and Kazakhstan with set of recommendations to feed into policy processes.**
Outcome 3: Policy-makers and practitioners have enhanced capacity on how to apply ecosystem services tools for the achievement of development objectives.	**3.1. Key partnerships formed with academic institutions and other partners for workshop organising.** **3.2. Two training workshops in Morocco and Kazakhstan with feedback from participants showing application of knowledge and skills.** 3.3. Four training workshops on ecosystem services and mainstreaming of ecosystem services into macro-economic policies with feedback from participants. 3.4. Two training workshops on ecosystem accounting.


RECONSTRUCTED THEORY OF CHANGE FOR THE GREEN GROWTH AND UNDA-8TH TRANCHE PROJECT TERMINAL EVALUATIONS
OUTPUTS
OUTCOMES
INTERMEDIATE STATES
IMPACT
1.1. ELD working group established and paper prepared for presentation to policy-makers.
1.2. National network of experts and policy-makers (advisory group) established at national level in Morocco and Kazakhstan.
1.3. Field-based studies on ecosystem services and accounting and documented in detailed reports for Kazakhstan and Morocco.
1.4. Ecosystem services research reports for South Sudan and Kenya developed.
2.1. Policy forum on inclusive wealth indicators for policy-makers (IWR developed)
2.2. Policy forums on ecosystem accounting for policy-makers
2.3. Three working papers on application of ecosystem services tools such as economic valuation and ecosystem accounting published and disseminated to policy-makers
2.4. Policy dialogues in Morocco and Kazakhstan with set of recommendations to feed into policy processes
3.1. Key partnerships formed with academic institutions and other partners for workshop organising
3.2. Two training workshops in Morocco and Kazakhstan with feedback from participants showing application of knowledge and skills
3.3. Four training workshop on ecosystem services and mainstreaming of ecosystem services into macro-economic policies with feedback from participants
3.4. Two training workshops on ecosystem accounting
DRIVER
New ecosystem services data and tools improves ability to appregate ecosystem services contribution to development
ASSUMPTION
Availability of ecosystem services tools and data and information sharing platforms of such tool and data will lead to intrinsic understanding and relevance to policy-makers
DRIVER
Use of partnerships with UNEP and other related projects have provided strong platforms for effective sharing between experts and policy-makers
ASSUMPTIONS
There is a demand for studies and working papers (like IWR 2014) by policy-makers
Enhanced capacity will enhance demand
DRIVER
Through effective facilitation and post-workshop feedback participants are encouraged to learn about application of ecosystem services
OUTCOME 1
Ecosystem service tools are applied to improve the evidence base of ecosystem management contribution to human well-being, development and poverty alleviation
OUTCOME 2
Policy-makers and practitioners have enhanced knowledge on ecosystem services tools and their relevance to developing innovative policies (through promotion of policy dialogues)
OUTCOME 3
Policy-makers and practitioners have enhanced capacity on how to apply ecosystem services tools for the achievement of development objectives
DRIVER
Wide sharing through national networks, government, and other practitioners (particularly in Morocco and Kazakhstan) improves awareness and enhances knowledge further
ASSUMPTION
Enhanced capacity alone will drive behaviour to create enabling policy framework for integration of ecosystem services accounting into national policy
1. Policy-makers in Morocco, Kazakhstan, South Sudan and other countries are aware of valuation of ecosystem services for national development planning and considering the application of ecosystem accounting processes
ASSUMPTION
Awareness of economic valuation and application of assessment tools enhances demand for improved data and knowledge
2. Improved data and knowledge exists in the countries (including Morocco and Kazakhstan) and ways in which to integrate these into national planning
ASSUMPTION
Improvement in easy access to new data supports enabling environment
3. Policy framework and enabling environment is enhanced in countries (including Morocco and Kazakhstan) to support effective integration of ecosystem services accounting into economic policies
ASSUMPTION
Funding is available to support intermediate states with next step knock-on projects towards better integration
Better integration of environmental concerns into national development processes, policy – planning and implementation
(ecosystem services are integrated into national accounting systems in Morocco, Kazakhstan, South Sudan and other countries)
KEY:
UNDA-8th tranche in red bold

91. The overall impact of the reconstructed TOC is 'Better integration of environmental concerns into national development processes, policy-planning and implementation', with a specific focus on 'ecosystem services are integrated into national accounting systems in Morocco, Kazakhstan, South Sudan and other countries'. The TOC diagram above describes the process for the impact to be attained. The text that is in red font colour is specific to the UNDA-8th Tranche Component.

92. Analysis of the impact pathways was conducted in terms of the 'assumptions' and 'drivers' that underpin the processes involved in the transformation of outputs to outcomes to impacts via the intermediate states (see the TOC above, page 27). The intermediate states are the transitional conditions between the project's direct outcomes and the intended impact. The drivers are the significant external factors that are expected to contribute to the realisation of the intended impacts and can be influenced by the project. The assumptions are the external factors that are expected to contribute to the realisation of the intended impacts but are generally beyond the control of the project. The drivers and assumptions for the various pathways are described below.

93. There are a number of drivers and assumptions for the immediate states of the project (as shown in the reconstructed TOC) to come to fruition through the project outputs.

94. 'New ecosystem services data and tools improve the ability to appreciate the contribution ecosystem services make to development' is a driving force, because through the project new data and tools were collected and developed and aligned to economic contributions; in turn these contribute to Outcome 1, that the evidence base of ecosystem management contribution to well-being, development and poverty alleviation, is built.

95. This project used the foundation built by many other projects and initiatives, and the driver, 'use of partnerships with UNEP and other related projects have provided strong platforms for effective sharing between experts and policy-makers', went a long way in providing an easy transition for the outputs to lead to policy-makers and practitioners having enhanced knowledge on ecosystem services and their relevance to developing innovative response policies. The project had control over which partnerships to use to make it most efficient and effective in terms of Outcome 2.

96. Two assumptions were made for the outputs of the project to lead to Outcome 2. The first was that availability of ecosystem services tools and data and information sharing platforms of such tools and data would lead to intrinsic understanding and relevance for policy-makers. This has a bigger implication for the pathway towards impact, because we assume that attitudinal change (which leads to behavioural change) comes with acquired knowledge, but this is not always the case. It is questionable whether this assumption held for the Green Growth project overall, but it certainly did for the UNDA 8th Tranche component.[22] Another assumption that has influence over the outputs to lead to Outcome 2, is that there is a demand for studies and working papers (like, e.g. IWR 2014), by policy-makers; and enhancing capacity and sharing knowledge will further enhance demand for such studies. Through the participation and use of these studies it certainly seems that this assumption held for Outcome 2 to be reached.

97. Most of the outputs for Outcome 3 were trainings and workshop based, and relied on the project identifying effective facilitation techniques and post-workshop feedback to encourage participants to learn and enhance their skills base on ecosystem services data and tools (driver).

[22] Based on responses from policy-makers (Statistics Committee; Water Committee in Kazakhstan; Ministry of Agriculture and Economic, Social and Environmental Council of Morocco), both through interviews and through questionnaires, July 2016, Morocco in-country, Kazakhstan remotely. It was not possible to get policy maker feedback from any of the international meetings.

The right partners, and the identification of the key academic institutions to be involved in organising and facilitating such training sessions went a long way in enhancing the capacity of policy-makers and practitioners.

98. The pathways between the project immediate outcomes and the intermediate states, between Outcome 1 and 2 for two intermediate states (see diagram above, page 27), had a shared driver, namely that **wide sharing through national networks, government, and other practitioners (particularly in Morocco and Kazakhstan) would further improve the awareness and enhance the knowledge among a wider stakeholder group**, which in turn *would create more awareness among policy-makers on the valuation of ecosystem services and considering their application (intermediate state between Outcome 1 and Impact)*, as well as *improving the existence of data and knowledge and ways to integrate them into national planning (intermediate state between Outcome 2 and impact)*. The assumption that **enhanced capacity alone will drive behaviour to create enabling policy framework for integration of ecosystem services accounting into national policy** would need to be held for the causal pathway between Outcome 3 and the intermediate state *'policy framework and enabling environment is enhanced in countries (including Morocco and Kazakhstan) to support effective integration of ecosystem services accounting into economic policies'*. Given the current environment, it is not evidenced that this assumption indeed held for the intermediate state to be reached (of course given the time frame this is understandable).[23]

99. There are two 'soft' causal pathways that lead from the first intermediate state (at the top of the diagram above) to the third intermediate state (the bottom), with an assumption at each of the two pathways. This pathway has implications on the intermediate states reaching impact. The pathway between policy-makers being aware of the valuation of ecosystem services and considering the integration of these into national accounting processes, and that improved data actually exists and ways to integrate them into national planning makes the assumption that **awareness of valuation and application enhances the demand for improved data and knowledge**. The causal pathway between data and knowledge existing and ways to integrate these into accounting processes, and that there is an enabling policy framework to integrate such data assumes that **the improvement in easy access to new data will also support an enabling environment for policy to change**. Both these assumptions seem to have held.[24]

100. For the intermediate states to reach impact the assumption that **funding is available to support intermediate states with next step knock-on projects towards better integration**, with actual monitoring that policy changes in fact do take place, will need to hold. Certainly this has held for UNDA 8th Tranche (both countries have shown that funding is available or being sourced),[25] and it seems to have held for knock-on projects at the international level.[26]

[23] There was no evidence seen by the evaluator in the interviews remotely and in-country that there had been a reported enabling policy environment for integration (there was certainly evidence that it was moving in the right direction, especially with regards the UNDA 8th Tranche project).

[24] Based on interviews in Morocco and Kazakhstan questionnaires for UNDA 8th Tranche, but also interviews with UNEP DEPI ESE on the international meetings.

[25] Interviews with country partners in Morocco and Kazakhstan, interview with UNEP DEPI ESE

[26] E.g. through VANTAGE, and other initiatives, like WAVES, who have taken project results on board (interview with UNEP DEPI ESE).

3. Evaluation Findings

A. Strategic Relevance

101. Sound ecosystem management is a key element of sustainable economic growth and poverty reduction as it increases the contribution of the environment and natural resources to a country's social and economic development. The decline in ecosystem services is a global issue that is of critical importance and has significant implications for human wellbeing. The project's objectives are highly consistent with **global environmental needs**. Arguably, the project's objectives and outcomes could speak to all the overall themes of the **UNEP Medium-Term Strategy (2010-2013 and 2014-2017)**, but the theme it has contributed to is 'ecosystem management'. The project's outcome is actually a verbatim link to the Expected Accomplishment 3.a. 'countries and regions increasingly integrate an ecosystem management approach into development and planning processes' (MTS 2010-2013) and EA3 'Services and benefits derived from ecosystems are integrated into development planning and accounting, particularly in relation to wider landscapes and seascapes and the implementation of biodiversity-related multilateral environmental agreements' (MTS 2014-2017). The project overall also links to 3.b. 'countries and regions have capacity to utilize ecosystem management tools' (MTS 2010-2013) and EA3 of 'Environmental Governance' namely, 'countries increasingly mainstream environmental sustainability in national and regional development policies and plans' (MTS 2014-2017).

102. The project design referred directly to UNEP's **Programme of Work** for the period **2012-2013**, Subprogramme 3 on Ecosystem Management, connected directly to the above 3.a. and 3.b. In addition, it also linked to 3.c. 'strengthened capacity of countries and regions to realign their environmental programmes and financing to address degradation of selected priority ecosystem services'. It also linked to the PoW of **2014-15** 'building knowledge and enabling conditions' (EA3.c. increasing number of countries that integrate ecosystem approach in development planning, increase in the number of countries that integrate priority ecosystem services into their national accounting processes).

103. The outcomes and achievements of the project were aligned to the **Bali Strategic Plan** as it directly responded to country demands through its implementation. The project targeted Morocco and Kazakhstan, South Sudan and Kenya, all of which were either building on previous foundations laid, or responding to country demands. The project, through its outcomes and achievements, sought to strengthen the capacity of policy-makers and practitioners on ecosystem services and tools and methods of integrating these into national development plans, and globally.

104. **Gender considerations**, beyond participant ratios for conferences and workshops, were not really integrated into the project. The project document did draw attention to using gender mainstreaming tools and indicators to measure during implementation (i.e. such tools and considerations would only become clear once the research had been done). This was at the specific request of the Project Review Committee after they had reviewed the Project Document. In fact, the PRC had suggested the use of existing tools, such as through the PEI network, which may have worked quite well. However, this was dropped; and the evaluator did not see much contribution to gender equality made through this project. The studies also did not really speak to the differences in access and control over resources, neither with regard to gender nor of the vulnerability of women and children in particular to environmental degradation. It was highlighted in the contracts between UNEP and the implementing/country

partners that gender considerations be ensured, such as gender balances in invitees and participants to the meetings and workshops.

105. The project did not give much consideration *per se* to indigenous peoples' issues, needs and concerns. However, the project did contribute to the possibility of addressing the needs of different groups by establishing a systematic approach to valuing ecosystem services. This was not explicitly mentioned in project documentation though; in the project implementation the links are 'soft'.

106. There was inter-national and inter-regional sharing, but its seems to the evaluator this was very much focused on North-South (and North-North) in terms of technical capacity (although a lot of the experience of these experts generally have come from developing countries).[27] That said, there were plenty of opportunities for countries to share experiences, especially in a south-south manner.[28]

107. The project targeted mainly policy-makers from various Ministries from various countries (depending on the meeting). The project, through its training sessions, expert panels, and policy dialogues, (particularly at country level for UNDA 8th Tranche) provided the platform for cross-linkages to be realised amongst different institutions, with stakeholders engaging in more systems thinking.[29]

108. The project used the appropriate institutional settings in which to operate, and given the baseline situation, it was realistic in its objectives. It seems the project may have been a bit ambitious in terms of its outputs versus the budget it had secured.[30] The project was executed within the planned timeframe.

109. During project implementation, the only changes that were significant and necessitated the project to adapt accordingly was the civil war in South Sudan, which impacted the outputs of the Sudd Wetland study and the field visit (and study) by the Evolution Institute. As a result the experts could not travel and obtain data that was needed, and thus had to do a value transfer study instead. They were able to travel only to Juba to consult with some government and research institution stakeholders.[31]

110. Strategic relevance is rated as **Satisfactory**.

B. Achievement of Outputs

111. The project document outlined its implementation plan/project delivery plan as project outputs and activities. The outputs read more like outcomes, so this section therefore discusses the achievement of the Main Activities, which are measurable and tangible.

A) Application of ecosystem service tools to improve the evidence base of ecosystem management contributing to human well-being, development and poverty alleviation

[27] Most of the conferences involved experts from Northern Research Institutions and Universities, with many (not all) of the policy makers coming from developing countries.

[28] E.g. the Valuing and Accounting for the Environment in the Asia-Pacific Region Workshop for Senior Policy-makers in October 2013 which had countries like Myanmar, Vietnam, India, etc. In fact, studies that were conducted for Morocco and Kazakhstan were shared and subsequently taken up into green growth strategies of e.g. Vietnam.

[29] Interviews with Morocco country respondents, Kazakhstan country respondents, ELD, as well as SANDEE, reiterated that the project provided such platforms (skype and in-country interviews, June and July 2016).

[30] Based on unsecured funding, and project implementation reporting, as well as interviews with UNEP DEPI ESE.

[31] Based on the mission notes to Juba, as well as interview with Sudd Wetland authors, June 2016.

Activity A.1. A field project on economics valuation and accounting of ecosystem services in Morocco (UNDA 8th Tranche)

112. The University of Minnesota and the Al Akhawayn University in Morocco undertook the study with inputs from project stakeholders from various institutions. The ecosystem service that the country decided to focus on was water. The Souss-Massa (water deficit region) and the Tadla-Azilal (water rich region) and the rest of Morocco as the third region were decided as the regions to focus on.

113. In Morocco, the main areas of focus was on the analyses of the economy-wide effects over time of surface and ground water used for irrigation in two regions of Morocco: Souss Massa and Tadla Azilal. Three policy questions were analysed: (1) subsidising the adoption of more water efficient technologies (i.e. converting from flood irrigation to sprinkler and drip irrigation technologies), (2) analysis of the impact of salination on Tadla Azilal water rent over time, and the corresponding groundwater dynamics, and (3) diverting more Tadla Azilal water to urban areas, leading to higher reliance on groundwater for agricultural production over time (what impact does this diversion have on agricultural water rent and groundwater dynamics in Tadla Azilal).

114. The study found that the aquifers in both regions are experiencing a decline in the water table. There is a lack of contribution of surface and ground water to GDP in the Product Accounts. Consequently, the degradation of water over time and how such degradation affects the country's natural resource wealth does not receive attention it warrants in policy analyses. Two simulations were performed to measure (a) the effect of a ten percent decline in surface water on each of the regional economics and (b) a ten percent increase in the productivity-efficiency of irrigated water. Overall, the services of land, surface and ground water in irrigated crop production account for about 5 percent of value added by primary resources in the Souss Massa, and for about 17 percent of value added in Tadla Azilal. Famers in Souss Massa employ more water saving technologies. The drought simulation and the water productivity-efficiency simulations showed an increase in the stock value of both surface and ground water in Souss Massa. The results for the region of Tadla Azilal follow the same general pattern, but differ substantially in magnitude, particularly land producing cereals and pulses.

115. The authors made concrete policy recommendations in the study report.[32] A policy implication of the report is for public authorities and private organisations to help farmers find and adopt those technologies that conserve water and land. Policy that places downward pressures on the costs farmers face in substituting capital for other resources, such as lower cost banking and credit market structures, and introducing farmers to new farming methods that make substitution more profitable should be encouraged. This substitution for water amounts to water saving per unit of irrigated crop production. Attention should be given to water saving technologies in the Souss Massa region; this action may entail decreasing water assignments in the less competitive crops, such as cereals and pulses, and increasing assignment in the more competitive crops such as fodder, fruits and vegetables. Policy implications could include imposing a tax that is some fraction of water's shadow value, or that public authority or a farmers water association might be delegated to convincing farmers of the consequences of not using water saving technologies.

116. The quality of the study and the results were highly regarded by the project stakeholders and deemed very important and useful to the country's decision making processes.[33]

[32] Morocco Study Report.
[33] Various interviews with project stakeholders in Morocco, 18-22 July 2016.

Activity A.2. A field project on economic valuation and accounting of ecosystem services in Kazakhstan (UNDA 8th Tranche)

117. The University of Minnesota took the lead in working on the study and CAREC supported collecting data. It was decided at the inception workshop of the project in Kazakhstan to measure the service of water, and the analysis was to be done at the river basin level, specifically, the Aral-Syrdarya water basin.

118. The study's main area of focus was to review water as a sector specific resource and identify water policy options in South Kazakhstan and Kyzylorda, i.e. valuing the provisioning services of water and land. The study developed a tool for mainstreaming ecosystem services valuation that helps understand and measure the impact of policy on natural asset wealth. The primary objective was to illustrate how natural asset (or ecosystem service) valuation can be used to guide and understand the impact on policy. As a result, three policy options were analysed: (1) the status quo, defined as Syr Darya agricultural sector receiving 10,500 km^3 of water each year that is allocated across cotton, rice, and other agricultural producers along the river basin, (2) examination of the potential benefit of allowing oblasts along the Syr Darya to trade water use rights among themselves, and (3) examination of the potential benefits to farmers of improved irrigation efficiency. The results suggested that trading water use rights could increase the wealth/wellbeing of those controlling the user rights of land and water by nine percent. Irrigation improvements, however, yield smaller gains (less than one percent). The manner in which water trading is modelled almost certainly overestimated the potential gain, while the manner in which irrigation efficiency is modelled almost certainly underestimates the potential gain.[34] As a result the authors recommended further policy examination.

119. The study made several recommendations, namely to develop a mainstreaming tool to give policy makers a more comprehensive understanding of the cost of agricultural production, e.g. decrease the amount of water to Kyzylorda and South Kazakhstan and trade water with one another, canal repairs, improve irrigation efficiency to increase the wealth values of both land and water. Mainstreaming efforts should be able to provide predictions of (i) current and future resource demand levels, (ii) how those demands might affect the level of ecosystem services available in the future, and (iii) the corresponding economic impacts. Furthermore, efforts should be made to understand the links, if any between how resource management in one region affects resource availability in the other. Future research was recommended, focusing on measuring the agricultural production technologies more carefully.

120. Here too project stakeholders in Kazakhstan reiterated the importance of the study. The high quality of both the studies conducted in Morocco and Kazakhstan respectively have received wide recognition.[35]

Activity A.3. A field project on ecosystem accounting in South Sudan

121. Because of the civil war in South Sudan this output/activity had to undergo some adaptive changes. Firstly, the team (Evolution Institute) could not visit the Sudd Wetland to conduct the study. Secondly, due to the war, it was particularly difficult to obtain data and thus most data was searched for online (or from the World Conservation Society).[36]

122. The team was able to visit Juba and engage with some stakeholders (local UNEP staff, Ministry of Environment, Ministry of Water, University of Juba, the Sudd Institute, World Conservation Society), and some consultations did add value to the report.

[34] Direct finding of the study analyses.
[35] Interview with UNEP DEPI ESE based on presenting the models at various conferences, meetings, and panels.
[36] Review of the South Sudan Study Report, as well as interviews with authors.

123. However, given the challenges, the study was very much a result of a literature review, and with lack of sufficient data, it was decided that a transfer value study should be conducted to draw a conclusion or comparison at least to get an idea of the benefits of preserving, and the consequences of not preserving, the Sudd Wetland.[37] Based on this, the study highlighted the importance of preserving the Sudd Wetland for the wellbeing and economic development of the country.

Activity A.4. A field project on economic valuation of the Yala Swamp, Kenya

124. The University of Nairobi undertook a study of the economic valuation of the Yala Swamp in Kenya. The authors conducted a full economic valuation under the business-as-usual (BAU) and alternate scenarios.

125. It also carried out a cost-benefit analysis of various developments in the swamp and assessed the possible implications of an ecosystem restoration of the swamp. The TEEB conceptual framework was adopted in guiding the identification of threats and drivers, ecosystem goods and services, and benefits and values of these goods and services. The study recommended the need to share benefits from the swamp with the local community as alienation of the local community could undermine the sustainability of resource development and utilisation.

Activity A.5. Facilitation of a working group under the Economics of Land Degradation initiative

126. The UNEP DEPI ESE contributed to a global study conducted under the ELD, initiated by the European Commission, the German Government and the Secretariat of the UNCCD. This study was an assessment of land degradation with a focus on the costs of failing to prevent further land degradation and the economic benefits of addressing it through sustainable land management practices.

127. Through the project, the ESE led the Working Group on Economic Valuation of Options of the ELD initiative (at the 2nd Scientific Conference of the UNCCD), and presented initial plans for the Working Group at the session on 'Economics of Land Degradation: Bridging the science-policy-practice divide - Making a case for tackling land degradation through valuation of ecosystem services'. This was subsequently turned into a paper.[38]

(B) Enhanced knowledge of policy-makers and practitioners, and policy dialogues promoted on the use of ecosystem services tools and their relevance for developing innovative response policies

Activity B.1. Development of publications and policy briefs on issues related to economics valuation of ecosystem services, ecosystem accounting and other economic instruments under ESE working paper series, WAVES and IWR

128. Under the ESE working paper series, a policy brief entitled 'Biodiversity Offsets: pros, cons and practical issues' was developed as part of the organisation of a panel session on biodiversity offsets at the 15th BIOECON Conference.[39]

129. A policy brief that summarises the discussions at the high-level expert panel on 'Food Security and Biodiversity: Challenges, Conflicts, Options' with specific policy recommendations was developed by La Fondation as part of its SSFA under the 15th BIOECON Conference.[40]

[37] Interview with South Sudan Study Report author, June 2016.
[38] See http://eld-initiative.org/ (Review of paper, Review of Mission Report of UNEP DEPI ESE to 2nd Scientific Conference of UNCCD, interview with ELD June 2016).
[39] Review of documentation of partnership and outputs of SSFA with La Fondation (founding partner of BIOECON), email correspondence with La Fondation.

130. A policy brief under IWR was not developed *per se* although the development of the website and outreach materials was developed through the partner IHDP under the project (through an SSFA agreement between UNEP and IHDP), in addition to a briefing session on the IWR 2014 for policy-makers at the 68th session of the UN General Assembly.[41]

Activity B.2. A policy forum related to IWR/WAVES targeted for policy-makers

131. In October 2013 there was a technical workshop that took place with the objective to improve the estimates of the natural capital accounts for the IWR 2014.

132. A briefing session at the 68th session of the UN General Assembly was planned to be held to present the results of the IWR 2014 to senior policy-makers. However, the work took longer and there was not enough time to prepare. It was planned then to present at the 69th session instead.[42]

133. Stakeholder engagement workshops and policy dialogues were held concurrently with the launch of the IWR in 2014.[43]

Activity B.3. A policy dialogue for discussing results of economic valuation and ecosystem accounting under UNDA 8th Tranche in Morocco

134. On 26 and 27 October 2016, a workshop was held in Morocco, with key outcomes with regard to mainstreaming results including (a) discussions and recommendations related to the implementation and dissemination of the study's results, and (b) creation of a piloting committee (expert group) for the implementation of such recommendations.[44] In the report of this workshop, outcomes, recommendations and a road map are detailed. A committee was established and a brief action plan was developed.[45]

135. Policy dialogues were also held on 23 to 24 February 2016 during the final project workshop in Geneva to discuss policy options recommended for Kazakhstan and Morocco based on the findings of the study.

136. Government representatives and project managers from Kazakhstan and Morocco participated in this workshop, together with resource persons from international research institutions, in order to discuss the way forward and lessons learnt from the project.

137. Lessons learned, challenges and follow up actions were presented by each country during the workshop. For Morocco, the key actions included setting up a pilot committee and develop an action plan focused on resource users understanding the model and the results for decision making.

138. Both countries felt that the meeting was a good platform for sharing experiences and overcoming certain challenges, which participants to the meeting appreciated.[46]

[40] Ibid.
[41] SSFA Agreement between IHDP and UNEP, 75 countries participated in the IWR 2014.
[42] The evaluator could not verify whether in fact this was done because UNU-IHDP were not available for the interview.
[43] Progress Report of the IWR 2014 by UNU-IHDP.
[44] Report II: Results of Economic Analysis of Water ecosystems in Morocco with focus on Tadla and Souss-Massa regions. Morocco Results Workshop, 26-27 October 2015.
[45] Ibid.
[46] Minutes of the meeting as well as interviews with meeting participants during country visit in Morocco 18-22 July 2016.

Activity B.4. A policy dialogue for discussing results of economic valuation and ecosystem accounting under UNDA 8th Tranche in Kazakhstan

139. On 5 and 6 November 2015, a final project workshop for **Kazakhstan** took place in Astana. The meeting objectives included reviewing the existing laws and regulations in water issues in Kazakhstan, reviewing the water management issues with regard to transition of the country to a green economy (and the SDGs), introduce water saving technologies in one of the pilot areas, introduce the model and developed policy options for Aral-Syrdarya pilot area.[47]

140. At this meeting a set of recommendations and steps to mainstream the results of the project were put together through group work sessions, some of these recommendations included (a) pilot water trading system in one irrigation zone with same climatic and land conditions but different crops, (b) capacity building activity on the model and its results (some institutions were mentioned where the results could be transferred to - these would need capacity building)[48], and (c) fundraising activities.[49]

141. As mentioned under Activity B.3. above, policy dialogues were held in Geneva for both Morocco and Kazakhstan, where lessons learned and actions were discussed. For Kazakhstan, the key actions included obtaining political and legal support from the local authorities to establish trading rights of the water system to pilot one of the scenarios in the study.[50]

Activity B.5. Policy forums on ecosystem accounting

142. The International Conference on the 'Global Implementation Programme for the SEEA' was held in New York 17-19 June 2013. A number of meeting participants were sponsored to attend the conference under the Green Growth project. Participants to the conference included a range of national representatives, including national statistics offices and the heads of other relevant government agencies. It seems from the conference documentation that policy forums took place.[51]

(C) Enhanced capacity of policy-makers and practitioners to apply ecosystem services tools for the achievement of development objectives

Activity C.1. A training workshop on valuation of ecosystem services and other ecosystem management tools, under UNDA 8th Tranche in Morocco **and** Activity C.2. A training workshop on valuation of ecosystem services and other ecosystem management tools, under UNDA 8th Tranche in Kazakhstan

143. Training workshops were held on 4 August 2014 in Kazakhstan, and 13 August 2014 in Morocco. Participants included government representatives, NGOs, international organisations and the private sector. The workshops introduced main approaches and tools of ecosystem services integration into decision-making processes, including methodologies for economic valuation and macroeconomic modelling to the participants.

144. These training workshops were one-day workshops that followed directly the launch of the project (inception meeting) in both countries. Some respondents felt that the training was not

[47] Final Meeting Report, Kazakhstan, 5-6 November 2015.
[48] IT University, Taraz Economics of Water Institution, Institute for Rice Production, from Final Meeting Report, Kazakhstan 5-6 November 2015; at the Geneva Final Project Workshop though, the team said that there was no institution who could take on the results (without proper training first).
[49] All these activities and their steps are detailed in the Final Meeting Report, Kazakhstan, 5-6 November 2015.
[50] Final Geneva Meeting Report for UNDA 8th Tranche.
[51] UNSD reporting on the Conference.

sufficient,[52] while others felt that it was sufficient based on creating enough interest in the topic to incite questioning and involvement throughout the project.[53]

Activity C.3. Training workshop on valuation of ecosystem services, and mainstreaming ecosystem services into macroeconomic policies

145. Up to 20 conference sessions (most in the form of workshops) were held at the 15th BIOECON conference as part of the SSFA with La Fondation. Most of these sessions were in the form of presentations and discussions (presentations by experts).[54]

Activity C.4. Training workshops on ecosystem accounting

146. A training workshop for senior high-level policy makers was organised through ICIMOD (SANDEE) on 'Valuing and Accounting for the Environment in the Asia-Pacific Region' which looked at identifying ways to develop valuation skills and macro-economic aggregates, other than GDP, to measure progress at the country level, it also illustrated and exemplified how inclusive wealth defined to include natural capital should be an integral part of the SNA of a country. The workshop included 40 participants from multiple small and large countries across Asia-Pacific. A post-workshop questionnaire was distributed after the workshop to assess what was learnt, and how it may have changed behaviour.[55]

147. At the International Conference on the 'Global Implementation Programme for the SEEA', various capacity building sessions took place, including building statistical capacity in countries, experimental ecosystem accounting testing, and others.[56]

148. Overall, Achievement of Outputs is rated as **Satisfactory**.

C. Effectiveness: Attainment of Objectives and Planned Results

Achievement of Outcomes as defined in the reconstructed Theory of Change

149. The achievement of the project's objective, namely to 'contribute to a better integration of environmental concerns into national development processes, policy planning and decision-making' will be evaluated based on the three reformulated outcomes as per the TOC.

Outcome 1: Ecosystem service tools are applied to improve the evidence base of ecosystem management contribution to human wellbeing, development and poverty alleviation

150. As previously mentioned, Outcome 1 has been reformulated from the project document to account for the overall impact of the Green Growth project, for the purpose of the TOC.

151. For the UNDA 8th Tranche component in Kazakhstan and Morocco, ecosystem tools and models were developed and applied to measure different scenarios with regards to water in both countries. Detailed reports of field studies were developed, the results of which are discussed under the Achievement of Outputs. The link to the contribution to the current economy was clear, and indirectly its contribution to human wellbeing and poverty alleviation,

[52] E.g. especially in Kazakhstan, CAREC felt that the training was too short and more capacity building is needed.
[53] Most respondents in Morocco felt that the training incited a lot of interest to self learn and encourage questioning for more information, that the training was enough to communicate the key messages, in terms of presentations, after which audience could ask for information as they needed. (Interviews with CAREC and AUI, as well as participants to the workshops in either countries, July 2016)
[54] La Fondations final report on 15th BIOECON proceedings. Various experts on various topics (20 sessions in total)
[55] SANDEE SSFA reporting and final workshop report.
[56] UNSD Conference Agenda and concept.

through its focus on water provisioning for livelihood.[57] Both studies focused on water provisioning and future water availability to the population (and economic sectors). It gave options to more efficiently use the existing water supply and reduce water consumption (particularly in agricultural practices) as well as more inclusive arrangements of access to water by communities living in the areas studied.

152. In South Sudan, a transfer value study was conducted for the Sudd Wetland which could be applied to decision-making processes.[58] Due to the current civil war, there has been no evidence of application of the value study so far in decision-making processes.[59] In Kenya, a valuation of the Yala Swamp was conducted.[60] The study recommended the need for policies to focus on the conservation of the Yala swamp to maintain the economic benefits which are sustainably produced. It was also suggested that the results of the study be used to populate the Draft Yala Wetland Management Plan, which is still currently in draft form.[61]

153. The ELD Working Group developed an assessment of land degradation with a focus on the costs of failing to prevent further land degradation and the economic benefits of addressing it through sustainable land management policies.[62] It is unclear to the evaluator whether this assessment has indeed led to any application nationally or regionally.

154. Outcome 1 is an important catalyst towards the Intermediate Outcome in which policy-makers exposed to the studies are aware of the valuation of ecosystem accounting processes. The project has provided an evidence base of the contribution of ecosystem services to development and economics through the development of ecosystem service tools.[63]

Outcome 2: Policy-makers and practitioners have enhanced knowledge on ecosystem services tools and their relevance to developing innovative policies (through the promotion of policy dialogues)

155. As for UNDA 8th Tranche, project stakeholders all agreed that the tool was very useful and important, and that the training, discussions and sharing platforms through the project played a great role in enhancing knowledge of the model, and its relevance to policy.[64] Most workshop participants highlighted their interest in the topic of integration of the value of water capital in the economy. There was certainly an agreement among the different stakeholders on the importance of ecosystem services to human wellbeing and economic development. Media outreach and other dissemination of information had further reach on enhancing knowledge on ecosystem service tools and its importance to the economy.[65]

156. Policy briefs were developed on the application of ecosystem services tools, and the Inclusive Wealth Report for 2014 was developed and disseminated among policy-makers. Policy

[57] Kazakhstan and Morocco Studies, UMN, CAREC and AUI.
[58] South Sudan Study, Evolution Institute; interview with author of study, June 2016.
[59] Interview with Evolution Institute, July 2016.
[60] Yala Swamp Study, University of Nairobi.
[61] Email correspondence with authors (waiting for confirmation), August 2016.
[62] Mission report to UNCCD 2nd Scientific Conference, 7-11 April 2013; Interview with ELD, June 2016.
[63] Studies developed for each of the four countries, policy briefs developed under the various initiatives, interviews with country teams and project partners, July 2016.
[64] Interviews with various project stakeholders, including members of National Advisory Council and government participants, research institutions, all through face to face interviews between 18 and 22 July, questionnaire responses from same from Kazakhstan.
[65] Interviews with various project stakeholders in Morocco 18-22 July, questionnaires to National Advisory Council members of Kazakhstan.

forums took place, and those who had feedback (through e.g. questionnaires) found the tools useful and important.[66]

157. Outcome 2 is a catalyst for the Intermediate Outcome that improved data and knowledge exists in the countries and ways in which to integrate these into national planning. Despite the interest of policy-makers, in some cases, such as Kazakhstan for the UNDA 8th Tranche, it was highlighted that more capacity building and training was needed.[67] Despite this, there certainly have been steps taken in-country by Kazakhstan to test some of the scenarios developed through the study.[68] For instance, the first scenario, improvement of irrigation efficiency, already existed in their national strategy, but this study might support increased budgeting for its implementation. The second scenario which involved trading of rights between two provinces of the area was very well accepted by government and stakeholders but they wanted to implement it as a pilot in one area. In addition, informally discussions have taken place within different levels of government on the importance of the results of the study.[69]

158. As regards Morocco, already the study results have been shared through not only the participation of high level decision-makers (e.g. members of the Economic, Social and Environmental Council) but also with study results and recommendations shared through them at a later stage for decision-making.[70] In addition, the piloting committee set up at project closure have been working on communicating the results to farmers on ground in the regions of the study, enhancing understanding for their own decision making processes.[71]

159. In South Sudan, the situation there is not conducive right now to take up the results of the study. However, the authors have presented the results on various platforms internationally with positive uptake.[72] In Kenya, there were no results sharing to policy-makers included in the project activity (due to limited funding and the scope of the SSFA with the University of Nairobi).

<u>Outcome 3: Policy-makers and practitioners have enhanced capacity on how to apply ecosystem services tools for the achievement of development objectives</u>

160. For the **UNDA 8th Tranche component**, training workshops on the tools and methodologies to mainstream ecosystem services considerations into development planning processes took place in both countries. These training workshops took place on 4 August 2014 in Kazakhstan, and on 12-13 August 2014 in Morocco. Respondents from Kazakhstan mentioned that the time was not sufficient to properly enhance understanding of the tools and methodologies, especially because these were new to practitioners and policy makers.[73] It was explained to the evaluator that the results of the model were too complicated for the policy makers (in Kazakhstan). Despite this there has been some integration into programmes.[74]

161. In Morocco, due to already existing capacity amongst the research institutions (mainly because many had studied up to PhD level at the University of Minnesota), translation of

[66] E.g. questionnaires distributed at the ICIMOD workshop, and the demand for the Morocco and Kazakhstan models for use in the Green Growth Strategy of Vietnam through the policy dialogues and presentations that took place at the workshop.
[67] Interview with CAREC, as well as Geneva Final Workshop Proceedings.
[68] Interview with CAREC.
[69] Statistics Office in Kazakhstan - questionnaire response.
[70] Interview with member of the Council, as well as members of Project Team at AUI, Ifrane, 18-21 July 2016.
[71] Interviews with Piloting Committee members, Ifrane and Rabat, 18-22 July 2016.
[72] Interview with study author, June 2016.
[73] Interview with CAREC, and Geneva Final Workshop Proceedings.
[74] See previous Outcome descriptions above of examples of scenarios being integrated into structures and programmes - interview with CAREC.

terminology (despite it not being easy)[75] and training itself was much smoother. In addition, many respondents felt that the capacity building was sufficient given the project timeline and that it brought just enough combination of sparked interest and enhanced understanding to create a sustained involvement in the project results.[76]

162. Policy dialogues took place at the final workshop in Geneva in February 2016. Here much more presentation on key challenges, lessons learned and way forward was discussed, with some focus on policy recommendations, to a degree.[77]

163. Outreach was conducted in both countries, but how much this resulted in wider audience engagement is questionable because there was no communication feedback mechanism or review of knowledge enhancement among the wider audience done.

164. Training workshops were conducted during BIOECON, the International Conference for the Global Implementation Programme for the SEEA (UNSD), as well as the Valuing and Accounting for the Environment in the Asia-Pacific Region (SANDEE). Particularly the SANDEE conference was successful in enhancing the capacity among senior policy-makers on applying ecosystem services tools in their national strategies. It also provided a good opportunity to share, among the countries, the challenges and successes with their transitioning to an economy that values natural wealth. Feedback was received from the participants who took part in those workshops particularly, and it was mostly positive, with policy-makers highlighting that they had indeed gained new tools. Feedback from the other two conferences was lacking, and the evaluator was not able to assess how much capacity building had in fact induced behaviour change.[78]

165. Outcome 3 did have a contributing effect towards the Intermediate Outcome in which the policy framework and enabling environment is enhanced in countries to support effective integration of ecosystem services accounting into economic policies. However, this depends on a few factors outside of the project's control, including the assumption that enhanced capacity alone will create the enabling environment and drive behaviour for integration of ecosystem services accounting into national policy. The evaluator is not entirely convinced this assumption held.[79] More needs to be done to build capacity and incite behaviour change within policy-makers for the Intermediate Outcome to come to fruition.

166. Generally, tools and methodologies were developed, and knowledge was enhanced among the country policy-makers (for the different policy forums and trainings), but whether this led to behaviour change for integration is questionable. This has implications on whether the next steps of the project organically lead to impact;[80] it is advisable that more capacity building structures are set in place or at least communication structures that turn the results into more palatable information for uptake and decision making. This was done, to an extent, through the outreach strategies by Kazakhstan and Morocco, the outreach products of the IWR 2014, and the policy briefs developed through the Green Growth project. But responses by country teams (for UNDA 8th Tranche), and responses from other project partners, led the evaluator to believe that more could have been done to make the studies (especially for UNDA 8) understandable to

[75] Some respondents from Morocco did mention that non-economists found it hard to follow some of the model (Interviews in Ifrane and Rabat, 18-22 July 2016).
[76] Various respondents in Morocco shared that the key messages were presented effectively for enhanced understanding and that people were engaged through asking more questions about the study (rather than only presentation, there was more of a discussion); this they found more useful than had it been purely training based. [various interviews with respondents in Morocco, 18-22 July 2016].
[77] Minutes of the Geneva Meeting, February 2016.
[78] Evaluator could not secure contacts to send questionnaires to policy makers for either organiser.
[79] Yes, capacity was certainly enhanced, and yes next steps are taking place. But to the degree that they are being integrated is questionable, see further discussion in the Theory of Change section. [Evaluator opinion]
[80] Already, projects like VANTAGE, pick on these steps though.

decision-makers. Despite this, and in terms of sustainability, there has been quite some follow on steps that have taken place in both of the UNDA 8th Tranche countries in terms of implementing the results.[81]

167. The rating for achievement of direct outcomes in **Satisfactory**.

Likelihood of Impact

168. The likelihood of achievement of overall impact of the Green Growth project (Better integration of environmental concerns into national development processes, policy-planning and implementation *and* ecosystem services are integrated into national accounting systems in Morocco, Kazakhstan, South Sudan and other countries) is examined using the ROtI and ToC. A summary of the results and ratings of the ROtI can be found in Table 9.

169. The overall likelihood that long term impact will be achieved is rated on a six point scale as **Likely** ('BB' rating using the ROtI scoring method). This rating is based on the following observations:

170. The project's intended outcomes were delivered (mostly) and there has been a process initiated that would lead to Intermediate States. The driver (wide sharing through networks) of both Outcome 1 and Outcome 2 to their Intermediate States definitely improved the ability of the project to reach a greater awareness and understanding among policy-makers of existing data and methodology and how to integrate these into national planning.[82] The assumption that awareness of economic valuation and the application of assessment tools enhances demand for improved data and knowledge, especially for the UNDA 8th Tranche countries, seem to have held for the Intermediate State 2 to be met.[83]

171. For Outcome 3, the pathway to Intermediate State 3 necessitated that the assumption enhanced capacity and enabling environment will drive behaviour for integration of ecosystem services accounting into national policy would hold. It also needed the assumption in the 'soft' pathway from the Intermediate State 2 to the Intermediate State 3 that the improvement in easy access to new data supports the enabling environment to hold. Despite there being some evidence of uptake of results at higher level, the evaluator is not entirely convinced that either of these assumptions held entirely.[84] For these reasons, rating for outcome is **B**, and the rating for progress towards Intermediate States is **B**.

172. Overall long-term impact depends mostly on the continuation of further economic analyses and other steps in-country for the UNDA 8th Tranche project, and more capacity building and feedback mechanisms from countries who participated in the various workshops, panels and conferences of the Green Growth. Certainly capacity has been built and understanding of the importance of ecosystem services to the economy and human wellbeing has been achieved

[81] This is further elaborated under the Sustainability and Replication section of this report.

[82] Certainly the partners that were used are able to cast a wide net with results obtained (e.g. ICIMOD, UNSD, UNU-IHDP, TEEB, WAVES, UNEP DEPI ESE) at the international level, but also at the national level with regards the UNDA 8th Tranche, both countries had a wide reach and good network of sharing the information.

[83] Evaluator opinion based on several interviews with government officials in Morocco 18-22 July, questionnaire responses from Kazakhstan; cannot say this for the Inclusive Wealth Report - although the fact that the presentation gets a window at the UN General Assembly is testament to country demand for this knowledge.

[84] E.g. for UNDA 8th Tranche - Certainly some moves have taken place, but it seems more needs to be done to create a more conducive implementation of the policy the level necessary for change to occur - it also seemed, from the various interviews, that more economic analysis and social experimentation needs to be done for stronger uptake [Interviews in Morocco 18-22 July, interviews and questionnaire responses in Kazakhstan]. For the other Green Growth initiatives, e.g. Kenya and South Sudan still have a long way to go; and as for the conferences - other than the SANDEE workshop, there is no real evidence of uptake at policy level based on the participation of policy-makers at these conferences (this might however be due to insufficient/no feedback received from the policy makers who attended these conferences).

through the project, with knock on effects in various facets (e.g. UNDA 8th Tranche countries, uptake into other countries). These few steps need to have continuation and a broader time-bound strategy for there to be real integration of environmental concerns into national development planning processes, policy planning and implementation, and that ecosystem services are integrated into national accounting systems at country level. There is evidence of sustainability of project results in Kazakhstan and Morocco, and both countries are moving in the direction of valuing natural capital,[85] but as mentioned more needs to be done in a strategic manner even in these countries. The assumption that funding will be available to support Intermediate States held, at least for the UNDA 8th Tranche project and in the greater Green Growth project e.g. with next steps into VANTAGE (but not for South Sudan, for other reasons out of the control of the project at this time). The rating for overall likelihood of impact achievement is **Likely (BB)**.

[85] Interviews with country respondents, July 2016.

Table 9. Results and ratings of Review of Outcomes to Impact (ROtI) Analysis for the Green Growth project

Project Objective	To contribute to a better integration of environmental concerns into national development processes, policy planning and decision-making						
Outputs	**Outcomes (Reformulated)**	**Rating (D-A)**	**Intermediate States**	**Rating (D-A)**	**Impact**	**Rating (+)**	**Overall**
1.1. ELD working group established and paper prepared for presentation to policy-makers 1.2.National network of experts and policy-makers (advisory group) established at national level in Morocco and Kazakhstan 1.3. Field-based studies on ecosystem services and accounting and documented in detailed reports for Kazakhstan and Morocco 1.4. Ecosystem services research reports for South Sudan and Kenya developed	Ecosystem services tools are applied to improve the evidence base of ecosystem management contribution to human wellbeing, development and poverty alleviation	**B**	Policy-makers in Morocco, Kazakhstan, South Sudan and other countries are aware of valuation of ecosystem services for national development planning and considering the application of ecosystem accounting processes	**B**	Better integration of environmental concerns into national development processes, policy -planning and implementation [ecosystem services are integrated into national accounting systems in Morocco, Kazakhstan, South Sudan and other countries]		**BB**
2.1. Policy forum on inclusive wealth indicators for policy-makers (IWR developed 2014) 2.2. Policy forums on ecosystem accounting for policy-makers 2.3. Three working papers/policy briefs	Policy-makers and practitioners have enhanced knowledge on ecosystem services tools and their relevance to developing innovative response policy (through the promotion of policy		Improved data and knowledge exists in the countries and ways in which to integrate these into national planning				

Project Objective	To contribute to a better integration of environmental concerns into national development processes, policy planning and decision-making						
Outputs	**Outcomes (Reformulated)**	**Rating (D-A)**	**Intermediate States**	**Rating (D-A)**	**Impact**	**Rating (+)**	**Overall**
on application of ecosystem services tools such as economic valuation and ecosystem accounting published and disseminated to policy-makers 2.4. Policy dialogues in Morocco and Kazakhstan with set of recommendations to feed into policy processes	dialogues)						
3.1. Key partnerships formed with academic institutions and other partners for workshop organising 3.2. Two training workshops in Morocco and Kazakhstan with feedback from participants showing application of knowledge and skills 3.3. Four training workshops on ecosystem services and mainstreaming of ecosystem services into macroeconomic policies with feedback from participants 3.4. Two training workshops on ecosystem accounting	Policy-makers and practitioners have enhanced capacity on how to apply ecosystem services tools for the achievement of development objectives		Policy framework and enabling environment is enhanced in countries to support effective integrations of ecosystem services accounting into economic policies				

Project Objective	To contribute to a better integration of environmental concerns into national development processes, policy planning and decision-making						
Outputs	**Outcomes (Reformulated)**	**Rating (D-A)**	**Intermediate States**	**Rating (D-A)**	**Impact**	**Rating (+)**	**Overall**
	Rating Justification: The **B** rating indicates that the project's intended outcomes were delivered, and were designed to feed into a continuing process, with no clear allocations of responsibilities. There are certainly responsibilities (especially in Morocco with regard to the piloting committee and actions taking place), but these are not clear in terms of further move to impact at national level, especially for countries like South Sudan.		**Rating Justification:** The **B** rating indicates that measures designed to move towards intermediate states have started, and have produced some results (e.g. for the UNDA 8th Tranche - discussed in Geneva on way forward by Kazakhstan and Morocco, with some steps taken already by both countries, policy recommendations made through policy briefs, some countries e.g. Asia-Pacific region taking up results for their national strategies, VANTAGE project), but there is no indication that these will definitely move to impact (despite assumptions mostly holding in terms of available funding especially).		**Rating Justification:** The **BB** rating corresponds to **Likely** that the impact will be achieved given that the project has catalysed various steps and ad hoc processes are continuing at various levels in Kazakhstan and Morocco, not in South Sudan, but other countries to an extent, and with VANTAGE as a next step project, this might move towards impact.		

Achievement of Project Goal and Planned Objectives

173. The purpose of the project was to contribute to a better integration of environmental concerns into national development processes, policy-planning and implementation. The goal for the project, in terms of realising long term impact, was that ecosystem services would be integrated into national accounting systems in the countries.

174. The project, to an extent, did deliver on its objective, in that it did contribute towards a better integration (through its various contributions to new tools, methodologies, policy briefs, trainings, etc). Certainly capacity was enhanced through the project. Whether integration will happen depends on additional steps (e.g. more capacity building in some countries, communication strategies in others).

175. The overall rating for Effectiveness is **Satisfactory**.

D. Sustainability and replication

176. The evaluation of sustainability and possibility of replication focuses on four aspects of sustainability (socio-political, financial resources, institutional framework, environmental sustainability), and then looks at the catalytic role the project played towards possible upscaling and replication.

Socio-political sustainability

177. As regards the UNDA 8th Tranche component, both countries have a political environment conducive to sustaining project results. Kazakhstan has shown interest at the political level to move to a green economy.[86] In Morocco, there has been growing interest at the highest political level to mainstream environmental thinking into development planning, and with the UNFCCC COP-22 taking place in Marrakesh in 2016 has shown continued mobilisation of such interests.[87]

178. In terms of ownership of country stakeholders of the results, it was highlighted in Geneva that in **Kazakhstan**, there was not one institution which could be responsible for developing the results further. The country partners did 'own' the project in so far as they completed their mandates, and of course there have been some steps forward through different avenues.[88] In **Morocco**, because of the existing capacity, the University might continue such studies into the future and there are certainly steps being taken to further the results into planning.[89] Certainly interest and motivation was created through the project towards the understanding of the importance of integration of ecosystem services (at least with regard to water) into decision-making processes in the local and national economic arenas, but specifically identified ownership of results is unclear.

179. Action plans and next steps were discussed at the workshops in Kazakhstan (5-6 November 2015) and in Morocco (26-27 October 2015), these steps have been detailed above in Section 3.B. In **Kazakhstan**, it was not entirely clear who would be doing what (although some of these were elaborated on, e.g. through the Water Committee for Scenario 2[90], but not for e.g.

[86] Questionnaire responses from National Advisory Board members in Kazakhstan.

[87] The King has shown his discourse as such through the instating of the Economic, Social and Environmental Council advising policy at the highest level.

[88] Details of next steps and ownership of different parts of the results in Kazakhstan is detailed in Section 3.B. Achievement of Outputs.

[89] Piloting Committee action plan, taking results back to farmers and resource users [Interviews with Piloting Committee, Ifrane and Rabat, 18-22 July].

[90] *The introduction of water trading system under the Arys-Turkestan irrigation system (ATOS) of South Kazakhstan region between Ordabasy district located in the head of the channel, and Turkestan in the end of the channel.*

which institution would have capacity built to house the results). In **Morocco**, a piloting committee was established to develop and implement their action plan and next steps.

180. The final next step planning or 'succession planning' was discussed at the Final Project Workshop in Geneva in February 2016. Here, for **Kazakhstan**, the country team had agreed that Scenario 2[91] from the study would be the most interesting to implement. The main results that this model would bring were to (a) reduce cotton production by replacing it with crops that are less water dependent and the water resources released would be directed to the end of the Turkestan main canal to increase the crops of vegetables, melons and fruit, (b) part of the released water at the beginning of the Turkestan channel could then be sold as the right to water to the users of water at the end part of the Turkestan channel to increase the irrigated area in the region of Turkestan, (c) there would be an increase in income for the farmers in the end part of the channel, but no reduction in income for the farmers at the beginning of the channel, (d) and in general, the cost of water resources in the area and Arys-Turkestan canal will increase and the income of farmers would increase too.

181. The suggested actions to establish a water rights trading system would be to obtain legal and political support from the local authorities for piloting this scenario. During the interview with CAREC for the terminal evaluation, the evaluator was told that they are waiting for the farmers committee of water resources to conduct something like a promulgation of a new project pilot for this scenario.[92]

182. In **Morocco**, the follow up actions discussed at the Geneva workshop included (a) accompanying farmers and next-users in understanding these models and implementing their results, (b) strengthening research and development programs on water use efficient technologies and water allocation in a multidisciplinary way, and (c) to establish an action plan at the local level where the data for this project was actually collected. This action plan was suggested to have a bottom-up approach so that decision-makers are reached, it was envisaged to conduct research studies and awareness campaigns, in which water users would be the target group. The action plan would also establish a transversal design that would include ministries, users and institutions in the regions in relation to the objectives and it would prepare the documentation and showcasing of methodologies and results with simplified language to disseminate the information according to target group audiences. A piloting committee was set up during the workshop in Morocco on 26-27 October 2015 to implement such activities.

183. Capacity building, in the form of some training sessions, was conducted in Kazakhstan and Morocco (4 August and 12-13 August 2014 respectively). A final meeting was also conducted in Kazakhstan between 5 and 6 November 2015, in which the results were explained to the policy-makers.[93] A final meeting in Morocco as conducted between 26 and 27 October 2015 in which their results were also presented and discussed. Capacity building, according to some respondents in Kazakhstan was not enough and the one-day training session was too short for stakeholders to understand the models and results.[94]

184. A quite different situation is relevant for **South Sudan**. At this time, there are other priorities on-going in the country and the environment is particularly bad for sustainability for project results. The civil war, in fact, has created an environment that is more conducive of a 'free-for-

[91] Ibid.
[92] Interview with CAREC, 5 July 2016.
[93] According to some respondents, the terminology used in presentations was complicated and some policy makers did not understand the methodologies. This was partly also a language problem (translation and most of the participants could not speak English, terminology was difficult to translate into Russian. However, a national expert was brought in to help.
[94] Interview with CAREC, 5 July 2016.

all' in which environmental concerns are of least priority.[95] Engagement was done to an extent with two ministries (environment and water), but their hands were tied as to the current unrest in the country. In terms of sustainability of results, there are certain institutions who have been mobilised (such as the ministries, University of Juba), but revitalisation can only take place once peace and stability returns to the country.

185. As regards **Kenya**, there was no effort made, nor was it expected, to create capacity building and awareness of the results. Other projects might need to pick these up; of course the University of Nairobi, showing an interest in the study, will share the results on their platforms. Kenya is in a position to uptake results favourably, given its political and social environment.

186. Capacity building, panel sessions and other events that took place at the **regional and international level** have contributed to a conducive environment that is more open to a transitioning economy, in some instances.[96] There are no links that could be seen by the evaluator that the project created an enabling environment at the global level.[97] Globally, there certainly is some sustainability due to the ongoing partnerships.[98]

187. Socio-political sustainability is rated as **Likely**.

Financial Resources

188. In terms of the UNDA 8th Tranche component, with regard to next steps of the project, Kazakhstan appears to be taking next steps forward in a self funded manner on a national scale.[99] As regards Morocco, results are more at the regional scale, with ad hoc funding coming in from different avenues, with results of the project integrated into such avenues. For instance, UNDP CO is working on Circular Economy and has used the results also to work on a GEF PIF to downscale the results of the study. The piloting committee is made up of different institutions, all of which are working in their own capacities (all self-funded) to integrate the study results into their work (e.g. farmer communication through AUI and Ministry of Agriculture).[100]

189. There are no indications that there will be follow-on financing for next steps for uptake of results in Kenya and South Sudan.

190. At a global scale, there has been some funding allocated to next step projects such as VANTAGE, which focuses on virtually the same outputs, but for different countries.[101]

191. Financial sustainability is rated as **Moderately Likely**.

Institutional Framework

192. For the UNDA 8th Tranche component: In Morocco, the institutional framework was already 'warmed' up to the project and sustaining the results because (a) water is a very critical issue and solutions are being sought to reduce the exploitation of water resources, and (b) environmental issues (immaterial wealth in particular) have been highlighted as extremely

[95] Discussions with author of South Sudan Study, June 2016.
[96] E.g. Feedback from the policy-makers through questionnaires responded to directly after the ICIMOD conference in Asia; interview with ELD, interviews with UNEP DEPI ESE in which Unit Chief elaborated on policy maker interested in the topics and e.g. uptake of some studies in countries like Vietnam (for their Green Growth Strategy.
[97] Tools and policy briefs were certainly developed, but the application of these was not strongly evidenced post-project. (Evaluator opinion)
[98] E.g WAVES, TEEB, UNEP DEPI ESE, ICIMOD, SANDEE, ELD, etc.
[99] Interview with UNEP DEPI ESE Unit Chief, 8 July 2016, spoke about them sending their follow up action plan at national scale with their own funding.
[100] Interviews with UNDP CO, and Piloting Committee, in Ifrane and Rabat, 18-22 July 2016.
[101] VANTAGE ProDoc, interviews with UNEP DEPI ESE, June and July 2016.

important at the highest level (i.e. the King had instituted the Economic, Social and Environmental Council to advise on important issues).[102]

193. The project had created a platform for inter-institutional information sharing and collaboration, and through the piloting committee set up (and its action plan) results are likely to be sustained further. The UNDP CO has also been quite active in their Circular Economy programme. The COP-22 of the UNFCCC in 20xx will also keep momentum in the smart use of resources and sustainable development with a wider target audience in Morocco, and already there are plenty of opportunities to share further the results and the idea of ecosystem services integration into the economic model of the country.[103]

194. In Kazakhstan, the project results gave power to existing strategies (such as water efficiency) in order for government to budget accordingly, as well as pilot water rights trading in one chosen area through the existing Farmers Committee on Water Resources. CAREC was an appropriate institution to encourage interest and engagement on the results, but they cannot take on the results themselves (they purely provide a platform for engagement among policy-makers). It was said at the Final Project Meeting that there was not one single institution who could take on the results (the capacity was lacking). However, due to the country making a move towards a green economy, the government has made efforts to further this agenda. However, some respondents mentioned that the understanding of ecosystem services is only among a narrow range of specialists and further progress is needed in terms of capacity building.[104]

195. At the global scale, the institutional framework is set up for sustaining results of the project, with the network of partnerships that UNEP has to continue piloting these approaches.[105] The partnership, however, was not built by this project; it is a result of existing initiatives.[106]

196. Institutional framework is rated as **Likely**.

Environmental Sustainability

197. The project outputs and higher level results are only likely to improve environmental sustainability, if anything.

198. Generally, there are no project outputs that would have a negative impact on the environment if sustained and the move to long-term impact can only benefit the environment.

199. Environmental sustainability is rated as **Highly Likely**.

Catalytic Role and Replication

200. *Catalyzing behavioural changes:* For both countries that are part of the UNDA 8th Tranche, next step activities are being conducted and this has shown that the capacity and understanding has encouraged behavioural changes and supported the delivery of project results.[107] The project created a platform for discussion and integration of ecosystem services into programmes in Kazakhstan and Morocco. Capacity building could have been a stronger element in Kazakhstan

[102] All interviews face to face in Morocco 18-22 July mentioned the importance of water and the risks of depletion; interview with AUI project team discussed the King's discourse as an enabling environment for this project (18 July2016, Ifrane).
[103] Project implementation reporting, interviews with AUI Project Team, as well as interviews with members of the Piloting Committee, 18-22 July 2016.
[104] Questionnaire response from member of the National Advisory Board, questionnaire response from National Statistics Department, and interview with CAREC, 5 July 2016 via Skype.
[105] Through existing initiatives like WAVES, TEEB, SANDEE, UNU-IHDP, ELD are all working towards the same goal. The only caveat is possible competition between partners.
[106] Ibid.
[107] See activities described under Section 3.B.

and may have had the potential to have much more impact with regard to behavioural changes.[108] It is hard to say whether policy makers have had a behaviour change as a result of the global and regional workshops, policy dialogues, and meetings, because it was not possible to get feedback from these participants. In South Sudan and Kenya, the study alone did not warrant behaviour change unless it is exposed sufficiently to the right target audience.

201. *Incentives:* The Green Growth project, in its many activities, provided ample incentives to mainstream ecosystem services into economic policy mainly because it illustrated how such mainstreaming could be useful in both sustaining important resources, alleviating pressure on such resources, and creating gains for resource users.

202. *Institutional changes:* Only for the UNDA 8th Tranche component does this seem appropriate, and for Kazakhstan institutional changes have not taken place, although there have been some forms of institutional uptake of results.[109] In Morocco, the project has created partnerships in the form of a committee to further the results of the study, and even the development of a GEF proposal for next-steps.[110]

203. *Policy changes:* For the UNDA 8th Tranche component, in Kazakhstan, Scenario 2 has been taken up to be tested as a pilot in one area with farmers, and the model on water efficiency has been taken up through an existing strategy on irrigation, through this the project has strengthened the possibility for accessing budget towards implementing this strategy.[111] In Morocco, next steps are being taken to mainstream the results into decision-making processes (through e.g. the Economic, Social and Environmental Council). No policy changes have taken place at national level; but given the timing of project closure, and the short timeframe of the project, it would have been unrealistic to expect such changes. In terms of uptake, there has been some uptake of the studies that have come out of this project,[112] but it has yet to result in reported policy change.

204. *Follow-on financing:* For UNDA 8th Tranche, it seems that government has taken up in-country financing in Kazakhstan[113], a fundraising strategy was also put together as a step in the final project workshop in Astana.[114] In Morocco, a funding proposal has been made for GEF funding to downscale the results of the project.[115] Various other in-kind and cash costs have been taken up by various institutions to take results further.[116] For South Sudan and Kenya, no follow on financing has materialised.[117] Globally, and for other countries, projects such as VANTAGE, which are also umbrella projects, have taken the agenda forward with its own financing.

205. *Champions:* For the UNDA 8th Tranche, the project created opportunities for individuals and institutions to catalyze change. CAREC, as an institution, created the platform for collaborative change, and certain individuals in the National Advisory Board catalysed interest through their ownership of the project.[118] In Morocco, the AUI went above and beyond, especially the

[108] Interview with Kazakhstan respondents, including CAREC.
[109] Implementation reporting, as well as CAREC Interview 5 July 2016, Workshop Reports and Recommendations for Mainstreaming.
[110] Interviews with Piloting Committee members, 18-22 July 2016.
[111] Interview with CAREC via Skype 5 July 2016, final project meeting minutes.
[112] E.g. South Vietnam requesting the UNDA 8th Tranche studies for its own Green Growth Strategy.
[113] Interview with UNEP DEPI ESE Unit Chief, 8 July 2016.
[114] Final Project Meeting minutes, Geneva, February 2016.
[115] UNDP CO interview, 22 July 2016, Rabat.
[116] Interviews with Piloting Committee, 18-22 July 2016, Morocco.
[117] Under the knowledge of the evaluator, there might be some unknown at this time.
[118] E.g. Karl Anzelm from the Water Committee led the Advisory Board and has raised issues informally to move results forwards, through for example the Aral-Syrdarya Basin Council.

coordinator (Dr Driouchi), to promote action with regard to the project and sustain results.[119] In terms of getting the right people around the table and organising effective conferences, SANDEE was effective with their organisation of the Asia-Pacific conference, and BIOECON is particularly successful. Most respondents mentioned the strong networks and reach the Unit Chief has in forwarding the agenda of this project.

Replication

206. The Unit Chief of UNEP DEPI ESE has shared the approach and model of UNDA 8th Tranche studies at multiple meetings and conferences, and has even shared it for use with some countries.[120]

207. For the UNDA 8th Tranche, within country, there has been some sustainability of the results, but not much replication into other regions; nor has there been upscaling as of yet of the project results within either Morocco or Kazakhstan.[121] It is likely that replication may occur for other regions, but it is more likely that, in the case of this project, further analysis is done within the target areas (in terms of downscaling results for local decision-making) and that results are further shared with resource users.[122]

208. There has been some replication of elements of the project into the VANTAGE project, and these elements will continue to be used and inform continuing programmes (e.g. the models of UNDA 8th Tranche have also been subsumed into WAVES).

209. Catalytic role and replication is rated as **Likely**.

210. Sustainability and replication is rated as **Satisfactory**.

E. Efficiency

211. *Timeliness:* Generally, the Green Growth project attained its results in an appropriate time frame, but its UNDA 8th Tranche component project was delayed. The project was initially set to begin in July 2013 and end in June 2015. Due to late submissions of allocations to UNEP in 2013, the project was delayed. This in turn led to an extension of eleven months with the final workshop in Geneva taking place in February 2016. This was not due to project inefficiency though, and in terms of what was done with the time given, the project was efficient in producing its outputs. However, a few time delays did take place due to internal review processes as well as the language barrier and time difference between the consultants at the University of Minnesota and Kazakhstan. Fund disbursement was also delayed due to the Umoja transition that UNEP was going through and this caused further delays.

212. *Cost-effectiveness:* Despite a large amount of funding not coming to fruition as was hoped, the project managed to achieve remarkable results with a very tight budget. This unsecured funding was planned for in the project document. Some budget lines, such as monitoring and evaluation (like progress reporting) should not have been cut as a result of tight budgets. Despite this, the project achieved, pragmatically, what it set out to achieve. For the UNDA 8th Tranche, there was some re-shuffling of line budgets, both within UNEP, and by the partners.[123] However, this was more adaptive than anything else and considering the outputs of the project,

[119] Multiple interviewees mentioned if it had not been for Dr Driouchi's reach and network, the project would not have sustained the results it had (Morocco, 18-22 July 2016).
[120] E.g. South Vietnam wanted to use the model for its Green Growth Strategy.
[121] There was use of the model e.g. in South Vietnam's Green Growth Strategy (or at least the studies were requested by the country for this strategy) (Interview with UNEP DEPI ESE, July 2016)
[122] As is happening as part of the action plan in Morocco, and also the piloting of water trading in Kazakhstan.
[123] E.g. University of Minnesota

was justified in its actions. There seems to be a balance of unspent funds, which in a project where resources are very tight, should not have happened.

213. It is commendable what was achieved under a small budget and timeframe. A lot of this could be linked to the partnerships and the networks that UNEP DEPI ESE has (more specifically the Unit Chief), as well as the project partners have. For instance, through the relationship of the University of Minnesota and the University of Al Akhawayn, the technical capacity was found for the implementation in Morocco. In Kazakhstan, the strong network by CAREC enabled high level policy-makers to attend more easily (i.e. instead of using time and other resources to make sure they attend). For initiatives like with ELD, UNSD, UNU-IHDP, experts were sought through UNEP DEPI ESE networks (e.g. experts needed for participation).[124]

214. Efficiency is rated as **Satisfactory**.

F. Factors and processes affecting project performance

Preparation and readiness

215. The Green Growth project was built on a strong foundation laid by previous programmes, and the project was prepared to fill the gaps and take the next steps from these programmes. Countries chosen for the project were both demand led, had an ongoing interest in the theme and had already carried out some economic valuations. This is all outlined in the ProDoc and illustrates the level of planning and preparation that went in to the project during design phase.[125]

216. Project stakeholders, especially at global level, had been involved during project design and were all fully on board. A few partners were planned but did not ultimately participate during implementation as was outlined during design; this may have been due more to funding issues (half the budget was not secured by the time of implementation). The capacities of these partners were fully considered as appropriate for the roles and responsibilities.

217. The project's objective was clear, and the logframe was clearly developed. The outputs read more like outcomes, but the activities were developed in a clear manner, and these were practicable (bordering on pragmatic) and feasible within the timeframe of the project.

218. The budget that was planned was not fully secured, and this had implications on project implementation. However, under the PRC's request, the final project document outlined clearly which activities would fall away if this unsecured funding did not materialise. The evaluator believes thus that the project was well prepared for the eventuality.

219. Project management arrangements were put in place and effective to manage the partners and their responsibilities for each activity.

220. Most design weaknesses mentioned by the PRC during project approval were addressed, with the exception of the gender analysis and mainstreaming, which the evaluator felt could have been done better (by using indicators to measure gender mainstreaming, e.g. PEI example, and also include in the studies how results would affect gender roles differently).

221. For the UNDA 8th Tranche different partners were planned to implement in-country; these were changed pre-implementation to more appropriate partners, which was more conducive to

[124] Interviews with e.g. ELD, and separately UNEP DEPI ESE, as well as Kazakhstan and Morocco country implementing partners, July 2016.
[125] Green Growth Project Document.

sustaining results. However, this implies that the project was not optimally ready in terms of partner engagement at design.

222. Risk identification and safeguards presented in the Project Document were generally satisfactory. The risks are clearly outlined in the risk table as per assumptions that are obvious through activities leading to outcome.

223. Preparation and readiness is rated as **Satisfactory**.

Project implementation and management

224. The project was implemented within the overall framework outlined in the project document. It was managed by UNEP DEPI ESE with various partners (e.g. UNU-IHDP, UNSD, ELD, ICIMOD, UMN, AUI, CAREC) who had their roles and responsibilities and associated outputs outlined in the Small-Scale Funding Agreement (SSFA). All partners were supported? to conduct the activities to the best quality (especially global partners - these were activities that formed part of their own work plans and fit in with their BAU).

225. The only significant adaptation that took place was the South Sudan output, where the valuation study was adapted to a transfer value study because the Evolution Institute team could not travel to the sites necessary to obtain data (because of the civil war ongoing). As a result the output was not fully achieved as was hoped. This said, the adaptation to the output was reasonable given the situation.

226. All respondents mentioned that the coordination by the project manager was strong and effective. He was very present and played an active role in all the engagements and partnerships, and visited in-country on all key activities for the UNDA 8th Tranche.[126]

227. For the UNDA 8th Tranche, each country had National Advisory Boards set up who took on the responsibility of data collection, consultations and support to the study. This execution created a strong sense of ownership and enhanced potential for sustainability of project results.[127]

228. Project implementation and management is rated as **Satisfactory**.

Stakeholder participation, cooperation and partnerships

229. For the Green Growth project, there were three main stakeholder groups, but generally the timeline of the project focused on two of these.[128] The first, the policy maker, was the primary target. Virtually all of the activities of the project were aimed at enhancing behaviour, capacity, and promoting behaviour change with the hope for these policy-makers to integrate ecosystem services in policy planning. The intention was not only for understanding, but also capacity to be enhanced between the immediate outcomes level and the intermediate states. The project also meant to catalyse interest and capacity in such a way that behaviour change would promote policy change towards integrating ecosystem services, as well as motivate for budget towards integration of ecosystem services into policy. The second target group were the national and international experts. These were involved in implementation of the project in terms of developing the methodology and models of the ecosystem service in specific areas of each

[126] Mission reports, Interviews with project partners and especially UNDA 8th Tranche partners, June and July 2016.

[127] E.g. Morocco has now a piloting committee who are taking next steps forward derived from the Experts/Advisory Board. In Kazakhstan, Government, through their inclusion on this Board, are taking steps forward through self-funded initiatives. [Interviews with Country Teams and UNEP DEPI ESE]

[128] Resource users, the third target group, would be targeted only in terms of long-term impact that this project would make (see Theory of Change diagram); the results of the studies would have to be mainstreamed before resource users are directly affected.

country of the UNDA 8th Tranche, Kenya and South Sudan. At global level, these were brought together on different platforms to share their findings and studies with policy-makers (through capacity building, panel discussions and policy dialogues). Generally, this helped create an interface between science and policy.

230. Both of these stakeholder groups were actively engaged (even through participation on National Advisory Boards, as was the case for UNDA 8th Tranche) through workshops, consultations, panels etc. For UNDA 8th Tranche particularly, this engagement lasted from inception to project closure, and through partnership building, has sustained many aspects.[129]

231. Stakeholder engagement from project design, through the early stages of implementation (identifying suitable partners), and throughout the implementation of the project was effective.[130] Particularly for UNDA 8th Tranche the respondents were included in every step of the implementation process, and generally had a very active role. Some respondents did mention that capacity building was not entirely sufficient.[131]

232. Through the various platforms that the Chief of the UNEP DEPI ESE (Project Manager) has, many partnerships were created and/or sustained through his systems approach to the project, and thus various partners were involved (strong networks with e.g. WAVES, ELD, etc). This increased synergy and reduced duplication. Regional Offices were involved in design and communicated with during the project implementation when necessary.[132]

233. The last and very important stakeholder was the resource user. Although not targeted specifically during the project (although meetings did take place with farmers and other resource users, particularly in Morocco, and multiple interviews took place with resource users in Kenya), the project results and further actions are aimed at targeting this particular group who will be impacted greatly by the recommendations.[133]

234. Stakeholder participation, cooperation and partnerships is rated as **Highly Satisfactory**.

Communication and public awareness

235. The Green Growth project had a website under UNEP that was continuously updated and advertised (through presentations, policy briefs, etc) during project implementation. Unfortunately this website has since closed down and thus the evaluator was not able to review it.[134] This was a result of funding not being sustained for this purpose.[135] The different outputs of the project can be viewed separately on project partner websites (e.g. for the outputs of Morocco, these are available on the Al Akhawayn University website, for the different policy briefs, these are available on each of the institution websites).

[129] E.g. For UNDA 8 --- through the pilot committee in Morocco, through next steps by Government of Kazakhstan. [Interviews with UNEP DEPI ESE, CAREC, AU and Morocco Advisory Council] --- at international level there was effective engagement throughout e.g. the IWR process, the ELD process

[130] Evaluator's opinion from various interviews and project implementation reporting.

[131] E.g. Kazakhstan; also some respondents of the international conferences questioned how much capacity had been enhanced by the few days of training in terms of real behaviour change (Interviews with project respondents, June and July 2016).

[132] Interview with UNEP DEPI ESE. It was made clear that more involvement would have necessitated budget allocation and would thus not have been appropriate.

[133] Interviews with Piloting Committee in Morocco, 18-22 July 2016; project implementation reporting.

[134] Interviews with UNEP DEPI ESE, June and July 2016.

[135] Ibid.

236. The IWR process was very well communicated, with an outreach strategy attached to the SSFA with UNU-IHDP. This included website design and upload, a user friendly database, various stakeholder engagements and policy forums, and outreach materials.[136]

237. The BIOECON[137] and ELD developed policy briefs and working papers from their sessions,[138] and SANDEE provided an effective training session that had lasting effect on its policy-maker audience.[139]

238. For South Sudan, the project developed a policy brief (through a blog article), and the results of the study have been shared at a variety of conferences.[140]

239. For UNDA 8th Tranche, each country (through the implementation partner) developed an outreach strategy for parallel implementation. This strategy guided the communication of results both to government stakeholders, as well as the broader public for increased awareness.

240. In Morocco, especially the workshops garnered wide media exposure, with various newspapers, television channels, and websites covering the events.[141]

241. In Kazakhstan, communication materials were developed and disseminated through the CAREC network (a flyer, brochure, project fact sheet, and a video).[142] Press releases were disseminated to media outlets. Because CAREC has a strong network and existing communication channels, these were used for dissemination of information.

242. Most of the workshops in both countries provided feedback opportunities to workshop participants in the form of a questionnaire. This provided information on the interest and growth in interest of participants throughout the project process. Through the National Advisory Board/List of Experts there was constant consultation and communication. Existing channels like the CAREC network, were also used to provide feedback to participants. Final country workshops, and the Geneva Final Project workshop provided ample opportunity to present findings, provide feedback, host discussions on the next steps for sustaining project results.

243. Results were communicated by the Project Manager at multiple events and conferences and a host of platforms. In all these events, the novelty[143] of the approach to economically valuate ecosystem services at macro-economic level was applauded and in some cases such presentations and sharing of the project results has promoted replication into other countries.[144]

244. Both countries also had their own project websites. These were displayed at all workshops and referred to when any requests were made for more information. Particularly in Morocco, there has been continued media exposure (through e.g. L'Economiste newspaper), and with the COP-22 taking place in 2016, there has been continued momentum among the media to cover the results of the project.[145]

[136] Progress reports and SSFA UNEP and UNU-IHDP.
[137] Also had 20 workshops and 2 panel discussions.
[138] Review of policy briefs and working papers.
[139] Workshop proceedings and interview with SANDEE, June 2016.
[140] Interview with author of South Sudan study.
[141] Workshop reports have the detailed listings of media coverage, the final project report also has this list.
[142] Workshop reports and final project report.
[143] Bringing ecosystem services into macro-economy (most previous work has been at the micro-level), the studies in Morocco and Kazakhstan were at the frontier of this type of research. (Interview with UNEP DEPI ESE, July 2016)
[144] Presented at various WAVES meetings (this has influenced the way they do things in other countries), at Oxford at the Wealth Conference, various BIOECONs, in Pretoria at CSIAR as a keynote address, at an Institute in Colombia University, CBD COPs, Trondheim Meeting in Norway, meeting in IPBES, General Assembly at ELD, for the European Commission, made the studies available for the Green Growth Strategy of Vietnam, and many others. [Interview with Project Manager, Chief of UNEP DEPI ESE]
[145] Interview with CAREC, Interview with AUI project teams (July 2016).

245. Communication and Public Awareness is rated as **Satisfactory**.

Country ownership and drivenness

246. It is difficult to ascertain how much ownership was taken up after the short term trainings, panel sessions, and conferences for country policy-makers from all over the world during the international activities.[146]

247. For South Sudan and Kenya it is unlikely that any real ownership of the results has been taken up because only the studies were conducted with no real follow up with government.[147]

248. For UNDA 8th Tranche, in both countries all the appropriate government and public sector agencies were involved. A diversity of ministries, including agriculture, water, finance and economy, statistics departments, were involved. In addition, particularly in Morocco, research institutions and NGOs were also involved. In Kazakhstan, especially high level engagement took place.[148] A strong diversity of appropriate members were selected for the National Advisory Boards.[149]

249. In Morocco, the government has taken on responsibility through its Ministry of Agriculture and its Ministry of Water, as well as through the public research institutions. These members are part of the piloting committee and are taking action steps to sustain the results of the project. The project had a strong degree of cooperation, evidenced by the support by the different institutions.[150]

250. In Kazakhstan, due to the high level link by CAREC to government, there has been continued interest and engagement into the results, through the water committees particularly.[151]

251. In both Morocco and Kazakhstan, there has been stimulation of country ownership of the project outcomes, particularly in terms of a move to a green economy.[152] However, both countries need to take various steps to attain impact, and how these steps will be strategically taken has not been articulated (although organically and in a more ad hoc way things appear to be moving forward to impact).[153]

252. Country ownership and drivenness is rated as **Moderately Satisfactory**, mainly because, aside from Kazakhstan and Morocco, there has not been evidenced success in garnering ownership of outcomes in the target countries.

Financial planning and management

253. The project financial reporting process was quite different to what is expected as a requirement for the TE project costs and as such some the figures had to be drawn from different sources for the Green Growth project (see Annex 5) (e.g. the budget tables the evaluator was given were by year and under different budget line headings, none were separated per output). The financial officer explained that reporting had to be done for

[146] The evaluator could not gain access to question policy-makers of these sessions.
[147] These were not outputs for Kenya, and with South Sudan the war made it difficult to take this forward.
[148] Workshop Participants Lists, National Advisory Board Lists, both countries.
[149] Evaluator's opinion.
[150] Interviews with multiple respondents, 18-22 July 2016, Ifrane and Rabat, Morocco.
[151] Questionnaire responses and CAREC interview via Skype.
[152] Interviews with both country partners.
[153] Ibid.

expenditures by year under budget lines. T…. [154] Of the USD 1,300,000 secured, expenditures were USD 1,189,724.83.[155]

254. Annual reporting was done by UNEP FMO.[156] Project partners all had SSFAs and these had to send in their own financial reports, all of which were timely. Sufficient resources seemed available to partners.[157]

255. No co-financing was reported for this project from the Kazakhstan, Morocco, South Sudan and Kenya. For UNDA 8th Tranche, it seemed that both project partners in Morocco and Kazakhstan did commit some co-financing (through in-kind and through cash) towards the project success. Additionally, AUI has been continuing committing resources through staff and other ways to sustain project results.[158] No complaints were laid about any delays in receiving funds (although there was a small delay when UNEP moved over to the Umoja system; this was not significant according to project partners).

256. The sustainability of project results, at least for UNDA 8th Tranche component, have mostly been financed through government in Kazakhstan, and through research institutions and government in Morocco (in-kind and through various activities done by individual institutions). In Morocco, a GEF PIF is being developed through UNDP on down-scaling[159] the project results.

257. Sustainability of project results at the international level seems to have an ongoing funding system (e.g. ELD continues on its own accord, BIOECON has partnered with UNEP on a few occasions, etc).

258. Financial management is rated as **Satisfactory**.

Supervision, guidance and technical backstopping

259. Supervision was generally deemed excellent by the project respondents, and the UNEP DEPI ESE team did well to coordinate the project.[160] UNEP DEPI ESE were always available when needed, and for the UNDA 8th Tranche attended all the key meetings, as well as being present and supportive of all international events.[161]

260. Technical backstopping was conducted in different manners for different activities; but generally, for the international meetings, these were conducted by the experts in their field, and although UNEP DEPI ESE did fill roles in contributing technically, they mostly only provided supervisory roles.

261. For the UNDA 8th Tranche, UMN provided a strong technical backstopping role, with the partner institutions providing inputs into the study under guidance of UMN.[162] National Advisory Boards in each country worked well in individual and collective roles to provide inputs and guide the study and project overall.[163]

[154] Requests were made to the FMO to verify amounts, it was not possible to access amounts as were needed.
[155] Based on Green Growth Revision Report and the TOR Project Table. According to the FMO the expenditure table reads at USD 1,087,473.15.
[156] Apparently, according to interview with FMO, this was not accessed by evaluator.
[157] Based on interviews with project partners, June and July 2016.
[158] Interviews with the project teams in both countries; AUI took on the cost of the terminal evaluation (hosting people, transport, etc).
[159] Doing similar studies in smaller areas.
[160] Multiple interviews with all project partners, including ICIMOD, ELD, Evolution Institute, UMN, AUI, CAREC and other participants, June and July 2016.
[161] Mission reports of UNEP staff.
[162] Evaluator opinion.
[163] Evaluator opinion based on interviews with multiple respondents in-country in Morocco, as well as correspondence with CAREC, July 2016.

262. Despite a few lags in timeline (e.g. translation issues in Kazakhstan, Umoja system change over, and partner institution internal review processes), the project was executed within the timeline, and efficient in terms of finances, administration and achievement of outputs and outcomes.

263. Project revision had to take place to account for the extension of time, this was done at no additional external funding. The emphasis of the project (through the progress reporting by the different partners) on outcome (more specifically output) monitoring was sufficient, because all partners had to submit reports on their results. The outputs of each partner did not always align smoothly[164] to the outputs/activities of the project document (these all worked toward the same outcomes, but of course there were overlapping responsibilities and activities that were put together and others that were separated for each SSFA); the evaluator believes this adaptive approach was necessary for the efficiency of obtaining project outputs (particularly for UNDA 8).[165]

264. Supervision and technical backstopping is rated as **Highly Satisfactory**.

Monitoring and evaluation

M&E Design

265. The Green Growth generally had a strong M&E component, with project monitoring to be carried out by UNEP. The M&E plan outlined in the project document is highly appropriate. Monitoring was to be done in a half yearly manner through progress reporting.

266. The logical framework had SMART indicators with strong baselines, and measurable milestones and targets.

267. Mid-term evaluations (a so-called 'think-tank') was planned and the terminal evaluation was also planned, both with appropriate budgets.

268. M&E design is rated as **Satisfactory**.

M&E Implementation

269. There were apparently half yearly internal reporting for the project, but the evaluator did not have access to these, and thus could not access monitoring reports for the Green Growth project.[166] Two progress reports existed for the UNDA 8th Tranche, and the project revision application of the Green Growth did show evidence of monitoring. The evaluator did not have access to whether risk monitoring was documented, nor was there clear evidence that monitoring led to adaptive management.

270. No mid-term evaluation was conducted due mainly to limited funds.[167]

271. The SSFAs with various partners obliged them to track their progress, and these progress reports tracked individual outputs and activities, but generally, for the overall project, there was insufficient reporting of the monitoring of the project.

272. M&E Implementation is rated as **Moderately Unsatisfactory**.

273. Because of weak M&E implementation, monitoring and evaluation is rated as **Moderately Unsatisfactory.**

[164] i.e. some ProDoc outputs were divided up, or lumped together among partners for the individual SSFAs.
[165] Evaluator opinion based on review of ProDoc, and SSFAs.
[166] This was requested for on multiple occasions, but the request was denied because these were internal documents.
[167] Interview with UNEP DEPI ESE, June 2016.

4. Conclusion

A. Conclusions

274. The Green Growth project certainly had a **strategic alignment to the theme of economic valuation of ecosystem services and UNEP's strategic frameworks (e.g. Mandate, MTS 2010-2013, 2014-2017). I**t built on the existing foundations of projects and programmes and partnerships, and had its outputs deeply embedded within the existing partnership framework (of e.g. ELD, UNSD, UNU-IHDP).

275. Generally, respondents felt that the project, in its separated but linked activities, was highly important and generated a wealth of new knowledge through its tools, methodologies and global studies (such as the supporting of IWR 2014).

276. The project had a very **strong partnership** framework and **stakeholder engagement** element, and this was one of the key contributors to its success and sustainability of some of the project results.

277. Through its UNDA 8th Tranche component, as well as many of its other activities (e.g. Kenya, South Sudan, IWR 2014, ELD Working Group Assessment), the focus of (i) new tools and methodologies to integrate ecosystem services at the macroeconomic level, and (ii) the capacity development and awareness approach of the importance of ecosystem services to economic development, the project generally achieved in providing nations and global institutions with new information and knowledge, and a variety of (mostly developing) countries' policy-makers with enhanced understanding and capacity.

278. Despite very limited funding, the project managed to achieve most of its outputs and activities through the strong partnerships and coordination by UNEP DEPI ESE. In particular, the studies that were developed for UNDA 8th Tranche component were highly commended and novel,[168] and were highlighted as particularly important to Morocco and Kazakhstan.

279. In terms of achievements for the four countries and the sustaining of results:

(iv) Morocco, through the project, brought a great interface between academics and governmental officials, which the evaluator anticipates will be sustained through relationships made and the piloting committee that has been set up. The study here was immensely useful and important to respondents who were interviewed and there was a strong enthusiasm to pull the project forward towards **impact**. A variety of different activities that have taken up the results (e.g. from the circular economy through UNDP CO, Ministry of Agriculture, as well as the work conducted on the ground with farmers communicating the results, results being shared with the Economic, Social and Environmental Council for **policy uptake**) of the project post closure, ensuring that there are strong elements of **sustainability**.

(v) Kazakhstan, through the project, has had some of its strategies empowered through the results of the study, and have made good next steps to take on testing of the results in one pilot community with regard to Scenario 2 and installing a water trading mechanism. Various respondents felt that the project instilled in them a strong sense of the importance of ecosystem services, and their critical importance to the economy and wellbeing of the nation.

[168] Based on various interviews for the evaluation, as well as interviews with UNEP DEPI ESE about the Unit Chief sharing the model on different platforms and in front of pioneers on similar studies.

(vi) South Sudan and Kenya both now have new studies that can be used to inform policy-planning and decision-making for the development of the Sudd Wetland and the Yala Swamp.

280. **Capacity** was developed in this project, particularly through UNDA 8th Tranche (with regard to having received feedback for this TE), and through the Asia-Pacific workshop, which was quite successful.[169] In some instances, it appeared that more capacity was needed. Particularly in Kazakhstan, respondents generally felt that capacity was an issue to begin with regarding the understanding of the results and the model, and one day was not sufficient to create sufficient understanding. The project did make an effort to communicate the results in a more targeted manner by hiring a national economist to support translations in Russian. This certainly helped and respondents participating in the evaluation did generally highlight the understanding of ecosystem services and its role in the economy. However, most respondents mentioned that further capacity building was necessary, especially if any one institution was to be able to further develop the model.

281. **Communication and awareness** was particularly strong in this project, with outreach strategies, policy briefs, and other material dissemination for UNDA-8, as well as other facets of the project, such as the IWR. Particularly in Morocco, there was a strong media presence, which has continued to follow stories on the continuation of the project.

282. Kazakhstan would have benefitted from a prolonged initial visit from UMN experts before the project launch, as well as more effective engagement into the theory of the project results.[170] The lack of initial capacity, coupled with the translation difficulties, may have had an influence on the overall understanding of participants of the results. That more capacity building was necessary was certainly mentioned by most Kazakh respondents.

283. This project had a plethora of different activities over the short time, and should be commended for engaging the number of partners, and producing the number of outputs it did with the limited amount of resources.

284. However, the **M&E implementation** could have been much stronger. The project did not have a mid-term review, and although the evaluator believes the mid-term review was not necessary, the project should have had a better monitoring system to track progress against the logical framework, and indeed in terms of outcome monitoring, and not just progress reports from partners of outputs achieved (which in itself merely ticks boxes).

285. The project moderately delivered on its objective to contribute to a better integration of environmental concerns into national development processes, policy-planning and implementation. The evaluator believes that various steps are still necessary for the long-term impact of the project to be reached (some of which seem to have been already taken on through projects like VANTAGE).

286. The overall rating for the Green Growth project is **Satisfactory**.

[169] According to participant feedback and enthusiasm, Interview SANDEE, workshop proceedings.
[170] This was highlighted by both UMN and CAREC during skype interviews.

Table 10. Summary assessment and ratings by evaluation criterion for the Green Growth Umbrella Project

Criterion	Summary Assessment	Rating
A. Strategic relevance	The project objective is consistent with global environmental needs. Both countries showed demand for the project to be executed there. The project is directly linked to UNEP's PoW for the period 2012-2013, and is linked strongly to the Bali Strategic Plan. Its gender component could have been stronger.	**S**
B. Achievement of outputs	Most activities were achieved, some adaptation had to take place regarding the war in South Sudan and its output, and also some activities were dropped (as planned in the ProDoc) due to unsecured funding.	**S**
C. Effectiveness: Attainment of project objectives and results		**S**
1. Achievement of direct outcomes	The project's intended outcomes were mostly delivered, and there has been some process of moving to Intermediate State/Outcomes in some instances.	**S**
2. Likelihood of impact	Overall long-term impact depends mostly on the continuation of further economic analyse and other steps in-country.	**Likely (BB)**
3. Achievement of project goal and planned objectives	The project, to an extent, did deliver on its objective or purpose.	**S**
D. Sustainability and replication		**S**
1. Financial	There has been follow on financing of various project activities post-closure, and international programmes continue running.	**ML**
2. Socio-political	Generally no problems, with South Sudan's political environment not being conducive to sustaining results at this moment.	**L**
3. Institutional framework	Institutional framework, generally, is conducive to sustaining project results.	**L**
4. Environmental	Project results being sustained can only benefit the environment.	**HL**
5. Catalytic role and replication	The project certainly had a strong catalytic role and there have been various follow on activities, not much replication so far (although some e.g. South Vietnam using the study for its Green Growth strategy).	**L**
E. Efficiency	Generally well executed given the time and resources of the project.	**S**
F. Factors affecting project performance		
1. Preparation and readiness	Generally well planned, with risk and safeguards presented. Implementing agents not identified at design phase, gender not a strong component. Project management and partnership arrangements in place.	**S**
2. Project implementation and management	Project was generally well implemented, country partners highly appropriate.	**S**
3. Stakeholders participation and public awareness	Very good stakeholder participation and public awareness, outreach strategy in each country well thought out, media present, good dissemination, good platform for inter-institutional cooperation.	**HS**
4. Country ownership and driven-ness	Country ownership varied but was strongest in the UNDA 8th Tranche component - In both countries appropriate government stakeholders involved. Other than that not very strong.	**MS**
5. Financial planning and management	Reporting done according to standard (although not aligned to activities instead to object lines), no co-financing reported for project.	**S**
6. UNEP supervision and backstopping	UNEP supervision and guidance very strong.	**HS**
7. Monitoring and evaluation		**MU**
a. M&E Design	Some elements missing (e.g. baseline info, although this was in the Green Growth ProDoc), indicators proposed satisfactory, budget not really aligned to M&E other than terminal evaluation.	**S**
b. Budgeting and funding for M&E activities	Generally well planned, but only for MTR and TE.	**S**
c. M&E Plan Implementation	Generally weak M&E implementation, with only real progress reporting visible through partners and single outputs/activities - not always aligned with logframe.	**MU**
Overall project rating	All project criteria, particularly effectiveness and sustainability, rated Satisfactory, giving an overall rating for the project as Satisfactory.	**S**

B. Lessons Learned

287. There are a few lessons from the process of this project that would be helpful for future UNEP (and other projects), or projects that are already under implementation, such as the VANTAGE project, which has similar outputs as the Green Growth.

Lesson 1: Models developed for the two countries at macro-economic level are highly relevant and should be replicated for other countries (specific for UNDA 8). Replication is supported by the availability of documented studies.

288. Multiple interviews with respondents made it clear that the models that were developed by UMN in partnership with the country stakeholders were highly important, relevant and useful, and certainly warranted further economic analyses (even of other ecosystem services). The Unit Chief of UNEP DEPI ESE shared that there was a lot of interest and enthusiasm of the type of studies done in the two countries, and that some programmes (e.g. WAVES) had taken the approach up and some countries had requested for the studies to be sent to them to be used for their own green growth strategies (e.g. Vietnam). These models should certainly be presented as possibilities for use for the first output in VANTAGE.

Lesson 2: Communicating technical results to non-economists, especially policy-makers, needs its own communication strategy (specific to UNDA-8, but could be appropriate also at the international setting)

289. Especially in Kazakhstan, capacity neither in CAREC nor within the stakeholders present at the workshop, was sufficient to understand the models and their results, nor should it have been expected of them. In Morocco, because the coordinators and other participants had studied through the University of Minnesota and had strong technical capacity already, it was easier to relay the information, particularly through people with more advisory roles, who understood the content. In Kazakhstan it was necessary to hire a national consultant economist to relay the information in Russian (i.e. someone who understood the terminology). The one-day training was also not necessarily sufficient, as many respondents remarked. This is certainly something to think about for training workshops for policy makers and practitioners in the VANTAGE project, and other similar projects. It would be advisable to do visits in-country first to assess existing capacity, visit study sites and stakeholders to discuss the potential models and how they are used, use translation services (if needed) using someone who has expertise in the field, and ideally, using a communications (and facilitation) expert to relay this information in a palatable way through the training sessions.

Lesson 3: More effective feedback strategies are needed to assess whether international workshops, panel discussions and policy dialogues are effective in enhancing capacity and inciting behaviour change at national level (stronger monitoring tool needed)

290. In the project document, some of the workshops had feedback mechanisms that were used (e.g. through a questionnaire directly after the workshop) to find out what was learned and how effective the training was. A lot of funding is set aside for holding high level dialogues and workshops with the hope that this incites behaviour change, and in this case, causes policy-makers to integrate ecosystem services into their economic policies. Funding needs to be set aside to monitor whether this indeed is an effective strategy. Even for the terminal evaluation, it was not possible to access the high level policy makers who attended the international events. Ideally, to assess whether these types of activities are the most appropriate activities to spend limited funds on requires that there is a monitoring tool/feedback mechanism. This might not be an easy activity to do, but it should be a requirement of participation to these events.

Lesson 4: Engaging the right partners is key to attaining project results

291. The Unit Chief of the UNEP DEPI ESE had a strong network and was able to source the right international partners for this project. It is always important to use time and resources to get the most appropriate partners on board, this might be an expensive endeavour (depending on the existing networks the project designer has) but will save funds during project implementation and in terms of sustaining results.

292. For UNDA 8th Tranche particularly, during design, it was planned that other partners implement in-country (e.g. UNDP CO in Kazakhstan). During initial visits pre-implementation by the Unit Chief of UNEP DEPI ESE, much more appropriate implementation partners with much more stakeholder reach and sustainability potential were found. AUI for Morocco turned out to be a very effective implementation partner, not only in terms of technical capacity, but also in terms of its strong academic reputation and ability to bring appropriate stakeholders around the table. In Kazakhstan, CAREC was particularly strong in terms of its reach to high level decision-makers. Identifying the right partners, even if this might be costly and time-consuming to the project coordinating team initially, proves very effective in the long run.

Lesson 5: Using existing opportunities and platforms (through conferences, policy dialogues as part of other projects, meetings related to topic but not to project) of communication to share results that might stimulate change - taking a systems thinking approach

293. Especially the Unit Chief of UNEP DEPI ESE (but also other project stakeholders) took every opportunity to share the results on various platforms, which has shown quite some success in terms of uptake. It is particularly important for project stakeholders to link initiatives together in a strategic way, and through sharing of results there are plenty of opportunities to create alliances, synergies and further uptake into other avenues. The studies themselves definitely warrant uptake into other country strategies, and through sharing of the study on platforms like, as an example, to policy dialogues taking place in VANTAGE, as well as trainings in VANTAGE, as well as through conferences.

C. Recommendations

294. Based on the lessons learned and conclusions of the Terminal Evaluation, a few recommendations for further sustaining of project results and to reach impact, are given below:

(A) For Morocco and Kazakhstan: continue engaging stakeholders and supporting sustenance of results in-country

295. The piloting committee in Morocco has already taken forward steps through its action plan. During the evaluation country visit, it seems that many stakeholders are still involved in the process, but a few felt that they could be involved more. In Kazakhstan, the Water Committee and other institutions are slowly taking results forward. In both countries there needs to be continued engagement with stakeholders on bringing the results forward in an effective manner. **Who?** Piloting Committee in Morocco, National Advisory Team in Kazakhstan. **When?** Continuous and over next five years, to reach impact.

(B) Aligning the lessons of this project to the outputs of VANTAGE

296. There are three main ways that lessons from this project should be integrated into VANTAGE:

297. Firstly, the **use of the models** from UNDA 8th Tranche could definitely be used for the VANTAGE project depending on the level of interest and uptake of the countries involved (it is assume that this has already been done through the UNEP DEPI ESE).

298. Secondly, there are lessons about the **communication of models and results** from this project, particularly from Kazakhstan, that should be absorbed into the training sessions of VANTAGE. Certainly it is extremely important to have the best economists on board especially when new frontiers are being challenged, as they were in this project. It is just as important to communicate the results in an effective and strategic manner so that it leads to behaviour change in policy makers necessary to integrate ecosystem services into development planning.

299. Thirdly, the **partnership of the country implementation** is of particular importance for sustenance of results: the best combination is to have 1. a leading pioneer research institution to lead the study and have a supervisory role, 2. A local research institution (already capacitated or willing to be capacitated to take on results), and 3. A willing government institution that has a good reach to policy decision-making (finance, economy ministries are generally more powerful in decision-making processes that environmental ministries, when it comes to economic growth decision-making).

300. Fourthly, and finally, especially at international level (and national level, although generally this is easier to conduct through the use of local partners) a feedback mechanism and **monitoring tool** should be used to track how the policy dialogues incite behaviour change and action.

301. **Who?** VANTAGE project team, i.e. UNEP DEPI ESE. **When?** To be integrated into implementation as deemed necessary (depending on how far along the project is).

(C) Continue sharing project results on different platforms

302. As was mentioned in the lessons, 'piggy-backing' off events and conferences and other platforms to share the results of the study is a low-hanging fruit activity that has the potential to yield large results, particularly with institutions and people who have wide networks (e.g. the Unit Chief of UNEP DEPI ESE). The evaluator strongly recommends that this is continued by various stakeholders in both countries as well as partners outside of the two countries involved in the project. **Who?** Project stakeholders. **When?** As part of working environment and event participation.

5. Annexes

1. Green Growth Terminal Evaluation Terms of Reference (without annexes)

2. List of Documents Received

3. List of respondents and in-country evaluation programme

4. Questionnaires for policy-makers for the TE

5. Summary of financial management tables

6. Terminal Evaluation Brief

7. Brief CV of the Consultant

8. Response to stakeholder comments received but not (fully) accepted by the evaluator

Annex 1: Terms of Reference for the Terminal Evaluation

Objective and Scope of the Evaluation

1. In line with the UNEP Evaluation Policy[171] and the UNEP Programme Manual[172], the Terminal Evaluation of the Green Growth project (01592) and the UNDA 8th Tranche funded component (project 1213Q) is being undertaken at completion of the projects to assess performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and the main project partners (e.g. UNEP Regional Offices, UNSD, UNU-IHDP, ICMOD, WAVES, ELD, UN SEEA, IPBES, TEEB, PEI, ProEcoServ, SGA network, BIOECON, CAREC, national ministries and focal points, scientific and academic institutions). Therefore, the evaluation will identify lessons of operational relevance for future project formulation and implementation, especially for the Green Economy Project ("Valuation and Accounting of Natural Capital for Green Economy - VANTAGE").

2. A project titled "Strengthening decision making through Valuation and Accounting of Natural Capital for Green Economy", (VANTAGE), will build on the ongoing 01592 project "Strengthening ecosystems and development linkages through innovative economic approaches for green growth", upon its expiry in December 2015.[173]

3. The evaluation of these projects will focus on the following sets of **key questions**, based on the intended outcomes, which may be expanded by the consultants as deemed appropriate:

(a) How relevant was the umbrella project (01592) and associated sub-project (1213Q) to beneficiary needs and UNEP's mandate and Programmes of Work? How coherent was the sub-project 1213Q with the Green Growth project's objectives and proposed intervention strategies, and how complementary were they to each other?

(b) To what extent and how efficiently did the projects deliver their intended outputs? How well did the projects contribute to strengthening the linkages between ecosystem services and poverty alleviation, and the capacity of countries to increasingly integrate ecosystem management approaches into development policies and processes?

(c) What were the internal and external factors that most affected performance of the projects in delivering the planned outputs and expected achievements? What management measures were taken to make full use of opportunities and address obstacles to enhance project performance?

Overall Approach and Methods

4. The Terminal Evaluation of the projects will be conducted by an independent consultant under the overall responsibility and management of the UNEP Evaluation Office in consultation with the UNEP Project Manager and the Ecosystem Management Sub-programme Coordinator.

5. It 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 to determine project achievements against the expected outputs, outcomes and impacts. It is highly recommended that the consultant 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.

6. **Evaluation coverage**: The umbrella project "Strengthening ecosystems and development linkages through innovative economic approaches for green growth", will be evaluated jointly with one of its major components which was implemented under the UN Development Account (UNDA) 8th tranche, on "mainstreaming ecosystem service into country's sectoral and macroeconomic policies and programmes in Kazakhstan and Morocco". This component contributes directly to the Green Growth project and is responsible for the delivery of three out of ten planned outputs.

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

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

[171] http://www.unep.org/eou/StandardsPolicyandPractices/UNEPEvaluationPolicy/tabid/3050/language/en-US/Default.aspx
[172] http://www.unep.org/QAS/Documents/UNEP_Programme_Manual_May_2013.pdf
[173] The VANTAGE project document is currently undergoing internal review and will be submitted to PRC for approval.

- Relevant background documentation, inter alia UNEP MTS, POWs and Programme Framework documents for the relevant period, relevant websites;
- Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the projects (Project Document Supplement), the logical frameworks and the budgets;
- Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence etc.;
- Project outputs such as technical reports, studies, training and guidance materials, policy documents, action plans, public outreach materials, etc.;
- Design documents of follow-on project(s)

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

- Heads of the Ecosystem Services Economics Unit, DEPI, and relevant unit coordinators;
- Sub-project management teams;
- Ecosystem Management Sub-programme Coordinator;
- UNEP Project Manager and project team
- UNEP Fund Management Officer;
- External executing project partners, including BIOECON, UNU-IHDP, CAREC, UNSD, ACM, ELD, etc.
- Relevant resource persons and selected project beneficiaries.

(c) **Surveys:** key stakeholders and resource persons will be contacted and interviewed through the telephone or via electronic media to include email and Skype

(d) **Field visits:** the evaluation will include one field visit to Morocco where there is a pilot site and a relatively strong presence of project partners

(e) **Other data collection tools**: the consultant may make use of data collection tools, such as electronically transmitted questionnaire surveys, or other tool as deemed appropriate, especially as the projects have a global scope yet only one country visit will be included in the evaluation process.

Key Evaluation principles

8. 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) to the extent possible, and when verification was not possible, the single source will be mentioned. Analysis leading to evaluative judgements should always be clearly spelled out.

9. The evaluation will assess the projects with respect to **a minimum set of evaluation criteria** grouped in five categories: (1) Strategic Relevance; (2) Attainment of objectives and planned result, which comprises the assessment of outputs achieved, effectiveness and likelihood of impact; (3) Sustainability and replication; (4) Efficiency; and (5) 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. The evaluation consultant can propose other evaluation criteria as deemed appropriate.

10. **Ratings.** All evaluation criteria will be rated on a six-point scale. Annex 3 provides guidance on how the different criteria should be rated and how ratings should be aggregated for the different evaluation criterion categories.

11. **Baselines and counterfactuals**. In attempting to attribute any outcomes and impacts to the projects' intervention, the evaluator should consider the difference between *what has happened with, and what would have happened without, the projects*. 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 evaluator, along with any simplifying assumptions that were taken to enable the evaluator to make informed judgements about project performance.

12. **The "Why?" Question.** As this is a terminal evaluation whose findings and lessons will be used for programmatic improvement of the Green Economy, 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. This means that the consultant needs to go beyond the assessment of "*what*" the projects' performance was, and make a serious effort to provide a deeper understanding of "*why*" the performance was as it was, i.e. of processes affecting attainment of project results (criteria under category F – see below). This should provide the basis for the lessons that can be drawn from the projects. In fact, the usefulness of the evaluation will be determined to a large extent by the capacity of the consultant to

explain "*why things happened*" as they happened and are likely to evolve in this or that direction, which goes well beyond the mere review of "*where things stand*" at the time of evaluation.

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.

Communicating evaluation results. Once the consultant has obtained evaluation findings, lessons and results, the Evaluation Office will share the findings and lessons with the key stakeholders. Evaluation results should be communicated to the key stakeholders in a brief and concise manner that encapsulates the evaluation exercise in its entirety. There may, however, be several intended audiences, each with different interests and preferences regarding the report. The Evaluation Manager will plan with the consultant 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.

Evaluation criteria

Strategic relevance

13. The evaluation will assess, in retrospect, whether the projects objectives and implementation strategies were consistent with global, regional and national environmental issues and needs.

14. The evaluation will also assess the projects relevance in relation to UNEP's mandate and its alignment with UNEP's policies and strategies at the time of project approval. UNEP's Medium Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Subprogrammes (SP), and sets out the desired outcomes [known as Expected Accomplishments (EAs)] of the Subprogrammes. The evaluation will assess whether the project makes a tangible/plausible contribution to any of the EAs specified in the MTS 2010-2013 and MTS 2014-2017 and Programmes of Work (PoW) 2012-2013 and 2014-2015. The magnitude and extent of any contributions and the causal linkages should be fully described. The evaluation should assess the projects alignment / compliance with UNEP's policies and strategies. The evaluation should provide a brief narrative of the following:

1. *Alignment with the Bali Strategic Plan (BSP)*[174]. The outcomes and achievements of the projects should be briefly discussed in relation to the objectives of the UNEP BSP.
2. *Gender balance*. Ascertain 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. Are the projects intended results contributing to the realization of international GE (Gender Equality) norms and agreements as reflected in the UNEP Gender Policy and Strategy, as well as to regional, national and local strategies to advance HR & GE?
3. *Human rights based approach (HRBA) and inclusion of indigenous peoples issues, needs and concerns*. Ascertain to what extent the projects have applied the UN Common Understanding on HRBA. Ascertain if the projects are in line with the UN Declaration on the Rights of Indigenous People, and pursued the concept of free, prior and informed consent.
4. *South-South Cooperation.* This is regarded as the exchange of resources, technology, and knowledge between developing countries. Briefly describe any aspects of the projects that could be considered as examples of South-South Cooperation.

15. Based on an analysis of project stakeholders, the evaluation should assess the relevance of the projects intervention to key stakeholder groups.

Achievement of Outputs

16. The evaluation will assess, for each component, the projects' success in producing the programmed outputs (products and services delivered by the project itself) and milestones as per the ProDocs and any modifications/revisions later on during project implementation, both in quantity and quality, as well as their usefulness and timeliness.

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

17. Briefly explain the reasons behind the success (or failure) of the projects in producing different outputs and meeting expected quality standards, cross-referencing as needed to more detailed explanations provided under Section F (which covers the processes affecting attainment of project results). Were key stakeholders appropriately involved in producing the programmed outputs?

Effectiveness: Attainment of Objectives and Planned Results

18. The evaluation will assess the extent to which the projects objectives were effectively achieved or are expected to be achieved.

19. The **Theory of Change** (ToC) of a project depicts the causal pathways from project outputs (goods and services delivered by the project) through outcomes (changes resulting from the use made by key stakeholders of project outputs) towards impact (long term changes in environmental benefits and living conditions). The ToC will also depict any intermediate changes required between project outcomes and impact, called 'intermediate states'. The ToC further defines the external factors that influence change along the major pathways; i.e. factors that affect whether one result can lead to the next. These external factors are either drivers (when the project has a certain level of control) or assumptions (when the project has no control). The ToC also clearly identifies the main stakeholders involved in the change processes.

20. The evaluation will reconstruct the ToC of the project based on a review of project documentation and stakeholder interviews. The evaluator will be expected to discuss the reconstructed TOC with the stakeholders during evaluation missions and/or interviews in order to ascertain the causal pathways identified and the validity of impact drivers and assumptions described in the TOC. This exercise will also enable the consultant to address some of the key evaluation questions and make adjustments to the TOC as appropriate (the ToC of the intervention may have been modified / adapted from the original design during project implementation).

21. The assessment of effectiveness will be structured in three sub-sections:

(a) Evaluation of the **achievement of outcomes as defined in the reconstructed ToC**. These are the first-level outcomes expected to be achieved as an immediate result of project outputs. For this project, the main question will be to what extent the project has contributed to Enhanced capacity of countries and regions to integrate an ecosystem management approach into development planning processes (**Project 01592**); increased understanding and knowledge among national policymakers and other national stakeholders of the linkages between ecosystem services and poverty alleviation; and improved capacity of policy-makers in selected countries to ensure that ecosystem services are integrated into national development strategies and policies (**Project 1213Q**). Additional questions would be to what extent the projects contributed to the overarching objective of achieving better integration of environmental concerns into national development processes, policy planning and decision-making.

(b) Assessment of the **likelihood of impact** using a Review of Outcomes to Impacts (ROtI) approach[175]. The evaluation will assess to what extent the projects have to date contributed, and are likely in the future to further contribute to the integration of ecosystem services considerations into macroeconomic policies and programmes of developing countries, and the likelihood that those changes in turn to lead to positive changes, in this case - the contribution of ecosystem services to livelihoods and human well-being. For this, the evaluation will need to: 1) indicate any recent changes that have happened in terms of environmental benefits in the target areas that could be partially or wholly attributed to these projects; 2) indicate any recent changes at the national/regional/global level on those same environmental benefits to put the local changes into context; 3) verify the presence of drivers and validity of assumptions affecting changes along the causal pathways of the reconstructed ToC.

(c) Evaluation of the **achievement of the formal project overall objective, overall purpose, goals and component outcomes** using the project's own results statements as presented in the project documents[176]. This sub-section will refer back where applicable to the preceding sub-sections (a) and (b) to avoid repetition in the report. To measure achievement, the evaluation will use as much as appropriate the indicators for achievement proposed in the Logical Framework (Logframe) of the projects, adding other relevant indicators as appropriate. Briefly explain what factors affected the projects' success in achieving their formal objectives, cross-referencing as needed to more detailed explanations provided under Section F. Most commonly, the overall objective is a higher level result to which the projects are intended to contribute. The section will describe the actual or likely **contribution** of the project to the objective of the Green Growth umbrella project (01592).

Sustainability and replication

[175] Guidance material on Theory of Change and the ROtI approach is available from the Evaluation Office.

[176] Or any subsequent **formally approved** revision of the project document or logical framework.

22. Sustainability is understood as the probability of continued long-term project-derived results and impacts after the external project funding and assistance ends. The evaluation will identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of benefits. Some of these factors might be direct results of the project while others will include contextual circumstances or developments that are not under control of the project but that may condition the sustainability of benefits. The evaluation should ascertain to what extent follow-up work has been initiated and how project results will be assimilated into the Green Economy project and enhanced over time. The reconstructed ToC will assist in the evaluation of sustainability, as the drivers and assumptions required to achieve higher-level results are often similar to the factors affecting sustainability of these changes.

23. Four aspects of sustainability will be addressed:

(a) *Socio-political sustainability.* Are there any social or political factors that may influence positively or negatively the sustenance of project results and progress towards impacts? Is the level of ownership by the main stakeholders sufficient to allow for the projects results to be sustained? Are there sufficient government and other key stakeholder awareness, interests, commitment and incentives to integrate sustainable ecosystems management in national policies, plans and processes? Did the projects conduct 'succession planning' and implement this during their lifetime? Was capacity building conducted for key stakeholders?

(b) *Financial resources.* To what extent are the continuation of project results and the eventual impact of the projects dependent on financial resources? What is the likelihood that adequate financial resources[177] will be or will become available to use capacities built by the project? Are there any financial risks that may jeopardize sustenance of project results and onward progress towards impact?

(c) *Institutional framework.* To what extent is the sustenance of the results and onward progress towards impact dependent on issues relating to institutional frameworks and governance? How robust are the institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. required to sustaining project results and to lead those to impact on human behaviour and environmental resources, goods or services?

(d) *Environmental sustainability.* Are there any environmental factors, positive or negative, that can influence the future flow of project benefits? Are there any project outputs or higher level results that are likely to affect the environment, which, in turn, might affect sustainability of project benefits? Are there any foreseeable negative environmental impacts that may occur as the project results are being up-scaled?

24. **Catalytic role and replication**. The *catalytic role* of UNEP interventions is embodied in their approach of supporting the creation of an enabling environment and of investing in pilot activities which are innovative and showing how new approaches can work. UNEP also aims to support activities that upscale new approaches to a national, regional or global level, with a view to achieve sustainable global environmental benefits. The evaluation will assess the catalytic role played by these projects, namely to what extent they have:

(a) *catalyzed behavioural changes* in terms of use and application, by the relevant stakeholders, of capacities developed;

(b) provided *incentives* (social, economic, market based, competencies etc.) to contribute to catalyzing changes in stakeholder behaviour;

(c) contributed to *institutional changes*, for instance institutional uptake of project-demonstrated technologies, practices or management approaches;

(d) contributed to *policy changes* (on paper and in implementation of policy);

(e) contributed to sustained follow-on financing (*catalytic financing*) from Governments, private sector, donors etc.;

(f) created opportunities for particular individuals or institutions ("*champions*") to catalyze change (without which the project would not have achieved all of its results).

25. *Replication* is defined as lessons and experiences coming out of the project that are replicated (experiences are repeated and lessons applied in different geographic areas) or scaled up (experiences are repeated and lessons applied in the same geographic area but on a much larger scale and funded by other sources). The evaluation will assess the approach adopted by these projects to promote replication effects and determine to what extent actual replication has already occurred, or is likely to occur in the near future. What are the factors that may influence replication and scaling up of project experiences and lessons?

Efficiency

[177] Those resources can be from multiple sources, such as the national budget, public and private sectors, development assistance etc.

26. The evaluation will assess the cost-effectiveness and timeliness of project execution. It will describe any cost- or time-saving measures put in place in attempting to bring the project as far as possible in achieving its results within its (severely constrained) secured budget and (extended) time. It will also analyse how delays, if any, have affected project execution, costs and effectiveness. Wherever possible, costs and time over results ratios of the project will be compared with that of other similar interventions.

27. 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. For instance, TEEB, PEI, Green Economy, WAVES, IWR, etc.

Factors and processes affecting project performance

28. **Preparation and readiness**. This criterion focuses on the quality of project design and preparation. Were project stakeholders[178] adequately identified and were they sufficiently involved in project development and ground truthing e.g. of proposed timeframe and budget? Were the projects objectives and components clear, practicable and feasible within its timeframe? Are potentially negative environmental, economic and social impacts of projects identified? Were the capacities of executing agencies properly considered when the project was designed? Were the project documents clear and realistic to enable effective and efficient implementation? Were the partnership arrangements properly identified and the roles and responsibilities negotiated prior to project implementation? Were counterpart resources (funding, staff, and facilities) and enabling legislation assured? Were adequate project management arrangements in place? Were lessons from other relevant projects properly incorporated in the project design? What factors influenced the quality-at-entry of the project design, choice of partners, allocation of financial resources etc.? Were any design weaknesses mentioned in the Project Review Committee minutes at the time of project approval adequately addressed?

29. **Project implementation and management**. This includes an analysis of implementation approaches used by the project, its management framework, the project's adaptation to changing conditions, the performance of the implementation arrangements and partnerships, relevance of changes in project design, and overall performance of project management. The evaluation will:

(a) Ascertain to what extent the project implementation mechanisms outlined in the project documents have been followed and were effective in delivering project milestones, outputs and outcomes. Were pertinent adaptations made to the approaches originally proposed?
(b) Evaluate the effectiveness and efficiency of project management and how well the management was able to adapt to changes during the life of the project.
(c) Assess the role and performance of the teams and working groups established and the project execution arrangements at all levels.
(d) Assess the extent to which project management responded to direction and guidance provided by the Project Manager, UNEP DEPI, ESE Unit, etc.
(e) Identify operational and political / institutional problems and constraints that influenced the effective implementation of the project, and how the project tried to overcome these problems.

30. **Stakeholder participation, cooperation and partnerships.** The Evaluation will assess the effectiveness of mechanisms for information sharing and cooperation with other UNEP projects and programmes, external stakeholders and partners. The term stakeholder should be considered in the broadest sense, encompassing both project partners and target users (see section I.4.) of project products. The TOC and stakeholder analysis should assist the evaluators in identifying the key stakeholders and their respective roles, capabilities and motivations in each step of the causal pathways from activities to achievement of outputs, outcomes and intermediate states towards impact. The assessment will look at three related and often overlapping processes: (1) information dissemination to and between stakeholders, (2) consultation with and between stakeholders, and (3) active engagement of stakeholders in project decision making and activities. The evaluation will specifically assess:

(a) the approach(es) and mechanisms used to identify and engage stakeholders (within and outside UNEP) in project design and at critical stages of project implementation. What were the strengths and weaknesses of these approaches with respect to the projects objectives and the stakeholders' motivations and capacities?
(b) How was the overall collaboration between different functional units of UNEP involved in the project? What coordination mechanisms were in place? Were the incentives for internal collaboration in UNEP adequate?
(c) Was the level of involvement of the Regional, Liaison and Out-posted Offices in project design, planning, decision-making and implementation of activities appropriate?

[178] Stakeholders are the individuals, groups, institutions, or other bodies that have an interest or 'stake' in the outcome of the project. The term also applies to those potentially adversely affected by the project.

(d) Have the projects made full use of opportunities for collaboration with other projects and programmes including opportunities not mentioned in the Project Document[179]? Have complementarities been sought, synergies been optimized and duplications avoided?

(e) What was the achieved degree and effectiveness of collaboration and interactions between the various project partners and stakeholders during design and implementation of the project? This should be disaggregated for the main stakeholder groups identified in the inception report.

(f) To what extent have the projects been able to take up opportunities for joint activities, pooling of resources and mutual learning with other organizations and networks?

(g) How did the relationship between the project and the collaborating partners (institutions and individual experts) develop? Which benefits stemmed from their involvement for project performance, for UNEP and for the stakeholders and partners themselves? Do the results of the projects (strategic programmes and plans, monitoring and management systems, sub-regional agreements etc.) promote participation of stakeholders, including users, in environmental decision making?

31. **Communication and public awareness**. The evaluation will assess the effectiveness of any public awareness activities that were undertaken during the course of implementation of the projects to communicate their objectives, progress, outcomes and lessons. This should be disaggregated for the main stakeholder groups identified in the inception report. Did the projects identify and make us of existing communication channels and networks used by key stakeholders? Did the projects provide feedback channels?

32. **Country ownership and driven-ness.** The evaluation will assess the degree and effectiveness of involvement of government / public sector agencies in the project, in particular those involved in project execution and those participating in the partnership arrangements:

(a) To what extent have Governments assumed responsibility for the project and provided adequate support to project execution, including the degree of cooperation received from the various public institutions involved in the project?

(b) How well did the project stimulate country ownership of project outputs and outcomes?

33. **Financial planning and management**. Evaluation of financial planning requires assessment of the quality and effectiveness of financial planning and control of financial resources throughout the project's lifetime. The assessment will look at actual project costs by activities compared to budget (variances), financial management (including disbursement issues), and co-financing. The evaluation will:

(a) Verify the application of proper standards (clarity, transparency, audit etc.) and timeliness of financial planning, management and reporting to ensure that sufficient and timely financial resources were available to the project and its partners;

(b) Assess other administrative processes such as recruitment of staff, procurement of goods and services (including consultants), preparation and negotiation of cooperation agreements etc. to the extent that these might have influenced project performance;

(c) Present the extent to which co-financing has materialized as expected at project approval (see Table 1). Report country co-financing to the project overall, and to support project activities at the national level in particular. The evaluation will provide a breakdown of final actual costs and co-financing for the different project components (see tables in Annex 4).

(d) Describe the resources the project has leveraged since inception and indicate how these resources are contributing to the project's ultimate objective. Leveraged resources are additional resources—beyond those committed to the project itself at the time of approval—that are mobilized later as a direct result of the project. Leveraged resources can be financial or in-kind and they may be from other donors, NGO's, foundations, governments, communities or the private sector.

34. Analyse the effects on project performance of any irregularities in procurement, use of financial resources and human resource management, and the measures taken UNEP to prevent such irregularities in the future. Determine whether the measures taken were adequate.

35. **Supervision, guidance and technical backstopping.** The purpose of supervision is to verify the quality and timeliness of project execution in terms of finances, administration and achievement of outputs and outcomes, in order to identify and recommend ways to deal with problems which arise during project execution. Such problems may be related to project management but may also involve technical/institutional substantive issues in which UNEP has a major contribution to make.

36. The evaluator should assess the effectiveness of supervision, guidance and technical support provided by the different supervising/supporting bodies including:

(a) The adequacy of project supervision plans, inputs and processes;
(b) The realism and candour of project reporting and the emphasis given to outcome monitoring (results-based project management);
(c) How well did the different guidance and backstopping bodies play their role and how well did the guidance and backstopping mechanisms work? What were the strengths in guidance and backstopping and what were the limiting factors?

37. **Monitoring and evaluation**. The evaluation will include an assessment of the quality, application and effectiveness of project monitoring and evaluation plans and tools, including an assessment of risk management based on the assumptions and risks identified in the project documents. The evaluation will assess how information generated by the M&E system during project implementation was used to adapt and improve project execution, achievement of outcomes and ensuring sustainability. M&E is assessed on three levels:

(a) ***M&E Design*.** The evaluators should use the following questions to help assess the M&E design aspects:
- Arrangements for monitoring: Did the project have a sound M&E plan to monitor results and track progress towards achieving project objectives? Have the responsibilities for M&E activities been clearly defined? Were the data sources and data collection instruments appropriate? Was the time frame for various M&E activities specified? Was the frequency of various monitoring activities specified and adequate?
- How well was the project logical framework (original and possible updates) designed as a planning and monitoring instrument?
- SMART-ness of indicators: Are there specific indicators in the logframe for each of the project objectives? Are the indicators measurable, attainable (realistic) and relevant to the objectives? Are the indicators time-bound?
- Adequacy of baseline information: To what extent has baseline information on performance indicators been collected and presented in a clear manner? Was the methodology for the baseline data collection explicit and reliable? For instance, was there adequate baseline information on pre-existing accessible information on global and regional environmental status and trends, and on the costs and benefits of different policy options for the different target audiences? Was there sufficient information about the assessment capacity of collaborating institutions and experts etc. to determine their training and technical support needs?
- To what extent did the projects engage key stakeholders in the design and implementation of monitoring? Which stakeholders (from groups identified in the inception report) were involved? If any stakeholders were excluded, what was the reason for this?
- Arrangements for evaluation: Have specific targets been specified for project outputs? Has the desired level of achievement been specified for all indicators of objectives and outcomes? Were there adequate provisions in the legal instruments binding project partners to fully collaborate in evaluations?
- **Budgeting and funding for M&E activities:** Determine whether support for M&E was budgeted adequately and was funded in a timely fashion during implementation.

(b) ***M&E Plan Implementation*.** The evaluation will verify that:
- The M&E system was operational and facilitated timely tracking of results and progress towards projects objectives throughout the project implementation period;
- Half-yearly Progress & Financial Reports were complete and accurate;
- Risk monitoring was regularly documented
- Most importantly: the information provided by the M&E system was used by the projects to improve performance and to adapt to changing needs.

The Consultants' Team

38. For this evaluation, the evaluation team will consist of one independent Consultant. Details about the specific roles and responsibilities of the consultant are presented in Annex 1 of these TORs. The following expertise and experience is required:

- Postgraduate qualification in: environmental sciences, particularly biodiversity and ecosystem sustainability management; economics of ecosystems, environmental sustainability including capacity-building interventions; or related field.

- At least 8 years' working experience that includes *inter alia* project evaluations - including of regional or global programmes and using a Theory of Change approach;
- Broad understanding of ecosystem based projects in the context of poverty alleviation is a distinct advantage.
- Knowledge of the UNEP evaluation policies and procedures would be an asset.
- Fluency in both written and oral English[180].

39. The Consultant will coordinate data collection and analysis, and the preparation of the main report for the evaluation. S/He will ensure that all evaluation criteria and questions are adequately covered.

40. By undersigning the service contract with UNEP/UNON, the consultant certifies that s/he has 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, s/he will not have any future interests (within six months after completion of the contract) with the project's executing or implementing units.

Evaluation Deliverables and Review Procedures

Inception Report

41. The evaluation consultant will prepare an **inception report** (see Annex 2(a) of TORs for guidelines on the Inception Report outline) containing: a thorough review of the project context and project design quality, a draft reconstructed Theory of Change of the project, the evaluation framework, and a tentative evaluation schedule. There will be **one inception report** produced to cover both projects (01592 and 1213Q).

42. It is expected that a large portion of the desk review will be conducted during the inception phase. It will be important to acquire a good understanding of the project context, design and process at this stage. The review of design quality will cover the following aspects (see Annex 7 for the detailed project design assessment matrix):

- Strategic relevance of the projects
- Preparation and readiness;
- Financial planning;
- M&E design;
- Complementarity with UNEP strategies and programmes;
- Sustainability considerations and measures planned to promote replication and up-scaling.

43. The inception report will present a draft, desk-based **reconstructed Theory of Change** of each project, and for project 01592 it will be expected that the TOC of the sub-component 1213Q project will be included to shpw how it logically fits into the overall intervention logic. It is vital to reconstruct the ToC *before* most of the data collection (review of progress reports, in-depth interviews, surveys etc.) is done, because the ToC will define which direct outcomes, drivers and assumptions of the project need to be assessed and measured – based on which indicators – to allow adequate data collection for the evaluation of project effectiveness, likelihood of impact and sustainability.

44. The inception report will also include a **stakeholder analysis** identifying key stakeholders, networks and channels of communication. This information should be gathered from the Project document and discussion with the project team. (see Annex 9)

45. The **evaluation framework** will present in further detail the overall evaluation approach. It will specify for each evaluation question under the various criteria what the respective indicators and data sources will be. The evaluation framework should summarize the information available from project documentation against each of the main evaluation parameters. Any gaps in information should be identified and methods for additional data collection, verification and analysis should be specified. Evaluations/reviews of other large assessments can provide ideas about the most appropriate evaluation methods to be used.

46. Effective **communication strategies** help stakeholders understand the results and use the information for organisational learning and improvement. While the evaluation is expected to result in a comprehensive document, content is not always best shared in a long and detailed report; this is best presented in a synthesised form using any of a variety of creative and innovative methods. The evaluator is encouraged to make use of multimedia formats in the gathering of information e.g. video, photos, sound recordings. Together with the full report, the evaluator will be expected to produce a **2-page summary of key findings and lessons** for each project (01592 and 1213Q) (please refer to annex 10).

47. The inception report will also present a **tentative schedule** for the overall evaluation process, including a draft programme for the country visit and tentative list of people/institutions to be interviewed. The inception report will be

[180] Evaluation reports will be submitted in English.

submitted for review and approval by the Evaluation Office before the any further data collection and analysis is undertaken.

48. **[Optional]** When data collection and analysis has almost been completed, the evaluator will prepare a short note on preliminary findings and recommendations for discussion with the project team and the Evaluation Reference Group. The purpose of the note is to allow the evaluation team to receive guidance on the relevance and validity of the main findings emerging from the evaluation.

Preparation of the main report

49. There shall be **two separate terminal evaluation reports** produced for each project (01592 and its sub-component 1213Q).

50. The main evaluation report should be brief (around 50 pages – excluding the executive summary and annexes), to the point and written in plain English. The report will follow the annotated Table of Contents outlined in Annex 2. It must explain the purpose of the evaluation, exactly what was evaluated and the methods used (with their limitations). The report will present evidence-based and balanced findings, consequent conclusions, lessons and recommendations, which will be cross-referenced to each other. The report should be presented in a way that makes the information accessible and comprehensible. Any dissident views in response to evaluation findings will be appended in footnote or annex as appropriate. To avoid repetitions in the report, the authors will use numbered paragraphs and make cross-references where possible.

Review of the draft evaluation report

51. The evaluation consultant will submit a **"zero draft"**[181] to the UNEP EO and revise the draft following the comments and suggestions made by the EO. Once a draft of adequate quality has been accepted, the EO will share it with the Task Manager as a "**first draft"** report, who will alert the EO in case the report would contain any blatant factual errors. The Evaluation Office will then forward the first draft report to the executing agencies, project stakeholders and project partners in the six pilot countries, 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. It is also very important that stakeholders provide feedback on the proposed recommendations and lessons. Comments would be expected within two weeks after the draft report has been shared. Any comments or responses to the draft report will be sent to the UNEP EO for collation. The EO will provide the comments to the evaluation consultant for consideration in preparing the final draft report, along with its own views.

52. The evaluation consultant will submit the "**final draft"** report no later than 2 weeks after reception of stakeholder comments. The consultant will prepare a **response to comments**, listing those comments not or only partially accepted by them that could therefore not or only partially be accommodated in the final report. They will explain why those comments have not or only partially been accepted, providing evidence as required. This response to comments will be shared by the EO with the interested stakeholders to ensure full transparency.

53. **Submission of the final evaluation reports.** The **final reports** shall be submitted by email to the Head of the Evaluation Office. The Evaluation Office will finalize the reports and share them with the interested Divisions and Sub-programme Coordinators in UNEP. The final evaluation reports will be published on the UNEP Evaluation Office web-site www.unep.org/eou.

54. As per usual practice, the UNEP EO will prepare a **quality assessment** of the zero draft and final draft report, which is a tool for providing structured feedback to the evaluation consultant. The quality of the report will be assessed and rated against the criteria specified in Annex 3.

55. The UNEP Evaluation Office will assess the ratings in the final evaluation report based on a careful review of the evidence collated by the evaluation consultant and the internal consistency of the report. Where there are differences of opinion between the evaluator and UNEP Evaluation Office on project ratings, both viewpoints will be clearly presented in the final report. The UNEP Evaluation Office ratings will be considered the final ratings for the projects.

56. 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. After reception of the Recommendations Implementation Plan, the Task Manager is expected to complete it and return it to the EO within one month. (S)he is expected to update the plan every six month until the end of the tracking period. As this is a Terminal Evaluation, the tracking period for implementation of recommendations will be 18 months, unless it is agreed to make this period shorter or longer as required for realistic implementation of all evaluation recommendations. Tracking points will be every six months after completion of the implementation plan.

[181] This refers to the earliest, completed main report that will be submitted by the consultant(s) for review by the EO before transitioning to a 'first draft' that meets an acceptable standard and that can be circulated for external review.

Logistical arrangements

57. This Terminal Evaluation will be undertaken by an independent evaluation consultant contracted by the UNEP Evaluation Office. The consultants will work under the overall responsibility of the UNEP Evaluation Office and will consult with the EO on any procedural and methodological matters related to the evaluation. It is, however, the consultant's individual responsibility to arrange for their travel, visa, obtain documentary evidence, plan meetings with stakeholders, organize online surveys, and any other logistical matters related to the assignment. The UNEP Project Manager and project team will, where possible, provide logistical support (introductions, meetings, road travel to project sites, etc.) allowing the consultants to conduct the evaluation as efficiently and independently as possible.

Annex 2: List of Documents Reviewed

2016

UNEP. (2016). Final UNEP 8TH Tranche project on Ecosystem Services. (n.p).

UNEP. (2016). Mission Report. Geneva Switzerland: Kumar, P & Lopez, M.

UNEP. (2016). Geneva Meeting Report Proceedings.

2015

Alakhawyn University, UNEP & University of Minnesota (2015). *REPORT II: Results of Economic Analysis of Water Ecosystems in Morocco with focus on Tadla and Souss-Massa region. (n.p)*

Alakhawyn University, UNEP & University of Minnesota (2015). *Final Meeting Report: Mainstreaming ecosystem services into country's sectoral and macroeconomic policies and programmes in the Republic of Kazakhstan*, Astana City, Kazakhstan

CAREC. (2015). *Final Expenditure Report. Philippines: Adylzhanova, B.*

CAREC. (2015). *Interim Financial Report*. Philippines: *Adylzhanova, B.*

CAREC. (2015). Signed Amendment: Wilikie, L.M & Abdullaev, I.

Roe, T & Smith, R. (2014).Technical Report*: Strengthening Ecosystems and Development Linkages through Conjunctive Use of Irrigation Water in Morocco*, University of Minnesota

UNEP. (2015). Green Growth: Template for Project Revisions

UNEP, University of Minnesota & Carec. (2015).List of Participants Workshop, Morocco

UNEP, University of Minnesota & Carec. (2015). Mainstreaming Ecosystem Services into Country's Sectoral and Macroeconomic Policies and Programmes in the Republic of Kazakhstan: Final Meeting Report. Astana city, Kazakhstan

UNEP, University of Minnesota & Carec*. (2015). Strengthening Ecosystems and Development Linkages Through innovative economic Approaches for Green Growth in the Republic of Kazakhstan*

2014

Alakhawyn University. (2014). *Mainstreaming Ecosystem Services into Country's Sectoral and Macroeconomics Policies and Programme: Financial Report*. Morocco

Alakhawyn University. (2014). *Mainstreaming Ecosystem Services into Country's Sectoral and Macroeconomics Policies and Programme: Report I Inception and Training Workshop*. Morocco

Alakhawyn University. (2014). *Mainstreaming Ecosystem Services into Country's Sectoral and Macroeconomics Policies and Programme: Financial Report Summary*. Morocco.

Alakhawyn University. (2014). *Mainstreaming Ecosystem Services into Country's Sectoral and Macroeconomics Policies and Programme: Summary of Activity Report*. Morocco: Driouchi, P.

Alakhawyn University. (2014).*Signed Amendment*. (n.p)

Alakhawyn University, UNEP & University of Minnesota (2014). *Mainstreaming Ecosystem Services into Sector and Macroeconomics Policies: Report I Inception and Training Workshop, Morocco*

Alakhawyn University, UNEP & University of Minnesota (2014). *Meeting of the National Advisory Board: Meeting Minutes,* Morocco

Alakhawyn University, UNEP & University of Minnesota (2014). *Minutes of the Consultations about the Realization of the Project*, Morocco

Alakhawyn University, UNEP & University of Minnesota (2014). *Final Substantive Report, Morocco*

Alakhawyn University, UNEP & University of Minnesota (2014). *List of Participants Inception Report, Morocco*

Alakhawyn University, UNEP & University of Minnesota (2014). Meeting of the National Advisory Board: Meeting Minutes, Morocco

Alakhawyn University, UNEP & University of Minnesota (2014). Minutes of the Consultations about the Realization of the Project, Morocco

Alakhawyn University, UNEP & University of Minnesota (2014). *Report I: Report and Training Workshop, Morocco*

CAREC. (2014). *Substantive report, Kazakhstan*

Roe, T & Smith, R. (2014). *Final Report*: *Strengthening ecosystems and development linkages through innovative economic approaches for green growth in the Republic of Kazakhstan*, University of Minnesota

Roe, T & Smith, R. (2014). *Trip Report*. (n.p)

UNEP. (2014). *AUI Signed Contract. Morocco*

UNEP. (2014). *Mainstreaming Ecosystem Services into Country's Sectoral and Macroeconomics Policies and Programme: Progress Report. (n. p)*

UNEP. (2014). *Mission Report*. Rabat, Morocco: Kumar, P.

UNEP. (2014). *Mission Report*. Cambridge, UK: Kumar, P.

UNEP. (2014). *Mission Report*. Trondheim, Norway: Kumar, P.

UNEP, SANDEE & UNEP. (2013). *Concept Description Valuing and Accounting for the Environment*. Bangkok, Thailand

UNEP, SANDEE & UNEP. (2013).Post-Workshop Survey. Bangkok, Thailand

UNEP. (2014). *Small Scale Funding Agreement between UNEP and Institute*. (n.p)

UNEP. (2014). *Small Scale Funding Agreement between UNEP and Regents of the University of Minnesota. (n.p)*

UNEP. (2014). *Small Scale Funding Agreement between UNEP and the University of Nirobi. (n.p)*

UNEP, University of Minnesota & Carec. (2014).Inception Meeting Report: Mainstreaming ecosystem services into country's sectoral and macroeconomic policies and programmes in the Republic of Kazakhstan, Kazakhstan

UNEP, University of Minnesota & Carec. (2014).Training workshop Report: Mainstreaming ecosystem services into country's sectoral and macroeconomic policies and programmes in the Republic of Kazakhstan, Kazakhstan

United Nations University. (2014). *Final Financial Statement*. Tokyo, Japan

United Nations University. (2014).*Interim Financial Report*. Tokyo, Japan

United Nations University. (2014). *Final Report*. Tokyo, Japan

United Nations University. (2014). Framework of co-operation between UNEP and UNU-IHDP on the inclusive *Wealth Report*: Progress Report. Tokyo, Japan

University of Minnesota. (2014). *Fourth Expenditure Report*, Kazakhstan

University of Minnesota. (2014).*Second Expenditure Report*, Kazakhstan

University of Minnesota. (2014).*Second Substantive Report*, Kazakhstan

University of Minnesota. (2014).*Second Substantive Report*, Morocco

University of Minnesota. (2014). *Report of Expenditures: Regents of the University of Minnesota, Kazakhstan.*

University of Minnesota. (2014). *Third Expenditure Report*, Kazakhstan

2013

BIOECON. (2013). *15th Annual BIOECON Conference Conservation and Development: Exploring Conflicts and Challenges*. Kings College, England

BIOECON. (2013). *Financial Report*. Cambridge, England

CAREC. (2013). *Small Scale Funding Agreement*. (n.p)

Hill, D. Karousakis, K & Sterner, T. (2013). *Biodiversity Offsets: pros, cons and practical issues: Forthcoming UNEP Policy Brief.* Cambridge, England

SEEA. (2013). Concept Note: International Conference "Global Implementation Programme for the SEEA", New York

ICIMOD. (2013). Valuing and Accounting for the environment in Asia Region: Financial Report. Lalipur, Nepal

UCCD. (2013). Economics of Land Degradation (ELD) Initiative: *Bridging the science-policy-practice divide, and making a case for tackling land degradation through valuation of ecosystem services.* Bonn, Germany

UNDA. (2013). *Project Document: UNDA 8th Tranche* (n.p)

UNDA. (2013). *Project Identification Document: UNDA 8th Tranche* (n.p)

The University of Minnesota. (2013). *Concept Note for UNDA 8th Tranche Project: Mainstreaming Ecosystem Services into Country's Sectoral and Macroeconomic Policies and Programme*s, Kazakhstan

The University of Minnesota. (2013). *Concept Note for UNDA 8th Tranche Project: Mainstreaming Ecosystem Services into Country's Sectoral and Macroeconomic Policies and Programme*s, Morocco

UNEP. (2013).Annex 2-Proposal under UNDA'S 8th Tr 060312. (n.p)

UNEP. (2013). *Letter of Agreement between UNEP and IHDP. (n. p)*

UNEP. (2013). Green Growth: Project Revision. (n.p)

UNEP. (2013). *Small Scale Funding Agreement between UNEP and ICIMOD. (n. p)*

UNEP. (2013). *Small Scale Funding Agreement between UNEP and IHDP. (n. p)*

UNEP. (2013). Final Report: Project SSFA/DEPI/2013/BESB-ESE/040. (n.p)

UNEP. (2013). *Joint Mission Report*. Bangkok, Thailand: Kumar, P.

UNEP. (2013). *Mission Report*. Bonn, Germany: Makiko Yashiro

UNEP. (2013). *Mission Report.* Paris, France: Ash, N & Kumar, P.

UNEP. (2013). Project Document: ESE Final Proposal. (n.p)

UNEP. (2013). Project Document: Green Growth Project Revision. (n.p)

UNEP. (2013). Project Document: Strengthening Ecosystems and Development Linkages Through Innovative Economic Approaches for Green Growth. (n.p)

UNEP. (2013). *Small scale Funding Agreement. (n.p)*

UNESCAP. (2013). *Accounting and Valuing for the Environment: Narrative Report*. Bangkok, Thailand

UNESCO, UNEP & IHDP. (2013). Technical *Workshop on the Inclusive Wealth Report Agenda*, Bangkok

UNESCO. (2013). *Engagement Workshop on the Inclusive Wealth Report: Workshop Summary,* Paris

Annex 3: List of respondents and in-country evaluation programme

Name	Organisation	Designation	Email	Availability
Project Coordination				
Pushpam Kumar	UNEP DEPI	Project Coordinator	Pushpam.Kumar@unep.org	14 July, 08:00 Namibian time
Monica Lopez	UNEP DEPI ESE	Project Team	monica.lopez@unep.org	24 June, 12:00 Namibian time
Beth Mbote	UNEP DEPI ESE	Project Team	beth.mbote@unep.org	8 July, 08:00 Namibian time
James Ndale	UNEP	FMO	James.Ndale@unep.org	29 June, 14:00 Namibian time
Project Partners				
Mark Schauer	ELD	Coordinator (facilitation of working group under ELD)	mark.schauer@giz.de	23 June, 09:00 Namibian time
Anantha Duraiappah	UNU-IHDP, workshop connected to IWR/WAVES	Also involved with VANTAGE	ak.duraiappah@unesco.org	Contacted 10 June, 24 June, 15 July - responded and said not available
Priya Shyamsundar	ICIMOD	Training workshops on valuation of ecosystem services in Asia-Pacific Region	priyas@sandeeonline.org	29 June, 15:30 Namibian time
Alessandra Alfieri	UNSD	Facilitated workshop on policy forums on ecosystem accounting at the International Conference ' Global Implementation Programme for the SEEA'	alfieri@un.org	Contacted 10 June, 24 June, 15 July - no response
Tim Swanson		BIOECON, workshop and publications and policy briefs	tim.swanson@graduateinstitute.ch	Email correspondence
Andreas Kontoleon		BIOECON, workshop and publications and policy briefs	ak219@cam.ac.uk	No response
Experts/Specialists				
Terry Roe	University of Minnesota	Professor of Economics	troe@umn.edu	21 June, 20:00 local time (13:00 Central Time)
Rodney Smith	University of Minnesota	Professor of Economics (presented results from Kazakhstan meeting)	smith142@umn.edu	28 June, 16:30 Namibian time
Countries				
Morocco				
Ahmed Driouchi	University of Al Akhawayn, Institute of Economic Analysis and Prospective Studies, Morocco	Dean	a.driouchi@aui.ma	various occasions, 17-22 July (Morocco country visit)
Amale Achehboune	University of Al Akhawayn, Institute of Economic Analysis and Prospective Studies, Morocco	Research Assistant	a.achehboune@aui.ma	various occasions, 17-22 July (Morocco country visit)
Rachid Doukkali	Department of Social Science, Institut National Agronomique Hassan II, Rabat	Professor	mr.doukkali@iav.ac.ma	22 July, 09:30, face to face (Morocco country visit)
Abderrahim Bahri	Regional Office of Souss-Massa, Network of Agriculture and Irrigation, Ministry of Agriculture	Director	a_bahri100@yahoo.fr	Emailed set of questions in French, spoke briefly on telephone on 18 July
Takani Karima	Ministry of Economy and Finance		karima.takani@gmail.com	Sent through questionnaire, phone call reminders from AUI, no response

Name	Organisation	Designation	Email	Availability
Kazakhstan				
Saniya Kartayeva	CAREC	Project Team	skartayeva@carececo.org	5 July, 09:00 Namibian time
Ludmila Kiktenko	CAREC	Manager EMP Programme	lkiktenko@carececo.org	5 July, 09:00 Namibian time
Saltanat Zhakenova	CAREC	Project Team	szhakenova@carececo.org	5 July, 09:00 Namibian time
Kuban Matraimov	CAREC	Project Team	kmatraimov@carececo.org	5 July, 09:00 Namibian time
Janna Suleymanova	National Statistics Office		Received through CAREC	Questionnaire response
Karl Anzelm	Water Committee	National Advisory Board	Received through CAREC	Questionnaire response
South Sudan				
John Gowdy	Rensselaer Polytechnic Institute	Lead Author of Technical Report	gowdyj@rpi.edu	Not available
Hannes Lang	Consultant	Author Technical Report	hanneslang1@gmail.com	22 June, 15:30 local Namibian Time (16:30 Munich Time)
Kenya				
Jane Mariara	University of Nairobi		jane.mariara@gmail.com	Emailed
Richard Mulwa	University of Nairobi		richard.mulwa@gmail.com	Emailed

Table 11. UNDA 8 Project Scheduled Itinerary Morocco, 17-22 July 2016

Date	Time	Person	Designation/Detail
17 July 2016	11:30		Pick up at airport in Rabat by AUI, drive to Ifrane
18 July 2016	08:00	Prof Driouchi (in person)	Project Coordinator
	10:00	Mrs Amale Acheboune (in person)	AUI, knows project intimately, all logistics, liaisons, analysis etc
	11:00	Mr Abderrahim Bahri	Director Regional Office of Souss-Massa, Network of Agriculture and Irrigation, Ministry of Agriculture (various meetings, Ifrane and Rabat too)
	14:30	Ms Alae Gamar (in person)	AUI, been with project since beginning to end, knows project very well
	15:30	Mr Jawad Anissi (in person)	AUI, School of Engineering/ Biotechnology Lab, working on various water projects - involved in project
	16:30	Mr Ahmed Baijou (in person)	AUI, School of Business
19 July 2016	09:30	Mr AbdelAli Laamari (in person)	Agroeconomist Expert at the Research Institute/Centre of Agroeconomy, was on List of Experts
	questionnare	Mr Mohamed Boughala (phone *not available)*	Agroeconomist, Centre of Agroeconomy, was on National Advisory Board

Date	Time	Person	Designation/Detail
	questionnaire	Mrs Takani Karima	Ministry of Economy and Finance
	questionnaire	Mr Mohamed Saaf (in person*, could not make it*)	Regional Director of Tadla-Azilal, Irrigation Network, Ministry of Agriculture
	16:30	Driss Ouaouicha (confirm)	President of AUI, Economic and Social Council
20 July 2016		Dr Ahmed Legrouri (by Skype)	used to be Vice President of Academic Affairs, instrumental in project until the end/seminars; but now in Ivory Coast
	10:30	Mr Mohamed Dahbi (in person)	Ex Vice President of Academic Affairs, attended launch and end of project
	14:30	Prof Mohammed Boulif (in person)	Professor, National School of Agriculture, Meknes
	16:30	Dr Kalid Sendid (in person)	AUI, School of Engineering, working on various water projects - involved in project
22 July 2016 RABAT	09:00-10:30	Mr Moha Haddouch	UNDP
		Mr M'hamed Belghiti	Director of Irrigation and Management of Agricultural Areas, Ministry of Agriculture
		Dr Rachid Doukkali	Co-author of Study, List of Experts

Annex 4: Questionnaires for policy-makers for the Terminal Evaluation of the Green Growth Project

Questionnaire 1: for Policy-Makers for the Terminal Evaluation of the Green Growth Project

Strengthening ecosystems and development linkages through innovative economic approaches for green growth (Green Growth), and Mainstreaming ecosystem service into country's sectoral and macroeconomic policies and programmes (UNDA-8)

The Green Growth Project built on the foundations laid by many previous global initiatives. It aimed to link the concepts and methodologies on ecosystem services accounting laid by these initiatives to the policy arena. The project was a global initiative with some focus on specific countries. As part of this project, the UNDA 8th Tranch-funded component was a 'stand-alone' project that focused its efforts specifically on Morocco and Kazakhstan, by undertaking pilot research studies on ecosystem services in identified areas, and conducted various workshops and policy dialogues to capacitate stakeholders on the integration of ecosystem services into national decision-making processes. The Green Growth also piloted two studies in areas of South Sudan and Kenya. The Green Growth project's other focus was on providing platforms for training sessions and policy dialogues in the global arena, by integrating such sessions into global conferences taking place in multiple countries over the lifespan of the project. It also developed (or supported the development of) various papers and policy briefs, as well as larger reports (such as the Integrated Wealth Report 2014).

It is mandatory, when a project of this level ends, that a Terminal Evaluation be conducted by an independent evaluator. The Terminal Evaluation has two main objectives:

1. To provide evidence of results to meet accountability requirements, and
2. To promote operational improvement, learning and knowledge sharing through results and lessons learnt among UNEP and the main project partners (e.g. UNSD, UNU-IHDP, ICIMOD, WAVES, ELD, SEEA, IPBES, TEEB, PEI, BIOECON, CAREC, national ministries and focal points, scientific and academic institutions, among others)

The TE also aims to identify lessons of operational relevance for future project formulation and implementation.

This questionnaire is intended to provide a simple, guided format for answering key questions toward the Terminal Evaluation of both the Green Growth and then UNDA-8 projects. The answers will inform and guide the Terminal Evaluation. The evaluator appreciates your highly valued opinions, lessons learnt and recommendations based on your experience with elements of these projects. Please note that individual answers will remain anonymous unless requested otherwise. This questionnaire is particularly focused on the integration of ecosystem accounting into policy processes as a result of attendance and participation at trainings, workshops, advisory groups, policy dialogues, and policy brief dissemination.

1. Name

2. Country (if applicable)

3. Which of the following events did you participate in:

☐ ELD Working Group at the UNCCD 2nd Scientific Conference

☐ Engagement workshop of the IWR and IPBES engagement workshop

☐ BIOECON 2013

☐ International Conference on Global Implementation for SEEA in New York (UNSD)

☐ Accounting and Valuing for the Environment in Asia Region (Bangkok, Oct 2013)

☐ 7th Trondheim Conference on Biodiversity and Economy for a Sustainable Society (May 2013)

☐ Other, Please Elaborate Click here to enter text.

4. Were the key discussions/presentations/trainings of interest to you, and relevant to your country's economy? If possible, please elaborate how.

Click here to enter text.

5. What were the key take home messages to you based on your exposure through the project/through the events you participated in?

Click here to enter text.

6. Have you taken any steps in integrating what you have learnt in a formal way in your country, e.g. through integration of ecosystem services into national policies, further research one ecosystem services, etc? If yes, please elaborate.

Click here to enter text.

7. Have you taken any steps in integrating what you have learnt in an informal way in your country, e.g. through discussions with peers, other high-level decision-makers, training in-country with stakeholders, etc? If yes, please elaborate.

Click here to enter text.

8. If you have taken steps integrating ecosystem services accounting into national decision-making processes (either formal or informal or both), did you encounter any barriers or challenges? If yes, what were these?

Click here to enter text.

9. Do you think there is a general understanding among your peers about ecosystem services and their importance to economic development and well-being, and do think this is prioritised?

Click here to enter text.

10. Did you come across any policy of information briefs on ecosystem services in recent years that were of interested to you? Please elaborate briefly.

Click here to enter text.

Questionnaire 2: for Policy-Makers for the Terminal Evaluation of the UNDA 8th Tranche-funded Component MOROCCO

Mainstreaming ecosystem service into country's sectoral and macroeconomic policies and programmes (UNDA-8)

As part of the Green Growth project, the UNDA 8th Tranche-funded component was a 'stand-alone' project that focused its efforts specifically on Morocco and Kazakhstan, by undertaking pilot research studies on ecosystem services in identified areas, and conducted various workshops and policy dialogues to capacitate stakeholders on the integration of ecosystem services into national decision-making processes. In Morocco the project was implemented through UNEP and Al Akhawayn University, with various partners involved.

It is mandatory, when a project of this level ends, that a Terminal Evaluation be conducted by an independent evaluator. The Terminal Evaluation has two main objectives:

3. To provide evidence of results to meet accountability requirements, and
4. To promote operational improvement, learning and knowledge sharing through results and lessons learnt among UNEP and the main project partners.

The TE also aims to identify lessons of operational relevance for future project formulation and implementation.

This questionnaire is intended to provide a simple, guided format for answering key questions toward the Terminal Evaluation the UNDA-8 project. The answers will inform and guide the Terminal Evaluation. The evaluator appreciates your highly valued opinions, lessons learnt and recommendations based on your experience with elements of this project. Please note that individual answers will remain anonymous unless requested otherwise. This questionnaire is particularly focused on the integration of ecosystem accounting into policy processes as a result of attendance and participation at trainings, workshops, advisory groups, policy dialogues, and policy brief dissemination.

1. Name

2. Which of the following events did you participate in (choose as many as you want):

☐ Inception and Training Workshop in Rabat, August 2013

☐ Meetings for Study Results of the Tadla Azilal & Souss-Massa Regions

☐ Part of the Advisory Group/List of National Experts

☐ Final Workshop, Ifrane, October 2015

☐ Part of the Project closing Workshop for Kazakhstan and Morocco (Held in Geneva, February 2016)

☐ Other, Please Elaborate Click here to enter text.

3. Were the key discussions/presentations/trainings of interest to you, and relevant to your country's economy? If possible, please elaborate how.

Click here to enter text.

4. What were the key take home messages to you based on your exposure through the project/through the events you participated in?

Click here to enter text.

5. Have you taken any steps in integrating what you have learnt in a formal way in your country, e.g. through integration of ecosystem services into national policies, further research on ecosystem services, etc? If yes, please elaborate.

Click here to enter text.

6. Have you taken any steps in integrating what you have learnt in an informal way in your country, e.g. through discussions with peers, other high-level decision-makers, training in-country with stakeholders, etc? If yes, please elaborate.

Click here to enter text.

7. If you have taken steps integrating ecosystem services accounting into national decision-making processes (either formal or informal or both), did you encounter any barriers or challenges? If yes, what were these?

Click here to enter text.

8. Do you think there is a general understanding among your peers about ecosystem services and their importance to economic development and well-being, and do think this is prioritised? How did the project enhance this understanding?

Click here to enter text.

9. Did you come across any policy of information briefs on ecosystem services through the project that were helpful and informative? Please elaborate briefly.

Click here to enter text.

Questionnaire 3: for Policy-Makers for the Terminal Evaluation KAZAKHSTAN

Mainstreaming ecosystem service into country's sectoral and macroeconomic policies and programmes

The project 'Mainstreaming ecosystem services into country's sectoral and macroeconomic policies and programmes' was coordinated by UNEP and implemented through CAREC in Kazakhstan.

It is mandatory, when a project of this level ends, that a Terminal Evaluation be conducted by an independent evaluator. The Terminal Evaluation has two main objectives:

5. To provide evidence of results to meet accountability requirements, and
6. To promote operational improvement, learning and knowledge sharing through results and lessons learnt among UNEP and the main project partners.

It also aims to identify lessons of operational relevance for future project formulation and implementation.

This questionnaire is intended to provide a simple, guided format for answering key questions toward the Terminal Evaluation. The evaluator appreciates your highly valued opinions, lessons learnt and recommendations based on your experience with elements of this project. Please note that individual answers will remain anonymous unless requested otherwise. This questionnaire is particularly focused on the integration of ecosystem accounting into policy processes as a result of attendance and participation at trainings, workshops, advisory groups, policy dialogues, and policy brief dissemination.

1. Name

2. Which of the following events did you participate in (choose as many as you want):

☐ Inception and Training Meeting

☐ Workshops and Policy Dialogues of the Study Results of the Syr Darya River Basin

☐ Part of the Advisory Group/List of National Experts

☐ Part of the Project Closing Workshop for Kazakhstan and Morocco (held in Geneva)

☐ Other, Please Elaborate Click here to enter text.

3. Were the key discussions/presentations/trainings of interest to you, and relevant to your country's economy? If possible, please elaborate how.

Click here to enter text.

4. What were the key take home messages to you based on your exposure through the project/through the events you participated in?

Click here to enter text.

5. Have you taken any steps in integrating what you have learnt in a formal way in your country, e.g. through integration of ecosystem services into national policies, further research on ecosystem services, etc? If yes, please elaborate.

Click here to enter text.

6. Have you taken any steps in integrating what you have learnt in an informal way in your country, e.g. through discussions with peers, other high-level decision-makers, training in-country with stakeholders, etc? If yes, please elaborate.

Click here to enter text.

7. If you have taken steps integrating ecosystem services accounting into national decision-making processes (either formal or informal or both), did you encounter any barriers or challenges? If yes, what were these?

Click here to enter text.

8. Do you think there is a general understanding among your peers about ecosystem services and their importance to economic development and well-being, and do think this is prioritised? How did the project enhance this understanding?

Click here to enter text.

9. Did you come across any policy of information briefs on ecosystem services through the project that were helpful and informative? Please elaborate briefly.

Click here to enter text.

Annex 5: Summary of financial management tables

Project Costs*

Outputs (as per ProDoc)	Estimated cost at design (USD)	Actual Cost (USD)	Expenditure ratio (actual/planned) (USD)
(A) Application of ecosystem service tools to improve the evidence base of ecosystem management contributing to human wellbeing, development and poverty alleviation			
Activity A.1: A field project on economic valuation and accounting of ecosystem services in Morocco (UNDA 8)	152,500	238,170	
Activity A.2: A field project on economic valuation and accounting of ecosystem services in Kazakhstan (UNDA 8)	152,500	228,170	
Activity A.3: A field project on ecosystem accounting in South Sudan	150,000	70,000	
Activity A.4: A field project to develop a solution based model for ecological economics, in relation to access and benefit sharing (in case funds were not secured, this activity would not be implemented)	370,000	50,000	
Activity A.5: Facilitation of a working group under the Economics of Land Degradation initiative (in case funds were not secured, this activity would not be implemented)	500,000	60,592	
(B) Enhanced knowledge of policy-makers and practitioners, and policy dialogues promoted on the use of ecosystem services tools and their relevance for developing innovative response policies			
Activity B.1: Development of publications and policy briefs on issues related to economic valuation of ecosystem services, ecosystem accounting and other economics instruments under ESE working paper series, WAVES and IWR (3 publications in total)	100,000	142,155	

Outputs (as per ProDoc)	Estimated cost at design (USD)	Actual Cost (USD)	Expenditure ratio (actual/planned) (USD)
Activity B.2: A policy forum related to IWR/WAVES targeted for policy-makers	120,000	189,708.37	1.58
Activity B.3: A policy dialogue for discussing results of economic valuation and ecosystem accounting under UNDA 8, in Morocco	34,250	37,830	1.10
Activity B.4: A policy dialogue for discussing results of economic valuation and ecosystem accounting under UNDA 8, in Kazakhstan	34,250	37,830	1.10
Activity B.5: Policy forums on ecosystem accounting (2 forums in total)	170,000	30,721.33	0.18
(C) Enhanced capacity of policy-makers and practitioners to apply ecosystem services tools for the achievement of development objectives			
Activity C.1: A training workshop on valuation of ecosystem services and other ecosystem management tools, under UNDA 8, in Morocco	74,250	15,845.6	0.21
Activity C.2: A training workshop on valuation of ecosystem services and other ecosystem management tools, under UNDA 8, in Kazakhstan	74,250	17,369.35	0.23
Activity C.3: Training workshop on valuation of ecosystem services, and mainstreaming ecosystem services into macroeconomic policies (6 workshops in total) (in case funds were not secured the number of workshops would have been reduced)	335,000	206,004.43	0.61
Activity C.4: Training workshops on ecosystem accounting (4 workshops in total) (in case funds were not secured the number of workshops would have been reduced)	335,000	132,735.10	0.39
Activity C.5: Mid-Term Review	15,000	-	0

Outputs (as per ProDoc)	Estimated cost at design (USD)	Actual Cost (USD)	Expenditure ratio (actual/planned) (USD)
Activity C.6: Final evaluation of project	20,000	20,000	1

* These figures need to be verified by the FMO, as they were sourced from different locations, the information was not accessible in one document.

Co-financing

Co financing (Type/Source)	UNEP own Financing (US$1,000)		Government (US$1,000)		Other* (US$1,000)		Total (US$1,000)		Total Disbursed (US$1,000)
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	
– Grants	220,000	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
– *UNDA-8 Tranche*	n/a	n/a	n/a	n/a	542,000	542,000	n/a	n/a	542,000
– *Norwegian Funding*	n/a	n/a	n/a	n/a	300,000	130,000	n/a	n/a	130,000
– *Swedish Funding*	n/a	n/a	n/a	n/a	355,000	350,000	n/a	n/a	350,000
–	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
–	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
–	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Evaluation: Financial Management Components

Financial management components	Rating	Evidence/ Comments
Attention paid to compliance with procurement rules and regulations	HS	Interview with FMO, attention to rules and regs appropriate.
Contact/communication between the PM & Division Fund Managers	S	There was sufficient contact, Interview with FMO and with UNEP DEPI ESE.
PM knowledge of the project financials	S	Unit Chief had good grasp of financials; Review of progress reporting and interview with PM.
PM responsiveness to financial requests	S	Interviews with project partners, very responsive (except for one time re UMOJA transition)
PM responsiveness to addressing and resolving financial issues	HS	Interviews with PM and UNEP DEPI ESE, as well as with project team; no significant financial issues, project budget lines were adapted but these were balanced effectively.

Financial management components			Rating	Evidence/ Comments
Were the following documents provided to the evaluator:				
	A.	Crystal Report	N	Not accessed.
	B.	All relevant project Legal agreements (SSFA, PCA, ICA) if requested	Y	Yes, all SSFAs there.
	C.	Associated Financial reports for legal agreements (where applicable)	mostly	Yes, mostly.
	D.	Copies of any completed audits	N	Not accessed, audit done internally apparently according to FMO.
Availability of project legal agreements and financial reports			S	Project legal agreements yes, financial reports not so much, FMO interview
Timeliness of project financial reports and audits			HS	Apparently done, interview with FMO
Quality of project financial reports and audits			S	With regard to the Object Line system, satisfactory - not particularly for evaluation
PM knowledge of partner financial expenditure			S	UNEP DEPI ESE did have knowledge through partner financial reporting
Overall rating			**S**	**Overall, financial management is rated as satisfactory**.

Annex 6: Terminal Evaluation Brief

[To be completed based on review comments of lessons learned and recommendations from project stakeholders]

Annex 7: Brief CV of the Consultant

Name Justine Braby
Nationality Namibia (and Germany)
Languages English, German, (learning Spanish)

Academic Qualifications
PhD Zoology, University of Cape Town, Cape Town, South Africa, June 2011
Postgraduate Diploma (International) Environmental Law, University of Cape Town, February 2007
Postgraduate Certificate Education (Senior Phase and Further Education), University of Cape Town, December 2005
Bachelor of Science (Zoology), University of Cape Town, December 2004
[Training certificate in the Economics of Ecosystems and Biodiversity, GIZ and Government of Namibia (2011)]

Summary of Professional Background
Professional expertise ranges from project development, implementation to evaluation of GEF and other donor-funded projects for agencies like UNDP, UNEP, FAO and IUCN; communication strategy development, implementation and evaluation for various institutions; capacity-building interventions and facilitation of participatory processes; development of NAPAs, national development plans, strategies and action plans. Justine has thematic expertise and extensive experience in international environmental law (reporting and implementation), climate change (adaptation mostly), sustainable land management, biodiversity and ecosystem services, alternative development paradigms (alternative economics), coastal zone management, water resource management, and renewable energy as it pertains to climate change. She has worked for African governments and international and national development agencies all over Africa, and had experience working in several countries in Latin America, Europe, and Asia.

Regional Experience
Africa (West, East, South, Central), Central America, South America, Europe

Professional Associations
Climate Change Focal Point and Member of the IUCN Commission on Education and Communication (www.iucn.org/cec)
Member of the Balaton Network on Sustainability (www.balatongroup.org)
Deputy Coordinator/Programme Director (elected in March 2012) of the African Youth Initiative on Climate Change (AYICC), the leading youth network on climate change matters for African youth and has currently 31 country-members (www.ayicc.net)
Founder of the Namibia Youth Coalition on Climate Change (www.youthclimate-namibia.org)
Selected by the Club Of Rome as one of 60 Future World Leaders (Change of Course)
NNF Associate

Publications experience
Climate Change Adaptation, Community Resilience, Communication, Education and Public Awareness, Zoology, Marine Biology, Ecology, Alternative Economics/Beyond GDP

Annex 8: Response to stakeholder comments received but not (fully) accepted by evaluator

[To be completed once stakeholder comments are received after stakeholder review]