

Terminal Evaluation of The Economics of
Ecosystems and Biodiversity (TEEB) Phase III
&
ENRTP-funded sub-component: National
Implementation: Reflecting the Value of
Ecosystems and Biodiversity in Policymaking

MAIN REPORT, SUPPORTED BY A
SECOND VOLUME ON THE ENRTP-FUNDED COMPONENT



January 2018



Evaluation Office of UN Environment

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Terminal Evaluation of the Economics of Ecosystems and Biodiversity (TEEB) Phase III and ENRTP-funded sub-component: National Implementation: Reflecting the Value of Ecosystems and Biodiversity in Policymaking
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ABOUT THE EVALUATION¹

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Brief Description: This report is a terminal evaluation of the projects 'the Economics of Ecosystems and Biodiversity' (TEEB) Phase III and ENRTP-funded sub-component: 'National Implementation: Reflecting the Value of Ecosystems and Biodiversity in Policymaking' implemented between 2014 and 2018. The project aims to promote a better understanding of the value of ecosystem services and to offer economic tools that take proper account of this value. It was designed around three interlinked activity areas which build on previous phases of the TEEB initiative, namely: i) advance natural capital accounting by undertaking country assessments and assessments in 'externalities heavy' industry sectors; ii) deepen the analysis on specific 'biomes' and 'sectors'; iii) support in-depth examinations to identify ways to 'work with nature' to meet country-specific policy priorities, with an initial focus on five pilot countries.

Key words: ecosystem services; biomes; economic tools; biodiversity; natural capital.

¹ This data is used to aid the internet search of this report on the Evaluation Office of UN Environment Website

CONTENTS

1.	Introduction.....	1
2.	Evaluation Methods.....	2
3.	The Project.....	4
A.	Context.....	4
B.	Milestones and Key Dates in Design and Implementation	4
C.	Project Objectives and Components.....	5
D.	Target Areas / Groups	6
E.	Project Partners	6
F.	Project Financing.....	8
4.	Theory of Change	10
5.	Evaluation Findings	13
A.	Strategic Relevance.....	13
B.	Quality of Project Design	17
C.	Nature of the External Context.....	18
D.	Effectiveness	19
E.	Financial Management.....	26
F.	Efficiency	28
G.	Monitoring and Reporting	30
H.	Sustainability	32
6.	Conclusions and Recommendations.....	35
I.	Conclusions	35
J.	Lessons Learned.....	40
K.	Recommendations	40
	Annexes (To complete).....	43
	Annex 3. Evaluation Schedule and Informants.....	44
	Annex 4. Summary of Progress against Logframe Indicators and Milestones	64
	Annex 8. List of Documents Consulted.....	76

Abbreviations

ANCA	Advanced Natural Capital Accounting (Norway supported project)
BSP	Bali Strategic Plan for Technology Support and Capacity Building (BSP)
CAFF	Working Group on Conservation of Arctic Flora and Fauna (Arctic Council)
CBD	Convention on Biological Diversity
COP	Conference of the Parties
DG DEVCO	Directorate-General for International Cooperation and Development (European Commission)
EEA	Experimental Ecosystem Accounting
ENRTP	Programme for the Environment and Sustainable Management of Natural Resources, including Energy (European Commission)
ESE	Ecosystem Services Economics (refers to ESE Unit in UN Environment)
FAO	Food and Agricultural Organization of the United Nations
FMO	Fund Management Officer
GAFF	Global Alliance for the Future of Food
GIZ	German International Collaboration for Development
IPBES	Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services
IKI	International Climate Initiative (Germany)
NBSAP	National Biodiversity Strategy and Action Plan
NVF	New Ventures Fund
PIMS	programme information and management system (UN Environment)
PRC	Project Review Committee (UN Environment)
SEEA	System of Environmental-Economic Accounting
SGA	Sub-Global Assessment
TAB	TEEB Advisory Board
TEEB	The Economics of Ecosystems and Biodiversity
TEEB AgriFood	TEEB for Agriculture and Food
UNCEEA	UN Committee of Experts on Environmental-Economic Accounting
UNDP	United Nations Development Programme
UNITAR	United Nations Institute for Training and Research
UNOPS	United Nations Office for Project Services
UN-REDD	United Nations Programme on Reducing Emissions from Deforestation and Forest Degradation
UN Stats	UN Statistical Division (United Nations Department of Economic and Social Affairs)
ValuES	Methods for integrating ecosystem services into policy planning and development
WAVES	Wealth Accounting and the Valuation of Ecosystem Services
WBCSD	World Business Council for Sustainable Development
WCMC	World Conservation and Monitoring Centre

Disclaimer

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About the Evaluators

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Justine Braby has extensive experience developing, implementing, and evaluating large projects under themes such as climate change adaptation, ecosystems management and economics, sustainable land management, and sustainability in general, for the UN and other multi-lateral organisations. Her focus is in Africa, and she has also worked in South America, Europe, and Asia. Justine also does capacity development on systems thinking and integrating sustainability into strategy and practice. Recently, Justine has been working on enhancing awareness and capacity on the Sustainable Development Goals, both through formal tertiary education and informal education.

TEEB Phase III Project Identification Table

Status as of 31 July 2017. See case study for ENRTP sub project details.

UNEP PIMS ID:	1692	UNEP approval date:	19/03/2014
Sub-programme:	Ecosystem Management		
Expected Accomplishment(s):	EA(c) 2014-2017: Services and benefits derived from ecosystems are integrated with development planning and accounting, particularly in relation to wider landscapes and seascapes and the implementation of biodiversity- and ecosystem-related multilateral environmental initiatives		
PoW Output(s):	2014-15: 332 Biodiversity and ecosystem service values are assessed, demonstrated and communicated to strengthen decision-making by Governments, businesses and consumers 2016-17: 332 Biodiversity and ecosystem service values are assessed, demonstrated and communicated to strengthen decision-making by governments, businesses and consumers as part of a package to provide support to use an evidence base for development planning and investment decisions		
Coverage - Countries:	ENRTP: Tanzania, Bhutan, Ecuador, Philippines, Liberia ANCA: Bhutan, Chile, Indonesia, Mauritius, Mexico, South Africa, Vietnam	Coverage - Region(s):	Global
Expected Start Date:	01/03/2014	Actual start date:	19/03/2014 (PIMS)
Planned completion date:	Original – 31/04/2017 * Extended - 30/06/2018	Actual (expected) completion date:	30/06/2018
Planned project budget at approval:	UD\$ 20,000,000	Total expenditure reported as of April 2017***:	US\$ 10,371,397
Planned Environment Fund (EF) allocation:	Original: Nil* 2015: US\$ 69,000 **	Actual EF expenditures reported as of April 2017***:	US\$ 23,124
Planned Extra-budgetary financing (XBF):	US\$ 20,000,000	Actual XBF expenditure reported as of April 2017***:	US\$ 10,348,275
XBF secured as of April 2017§:	US\$ 18,291,675	Date of financial closure:	n/a
No. of revisions:	2	Date of last revision:	27/04/17
Mid-term review/ evaluation (planned date):	n/a	Mid-term review/ evaluation	n/a
Date of last Advisory Board meeting:	19 July 2017	Terminal Evaluation (actual date):	February – August 2017

Sources: Evaluation TOR

* TEEB III Project document dated 27 Feb 2014; ** Project Decision Sheet Nov 2015; *** Prefinal Data provided by TEEB Office as input to Project Document Supplement dated April 2017

§ TEEB Office Pers Comm. An additional US\$ 6.3 million mobilised in 2017 and 2018 will be programmed as part of a follow-on project

Executive Summary

Introduction

1. The Economics of Ecosystems and Biodiversity (TEEB) is hosted by UN Environment as an independent initiative under the oversight of a high-level TEEB Advisory Board that provides strategic guidance. The initiative is supported by a UN Environment TEEB Office which, until early 2017, was hosted by UN Environment's Economics and Trade Branch in Geneva, part of the Economy Division. The initiative is currently hosted by the Division of Ecosystems.
2. The evaluation of TEEB Phase III project covers the period from March 2014 to June 2017. The benchmark for the evaluation is the approved UN Environment Project document that served to anchor UN Environment's support to TEEB in the UN Environment Programme of Work. The project set out to promote a better understanding of the value of ecosystem services and to offer economic tools that take proper account of this value. It was designed around three interlinked activity areas which build on previous phases of the TEEB initiative, namely: i) advance natural capital accounting by undertaking country assessments and assessments in 'externalities heavy' industry sectors; ii) deepen the analysis on specific 'biomes' and 'sectors'; iii) support in-depth examinations to identify ways to 'work with nature' to meet country-specific policy priorities, with an initial focus on five pilot countries.
3. The project started in March 2014 and had an intended duration of 37 months. It was extended in April 2017 to June 2018, bringing the project duration to 51 months. The original project budget, scheduled over the period 2014-2015, was US\$ 20 million, of which US\$ 7,918,013 was secured at the time of project approval.
4. The project encompassed two large subprojects both of which were underway when the project document was approved: i) the Advancing Natural Capital Accounting (ANCA) project funded by the government of Norway, completed in December 2016 and ii) the TEEB national implementation project funded by the European Union, that was completed in June 2017 and is addressed in an extended evaluation case study.
5. The evaluation has two primary purposes:
 - To provide evidence of results to meet accountability requirements.
 - To promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and the main project partners.

Project Achievements

6. The first of the project outcomes was concerned with strengthening capacity of countries and companies to incorporate natural capital into their policy and decision-making processes. The project has contributed to capacity development at country level, particularly in national statistics offices, through work on experimental ecosystem accounting led by the UN Statistics Division in collaboration with national statistics offices. Achievements include the development and approval of six national plans setting out actions towards adoption of ecosystem accounts, preparation of an EEA implementation strategy and its adoption by the UN Statistical Commission, and development of extensive guidance documents. Work on business sector externalities led by UN Environment focussed on the food and agriculture sector and has generated six exploratory studies that informed development of the TEEBAgriFood initiative.
7. Delivery on the second output, biomes and sectors, has been less successful in view of the limited amount of funding secured at project approval and the restricted nature and timing of resources mobilized between 2014 and 2017. The TEEB community has been

expanded and strengthened in support of the TEEBAgriFood initiative and the project is advancing well towards delivery of a TEEBAgriFood Foundations study. Significant new funding was mobilized in 2017 including for country implementation. An Arctic Scoping Study was delivered in collaboration with WWF and the Council for the Arctic. It was not possible to mobilize resources for TEEB Oceans and Coasts but interest in this area remains strong.

8. The second project outcome was concerned with identification and adoption of policy recommendations for integrating ecosystem services vital for sustainable development. The project developed country studies in close collaboration with technical partners and in partnership with national agencies in the five countries. Relevant government agencies or initiatives committed verbally to follow up at the final national workshops in all five countries, with some commitments having a sector-wide implication. While prospects for continuation of the work at country level are good, it is not yet possible to gauge the extent to which the project will lead to integration of biodiversity and ecosystem services valuation in development planning processes.
9. Delivery of the natural capital accounting and national implementation sub-projects was delayed due over-ambitious planning and, more significantly, operational delays resulting from UN Environment's transition to the UN secretariat enterprise resource planning system, Umoja.
10. The TEEB Phase III project has served to anchor a wide range of TEEB Office functions in support of the UN Environment Programme of Work and wider TEEB initiative with only small team and very limited core funding. The project has benefitted from the commitment and engagement of members of the TEEB Board, Coordination Group, and more recently the TEEBAgriFood Steering Committee. The project also benefitted from several longstanding partnerships and forged a new working relationship with the UN Statistics Division that has led to wider collaboration between the organizations, including a direct follow on project on experimental ecosystem accounting
11. The ratings for the criteria discussed in the findings section of this report and additional explanatory factors, are summarised Table I. The overall rating for the TEEB Phase III project based on the balance of these ratings is 'Moderately Satisfactory'. This rating largely reflects shortcomings related to effectiveness, efficiency and financial management, all of which were strongly affected by factors beyond the project management's immediate control.

Table I. Summary of Evaluation Ratings

Criterion	Rating
A. Strategic Relevance	Satisfactory
1. Alignment to MTS and POW	Highly Satisfactory
2. Alignment to UNEP/ Donor strategic priorities	Satisfactory
3. Relevance to regional, sub-regional and national environmental priorities	Satisfactory
4. Complementarity with existing interventions	Moderately Satisfactory
B. Quality of Project Design	Satisfactory
C. Nature of External Context	Favourable
D. Effectiveness	Moderately satisfactory
1. Achievement of outputs	Moderately Satisfactory
2. Achievement of direct outcomes	Moderately Satisfactory

Criterion	Rating
3. Likelihood of impact	Likely
E. Financial Management	Moderately Unsatisfactory
1. Completeness of project financial information	Moderately Satisfactory
2. Communication between finance and project management staff	Moderately Satisfactory
3. Compliance with UNEP standards and procedures	Moderately Unsatisfactory
F. Efficiency	Moderately Satisfactory
G. Monitoring and Reporting	Moderately Satisfactory
1. Project reporting	Satisfactory
2. Monitoring design and budgeting	Moderately Satisfactory
3. Monitoring implementation	Moderately Satisfactory
H. Sustainability*	Likely
1. Socio-political sustainability	Likely
2. Financial sustainability	Likely
3. Institutional sustainability	Likely
I. Factors Affecting Performance	Satisfactory
1. Preparation and readiness	Moderately Unsatisfactory
2. Quality of project management and supervision	Satisfactory
3. Stakeholders participation and cooperation	Satisfactory
4. Responsiveness to human rights and gender equity	Satisfactory
5. Country ownership and driven-ness	Satisfactory
6. Communication and public awareness	Satisfactory
7. Catalytic role, replication and scaling up	Moderately Satisfactory
Overall project rating	Moderately Satisfactory

Lessons

12. The project has generated lessons related to implementation national level as well as to overall delivery at global level. The following lessons are highlighted as those with potential for wider application.

Resource Mobilization

13. Inability to mobilize resources combined with delays in programming and contracting of pledged resources the restricted nature or timing of funding seriously affected delivery of the TEEB Phase III project through direct effects on the overall level of delivery against planned outputs, as well as indirect effects on the workload and planning of the TEEB Office. In retrospect, it is clear that the project document set out unrealistic expectations for resource mobilization, and that the TEEB Office and partners were unduly optimistic about the timing of EU funding. A straightforward lesson from this experience is to be realistic about i) funding prospects at the time of project design and to design project activities and budgets accordingly, and ii) about the amount of time required to mobilize funding through bilateral and multilateral donors. This lesson is in line with standard operating procedures set out in the latest UN Environment Programme Manual.

Hosting Arrangements for Independent Initiatives

14. Interviews with the TEEB Advisory Board as well as meeting minutes revealed quite widespread disappointment with the with the level of support provided by UN Environment for TEEB including for staffing and for Board operations. There is limited recognition of the broader institutional support structure provided by UN Environment. The lessons from this experience are i) to clearly set out and document conditions and parameters for UN Environment hosting of independent initiatives, and ii) to ensure that UN Environment support is commensurate with the expected contribution of the initiative to UN Environment's Programme of Work.

Recommendations

15. The evaluation recommendations are intended to consolidate the results of the TEEB Phase III project and clarify UN Environment support to TEEB as an independent initiative. They are intended for delivery in the closing months of the TEEB Phase III project and for further consideration in the context of one or more follow on projects.

Recommendation 1. Follow up to National Implementation Projects

16. Recommendation 1.1 – Continue to monitor implementation of TEEB study recommendations in the five ENRTP-supported countries in order to generate lessons on whether and how the information produced by the studies is integrated into development planning and investment decisions and whether this leads to improved outcomes for ecosystems and biodiversity.
17. Recommendation 1.2 – Update the TEEB country Manual as a 'living document' based on the experience to date and ongoing experience in the ENRTP-supported countries, Mexico and the Arctic, and as well as new experience generated during the TEEBAgriFood implementation projects.

Recommendation 2. Strengthen Linkages to and Synergies with Complementary Initiatives

18. Recommendation 2.1 Undertake a review of external processes to be targeted in the follow on to TEEB Phase III (e.g. SDGs, IPBES, NBSAPs), including interest and engagement of relevant stakeholders, and actively engage with other UN Environment initiatives targeting the same processes to ensure approaches are complementary.
19. Recommendation 2.2 - Review the role of TEEB approaches and the position of the TEEB 'brand' in delivery of UN Environment Programme of Work (e.g. Ecosystem Management Subprogramme work on 'valuing the essentials' and 'turning a healthy profit') and UNEA Resolution on Natural Capital.
20. Recommendation 2.3 - Ensure UN Environment engagement at national and regional level is coherent including by consulting Regional and Country Offices during in project specification and seeking their advice regarding i) identification of national partners and ii) potential synergies with related UN Environment and external initiatives.

Recommendation 3. Review and Formalize Arrangements for UN Environment's Hosting of TEEB as an Independent Initiative

21. Recommendation 3.1 - Define the UN Environment vision for hosting of TEEB and present this to the Board, including a clear definition of direct (TEEB Office) and indirect support services and financial allocations through the UN Environment Fund and trust funds.
22. Recommendation 3.2 - Review TEEB Office functions and related staffing requirements at core and regional levels and develop a resource mobilization strategy or other arrangements

for services not covered through the UN Environment hosting arrangement or projected project income.

23. Recommendation 3.3 – Streamline planning and preparation of TEEB Advisory Board meetings establishing a regular meeting schedule (e.g. twice-yearly) and limit the scope of intersessional or extraordinary meetings organized in conjunction to external events.

1. Introduction

24. The TEEB Phase III project aims to promote a better understanding of the value of ecosystem services and to offer economic tools that take proper account of this value. The project was designed around three interlinked activity areas which build on previous phases of the TEEB initiative, namely: i) advance natural capital accounting by undertaking country assessments and assessments in 'externalities heavy' industry sectors; ii) deepen the analysis on specific 'biomes' and 'sectors'; iii) support in-depth examinations to identify ways to 'work with nature' to meet country-specific policy priorities, with an initial focus on five pilot countries.
25. The TEEB Phase III project document identifies TEEB as independent initiative hosted by UN Environment. TEEB had an established governance structure that has overseen the initiative since its launch in 2008, comprising i) a high level TEEB Advisory Board that provides strategic direction, guidance and oversight for the initiative and ii) a TEEB Coordination Group that provides guidance on specific TEEB operational issues and activities and whose membership included representatives from the TEEB government donors and the UN Environment TEEB Office. The project has established a further committee, the TEEBAgriFood Steering Committee, to provide oversight of TEEB for Agriculture and Food (TEEBAgriFood).
26. The project is coordinated by the UN Environment TEEB Office, which for most of the period covered by the evaluation, has been hosted by UN Environment's Economics and Trade Branch in Geneva, part of the Economy Division. The project team was to be comprised of a TEEB programme coordinator and a programme officer under the supervision of the Head of the Economics and Trade Branch, within the Division for Technology, Industry and Economics (now called the Economy Division).
27. Additional support was to be provided by professional staff in i) the UN Statistics Division ii) the UN Environment Division for Environmental Policy Implementation (now called the Ecosystems Division), including, iii) the World Conservation Monitoring Centre, and iv) UN Environment's Regional office for Latin America and the Caribbean.
28. The TEEB Phase III project was developed in the context of UN Environment's Medium-Term Strategy for 2014-2017 and was intended to contribute Expected Accomplishment C under the Ecosystem Management Subprogramme, namely "Services and benefits derived from ecosystems are integrated with development planning and accounting, particularly in relation to wider landscapes and seascapes and the implementation of biodiversity and ecosystem related MEAs". The project was intended to contribute in 2014 and 2015 towards the delivery of the 2014-2015 biennial Programme of Work output #332: "Biodiversity and ecosystem service values are assessed, demonstrated and communicated to strengthen decision-making by governments, businesses and consumers".
29. The project started in March 2014 and had an intended duration of 37 months to April 2017. The project was extended in a supplement dated April 2017 to June 2018, bringing the project duration to 51 months.
30. The original project budget, scheduled over the period 2014-2015, was US\$ 20 million of which US\$ 7,918,013 was identified as secured in the approved project document. The budget for 2014-2015 was modified in a November 2015 project document revision to US\$ 9,989,228, representing the funding that had been secured at that time². The budget was further modified in April 2017 to take account of US\$ 8,302,448 secured in late 2016 and early 2017, of which approximately US\$ 2 million was expected to be spent in the remaining project period. Reported expenditure to April 2017 was US\$ 10,371,397³.

² This figure included the ENRTP project budget minus 2012-2013 expenditure

³ Project document supplement of April 2017. Final data still pending

31. This is the first full evaluation of TEEB Phase III. It includes an extended case study on the national implementation work⁴ supported by the European Union through the Thematic Programme for Environment and Sustainable Management of Natural Resources including Energy (ENRTP). The national implementation work was also the subject of case study prepared in 2016 as part of a wider evaluation of the strategic cooperation agreements between UN Environment and the European Commission in the context of the ENRTP.
32. Earlier evaluations of interest in view of the long-term nature of the TEEB initiatives include i) the terminal evaluation of Phase II (Pritchard, 2011) and ii) an evaluation case study undertaken in early 2014 as part of the evaluation of the UN Environment Ecosystem Management Subprogramme (Varty et al., 2014).
33. The evaluation has two primary purposes ([Annex 2: Evaluation Terms of Reference](#)):
 - To provide evidence of results to meet accountability requirements, and
 - To promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and the main project partners.

2. Evaluation Methods

I. Purpose and Scope of the Evaluation

34. TEEB was established as an independent initiative that has been hosted by UNEP since 2008. TEEB has continued to develop in an adaptive manner during the period covered by the evaluation, under the overall guidance of the TEEB Advisory Board (TAB). The perspective on TEEB taken by this evaluation – as reflected in the evaluation purpose and strategic questions set out in the evaluation terms of reference – is that of TEEB as a contribution to the UNEP Programme of Work as defined in the Phase III project document.
35. The evaluation has two primary purposes ([Annex 2: Evaluation Terms of Reference](#)):
 - 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.
36. The strategic questions for the evaluation were:
 - a. To what extent was the project successful in increasing the capacity of countries and companies to incorporate natural capital into their policy and decision-making processes? (Reflecting achievement of project Outcome 1)
 - b. To what extent did TEEB lead to the identification and adoption of policy recommendations for integrating ecosystem services at country level? (Reflecting achievement of project Outcome 2)
 - c. To what extent did TEEB facilitate a dialogue with all sectors of society on the use of economic evidence of the value of biodiversity and ecosystem services in development planning? (Reflecting achievement of the ENRTP project Outcome)
 - d. To what extent did this lead to actual integration of biodiversity and ecosystem services valuation in development planning processes?

⁴ TEEB National Implementation: Reflecting the Value of Ecosystems and Biodiversity in Policymaking, 2012-2017

- e. To what extent was the project successful in streamlining its delivery and strengthening key partnerships with a view to increase its efficiency, likelihood of impact and sustainability?
37. Several interviewees indicated that they considered that the scope of the evaluation as defined in the terms of reference (and summarized in Paragraphs 35-14) was too narrow. The evaluation has touched on more strategic questions related to the governance and positioning of TEEB as an independent initiative but has not substantially addressed issues that are already on the agenda of the Board.
 38. The findings of the evaluation are presented in Section 5 of the report under eight main criteria, for which ratings are provided using on a four- or six-point scale. The ratings table in the conclusions includes ratings for a further set of factors affecting performance. These factors are not discussed in stand-alone sections but are addressed in the analyses presented under criteria A-H as appropriate.

II. Evaluation approach, methods and information sources

39. The evaluation was conducted under the overall responsibility of the Evaluation Office of UN Environment. It employed participatory approach with the project coordinator kept informed of progress throughout the evaluation and other project stakeholders provided with an opportunity to comment on the evaluation findings. The approach was guided by an evaluation matrix and stakeholder analysis developed during the project inception phase.
40. The findings of the Evaluation are based on the following:
 - a. A desk review of programme documents including deliverables, reports of consultative meetings, project documents, project documents and documentation related to extensions or revisions, and project reporting ([Annex 7: List of documents consulted](#));
 - b. Face to face meetings with TEEB Office in Geneva during the inception phase, and with staff of the UN Environment Ecosystems Division in Nairobi ([Annex 3: List of interviewees](#));
 - c. Visits to two countries (Tanzania and Bhutan) involved in the national implementation (ENRTP) project (See selection criteria in the related extended case study);
 - d. Telephone, skype and written interviews with core actors involved in project activities, actors involved in independent delivery of planned project activities; members of the TEEB governance and advisory bodies; relevant UN Environment staff and the wider TEEB community ([Annex 3: List of interviewees](#)).
41. Evaluation interviews followed a semi-structured format, with questions tailored to the role or interest of individual stakeholders in the project. Feedback from individuals is treated in an anonymous manner.
42. An extended case study on was undertaken on the EU-supported project entitled 'TEEB National Implementation: Reflecting the Value of Ecosystems and Biodiversity in Policymaking', frequently referred to as the ENRTP project ([Annex 6: Case Study](#)).
43. Evaluation findings and judgments have been based on sound evidence and analysis. Information has been triangulated (i.e. verified from different sources) to the extent possible and individual opinions are identified as such. Where appropriate, divergent or individual views are identified.
44. The evaluation was initiated in February 2017. The evaluation timeline was extended to accommodate final activities and reporting under the two sub-projects that formed an integral part of the Phase III project (Paragraph 54), as well as the extension of the project to June 2018. A first full draft was completed in October 2017 ([Annex 3: Evaluation Schedule](#)).

Evaluation Constraints

45. At a practical level, the evaluation was constrained by:
- The limited time available to review the large amount of applicable documentation relative to the time made available for the evaluation. Over 1,000 documents were made available to the evaluation consultants through file sharing and the TEEB website.
 - The need to accommodate project progress in 2017, with several aspects of the evaluation updated to take account of new developments in the preceding months (including completion of two constituent projects, mobilization of new funding and the move of the TEEB Office from the UN Environment Economy Division to the Ecosystems Division) and availability of updated finance data.
 - The limited response rate to i) the questionnaire sent to participants in the environmental economic accounting component of the project (three of six countries approached) and limited and ii) efforts to reach stakeholders in Liberia who participated in the national implementation work.

3. The Project

A. Context

46. The vision of The Economics of Ecosystems and Biodiversity (widely known within UN Environment and externally as 'TEEB') is for nature to be made economically visible and for society to become one that recognizes, measures, manages and economically rewards responsible stewardship of its natural capital.
47. The TEEB initiative set out to promote a better understanding of the value of ecosystem services and to offer economic tools that take proper account of this value. The initiative aimed to contribute to more effective policies for biodiversity conservation and for achieving the objectives of the Convention on Biological Diversity (CBD), notably in the context of the Strategic Plan for Biodiversity 2011-2020. (TEEB III Phase project document).
48. The TEEB Phase III project approach combined global normative work (tools and methodologies), studies on biomes and sectors, and application of the TEEB approach to policies in individual countries.
49. There were no specific external challenges identified in the project document, that did not specify the countries in which project activities would take place. In practice, work in several countries was disrupted to varying degrees by such challenges including notably the Ebola crisis in Liberia that delayed the national implementation project (See [Section 5C](#)).

B. Milestones and Key Dates in Design and Implementation

50. The TEEB initiative was launched in 2007 in response to the request of the G8+5 Environment Ministers to develop a global study on the economics of biodiversity loss. TEEB Phase III built on two previous phases of which the latter (Phase II) was hosted by UN Environment.
- Phase I (2007-2008) initiated work on a global study named "The Economics of Ecosystems and Biodiversity" (TEEB). The preliminary findings were presented as an Interim Report at a High-Level Segment of CBD COP-9 in Bonn, Germany in May 2008.
 - Phase II (2008-2012) responded to the call for additional analysis and for the production of a series of reports targeting specific end users. The resulting TEEB studies presented at CBD COP-10 in Nagoya, Japan (October 2010), were accompanied by a comprehensive

communications and outreach programme. Phase II was extended into early 2014 when the Phase III project formally started.

51. TEEB Phase III was intended to shift the emphasis of the TEEB initiative towards facilitation, network servicing and the provision of technical support to national and regional-level activities as well as business.
52. A first draft of the TEEB Phase III project document was submitted to the UN Environment Project Review Committee (PRC) in late 2013. The document was modified based on the advice of the PRC and a revised draft was approved in March 2014.
53. The intended duration of the TEEB Phase III project was 37 months from March 2014 to April 2017. The budget was initially presented over a two-year period (2014-2015) in line with the prevailing template for approval of Programme of Work projects within UN Environment.
54. The TEEB Phase III project incorporated two externally funded projects, both of which were already underway when the project document was approved:
 - The EU supported project, TEEB National Implementation: Reflecting the Value of Ecosystems and Biodiversity in Policymaking. The project started in October 2012, with an intended duration of 36 months. It has had three formal extensions, totalling 21 months, bringing the completion date to 30 June 2017.
 - The Norway supported Advancing Natural Capital Accounting (ANCA) project, with components on i) the System of Environmental-Economic Accounting (SEEA) Experimental Ecosystem Accounting (EEA) implemented in partnership with the United Nations Statistics Division and ii) TEEB for Business. The project contract was signed in December 2013 for an intended duration of 18 months. It has had three formal extensions, totalling 18 months, bringing the completion date to 31 December 2016 with final reporting due in June 2017.
55. There have been two internal project document revisions for the TEEB Phase III project. The November 2015 revision updated the project budget with introduction of new funding and a revised total budget. The April 2017 revision further updated the budget, incorporating funding approved in late 2016 and 2017, and extended the project duration to 51 months, for completion in June 2018. The revision also reports the move of the project in February 2017 from the Economy Division to the Ecosystems Division as part of the efforts to harmonize the environmental economics work in UN Environment, and the effective integration of the Ecosystem Services Economics (ESE) Unit with the UN Environment TEEB Office.
56. A new project document for work for follow on work in the context of UN Environment's Medium Term Strategy for 2018-2021 will be formulated in the second half of 2017.

C. Project Objectives and Components

57. The vision of The Economics of Ecosystems and Biodiversity (TEEB) is for nature to be made economically visible and for society to become one that recognizes, measures, manages and economically rewards responsible stewardship of its natural capital.
58. The objectives of the Project, are that 1) the capacity of countries and companies to incorporate natural capital into their policy and decision-making processes is increased and that 2) policy recommendations for integrating ecosystem services vital for sustainable development are identified and adopted in participating countries.
59. The project was formulated around three 'activity areas' that are linked and complement each other. The first activity area was focused on enhancing Natural Capital Accounting in the public and business spheres, the second area was concerned with deepening the analysis of specific sectors and biomes, and the third area was concerned with the facilitating TEEB country studies.

60. Table 1 outlines the outcomes and outputs of the TEEB III Project as set out in the project logical framework. The three project outputs are complementary and can be largely mapped onto the two project outcomes with outputs A and B contributing to outcome 1 and output C contributing largely to outcome 2⁵. The project document included a theory of change that incorporated the project outputs and outcomes (See Part 4).

Table 1. TEEB Phase III Outcomes and Outputs from the TEEB Phase III Project Logical Framework

Project Outcomes	Outputs
1. Increase the capacity of countries and companies to incorporate natural capital into their policy and decision-making processes	A. Sets of tools and methodologies to perform ecosystem accounts identified, developed and made available to countries and businesses B. Data on the economics of biodiversity and ecosystem services for critical biomes and sectors made available for countries
2. Policy recommendations for integrating ecosystem services vital for sustainable development identified and adopted in participating countries	C. Ways to 'work with nature' to meet specific policy priorities of a country identified

D. Target Areas / Groups

61. The TEEB Phase III project combines normative work such as development of tools and methodologies with implementation on the ground linked to national policy.
62. The stakeholder analysis in the project document places emphasis on the target groups for analysis and recommendations carried out under the national implementation activities (ENRTP, ANCA and associated national initiatives). Target groups included government decision-makers from the Ministry of the Environment and other ministries and agencies (Trade, Finance, Planning, Statistics) in partner countries; government negotiators involved in relevant bilateral, regional and international processes; and sub-national government representatives. Other in-country stakeholder groups will include local authorities, environmental NGOs, indigenous groups and local communities, women, academia and representatives from business.
63. A second target group identified in the project theory of change and in Output 1, though not strongly developed in the stakeholder analysis, is businesses. The project was expected to contribute to the programme of work output on Output #315 "Collaboration with the private sector through partnerships and pilot projects to integrate the ecosystem approach into sector strategies and operations is enhanced".
64. The project document places emphasis on outreach and consolidation of networks established in the earlier TEEB phases, reflecting the recommendations of the 2011 TEEB Phase II Evaluation (Paragraph 116).

E. Project Partners

65. Key project partners identified in the project document include internal (UN Environment) and external implementation partners for major project activities.

⁵ There are some exceptions. For example, the activity to develop a manual under Output C delivers on one of the milestones under Outcome 1.

Implementation Partners

66. The natural capital accounting work for countries was to be implemented in partnership with the United Nations Statistics Division (UN Stats) and the CBD Secretariat under the auspices of the UN Committee of Experts on Environmental-Economic Accounting (UNCEE). UN Stats led on implementation of activities at national level under project output A and the CBD Secretariat has continued to be involved in project events and through the TEEB governance bodies.
67. The natural capital accounting work for businesses was expected to involve collaboration with the Natural Capital Coalition (as the successor to TEEB for Business) and the World Business Council on Sustainable Development, as well as the UN Environment Finance Initiative, though their roles were not detailed in the project document. The Coalition was not involved as originally planned while the WBCSD delivered one background paper.
68. The ENRTP national implementation project has been implemented in collaboration with a relevant lead agency (typically Ministries or Offices responsible for Environment) in each of the countries as well as by subcontracted technical agencies.
69. TEEB Arctic has been led as planned by WWF Global Arctic Programme in liaison with UN Environment Regional Office for Europe and the Secretariat of the Arctic Council's Working Group on Conservation of Arctic Flora and Fauna (CAFF), with input from the TEEB office. Other UN environment units (GRID Arendal and the Regional Office for North America) were not as closely involved as envisaged.
70. Other implementation partners include UNOPS, which was contracted to provide technical and communications support to the project through provision of consultants and to facilitate contracting of the sector studies, and UNITAR, which was contracted to provide support for development of training materials.
71. The project document identifies various other parts of UN Environment that would provide support roles for the project including i) the Division for Environment Policy Implementation (now Ecosystems Division) that was to provide guidance on project implementation at both technical and policy levels in view of the close linkages between the project and the DEPI-led follow-up to the Millennium Ecosystem Assessment (MA); ii) the Division of Communication and Public Information (now, Communication Division) that, with regional offices, was to support communications, and regional offices; iii) Relevant Regional and Country Offices that were to provide advice to the Project based on regional/country-level experiences; iv) The Division for Early Warning and Assessment (now Science Division) that was to feed the results of its environmental assessment work into this project.
72. The project document further states that TEEB would strengthen synergies with WCMC managed SGA (Sub-Global Assessment) Network, Biodiversity Indicators Partnership and NBSAP Forum. The project also set out to liaise closely with UNEP Major Groups and Stakeholders Branch.

Governance and Oversight

73. Other stakeholders involved in delivery and oversight of the TEEB – as an independent initiative – are the members of the pre-exiting TEEB Advisory Board (TAB) who have been appointed either in their institutional capacity or as individual experts. Longstanding institutional collaborators including funding partners (European Commission, Government of Norway) and technical partners such as the World Conservation Monitoring Centre (WCMC) have been consulted on a regular basis through the Coordination Group.
74. TEEB Phase III has also been guided by a TEEBAgriFood Steering Committee of individual experts and representatives of relevant organizations which was established based on a November 2014 decision of the TAB and convened for the first time in July 2015.

F. Project Financing

75. The project budget in the approved Phase III Project document was US\$ 20 million. Secured extra budgetary funding identified in the approved project document from Trust Funds (EU funding) and other earmarked contributions (Switzerland and Norway) totalled US\$ 7,918,013. There was no envisaged contribution from the Environment Fund⁶ and unsecured funds thus totalled US\$ 12,081,987.
76. Funding from the EU (through the European Commission Directorate-General for International Cooperation and Development) and Norway was mobilized through separate project proposals that had been approved prior to the start of the TEEB Phase III project (Paragraph 54). Initial funding for TEEBAgriFood was provided (from 2014) by a group of largely US-based Foundations who are now collaborating under the umbrella of the Global Alliance for the Future of Food (GAFF). The group has provided in kind support to the project since 2016 through funds channelled through the New Ventures Fund, including employment of a Senior Advisor and Study Lead.
77. The project budget was revised in the November 2015 revision to USD 9,989,228 (a reduction of USD 10,010,772) based on funding secured by that date, though without any corresponding adjustment to the project results framework. It was increased in the April 2017 revision to US\$ 19,028,209 based on funding secured by that date though not all the new funding is expected to be used in the remaining (extended) project period.
78. Tables 2 and 3 provide an overview of project income and of cofinancing based on TEEB Project document revisions, updates to TAB including the November 2016 'balance sheet' and the TEEB Office. It has not been possible fully reconcile data from different documents, probably due to exchange rates and the total in the table differs to that provided in the latest project document revision (that does not include a breakdown of funding received prior to 2017).
79. A further EU Partnership Instrument project, Promoting biodiversity and sustainability in the agriculture and food sector through economic valuation, for TEEB implementation in Brazil, China, India, Indonesia, Malaysia, Mexico and Thailand is under development with an expected start date in the second quarter of 2018⁷.
80. The April 2017 revision indicates project expenditure of 10,371,397^{8&9}

⁶ The resource mobilization strategy indicates that some posts would be funded or partly funded through the Environment Fund

⁷ Commission Implementing Decision of 22.5.2017 on the 2017 Partnership Instrument Annual Action Programme; TEEB Office, pers. Comm.

⁸ There is some inconsistency in the budgets including in consideration of the ENRTP funding. The data provided in the April 2017 revisions is understood to include both income and expenditure on the ENRTP sub-project from late 2012 rather than from March 2014 when the TEEB Phase III project formally started.

⁹ Data for expenditure in 2017 is prefinal.

Table 2. Summary of Project Income, including income received in 2017

Funding Source	Project title Activity	Contribution (USD)	Start date	End date
National Implementation		4 595 840		
European Commission, DG Environment (ENV)	(ENRTP) Reflecting the Value of Ecosystems and Biodiversity in Policy-Making	4 000 000	Oct 12	June 2017
German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety	IKI Mexico: Mainstreaming Biodiversity into Mexico's Agriculture	595 840	2018	
Natural Capital Accounting		6 001 089		
Norwegian Agency for Development Cooperation (NORAD)	Advancing Natural Capital Accounting (ANCA)	4 893 555	Dec 2013	Dec 2016
European Commission, Partnership Instrument (EC-PI) via UN DESA	Natural Capital Accounting and Valuation of Ecosystem Services	1 117 434	July 2017	Nov 2018
TEEBAgriFood		2 546 739		
Gordon & Betty Moore Foundation	TEEB for Agriculture & Food	500 000	Jan 2015	Dec 2017
V. Kann Rasmussen Foundation	TEEB for Agriculture & Food	300 000	Mar 2015	June 2016
KR Foundation	TEEB for Agriculture & Food	218 239	July 2015	Dec 2017
European Commission, DG Development and Cooperation (DEVCO)	TEEBAgriFood in Africa: Assessing options to improve livelihoods	528 500	Jan 2017	Mar 2018
German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety	IKI TEEB Implementation: supporting biodiversity and climate friendly land management in agricultural landscapes	1 000 000	Feb 2017	Jan 2020
Core Funding through UN Environment		869 403		
Norway PCA - 2014-2015		137 363	Jan 2014	Dec 2016
Government of Sweden 2014 -2015		281 032	2014	
Government of Sweden 2017		270 000	2017	
Government of Switzerland - FOEN 2015		101 327	2015	
Government of Switzerland		112 007	2014	
Environment Fund		69 000	2015	
Total Cash Contributions		14 023 121		

Sources: TEEB Balance Sheet of November 2015; TEEB Office data for April 2017 Extension, TAB updates of July 2017; TEEB office pers.comm., Jan 2018

Table 3. Summary of Cofinancing

Cofinancing	Activity	Contribution (USD)	Start date	End date
Global Alliance for Food and Agriculture via New Ventures Fund	TEEBAgriFood Foundations including special advisor	992 000	Oct 2016	Dec 2017
McKnight Foundation via NVF	TEEBAgriFood Maize study	90 000	Mid-2015	
Christensen Fund via NVF	TEEBAgriFood Maize study	110 000	Mid-2015	
UN REDD	TEEBAgriFood Agro-forestry Study	Unknown	2014	
FAO	TEEBAgriFood Inland Fisheries Study	Unknown	2014	
WWF, UN Environment Regional Office for Europe, Arctic Council	TEEB Arctic Scoping Study Approx	170 000	Mid - 2014	Oct 2015

Sources: TEEB Office update to TAB; Project document and revisions; GAFF, WWF Arctic programme

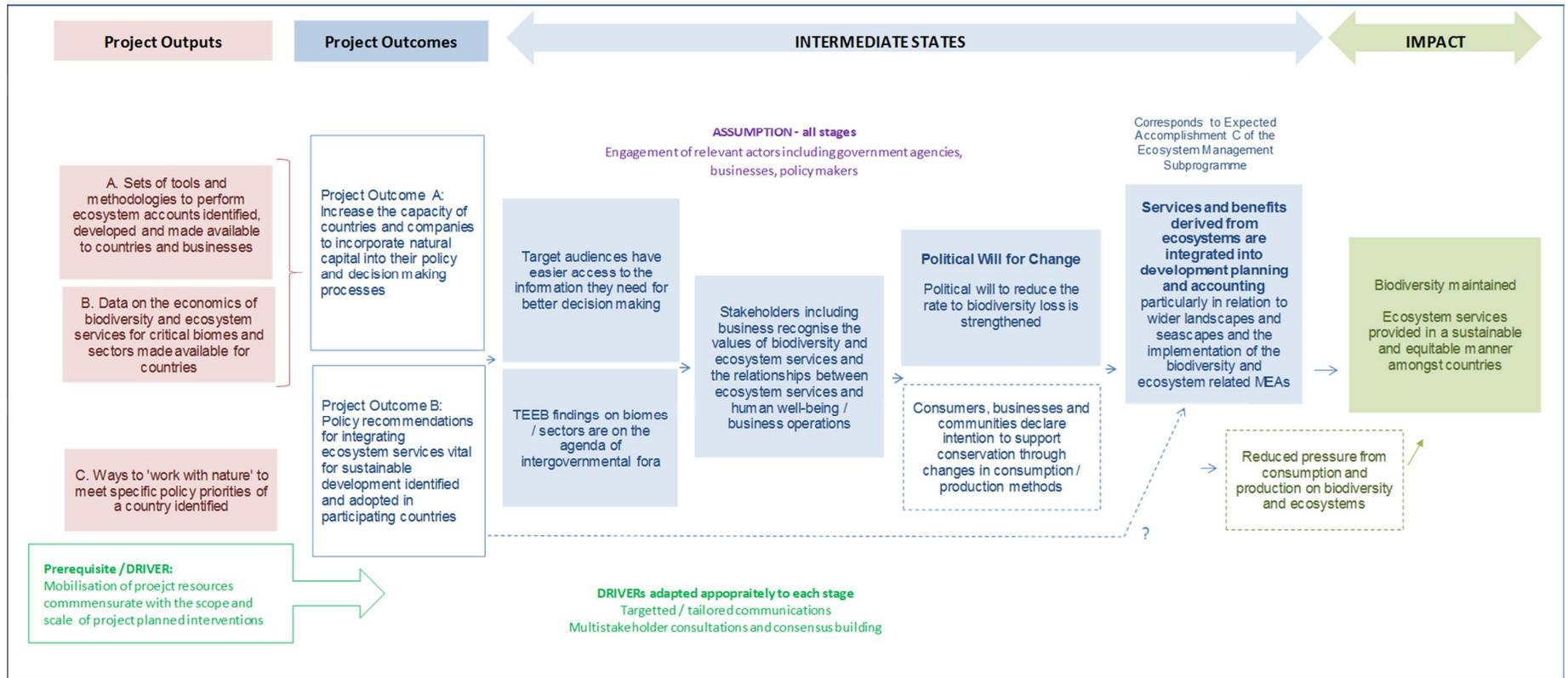
4. Theory of Change

81. The TEEB Phase III project document includes a theory of change leading from project activities through outputs, stated project outcomes, intermediate states and impact. The first steps in the theory of change echo the project logical framework, which includes the project outputs and outcomes (with associated indicators and targets), as well as output and outcome level milestones with expected delivery dates.
82. The first of the project outcomes is foundational in nature with related outputs building the know-how and capacity (output 1) as well as building the case using through data on the economics of biodiversity and ecosystem services (output 2) for countries and companies to incorporate natural capital into their policy and decision-making processes. The second project outcome on policy recommendations is not well specified with regard to the expected nature of policy recommendations.
83. The original theory of change included a sequence of intermediate states leading from i) communications and promotion to ii) uptake of project outputs, information and advice; iii) stakeholders understanding and recognizing the value of biodiversity and ecosystem services, iv) political will for change, including businesses and consumers, v) integration of ecosystem services and benefits associated into development planning and accounting, iv) better implementation of policies, and ultimately to the intended project impact (which was phrased as the objective of the UN Environment Ecosystem Management subprogramme).
84. The original theory of change underscored the importance of targeted communications in driving the change process, supported by development of mechanisms for learning and peer endorsement. The assumptions were formulated as general observations but did convey an understanding of the limited influence of the project (alone) in bringing about higher-level outcomes, which ultimately depend on the capacity and the actions of government, businesses and consumers.
85. This evaluation has developed a revised theory of change based on prevailing guidance from the UN Environment Evaluation Office (Figure 1). The project outcomes and outputs are the same as those in the original versions.

86. The 'intermediate states' have been split out to distinguish different target groups and fora (e.g. business and international fora) and an intermediate state related to communications (that was phrased as an activity) is now shown as a project driver.
87. Targeted actions at country level (project output C) served both as demonstration activities to inform the overall TEEB approach and as a direct vehicle for influencing policy change through recommendations in the countries concerned (outcome 2 and dotted pathway). The revised theory of change places similar emphasis to the original on the importance of communications and reinforcement of stakeholder engagement as drivers for evidence based policy change. It has identified resource mobilization as an additional driver in view of the limited funding available at the start of the project.
88. The change in project strategy during delivery has not substantially affected the theory of change in that the project activities continue to contribute to the original outputs and outcomes¹⁰, though the extent of project contributions in these areas differs to that envisaged at design (See [Effectiveness](#)). The dotted outline on the intermediate state related to support of consumers and businesses reflects that planned efforts to reach these audiences through sector studies were reoriented towards a series of 'feeder' or exploratory studies on in the agriculture and food sector.

¹⁰ This reflects the conceptual rather than practical nature of a theory of change for a largely normative project of this type

Figure 1. Simplified Theory of Change for the TEEB Phase III Project



5. Evaluation Findings

A. Strategic Relevance

89. The following paragraphs address four dimensions of relevance outlined in the evaluation terms of reference. They also touch on more strategic issues related to the positioning and scope of TEEB that emerged in evaluation interviews with board members and representatives of donor organisations.

Alignment to UN Environment's Medium Term Strategy and its programme of work

90. TEEB has continued during Phase III to function as an independent initiative under the overall guidance of TEEB Advisory Board. The UN Environment TEEB Phase III project provided a license for UN Environment to host TEEB and for this role to be endorsed as part of the Governing Council-approved, and later, UNEA-approved UN Environment Strategies and Programmes of Work.
91. The UN Environment TEEB Phase III project was developed in the context of UN Environment's Medium Term Strategy for 2014-2017 and its programme of work for the 2014-2015 biennium. It was intended to contribute to UN Environment's Subprogramme on Ecosystem Management and specifically to:
- i. Expected accomplishment C under the Ecosystem Management subprogramme set out in the Medium Term Strategy: "Services and benefits derived from ecosystems are integrated with development planning and accounting, particularly in relation to wider landscapes and seascapes and the implementation of biodiversity and ecosystem related MEAs", and,
 - ii. Programme of Work output #332: "Biodiversity and ecosystem service values are assessed, demonstrated and communicated to strengthen decision-making by governments, businesses and consumers".
92. The Phase III project document identified a secondary contribution, based on the projects' intended engagement with business, to Programme of Work output #315: "Collaboration with the private sector through partnerships and pilot projects to integrate the ecosystem approach into sector strategies and operations is enhanced".
93. The intended project impact was phrased as the objective of the Ecosystem Management Subprogramme, namely, "to promote transition to integrating the conservation and management of land, water and living resources to maintain biodiversity and provide ecosystem services sustainability and equitably amongst countries".
94. The project activities have been relevant to and are expected to make a longer-term contribution to the expected accomplishment. They have made a direct contribution to Programme of Work output #332 (including as modified in the 2016-2017 Programme of Work) for by informing the policy issues targeted through the national implementation pilots (Paragraph 166 and Case study).
95. The project contribution to the secondary output (#315) is less than expected as the agriculture exploratory studies have been mainly used to inform development of the TEEBAgriFood framework and study, rather than to reach businesses and consumers (See Effectiveness, paragraph 130).
96. The TEEB Phase III project received only a relatively small amount of discretionary funding from UN Environment¹¹ (through the Environment Fund and Trust Funds), an issue that

¹¹ Slightly under 10 percent of expenditure reported in the revision of April 2017

has led some Board members to question UN Environment's commitment to hosting TEEB.

Alignment to UN Environment/ Donor strategic priorities

97. The continued relevance of TEEB to global priorities, and associated UN Environment and donor interest was established in the project document based on i) the Convention of Biological Diversity's Strategic Plan for Biodiversity 2011-2020, and related Aichi Targets 2, 3, 11 and 14; ii the work programme of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) that identified a fast-track assessment of methodologies regarding "value, valuation and accounting of biodiversity and ecosystem services as a priority; the Rio+20 Outcome document ("The Future We Want") that requests development of a programme of work on the broader measures of progress and encourages the integration of sustainability information into the reporting cycle of companies; and the findings of the seventh Trondheim Conference on Biodiversity (May 2013) related to national and company accounting.
98. The continued relevance to UN Environment and its constituencies is evident in the adoption in May 2016 of the UNEA Resolution on Natural Capital Sustainable management of natural capital for sustainable development and poverty eradication, that "welcomes The UN Statistical Commission's work on SEEA and ecosystem accounts and invites Member States to incorporate information and knowledge on natural capital analyses into national accounts, development planning and decision-making, in order to improve the sustainable use of natural resources for sustainable development".
99. UNEP strategic priorities include the contribution to the Bali Strategic Plan for Technology Support and Capacity Building (BSP) and South-South Cooperation.
 - The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. The project has contributed in a general manner by strengthening capacity to comply with their commitments under CBD as well as informing national policy.
 - South South Cooperation is regarded as the exchange of resources, technology, and knowledge between developing countries. This was encouraged and facilitated in the project under the experimental ecosystem accounting components (convening of a forum of experts, regional training) and under the TEEB national implementation component through the international ENRTP workshop on the sidelines of the CBD COP13 in December 2016.
100. The project document includes a section on socio-economic issues and environmental safeguards, that addresses other cross cutting priorities for UN Environment: notably gender equity, consideration of concerns of indigenous peoples and rule of law. Gender analysis was noted to be an integral part of the TEEB '6-step' approach while consideration of the concerns of indigenous peoples was addressed in a more generic fashion based on the TEEB approach to stakeholder mobilization and engagement.
101. The TEEB Phase III assessments and studies (including EEA and national implementation work) have not had a direct effect on human rights or on gender equity. Some of the policy recommendations developed through the national implementation work could influence well-being of indigenous communities and to gender equity but it is not clear that these issues were fully addressed in the related assessments (See [Case study](#)). The Arctic scoping study made good efforts to consult with and address the interests of indigenous peoples. Their interests and concerns are substantially addressed in the resulting study and in related communications materials.

102. The ENRTP National Implementation project document places emphasis on contribution to the implementation of the Strategic Plan for Biodiversity 2011-2020 and the Aichi Biodiversity Targets. It identifies potential synergies with other EU supported work including the Poverty and Environment Initiative. The contribution to the EU priorities as set out in the ENRTP is further described in the [Case study](#).
103. The ANCA project document further highlights the recommendation of the United Nations Statistical Commission for testing the SEEA - Experimental Ecosystem Accounting in countries. The donor's decision to contract EEA related work through UN Environment was partly expedient (to facilitate contracting based on an established relationship) and also reflected the donor's desire (expressed in the project impacts statement) to ensure that biodiversity values would be integrated into national accounting systems. This is reflected to a limited extent in the project outputs.
104. The match between the project and donor interests is evidenced by i) the ongoing mobilization of resources during the project including notably for TEEB for Agriculture and food (TEEBAgriFood) and national implementation; and ii) through donors' participation in the TEEB Advisory Board and Coordination Group.
105. Several TEEB donors and TAB Members have emphasised the importance of keeping biodiversity at the centre of the TEEB approach. Several TAB members expressed concern that this focus has diminished in the context of the wider range of issues addressed by TEEBAgriFood. Strongly held and divergent opinions were expressed by interviewees regarding whether human health issues should be included in the TEEBAgriFood framework. Proponents argued that this was a necessary consideration as part of a system-wide approach to tackling prevailing issues in the food and agriculture sector, and would generate greater interest in the study results. Others argued that other organisations were already addressing health concerns related to food and agriculture and that UN Environment should be placing emphasis on ecosystems and biodiversity in line with its mandate and the brand and unique selling point of TEEB¹².

Relevance to regional, sub-regional and national environmental priorities

106. The overall relevance of the project to regional, sub-regional and national environmental priorities is reflected in the country driven nature of the global processes to which the project was intended to contribute ([See above](#)).
107. Selection criteria for participating counties included government interest and request for support, explicit alignment with national priorities and policies, and demonstrated country commitment to mainstreaming biodiversity concerns in national development (ENRTP) and national demand for mainstreaming /incorporating biodiversity values into policy making (ANCA).
108. The ENRTP-supported national implementation work was specifically designed to respond to policy issues identified in collaboration with national stakeholders, as step 1 in the TEEB '6 step' approach. The relevance of the studies undertaken at national level is apparent in the follow up actions envisaged in the stakeholder workshops organised in each country at the end of the project ([See case studies and sustainability](#)).
109. The three respondents to the questionnaire to lead agencies responsible for the EEA work (Indonesia, Mauritius, Vietnam) rated the initiative on advancing environmental-economic accounting as highly relevant in their national contexts. Six of the seven countries adopted an action plan for follow on actions to the national assessments.

¹² e.g. Message from the Chair to the TAB meeting in May 2017

110. At regional level, the TEEB for the Arctic work scoping study was developed under the auspices of the Conservation of Arctic Flora and Fauna working group (CAFF) of the Arctic Council as a response to a recommendation in the Arctic Biodiversity Assessment.

Complementarity with existing interventions

111. The project document identifies a range of initiatives and processes with links to TEEB spanning:
- i. Policy processes and platforms including the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES), the Sub-Global Assessment (SGA) Network and the update of National Biodiversity Strategies and Action Plans (NBSAPs) in the light of the 2011-2010 Strategic Plan for Biodiversity.
 - ii. Other initiatives linked to valuing or assessment of ecosystem services and biodiversity at national level including the World Bank initiative on Wealth Accounting and the Valuation of Ecosystem Services (WAVES), the GIZ coordinated Methods for integrating ecosystem services into policy, planning, and practice (ValuES) and the UNDP BIOFIN Biodiversity Finance Initiative.
 - iii. Other UN Environment initiatives including the green economy initiative and poverty and environment initiative.
112. TEEB activities remain broadly complementary with these activities though only limited efforts were made to coordinate directly with the actors and processes concerned.
- i. Several evaluation interviewees (TAB members and donors) emphasised the importance of coordination with IPBES and, to a lesser extent the SGA process. The project has not made specific efforts in these areas but the TEEB office is now actively participating in coordinated UN Environment discussions on indicators for the Sustainable Development Goals, under the umbrella of the Economy and Trade Branch.
 - ii. Collaboration with other valuation initiatives proved difficult at the global level and it was not possible to deliver the outcome 2 milestone related to preparation of a report describing TEEB implementation in the context of related initiatives. Good efforts to coordinate with related initiatives were made in the TEEB national implementation efforts in Mexico and through the ENRTP project (See [Case study](#)¹³). One interviewee highlighted the role TEEB has played and continues to play in shaping related initiatives, and noted that TEEB training materials are used by GIZ in its ValuES initiative.
 - iii. Coordination with other UN Environment Initiatives has been largely informal. Relevant UN Environment staff have been involved in the project governance bodies but the extensive support roles of other parts of UN Environment envisaged in the project document were not realized. The recent restructuring (Paragraph 55) is expected to facilitate links to other work under the Ecosystem Management Subprogramme.
113. The overall rating for relevance is 'Satisfactory', with the main weakness being in the limited engagement to date with complementary activities.

¹³ Paragraph 47

B. Quality of Project Design

114. A first draft of the project document was submitted to UN Environment's Project Review Committee in late 2013. The project document was revised based on the PRC's comments with the component on 'communication and outreach and servicing TEEB networks' substantially reduced and the activity on food and agriculture further specified based on a concept note prepared for the TEEB Advisory Board in early 2015. The revised draft was approved in March 2014.
115. The project document followed the prevailing (June 2013) UN Environment format. It specifically referred to and set out to address issues raised in the 2011 evaluation that were concerned with sustaining the results and impacts of TEEB beyond Phase II (Pritchard 2011), including i) further communication and outreach efforts to reach a broader audience, ii) provision of advisory services and capacity support, iii) extending the suite of targeted TEEB reports to other sectors and target groups, and iv) investment in servicing network connections.
116. The document clearly integrates the activities and intended results of two already-funded component projects on Advancing Natural Capital Accounting (ANCA), as output A, and national implementation (ENRTP), as part of output C (Paragraphs 129 and 149). Output B activities were based on detailed discussions with relevant partners and stakeholder groups, a separately-developed proposal for TEEB for Oceans, and guidance from the TAB.
117. The quality of project design was reviewed in the evaluation inception phase using a standard matrix that considered nature of external context, project preparation, strategic relevance, intended results and causality, logical framework and monitoring, governance and supervision arrangements, partnerships, learning, communication and outreach partnerships, and financial planning, efficiency, risk identification and safeguards, sustainability/replication and catalytic effects, and consideration of PRC identified project design weakness/gaps.
118. The overall rating for quality of project design, which also took account of the stand-alone 2012 ENRTP project document for national implementation work, was 'Satisfactory'. Weaknesses in the TEEB Phase III project document include an inadequate definition of outcome 2, with a lack of clarity as to what is intended by 'policy recommendations' and mismatch between the outcome level indicators and related output and activities. The project document included only a very limited stakeholder analysis, largely comprising a generic listing of government and other stakeholders to be targeted through national implementation activities (Paragraph 62). The main identified weakness in the ENRTP project document was the failure to identify target countries for the work and the limited situation analysis. Countries were listed in the revised TEEB Phase III project document at the request of PRC.
119. The budget for the project was ambitious, with less than forty percent of the total budget secured at the time of project approval (Paragraph 75). The project document included a resource mobilization strategy that identified gaps in funding for TEEB for Oceans & Coasts, TEEB for Agriculture & Food, co-financing for TEEB Country Studies included in the ENRTP portfolio, and TEEB Country Studies beyond the five to be supported through ENRTP. The strategy also anticipated UN Environment fund support for the TEEB Coordinator and two-part time support posts. In retrospect, the targets for resource mobilization in these areas during the original project timeframe were unrealistic generating a substantial risk for delivery of the expected results described in the project document
120. The rating for quality of project design is 'Satisfactory'.

C. Nature of the External Context

121. This criterion is primarily concerned with the implementation context in beneficiary countries. The following paragraphs include other factors outside the project's immediate control that affected implementation, with cross references where appropriate.
122. Project-supported activities were undertaken in Ecuador, Liberia, Tanzania, Bhutan and Philippines through the ENRTP national implementation project and in Bhutan, Chile, Indonesia, Mauritius, Mexico, South Africa, and Vietnam through the ANCA project. The TEEB Phase III and ENRTP project document did not identify any concerns in the national implementation context. The project risk analysis highlights project strategies intended to ensure stakeholder engagement.
123. External factors that emerged during implementation included the 2014 Ebola outbreak in Liberia, and earthquake in Ecuador (that affected availability of Ministry staff), and a change in government and associated reorganisation in Mauritius, which necessitated a redrafting of the national assessment report and has also altered the institutional landscape for follow up. Ecuador was deliberately selected as a pilot county in view of earlier criticism of the TEEB approach by the ALBA group of countries and initial progress was somewhat affected by stakeholder concerns about the commoditisation of nature.
124. Fundraising for the TEEB Phase III project proved more difficult than expected, with just under fifty percent of the original budget mobilized by November 2015 despite substantial fundraising efforts made by the TEEB Office. It was not possible to mobilize the envisaged funds for two major budget lines i) TEEB Oceans & Coasts, and ii) TEEB Implementation beyond the TEEB-ENRTP country portfolio. which had respective budgets of USD 6.65 million and USD 4.83 million¹⁴. The donor for the TEEB for the Baltic scoping study pulled out in early 2014.
125. The Global Alliance for the Future of Food (GAFF) agreed at a July 2014 donor meeting to match approximately USD 2.5 million of funding pledged by the European Commission for TEEBAgriFood. However, it has taken longer than expected to mobilize the EU funds and funding identified to date is necessarily restricted to activities and geographical areas that are appropriate under the funding instruments used. The slow mobilisation¹⁵ as well as restricted nature of funds led to i) the need to revise the timing and deliverables of the TEEBAgriFood component and ii) influenced a decision by the funding under the GAFF umbrella to channel the balance of their funding (after 2015) through the New Ventures Fund. At the same time, some of the earlier funding for TEEBAgriFood was required to be spent by a specified deadline (Table 2).
126. Finally, it should be noted that TEEB, as an independent initiative, has continued to be guided by the strategic advice of the TAB. The TEEB Office has assured accountability to approved project documents (ANCA, Government of Norway, US Foundations as well as the internal TEEB Phase III document).
127. The rating for the nature of the external context is 'Favourable'. However, it should be noted that the project was overambitious in view of the low proportion of funding secured at the time of approval.

¹⁴ Figures from of the 2013 (prefinal) TEEB Phase III project document

¹⁵ To put this in perspective, EC partnership instrument funding for follow on work on EEA was first discussed by the TAB in early 2014, an action fiche was under development by late 2014, and the funding agreement between the European Commission and UN Stats was signed in late 2016.

D. Effectiveness

128. The following paragraphs look at effectiveness of the project using the approved project document as a benchmark, including with reference to the planned project activities. The summaries below are complemented by summary, attached as [Annex 4](#), of delivery against the project outputs and outcomes with reference to the milestones and indicators set out in the TEEB Phase III logframe and that are used for monitoring in UN Environment's programme information and management system (PIMS).

III. Achievement of Outputs

Output A: Sets of tools and methodologies to perform ecosystem accounts identified, developed and made available to countries and business

129. The TEEB Phase III project document outlines seven activities for achievement of output A, mainly based on the longer set of activities planned under the Advancing Natural Capital Accounting (ANCA) project¹⁶. The TEEB Phase III activities had been largely delivered by mid-2017 and have been reported in the final report for the ANCA project and in updates to the TEEB Advisory Board.
130. The main deviation from planned activities was the decision to focus all six sector studies on the agriculture and food sector under activity 1.5, reflecting i) that 11 of the top 20 business sectors identified in the 2013 report on Natural Capital at Risk to Business and Investors were in the agriculture and food sector and ii) the increasing overall focus on TEEB AgriFood (See [Activity 2.3](#))¹⁷.
131. Activity 1.1 Strategy for testing the SEEA-Experimental Ecosystem Accounting: A draft of the Global Strategy for Advancing the SEEA Experimental Ecosystem Accounting (EEA) was discussed at the April 2015 Forum of Experts on SEEA Experimental Ecosystem Accounting, and an updated Implementation Strategy was agreed at the UN Statistical Commission at its 47th session in March 2016.
132. Activity 1.2 Guidance and training material providing practical guidance to countries on how to embark on SEEA-Experimental Ecosystem Accounting developed: The project produced a perspectives report on 'Capacity and Capability in the Context of Ecosystem Accounting' and developed nine technical guides that have been published on the TEEB website ('teebweb'). The TEEB Office commissioned a complementary guidance document "Experimental Biodiversity Accounting as a component of the System of Environmental-Economic Accounting Experimental Ecosystem Accounting (SEEA-EEA)" through WCMC. It was not possible in the project timeframe (see [Efficiency](#)) to complete planned e-learning modules in this area but the TEEB Office has allocated funds from its Government of Switzerland contribution to complete this work.
133. Activity 1.3 Forum of experts in ecosystem accounting established and meeting in person on a yearly basis: The Forum of Experts on SEEA-EEA, including representatives from 16 countries and a wide cross section of organizations, was established and met in New York in April 2015. The meeting provided input for the development of SEEA EEA Technical Recommendations. Regional workshops with focus on the experience of the pilot projects were organized for Asia and Latin America.
134. Activity 1.4 National assessments prepared for six pilot countries and national programmes of work prepared on how to advance the testing of the SEEA-Experimental

¹⁶ Activity 1.7 includes work under the ENRTP project

¹⁷ The TEEB Advisory Board minutes also reflect that TEEB distanced itself from the Natural Capital Coalition in early 2014 following its relocation from Singapore and asked the Coalition not to use 'TEEB' in its tagline.

Ecosystem Accounting: SEEA-EEA Assessments were undertaken by international consultants for seven countries (Bhutan, Indonesia, Mauritius, Mexico, South Africa, Vietnam, and Chile) and six action plans were finalized for publication in collaboration with national institutions and other stakeholders. The action plans set out further actions towards establishment of ecosystem accounts. Two further subnational studies (Land and Ecosystem Accounting in Kwa-Zulu Natal, National River Ecosystem Accounts) were produced for South Africa through SANBI, the South Africa National Biodiversity Institute. The action plan for Bhutan was developed with very limited input from national stakeholders and has not yet been presented at a national workshop.

135. Evaluation feedback on the process to develop plans was largely positive, with a minority of questionnaire respondents (not always the same) identifying shortcomings related to the time or resources available for national consultations or the quality of technical guidance, notably for operationalization of the plan. All respondents noted a moderate to significant effect on capacity development and national policy development, as well as slight to significant effects related to various aspects of institutional mainstreaming¹⁸ (See [Sustainability](#)).
136. A second phase of work on national ecosystem accounting was initiated in December 2016, through a European Commission Partnership Instrument project with the UN Statistics Division. The TEEB Office participated in inception workshops in Brazil and Mexico and in discussions with China, India and South Africa and a funding agreement for the TEEB work packages was signed with the UN Statistics Division in July 2017.
137. Activity 1.5 Assessments for six major 'externalities heavy' global business sectors (for instance, coal-fired power, cattle ranching, wheat, rice, fisheries, cement). The TEEB Phase III project commissioned three exploratory studies in the agriculture sector through UNOPS from 2014, covering livestock, palm oil and rice, all with the collaboration of Trucost. A fourth study on maize prepared by the Comisión Nacional para el Conocimiento y Uso de la Biodiversidad was funded by two private foundations through the New Ventures Fund, as part of their pledged support for TEEBAgriFood. Further studies on inland fisheries and agroforestry were led respectively by FAO and by the World Agroforestry Centre (funded through UN REDD), as in-kind contributions. The agroforestry, palm oil and inland fisheries reports have been completed and published on TEEB web.
138. Activity 1.6 Outreach & Communications strategy on Ecosystem Accounting: The project did not prepare a formal strategy related to ecosystem accounting but delivered substantial work on SEEA branding (logo, templates and so on). The project activities and products have been presented at a wide range of relevant events.
139. Activity 1.7 Training package with a focus on the TEEB 'approach': A set of training modules on TEEB spanning the rationale, process and conceptual framework for TEEB is available on the TEEB website. The TEEB Office contracted UNITAR to further develop training materials in early 2017 but these had not yet been completed at the time the evaluation was undertaken.
140. In summary, activities under output A have made an important contribution to accomplishment of the output particularly with regard to development of the methodological guidance at national level. The output indicator on providing practical guidance to countries on tools and methodologies to perform ecosystem accounting has been delivered with the main shortcoming being the limited development of communications and training materials. The output indicator on development of a

¹⁸ With an exception on one criterion; one respondent reported that there was not yet any provision for delivery of the action plan in its budget and indicated that further support in this area would be required

protocol for selecting and using tools and methods for corporate ecosystem accounting was delivered through the Natural Capital Protocol launched in 2016 and produced outside the scope of the TEEB Phase III project¹⁹. The three project milestones have been largely delivered ([Annex 4](#)).

Output B: Data on the economics of biodiversity and ecosystem services for critical biomes and sectors made available for countries

141. Output B was to be delivered through a set of four activities including relatively small activities on Water & Wetlands (2.1), and the Arctic (2.2), and more substantial activities on Agriculture and Food (2.3) and Oceans & Coasts (2.4). Funding sources were identified in the project document for just one of these activities (2.2).
142. Activity 2.1 Follow-up recommendations of the TEEB for Water & Wetlands report: Discussions were held with the Secretariat for the Ramsar Convention but work in this area did not proceed owing to lack of funding.
143. Activity 2.2 TEEB for the Arctic: A scoping report was prepared under the auspices of the Conservation of Arctic Flora and Fauna working group (CAFF) of the Arctic Council, in an initiative led by WWF's Arctic Programme and supported by the UN Environment Regional Office for Europe. The report is based on inputs of a workshop organized in May 2014 and responses to an online questionnaire. CAFF decided not to proceed with a full study, at least in part due to the cost of a study spanning the entire region. TEEB Office input included review of the study and communications including on the nature of ecosystem values, since consultations revealed that the concept of ecosystem valuation generated concerns about commoditization of nature amongst stakeholders including indigenous peoples.
144. Activity 2.3 TEEB for Agriculture & Food: The TEEB Advisory Board decided in March 2012 to develop a TEEB study on Agriculture & Food to provide a comprehensive audit of the 'eco-agri-food systems' complex. The work outlined in the TEEB Phase III proposal was based on a February 2014 concept note developed following a scoping workshop organized in Brussels on January 2014. The conceptual approach was further developed at expert workshop organized in September 2014 which included consideration of the draft exploratory or 'feeder' studies ([Activity 1.5](#))²⁰. A July 2014 funders workshop generated significant pledges of funding support but the project timeline, activities have had to be repeatedly revised in view of difficulties in mobilizing the funding in a timely manner (See Paragraphs [125](#) & [188](#)) and the number of planned deliverables has been scaled back.
145. TAB approved establishment of an Agriculture and Food Steering Committee in November 2014 and this convened for the first time in July 2015. The scope of the TEEBAgriFood initiative, evaluation framework, report outlines and approach to communications have been further developed through expert meetings organised in October 2015, (contributing to the preparation of the 2015 TEEB for Agriculture & Food Interim Report) and May 2016. Preparation of the Foundations report started in the third quarter of 2016 with a call for and selection of authors. The 1st and 2nd writers workshops

¹⁹ As reported in the 2017 TEEB Phase III Project Revision document

²⁰ The feeder studies were originally designed in the context of Activity 1.5. The TAB briefing of July 2017 notes that the studies informed development of the TEEBAgriFood evaluation framework but not are strongly aligned with the adopted Framework in that they either i) do not assess the full range of impacts (e.g. health or social dimensions) and/ or ii) do not look beyond production at processing and consumption.

were organised in February and June 2017 and the report is on track for completion in December 2017.

146. Two complementary initiatives started in 2017 based on proposals for earmarked funding: the IKI-supported TEEB Implementation: Supporting Biodiversity and Climate Friendly Land Management in Agricultural Landscapes and the EU-supported TEED AgriFood project that will support studies and assessment leading to publication of a TEEB AgriFood in Africa: Assessing options to improve livelihoods.
147. Activity 2.4 TEEB for the Oceans & Coasts: The work on Oceans and Coasts was to be led by the (now reorganized) Freshwater and Marine Ecosystems Branch in the Division of Policy Implementation (now the Ecosystems Division) that had developed a detailed concept for the work in 2013. The work did not proceed as planned due to failure to mobilize resources. The idea of a TEEB Oceans study was presented at several international events and there is significant interest in advancing this work which, along with agriculture, is frequently identified as one of two priority sectors warranting a full TEEB study.
148. There has been limited progress towards the output indicator with only one of four anticipated studies (Arctic) fully delivered as anticipated²¹. The TEEB AgriFood Foundations report is expected to be delivered the project is completed in mid-2018. The project delivered on three of the six output B milestones and partially delivered on two (Annex 4).

Output C: Ways to 'work with nature' to meet specific policy priorities of a country identified

149. The TEEB Phase III project document outlines three activities for achievement of output C, which incorporated activities planned under the national implementation (ENRTP) project.
150. Activity 3.1 Guidance for TEEB implementation at the national level: A Guidance Manual for TEEB Country Studies was developed by Helmholtz Centre for Environmental Research and other partners in 2013 as part of the ENRTP project (See Case Study), as a practical supplement to the earlier report on TEEB in National and International Policy Making. The guidance manual has been used to develop training materials for TEEB implementation (See Activity 1.7).
151. Activity 3.1 (and a related outcome 1 milestone) envisaged that the manual would be updated to updated incorporate lessons learned and case studies from Phase III national implementation efforts. Initial contacts were made with the Helmholtz Centre to update the manual in the first quarter of 2017. There is potential to deliver on this output in the remaining project period building on the experience of the five ENRTP supported studies and other TEEB implementation work as recommended in the case study.
152. Activity 3.2 TEEB Country Studies produced following the Guidance Manual: Five TEEB country studies were developed by technical partners in five countries through the ENRTP national implementation project in close collaboration with the TEEB office and in partnership with national agencies responsible for environment. The studies were guided by the TEEB 6-step approach and Guidance Manual, and were reviewed in national stakeholder workshops in the second quarter of 2017.
153. The TEEB Office supported UN Environment's Mexico Office from 2014 in delivery of a national project, The Economics of Ecosystems & Biodiversity for Mexico Initiative, led by the Ministry of the Environment and Natural Resources. The TEEB Office has a formal role

²¹ The exploratory studies under TEEB AgriFood are considered under output A

and dedicated funding from 2017 to support a follow-on IKI project, Mainstreaming Biodiversity into Mexico's Agriculture²². UNEP regional and national offices also provided input to TEEB initiatives in Georgia (led by WWF), and Brazil (led by the Ministry of Environment), both of which had involved the TEEB Office in earlier phases.

154. Apart from these initiatives, there has been less direct TEEB Office involvement to date in national implementation projects than originally envisaged²³. The TEEB office developed a decision tree to determine its response requests for support, with provision of substantial technical support depending on availability of resources.
155. Further TEEB national implementation work has been initiated in 2017 in Colombia, Kenya, Tanzania, and Thailand through the IKI-supported project, TEEB Implementation: supporting biodiversity and climate friendly land management in agricultural landscapes²⁴.
156. Activity 3.3 Expansion and servicing of TEEB networks: The activity on expansion and servicing of TEEB networks was not well defined but reflected a need to structure, maintain and service the network of TEEB experts, including in the context of TEEB inspired country studies. The activity underscores the secretariat role that the TEEB office plays for the wider TEEB initiative, over and above its responsibility for project delivery
157. The wider TEEB community has been well-served by a comprehensive website that includes information on all TEEB phase III activities and outputs as well as links to TEEB inspired work and associated initiatives. The TEEB website has an average of 15,000 active visits per month, while TEEB has over 11,000 followers on Twitter and over 7,000 Facebook fans²⁵.
158. Regarding expansion of networks, the TEEBAgriFood Community is now well established, with the TEEBAgriFood Steering Committee of individual experts and representatives of relevant organizations meetings regularly since July 2015 and meetings of experts and writers successfully convened. The TEEB Office, TEEBAgriFood Senior Advisor and Study Lead have aired the issues being addressed by the AgriFood study at a range of high profile events.
159. The TEEB office has also expended a significant effort in supporting and servicing the pre-existing TEEB governance bodies, including through organization of meetings and preparation of meeting documentation including sometimes detailed briefings on project activities.
 - The TEEB Advisory Board has met between two and six times each year, with face to face meetings organized to take advantage of TAB members presence at other events, and participation of other members facilitated through internet based conferencing.
 - TAB operations were formalised through development of Rules and Procedures in 2015 and by renewal of membership based on active participation. However, there are still some concerns about the opportunistic nature of some meetings (to take advantage of participation in events) and limited time for Board members to review documentation in advance of meetings. Efforts have been made in 2017 to streamline documentation and to highlight areas where Board decisions are required.

²² <https://www.international-climate-initiative.com/en/projects/projects/details/532/>

²³ The target number of countries for this activity was unclear but there was a significant budget allocation in the first draft of the project document

²⁴ <https://www.international-climate-initiative.com/en/projects/projects/details/533/>

²⁵ Data from ENRTP update to TAB of July 2017.

- The TEEB Coordination group includes UN Environment Staff, donors and technical partners and meets by teleconference approximately once per month. Minutes of the call reflect that the participants act as a sounding board for a wide range of day to day management issues and provide information on opportunities (e.g. events) and related initiatives. Interviewees strongly appreciated the meetings including as a means to keep track of activities (donors) and opportunities (partners). Some regretted that there is no formal documentation prepared as input for the meetings
160. The two output C indicators and four milestones have been largely delivered through the ENRTP country studies, with scoping and final workshops organised in each country and publication of the final studies anticipated ([Annex 4](#)).
161. The overall rating on delivery of outputs is 'Moderately Satisfactory', with the 'Satisfactory' rating on delivery of outputs A and C undermined by limited delivery of output B.

IV. Achievement of direct outcomes

162. The project logframe includes two indicators for achievement of each of the two project outcomes as well as two to four milestones that, in the TEEB phase III logframe, describe project deliverables based on project activities.

Project Outcome #1 - Increase the capacity of countries and companies to incorporate natural capital into their policy and decision-making processes

163. With regard to outcome 1 indicators:
- The project has contributed substantially to the first of these (number of governments that commit to piloting ecosystem accounts, with a target of 3 countries by the end of 2015) through the ANCA project. The six published action plans delivered under activity 1.4 were endorsed at national workshops and the questionnaire respondents (from three countries) indicated these plans have influenced planning, budgeting and or policy at the national level.
 - The project has not delivered directly on the second indicator (number of companies that agree to follow-up on findings of sector assessments), since it did not engage with companies (See Activity 1.5). The 2017 project revision indicates that it is not possible to assess how many companies changed their behaviour following the publication of the agroforestry, inland fisheries and palm oil studies²⁶.
164. The four outcome milestones describe project deliverables of project activities undertaken under outputs A and B (Revised guidance manual for national implementation, EEA strategy, TEEB for Agriculture & Food Synthesis report, TEEB for Oceans & Coasts published). Of these, only the EEA strategy has been completed to date. There is potential to deliver the revised guidance manual and TEEBAgriFood Foundations report during the remaining project period.
165. Moving beyond the logframe measures, the project has contributed substantially to advancing the EEA process at global level through creation of a forum, development of a global strategy and preparation of guidance documents. The national implementation studies in the five ENRTP countries as well as in Mexico have also contributed to national capacity to incorporate natural capital into their policy and decision-making processes in the policy areas addressed through the studies.

²⁶ Partners for some studies (e.g. Roundtable on Sustainable Palm Oil) do have direct contact with industry, while GAFF, as a partner in the TEEBAgriFood Component, has undertaken consulted with farm owners.

Project Outcome #2 - Policy recommendations for integrating ecosystem services vital for sustainable development identified and adopted in participating countries

166. With regard to outcome 2 indicators:

- Data on the first indicator (number of countries which explicitly refer to TEEB in their revised NBSAP, with a target to 10 countries by 2015), was to be derived from external sources and has not been collected. There were no direct project efforts related to NBSAPS and this evaluation did not find any evidence that countries have adopted TEEB as a systematic approach to biodiversity conservation as a result of the activities of this project.
- The project has contributed to the second indicator (number of national governments that finalise plans for TEEB implementation, with a target of 5 countries by the end of 2015) through the national implementation studies in the five ENRTP countries as well as in Mexico. Verbal commitments to pursue the policy recommendations identified through the country studies were made by relevant authorities²⁷ at the five final national workshops in May and June 2017 (See case study), with some commitments having a sector-wide implication. These commitments have not yet been formalised.

167. The project did not deliver on the first of the outcome milestones (Report describing TEEB implementation in the context of related initiatives (Paragraph 112 bullet ii), but did deliver the second (Country fact files).

168. The rating for delivery of outcomes, based on the indicators and milestones in the project logframe, is 'Moderately Satisfactory'.

V. Likelihood of impact

169. The intended project impact was phrased as the outcome statement of UN Environment's Ecosystem management programme, and is essentially concerned with maintenance of ecosystem services and biodiversity. The project theory of change identified two main avenues to contribute to this impact: i) integration of services and benefits derived from ecosystems into development planning, and ii) changes in consumption and production methods. Project efforts were channelled towards the first of these pathways.

170. There is a reasonable likelihood that national implementation activities will have an effect on development planning related to the policy issue of focus in the national studies, as reflected in commitments made at the final national workshops (Paragraph 166; Annex 4 & Case study), though in some cases the outcome appears more likely to be a compensation scheme than a direct intervention to prevent ecosystem degradation or biodiversity loss. These are important demonstration results but will not necessarily result in replication or mainstreaming at national level beyond the immediate sector of concern.

171. Given the foundational nature of the other project activities²⁸, the likelihood of impact, and impetus towards to the first intermediate outcomes in the theory of change (Target audiences have easier access to the information they need for better decision making; TEEB

²⁷ Ecuador Minister of Environment; Liberia Executive Director of Environment Protection Agency; Bhutan Minister of Agriculture; Executive Director of the Southern Agricultural Growth Corridor of Tanzania partnership. Philippines Reclamation Authority, Manila Bay Coordination Office and the Department of Natural Resources have established a Task Force.

²⁸ E.g. Capacity building, development of tools and guidance, action plans towards initiation of EEA

- findings on biomes/sectors are on the agenda of intergovernmental fora) is closely linked to the sustainability of the process, including at national level in the case of the EEA pilots.
172. The EEA process is now well established in that it is conducted under the auspices of the established United Nations Committee of Experts on Environmental-Economic Accounting (UNCEEA) and the UN Statistical Commission, that has adopted the EEA strategy developed through the project. Support for the process was further iterated in the 2016 UNEA Resolution (Paragraph 98).
 173. The TEEB implementation process lacks such an institutional framework. However, the interest in and demand for TEEB related support remains strong. Revised country guidance (Paragraphs 150 & 151; Case study) would allow the TEEB Phase III experience to inform the wider community of practice on TEEB-related activities. Looking ahead the TEEBAgriFood Foundations document, like the original TEEB study, can be expected to generate considerable interest when launched and has good potential to attract attention at intergovernmental fora.
 174. The TEEB Phase III theory of change places emphasis on communications as a driver to generate recognition of biodiversity and ecosystem values and, in part through stakeholder demand, to generate political will for change²⁹. Follow up of progress at national level would be of interest to determine whether drivers and assumptions have been adequately identified (See Paragraph 210 and related recommendation).
 175. The likelihood of impact is rated as 'Likely' based on ongoing work and commitment through UN Environment, UN Stats, and the wider TEEB community.

E. Financial Management

176. Evaluation of financial management is based on three broad themes: i) completeness of financial information, ii) communication between financial and project management staff and iii) compliance with financial management standards and procedures. The analysis below is complemented by information and ratings on financial management that is presented using a standard template from the evaluation terms of reference, addressing financial management across the life of the project and financial information provided during the evaluation (Annex 5).
177. Annex 5 also provides an overview of income and expenditure, including cofinancing according to the main principal project components.
178. Financial management for most of the period covered by the evaluation has been supported by a fund management officer (FMO) in the Economy and Trade Branch and by a part time finance assistant in the TEEB Office³⁰.
179. There is no systematic tracking of expenditure for the TEEB Phase III project as a whole, but expenditure is tracked for each subproject and grant allocation. Regarding completeness of financial information, the TEEB Office has tracked income for the TEEB Phase II projects and has been reporting to the TEEB Advisory Board on an occasional basis and in response to requests. The TEEB Office has liaised closely with the New Ventures Fund (NVF) regarding allocation for TEEBAgriFood activities co-financed through the group of US Foundations.

²⁹ Training on communications was provided to and strongly appreciated by the lead agencies involved in the national implementation work (See case study)

³⁰ With a gap of some months after the initial incumbent changed post

180. The information on expenditure used in this report is based on the summary prepared as a late contribution to the April 2017 project document extension³¹. The quality and timeliness of UN Environment data on expenditure has been affected by the 2015 introduction of Umoja, a UN Secretariat-wide enterprise resource planning system³². Planning for the final stages of the national implementation (ENRTP) project was affected by timeliness of information on the available project balance for 2017, with the project team made aware of a substantial project balance only in the remaining five months of the project. Data on cofinancing for TEEBAgriFood and TEEB for the Arctic activities was provided respectively by the Global Alliance for the Future of Food and the WWF Arctic Programme.
181. Communications between the TEEB Office and the FMO have been maintained although responsiveness was affected by the backlog of work generated by the introduction of Umoja and exacerbated by the extended absence of the Fund Management Officer following an accident in 2016. Timeliness of operations has also been affected by the need to seek senior approval for some actions (beyond branch level) and by poor responsiveness of support staff in the UN Office in Nairobi that supports all financial operations for UN Environment.
182. With regard to compliance, the TEEB Office has provided financial reporting to donors according to contractual agreements or as otherwise agreed. Available reports are clear but not always detailed. Project extension requests and approvals for the ANCA and ENRTP project are well documented.
183. Outward contracting of major studies as well as recruitment of consultants has been facilitated through UNOPS with appropriate procurement procedures (recruitment procedures and calls for proposals) and selection of key positions was undertaken according to guidance from the TAB (e.g. TEEBAgriFood study lead). The contract was extended repeatedly and the budget increased to accommodate extension of consultant contracts to accommodate new activities. Available reporting based on outgoing agreements has been timely and in line with requirements.
184. The timing for many outgoing assignments proved ambitious, in part due to delays in transfer of funding, and contracts with the UN Statistics Division and with national partners for the ENRTP national implementation studies were extended repeatedly (Paragraph 187). There were some gaps in 2015 and 2016 between expiry of agreements and issuance of new agreements³³. This has generated a potential compliance issue where contractors continued activities and expenditure in a period not covered by a current agreement³⁴. In the evaluators' opinion, any such activities and expenditures reflect the goodwill and desire of agreement recipients to maintain momentum and deliver project activities in as timely a manner as possible. There is no indication that partners were informed that activities should be put in hold while contract extensions were being processed.

³¹ Exceptionally, the Revision document of April 2017 was approved without inclusion of financial information that was not yet available. This was subsequently prepared by the TEEB finance assistant and new FMO in the Ecosystems Division.

³² Migration to Umoja was associated with (initial) loss of data integrity leading to some accounts being frozen, as well as with changes in workflows, some of which have had to be revised, and the need for staff to master the new system.

³³ In one extreme case, the last agreement between UNDS and UN Environment was signed 11 months after the expiry of the previous agreement, and two months before the completion date for the project.

³⁴ In the case of UN Stats, the implementing unit was authorized internally to incur costs in the absence of a UN-UN agreement, following confirmation on the approval of an extension to the parent agreement between the project donor to UN Environment.

185. Slow administration, primarily associated with delays in contracting and payments, contributed to the decision by the foundations who pledged to support TEEBAgriFood to disburse their funding through the New Ventures Fund, which has been able to administer funds in a more efficient manner. It has also added weight to the suggestion in 2016 to establish an independent TEEB Foundation (Paragraph 219) that could work in a more efficient and flexible manner than UN Environment.
186. The rating for financial management is 'Moderately Unsatisfactory', based on the above analysis as well as ratings provided in the table in Annex 6. The rating reflects the failure to mobilise funds for several planned activities under Output 2 as well as the substantial disruption to project operations caused by the transition to Umoja.

F. Efficiency

I. Timeliness

187. The TEEB Phase III project was originally intended to run for 37 months to April 2017 and has been extended by 14 months (Paragraph 31, 55). Of the two original sub-projects:
- The ENRTP national implementation project was expected to be completed in October 2015 and has had three formal extensions, totalling 21 months, bringing the completion date to 30 June 2017. Agreements with national partners were also extended repeatedly. Reasons for the delay include overambitious planning, particularly with regard to inception activities at country level, and delays in delivery at country level including owing to late transfer of funds. Further details are provided in the [case study](#).
 - The ANCA project was expected to be completed in June 2015 and has had three formal extensions, totalling 18 months, bringing the completion date to 31 December 2016 (with final reporting due in June 2017). A request for fourth extension was rejected. The delays reflect i) very ambitious planning, with an original delivery period of three years reduced to 18 months in order to meet the donor requirement related to the applicable funding instrument, and ii) administrative delays resulting from introduction of Umoja, which in led to funds on the project account being frozen for several months. The delays presented significant operational difficulties for UN Stats due to timing uncertainties as well as the departure of staff hired for the project at the end of the planned project period. Some planned activities were not delivered (e.g. final project workshop in Bhutan) or completed (training materials) prior to completion of the ANCA project.
188. The timeliness of other project activities, notably TEEBAgriFood, has been constrained by the availability and timing of funding. Uncertainty regarding the timing of funding pledged by the European Commission³⁵, and restrictions on the use of the grants, combined with time limits of the use of some of the earlier funding, necessitated a repeated redesign of TEEBAgriFood activities. It also generated disappointment amongst other donors, at least one of whom felt misled by the initial presentation of the funding commitment from the European Commission. The donors' dissatisfaction with arrangements, exacerbated by annoyance with UN Environment's bureaucracy and operational inflexibility, led to later funding through GAFF being channelled through the New Ventures Fund (NVF) (Paragraph 76). On the plus side, the delays experienced by TEEBAgriFood allowed time

³⁵ To put this delay and related expectations in perspective, follow on funding to UN Stats for work on EEA through the EU Partnership Initiative was first mentioned to the TAB in early 2014 and the agreement signed with UNSD only in late 2016,

for the consolidation of the TEEBAgriFood community including the Steering Group and the network of experts and writers.

189. The TEEB Office has made a remarkable effort during first months of 2017 to ensure the timely launch of new initiatives based on funding agreements signed in late 2016 and early 2017, as well as completion of the ENRTP and ANCA projects, amidst organisational restructuring. The TEEBAgriFood team is also on track to complete the Foundations report by December 2017 according to the workplan established in late 2016.

II. Cost Effectiveness of Project Execution

190. The TEEB Office delivers a wide range of functions with a small core staff and very limited access to flexible funding. These include project coordination and resource mobilisation in the context of the TEEB Phase III project and UN Environment programme of work (a role more akin to programme coordination); project delivery, including for two large externally funded projects during the period covered by the evaluation; secretariat services to TEEB as an independent initiative, including servicing of the TEEB governance bodies; and limited provision of advisory services.
191. The TEEB Office has been thinly staffed throughout the project period with just two full-time staff members, the TEEB Coordinator and a programme officer, reduced to one following the departure of the programme officer in mid-2015. The Office has benefited from the support of four long-term consultants³⁶ whose experience and professional commitment (in the face of multiple and sometimes short-term contracts including through UNOPS and UNITAR) has been vital for the effectiveness and continuity of project delivery. TEEBAgriFood is similarly led by two senior consultants who are currently employed on a part-time basis through the NVF.
192. While arguably cost effective, this personnel situation is not considered sustainable either in terms of the breadth of responsibilities placed on such a small team nor in terms of the risk presented by the possible departure of consultants for more secure employment opportunities. At a more practical level, the contribution of consultants has sometimes been constrained by administrative regulations limiting their activities, including notably in relation to travel, and consultants are not able to substitute for staff in formal management roles.
193. The team has been strengthened following the integration of TEEB and the Ecosystem Services Economics (ESE) unit in February 2017, with addition of two staff positions within the ESE unit (a Programme Officer and Administrative Assistant) funded through the Environment Fund and further recruitments anticipated. The TEEBAgriFood Report Director is also funded through the Environment Fund.
194. The TEEB initiative and TEEB Phase III project have benefited from the experience, public profiles and networks of its senior personnel which has enabled TEEB to reach out to leading experts for its work in emerging areas, notably TEEBAgriFood, and facilitated TEEB representation at a wide range of events.
195. The TEEB initiative and project have similarly benefited from the technical academic and policy expertise and perspectives of the members of the TEEB advisory bodies, who provide their inputs on a voluntary basis or with the support of their host organizations.
196. TEEB continues to benefit from the 'in kind' support of its board and steering committee members including for costs of participation in meetings. The advisory board and

³⁶ Two consultants focused on country implementation and development of learning materials, one focused on the TEEBAgriFood initiative and support to TEEB Governance bodies, and one on communications

steering committee meetings are demanding in terms of preparation and the efforts of the TEEB Office in this regard were strongly appreciated. However, several Board members expressed concerns that the sometimes-opportunistic nature of meetings and consequent late submission of detailed briefings meant they or others had insufficient time to prepare their input for meetings. Others indicated that their input should be at a strategic rather than managerial level. The operations of the TAB were somewhat streamlined during 2016 and 2017 under the guidance of the outgoing Chair and areas requiring Board input are now clearly identified in meeting documentation.

197. The issue of TAB travel costs has proved quite divisive in a context where some members are unable to undertake representational roles for TEEB or even to participate in person in TAB meetings unless these are organised alongside another meeting where they are already present³⁷. The question of compensating travel costs for participation in the TEEBAgriFood Steering Committee meetings was also raised at a recent meeting.
198. The project has successfully mobilized the support of a wide range of experts, organizations and stakeholders in its work at national level (EEA and country implementation) as well as in development of guidance documents and of the TEEBAgriFood framework and reports.
199. Finally, with regard to internal coordination, there are some good examples of working with UN Environment offices, including the offices for Europe (in the context of the Arctic), Mexico, and Ecuador (See [Case Study](#)). Part of the 2017 TEEB budget under the Ecosystem Management Subprogramme has been allocated for regional office support. However, it is unlikely to be practicable to replicate the level of technical expertise required to support TEEB implementation in at regional and national level in UN Environment, even with the expansion of implementation projects.
200. The overall rating of efficiency is 'Moderately Satisfactory', with serious issues affecting timeliness offset by strong efforts to engage and expand expertise in support of the project.

G. Monitoring and Reporting

I. Project Reporting

201. Project reporting has included i) periodic updates on UN Environment's centralised Project Information Management System (PIMS), ii) annual reports to the European Commission on the ENRTP project and other donor reports according to contractual requirement or as otherwise agreed and iii) regular and often detailed updates to the TEEB Advisory Board and TEEBAgriFood Steering Committee. Verbal updates have been provided to the Coordination Group and to the group of donors working under the umbrella of GAFF.
202. Narrative reporting on PIMS is detailed, frank, and has been updated at six-month intervals in line with requirements but there were some weaknesses with reporting against milestones and indicators (See monitoring implementation).
203. Regarding donor reporting, substantial reports were prepared for the ENRTP project based on the template developed for reporting of projects under the strategic cooperation agreement. A detailed report on the ANCA project was prepared after one year, at which point most of the project funding had been programmed (through agreements with UN Stats and UNOPS). Further brief updates were provided in the context of requests for project extension and a terminal report was under completion in July 2017. Brief reports

³⁷ Some participation costs were covered through NVF in 2016. However, one donor expressed concern that the budget allocations were not foreseen and excessive.

were prepared for the US group of foundations with correspondence indicating they agreed to a combined report.

204. The TEEB Office has provided periodic updates on each of the main project components (Natural Capital Accounting, TEEBAgriFood and National Implementation) to the Advisory Board and more recently the TEEBAgriFood Steering Group, with in advance of meetings. This together with the coordination group discussions has engendered a strong culture of self-evaluation and adaptive management, that is reflected in meeting documentation and minutes.

II. Monitoring Design and Budgeting

205. The TEEB Phase III project document included a monitoring plan that anticipated six-monthly reporting against milestones and indicators, a mid-term self-evaluation, and a final project report. It identified a number of 'monitoring requirements' per activity based on timely delivery of outputs though timing was not specified. The monitoring framework was updated in the April 2017 project document revision to include milestones for the 2016-2017 biennium and these have been added to the monitoring template in PIMS.
206. There is no evidence of a budget having been allocated for monitoring, but the project document does include reference to a budget for a final evaluation that was expected to assess progress based on the indicators identified in the project logframe.
207. The output level indicators in the project logframe are SMART³⁸. They describe specific project deliverables and are readily tracked without the need for a dedicated budget. The indicators are outcome level are more subjective in nature with considerable scope for different interpretation of 'what counts'. They do not fully capture progress at the outcome level in view of the limited focus on results at national (or company) level (See [Effectiveness/ Outcomes](#)). The indicator describing reference to TEEB in NBSAPs was not clearly associated with project interventions.

III. Monitoring Implementation

208. The project has monitored its progress against indicators and milestones as evidenced by the regular reporting in PIMS. However, a review of data on PIMS in early 2017 indicated that reporting against indicators and on delivery of project milestones gave an unduly positive account of project progress. This appears to have been unintentional³⁹. Updates made in July 2017 describe project progress more accurately, though some milestones are categorised as attained while this evaluation rates them as only partially attained ([Annex 4](#)).
209. The information on PIMS has been supplemented by more detailed and reflective reporting to the project advisory bodies though this does not refer explicitly to the project monitoring framework. The project document revision of April 2017 provided accurate data⁴⁰. Indicators at outcome level based on uptake of project results at country level have been tracked insofar as they have been delivered during the life of the project. The indicator on reference to TEEB in NBSAPs was not tracked.

³⁸ Specific, Measurable, Achievable, Results-oriented and Time-bound

³⁹ Two systematic issues are: i) The PIMS field for reporting against indicators was changed during the project period from interval-based to cumulative reporting of progress against indicators but continued to sum the (correctly reported) cumulative counts leading to an incorrect total; ii) several partially delivery milestones were indicated as attained; this may be an artefact of the date field.

⁴⁰ It differs to data presented in this report in that it counts the ENRTP country studies as deliverables against output 1. While a case can be made for their contribution, reporting then overlaps with output 3.

210. The TEEB national implementation projects have frequently been referred to as ‘proof of concept’ and the verbal commitments to follow up are promising in terms of demonstrating the potential for TEEB studies inform and influence decision making (Paragraph 170). As TEEB continues to be rolled out at country level, it would be of strong interest to continue to monitor the uptake of study recommendations and or related commitments in the ENRTP countries and to identify key constraints or drivers that contribute to changes in policy or practice resulting from of the studies.
211. The overall rating on monitoring and reporting is ‘Moderately Satisfactory’.

H. Sustainability

212. The following paragraphs address three dimensions of sustainability, which is concerned with the probability of direct outcomes being maintained and developed after the close of the intervention.

I. Socio-political Sustainability

213. In general, prospects for follow up to country level activities (TEEB implementation) are good with verbal commitments to follow up expressed by heads of relevant institutions at the final ENRTP-country study workshops and a high level of ownership of results (See Paragraph 166, Annex 4 and ENRTP [case study](#)).
214. Prospects are also good for follow up to the EEA process at national level, with all three countries responding to the questionnaire that actions set out in the EEA plans will influence planning and/or budgeting. However, focal points from two countries contacted during the evaluation indicated that there was limited ownership of the EEA process or action plan due to insufficient engagement of national experts or institutions⁴¹. Other possible constraints identified at national level include a need for further technical or financial support, staff turnover, and institutional reorganisation.
215. The project worked successfully in two contexts where concerns had been expressed or were expressed regarding the TEEB approach. (Paragraph 123, 143). Nevertheless, TEEB and related approaches remain a polarizing issue in many circles, including in the environment community, and are frequently misrepresented as focussing purely on monetary values.
216. The rating for socio political sustainability is ‘Likely’ based on prospects for follow up to country level activities.

II. Financial Sustainability

217. There is insufficient information to determine whether financial sustainability will be a concern for follow up at country level but ownership of results is strong. Proposed follow up to the TEEB studies was based on the case for action made through the studies, but may require further up-front investment. One EEA focal point indicated that additional financial support would be required for the EEA action plan to be implemented.
218. The TEEB office and US Stats have mobilised substantial funding for follow on work that will allow for work to be consolidated in some countries (e.g. EEA work in South Africa and Mexico, TEEB implementation Mexico and Tanzania) and for the further development and roll out of national implementation approaches.
219. There are ongoing concerns related to funding of TEEB Office support services including the secretariat function for the wider TEEB initiative (support to governance bodies,

⁴¹ Preparation of plans and assessments for four countries was led by international experts while national institutions were contracted in three countries with more advanced EEA proposals

network and partnership development, communications) and technical advisory services for TEEB implementation in response to country demand. Board members have repeatedly expressed disappointment regarding the limited financial support received from UN Environment for the Secretariat function and this fuelled arguments that TEEB may be better served through a 'TEEB Foundation' (See [Institutional Sustainability](#)).

220. The rating for financial sustainability is 'Likely' based on successful resource mobilization for further TEEB and related EEA work.

III. Institutional Sustainability

221. The global institutional framework for SEEA EEA is well established. Activities in this project have been conducted under the auspices of the established United Nations Committee of Experts on Environmental-Economic Accounting (UNCEEA) and the UN Statistical Commission that adopted the EEA strategy developed through the project at its 47th meeting in March 2016. Ongoing work is integrated into the UN Statistics work programme. The approach itself, and implicitly the engagement of UN Environment, was endorsed in a 2016 UNEA Resolution (Paragraph 98).
222. The institutional framework for TEEB itself is less well defined despite its clear relevance, including in the context of the Convention on Biodiversity and Aichi Targets. One provocative question raised by an interviewee was that of, 'Who actually owns TEEB? Who's in charge?'
223. UN Environment has hosted TEEB as an independent initiative governed by a Board, since 2009, and its hosting of TEEB and support for the TEEB approach are embedded in its approved programmes or work (Paragraph 91). TAB meetings minutes and evaluation interviews reveal some disappointment in this arrangement stemming from the low level of financial support provided by UN Environment (paragraph 170) including an inability to cover costs of board meetings. This was strongly exacerbated by the administrative problems experienced during the transition to Umoja from mid-2015 and related operational repercussions and triggered a proposal in late 2016 to consider establishment of a separate or parallel structure (a 'TEEB Foundation').
224. The cofinancing through NVF has eased the situation regarding timeliness of contracting and payments. The arrangement has worked well in view of close collaboration with the TEEB Office, including through weekly management calls, and with the oversight of the TEEB AgriFood Steering Committee. However, with TEEB staff and consultants currently contracted and funds managed through both UN Environment and NVF, there has been an effective fragmentation of management arrangements. This has not presented any major issues but the current arrangement presents some risks.
225. There have also been some concerns expressed with the functioning of the TEEB Advisory Board including i) general concerns regarding the organization of meetings (Paragraphs 159 & 196), and ii) occasional concerns as to whether the Board's advice is always followed.
226. A strong majority of Board members favoured continued UN Environment hosting of TEEB, reflecting variously their appreciation for the interest shown by senior management, the mandate and associated reach of UN Environment, and at a more pragmatic level the need for an established organisational host to facilitate fundraising and the hard work of the TEEB Office. UN Environment reaffirmed its commitment to TEEB in 2017 with its Executive Director accepting the role of TEEB Chair and Board Members were involved in discussions regarding the move of the TEEB Office to the Ecosystems Division (Paragraph 33).

227. The rating for institutional sustainability is 'Likely' based on the established institutional framework and UN Stats support for EEA and re-confirmed UN Environment hosting arrangements for the TEEB Office.
228. The overall rating for sustainability is 'Likely'. However, the evaluation has identified issues that need to be resolved during the concluding months of TEEB Phase III or preparation of TEEB Phase IV. These are taken up in recommendations.

6. Conclusions and Recommendations

A. Conclusions

229. The evaluation of TEEB Phase III project covers the period from March 2014 to June 2017. The benchmark for the evaluation is the approved UN Environment Project document that served to anchor UN Environment's support to TEEB, as an independent initiative, in the UN Environment Programme of Work. The project encompassed two large subprojects - the Advancing Natural Capital Accounting (ANCA) project funded by the government of Norway, completed in December 2016 and the TEEB national implementation project funded by the European Union, that was completed in June 2017 and is addressed in an extended case study. The TEEB Phase III project was extended by 14 months, in April 2017, to June 2018 and there are good prospects for delivery on a number of outstanding project milestones as well as the new milestones set out in the project revision.
230. The following paragraphs reflect the key questions set out in the evaluation terms of reference, that are concerned with the extent to which the project has delivered on the planned two outcomes, the extent to which this led to integration of biodiversity and ecosystem services valuation in development planning processes; and with streamlining of TEEB delivery and strengthening of key partnerships (Paragraph 36).
231. The first of the project outcomes was concerned with strengthening capacity of countries and companies to incorporate natural capital into their policy and decision-making processes. The project has not contributed directly to capacity of companies but has contributed to capacity development at country level, particularly in national statistics offices, through work on experimental ecosystem accounting led by the UN Statistics Division in collaboration with national statistics offices. Achievements include the development and approval of six national plans setting out actions towards adoption of ecosystem accounts, preparation of an EEA implementation strategy and its adoption by the UN Statistical Commission, and development of extensive guidance documents. Work on business sector externalities led by UN Environment focussed on the food and agriculture sector and has generated six exploratory studies that informed development of the TEEBAgriFood initiative.
232. Delivery on the second output, biomes and sectors, has been less successful in view of the limited amount of funding secured at project approval and the restricted nature and timing of resources mobilized between 2014 and 2017. The TEEB community has been expanded and strengthened in support of the TEEBAgriFood initiative and the TEEBAgriFood Foundations study is now on track for delivery before the completion of the project. An Arctic Scoping Study was delivered in collaboration with WWF and the Council for the Arctic. It was not possible to mobilize resources for TEEB Oceans and Coasts but interest in this area remains strong.
233. The second outcome was concerned with identification and adoption of policy recommendations for integrating ecosystem services vital for sustainable development. The project developed country studies in close collaboration with technical partners and in partnership with national agencies in the five countries. Relevant government agencies or initiatives committed verbally to follow up at the final national workshops in all five countries, with some commitments having a sector-wide implication.
234. Delivery of natural capital accounting and national implementation sub-projects was delayed due over-ambitious planning and, more significantly, operational delays resulting from UN Environment's transition to the UN secretariat enterprise resource planning system, Umoja (Paragraph 157).

235. While prospects for continuation of the work at country level are good, it is not yet possible to gauge the extent to which the project will lead to integration of biodiversity and ecosystem services valuation in development planning processes. Further monitoring of the implementation projects to determine whether recommendations are implemented and to what extent these serve to reduce pressure on ecosystems and biodiversity would be valuable (Paragraphs 174, 210).
236. The TEEB Phase III project has served to anchor a wide range of TEEB Office functions in support of the UN Environment Programme of Work and wider TEEB initiative (Paragraph 190), with only small team and very limited core funding. This would not have been possible without the commitment of several long-term consultants; an arrangement that is not tenable in the long term.
237. The project has benefitted from the commitment and engagement of members of the TEEB Board, Coordination Group, and more recently the TEEBAgriFood Steering Committee. However, there has been some disappointment over the limited financial support provided by UN Environment for TEEB Phase III, including for the costs of attending Board meetings, and over the operational delays experienced in 2015 and 2016 (Paragraph 96, 219 & **Error! Reference source not found.**) and this led to questions as to whether UN Environment was the optimal host for TEEB.
238. With regard to partnerships, the project forged a new working relationship with the UN Statistics Division that has led to wider collaboration between the organizations, including a direct follow on project on experimental ecosystem accounting. It established working relationships with a wide cross section of new actors in agriculture and food sectors. However, it was less successful in establishing anticipated links to other internal and external initiatives (Paragraph 112). The TEEB office established an effective working relationship with the New Ventures Fund to facilitate delivery of activities related to TEEBAgriFood.
239. The ratings for the criteria discussed in the findings section of this report and additional explanatory factors, are summarised in Table 4. The overall rating for the TEEB Phase III project based on the balance of these ratings is 'Moderately Satisfactory'. This rating largely reflects shortcomings related to effectiveness, efficiency and financial management, all of which were strongly affected by factors beyond the project management's immediate control.

Table 4. Summary of Evaluation Ratings

Criterion	Summary Assessment	Rating
A. Strategic Relevance		Satisfactory
1. Alignment to MTS and POW	Alignment was clearly established in the project document and the project has made a direct contribution to identify programme of work output	Highly Satisfactory
2. Alignment to UNEP/ Donor strategic priorities	Alignment is based in the contribution of TEEB to UN Environment and donor supported Aichi Targets	Satisfactory
3. Relevance to regional, sub-regional and national environmental priorities	Relevance at national level was assured though i) selection criteria for countries and ii) national identification and selection focal policy areas according to the 6-step TEEB implementation process	Satisfactory

Criterion	Summary Assessment	Rating
4. Complementarity with existing interventions	Efforts in this area fell short of those anticipated in the project document	Moderately Satisfactory
B. Quality of Project Design	Weaker areas include stakeholder analysis and poor definition of outcome 2.	Satisfactory
C. Nature of External Context	No major issues were identified at project design.	Favourable
D. Effectiveness	Delivery against the indicators and milestones set out in the project logframe has been substantially affected by the restricted nature and timing of available funding.	Moderately satisfactory
1. Achievement of outputs	The rating reflects limited delivery of output B, in part because of difficulties in mobilize resources in a timely manner.	Moderately Satisfactory
2. Achievement of direct outcomes	The project delivered substantially towards two of the four outcome indicators	Moderately Satisfactory
3. Likelihood of impact	The rating reflects on ongoing work and commitment of UN Environment, UN Stats, and the wider TEEB community	Likely
E. Financial Management	The overall rating takes account of i) difficulties in resource mobilisation and ii) operational delays associated with the transition to Umoja	Moderately Unsatisfactory
1. Completeness of project financial information	Information is not systematically compiled at the project level but is available for each grant associated with the project	Moderately Satisfactory
2. Communication between finance and project management staff	Timeliness of information for project management was affected by backlogs associated with the transfer to Umoja	Moderately Satisfactory
3. Compliance with UNEP standards and procedures	It is likely that subcontractors incurred expenses in periods that were not (yet) covered by agreements due to delays in processing payments and extensions	Moderately Unsatisfactory
F. Efficiency	Efficiency and, in particular, timeliness was strongly affected by the organization-wide transition to Umoja. The overall rating reflects factors that promote cost effectiveness, including the ability of the project to access required expertise.	Moderately Satisfactory
G. Monitoring and Reporting		Moderately Satisfactory
1. Project reporting	Formal reporting to donors has been supplemented by detailed reporting to the TAB and frank discussion of issues on PIMS	Satisfactory
2. Monitoring design and budgeting	Outcome 2 indicators were particularly weak	Moderately Satisfactory

Criterion	Summary Assessment	Rating
3. Monitoring implementation	Monitoring data on PIMS has been regularly updated but some input was misleading. Accurate data was provided in the April 2017 project revision.	Moderately Satisfactory
H. Sustainability*	The overall rating for sustainability is the lowest rating among the three sub-categories	Likely
1. Socio-political sustainability	There are good prospects for follow up in countries involved in EEA and TEEB implementation initiatives	Likely
2. Financial sustainability	The rating is based on resource mobilization for further work	Likely
3. Institutional sustainability	Well established institutional framework and UN Stats support for EEA; ongoing TAB support and UN Environment hosting of TEEB	Likely
I. Factors Affecting Performance		Satisfactory
1. Preparation and readiness	i) Low proportion of secured funding relative to an ambitious budget; ii) Failure to identify and consult with beneficiary countries during preparation (for ENRTP) generated delays	Moderately Unsatisfactory
2. Quality of project management and supervision	Management of this multi-faceted project has been very demanding in a difficult operating context. The manager (TEEB Coordinator) has had the support of advisory bodies / senior experts.	Satisfactory
3. Stakeholders participation and cooperation	Stakeholder participation in the country implementation projects was strong, reflecting a policy to use national expertise to the extent possible. EEA plans for several countries were prepared by outside experts.	Satisfactory
4. Responsiveness to human rights and gender equity	There are no concerns with negative impacts, nor any major oversights apparent in this area	Satisfactory
5. Country ownership and driven-ness	Ownership was assured in the country implementation project through the process to select country studies. Ownership has been built for most of the EEA plans through consultation.	Satisfactory
6. Communication and public awareness	Communications (e.g. teebweb) is oriented to informed audiences. Training in public communications was strongly appreciated by country implementation teams. There is potential for a major communications initiative linked to a high-level launch of the TEEBAgriFood Foundations report.	Satisfactory
7. Catalytic role, replication and scaling up	Scaling up is anticipated in the remaining months of the project (and beyond), training materials to be further developed	Moderately Satisfactory

Criterion	Summary Assessment	Rating
Overall project rating		Moderately Satisfactory

B. Lessons Learned

240. The project has generated lessons related to implementation national level as well as to overall delivery at global level. The following lessons are highlighted as those with potential for wider application. The case study on TEEB national implementation includes further lessons related to capacity development, generating ownership through selection of policy issues, inclusion of 'buffer' time in project planning, and the importance of timing for integration of project results into national policy processes.

Resource Mobilization

241. Inability to mobilize resources combined with delays in programming and contracting of pledged resources the restricted nature or timing of funding seriously affected delivery of the TEEB Phase III project through direct effects on the overall level of delivery against planned outputs, as well as indirect effects on the workload and planning of the TEEB Office. The shortfalls in delivery associated with funding constraints contributed to a modest rating for effectiveness in this evaluation. In retrospect, it is clear that the project document set out unrealistic expectations for resource mobilization, and that the TEEB Office and partners were unduly optimistic about the timing of EU funding. The TEEB project document revisions have acknowledged the funding situation but have not made corresponding adjustment to targets and milestones that cannot realistically be achieved.
242. A straightforward lesson from this experience is to be realistic about i) funding prospects at the time of project design and to design project activities and budgets accordingly, and ii) about the amount of time required to mobilize funding through bilateral and multilateral donors.
243. This lesson is in line with standard operating procedures set out in the latest UN Environment Programme Manual that require i) that results statements match secured resources and ii) require re-appraisal of this match upon formal project revision.

Hosting Arrangements for Independent Initiatives

244. Interviews with the TEEB Advisory Board as well as meeting minutes revealed quite widespread disappointment with the with the level of support provided to TEEB including for staffing and for Board operations (Paragraph 218). There is limited recognition of the broader institutional support structure provided by UN Environment, which has perhaps been tarnished by operational difficulties experienced during the transition to Umoja (Paragraph 223).
245. The lessons from this experience are i) to clearly set out and document conditions and parameters for UN Environment hosting of independent initiatives, and ii) to ensure that UN Environment support is commensurate with the expected contribution of the initiative to UN Environment's Programme of Work.

C. Recommendations

246. The findings of this report are based on the project experience from 2014 to mid-2017. The current project environment differs to that experienced during much the life of the project. Developments in 2017 include integration of the Ecosystem Services Economics Unit with the UN Environment TEEB Office, mobilization of significant new funding for TEEBAgriFood and national implementation work, reaffirmation of UN Environment's support for TEEB including through appointment of the Executive Director as chair of the TEEB Advisory Board, and completion of the transition to Umoja.

247. The following recommendations are intended to consolidate the results of the TEEB Phase III project and clarify UN Environment support to TEEB as an independent initiative. They are intended for delivery in the closing months of the TEEB Phase III project and for further consideration in the context of one or more follow on projects that are expected to be designed towards delivery of the outcomes set out in UN Environment's Medium Term Strategy for 2018-2021.

Recommendation 1. Follow up to National Implementation Projects

248. The TEEB national implementation projects have frequently been referred to as 'proof of concept'. While the verbal commitments to follow up actions are promising in terms of demonstrating the potential for TEEB studies to inform and influence decision making, it would be useful to monitor the uptake of study recommendations at national level in order to identify key constraints or drivers that contribute to changes in policy or practice resulting from the studies (See paragraphs 174, 210, 235) and to adapt future approaches accordingly.
249. The national implementation projects were based on the TEEB 6-step approach elaborated in 2013 TEEB Manual. The TEEB Phase III project included an activity to update the manual but it has not yet been possible to deliver this since the studies concluded only in mid-2017.
250. Recommendation 1.1 – Continue to monitor implementation of TEEB study recommendations in the five ENRTP-supported countries in order to generate lessons on whether and how the information produced by the studies is integrated into development planning and investment decisions and whether this leads to improved outcomes for ecosystems and biodiversity.

Action: TEEB Office with possible support of a suitable research partner

Timing: Ongoing with at least six-monthly follow ups over the remaining TEEB Phase III project period

Action: TEEB Office with support of the Helmholtz Institution or another suitable partner

Timing: First revised draft by December 2017

Recommendation 2. Strengthen Linkages to and Synergies with Complementary Initiatives

251. There are a growing number of opportunities and entry points at global and national level to promote a better understanding of the value of ecosystem services. Related expertise and initiatives within UN Environment span at least three Divisions (Ecosystems, Economy and Science) and there is a need for a coherent and coordinated approach to outreach, partnership and capacity development including at national level. At the same time, it is not considered realistic to replicate TEEB expertise in every regional office (Paragraph 199). The complementarities with related internal and external initiatives identified in the project document were only partially realized (Paragraph 112).
252. Recommendation 2.1 Undertake a review of external processes to be targeted in the follow on to TEEB Phase III (e.g. SDGs, IPBES, NBSAPs), including interest and engagement of relevant stakeholders, and actively engage with other UN Environment initiatives targeting the same processes to ensure approaches are complementary.

Action: TEEB Office

Timing: During project design and ongoing

253. Recommendation 2.2 - Review the role of TEEB approaches and the position of the TEEB 'brand' in delivery of UN Environment Programme of Work (e.g. Ecosystem Management Subprogramme work on 'valuing the essentials' and 'turning a healthy profit') and UNEA Resolution on Natural Capital.

Action: TEEB Office, Head of Biodiversity and Ecosystems Branch, and Ecosystem Management Subprogramme coordinator

Timing: Design of follow on project(s)

254. Recommendation 2.3 - Ensure UN Environment engagement at national and regional level is coherent including by consulting Regional and Country Offices during in project specification and seeking their advice regarding i) identification of national partners and ii) potential synergies with related UN Environment and external initiatives.

Action: TEEB Office

Timing: During project design and ongoing

Recommendation 3. Review and Formalize Arrangements for UN Environment's Hosting of TEEB as an Independent Initiative

255. It is beyond the scope of this evaluation to make specific recommendations regarding the institutional structure of TEEB as an independent initiative. Nevertheless, this evaluation has touched on several issues related to the UN Environment hosting of TEEB that have generated disappointment amongst key stakeholders and may undermine institutional sustainability (e.g. Paragraphs 223-224, 214-215.). There are ongoing concerns related to the limited funding available for TEEB Office support functions including the secretariat role for the wider TEEB initiative and technical advisory services for TEEB implementation in response to country demand (Paragraph 219).

256. Recommendation 3.1 - Define the UN Environment vision for hosting of TEEB and present this to the Board, including a clear definition of direct (TEEB Office) and indirect support services and financial allocations through the UN Environment Fund and trust funds.

Action: TEEB Office with support of senior management

Timing: December 2017

257. Recommendation 3.2 - Review TEEB Office functions and related staffing requirements at core and regional levels and develop a resource mobilization strategy or other arrangements for services not covered through the UN Environment hosting arrangement or projected project income.

Action: TEEB Office with support of TEEB Advisory Board

Timing: December 2017

258. Recommendation 3.3 – Streamline planning and preparation of TEEB Advisory Board meetings establishing a regular meeting schedule (e.g. twice-yearly) and limit the scope of intersessional or extraordinary meetings organized in conjunction to external events (e.g. linked any such meetings to specific issues or themes associated with that event).

Action: TEEB Office in consultation with TEEB Advisory Board

Timing: December 2017

Annexes

- 1 Response to stakeholder comments received
- 2 Evaluation Terms of Reference
- 3 Evaluation schedule and informants
- 4 Summary of progress against logframe indicators and milestones
- 5 Summary of finance information and financial management summary
- 6 Case Study of the ENRTP Country Implementation Project – See separate file
- 7 List of documents consulted
- 8 Brief CVs of the consultants
- 9 Quality Assessment of the Evaluation Report

Annex 2. Evaluation Terms of Reference

Terminal Evaluation of the UNEP project

“The Economics of Ecosystems and Biodiversity - TEEB Phase III, including the project “TEEB National Implementation: Reflecting the Value of Ecosystems and Biodiversity in Policymaking” (funded by the EU Thematic Programme for Environment and Sustainable Management of Natural Resources including Energy (ENRTP).

I. PROJECT BACKGROUND AND OVERVIEW

a. Project General Information⁴²

Table 1. Project summary

UNEP PIMS ID:	1692		
Sub-programme:	Ecosystem Management	Expected Accomplishment(s):	EA(c) PoW 2014-2015: Services and benefits derived from ecosystems are integrated with development planning and accounting, particularly in relation to wider landscapes and seascapes and the implementation of biodiversity- and ecosystem-related multilateral environmental initiatives (TEEB III) EA(a) PoW 2012-2013 - Enhanced capacity of countries and regions to integrate an ecosystem management approach into development planning processes (ENRTP sub-project)
UNEP approval date:	19/03/2014	PoW Output(s):	TEEB III: 2014-15: 332 Biodiversity and ecosystem service values are assessed, demonstrated and communicated to strengthen decision-making by Governments, businesses and consumers TEEB III: 2016-17: 332 Biodiversity and ecosystem service values are assessed, demonstrated and

			communicated to strengthen decision-making by governments, businesses and consumers as part of a package to provide support to use an evidence base for development planning and investment decisions ENRTP sub-project: 2012-2013 312 Policy dialogue with all sectors of society using economic evidence of the value of biodiversity and ecosystem services is promoted and used for development planning
Coverage - Country(ies):	TEEB III: global, ENRTP project: Tanzania, Bhutan, Ecuador, Philippines, Liberia	Coverage - Region(s):	Global
Expected Start Date:	01/03/2014	Actual start date:	19/03/2014
Planned completion date:	30/12/2017 (TEEB III) 30/06/2017 (ENRTP)	Actual completion date:	30/12/2017 (TEEB III) 30/06/2017 (ENRTP)
Planned project budget at approval:	20,000,000 USD	Total expenditures reported as of [date]:	
Planned Environment Fund (EF) allocation:		Actual EF expenditures reported as of [date]:	
Planned Extra-budgetary financing (XBF):	16,863,819 USD, incl. 3,000,000 EUR (ENRTP)	Actual XBF expenditures reported as of [date]:	
XBF secured:		Leveraged financing:	
First Disbursement:		Date of financial closure:	n/a
No. of revisions:	TEEB III: ENRTP: 3	Date of last revision:	Ongoing for TEEB III (extension to end of 2017) ENRTP: 15/4/2017
Mid-term review/ evaluation (planned date):	n/a	Mid-term review/ evaluation (actual date):	See section I6
Date of last Advisory Board meeting:		Terminal Evaluation (actual date): (where applicable)	October – April 2017

b. Project rationale

The Economics of Ecosystems and Biodiversity (TEEB) initiative aims to promote a better understanding of the value of ecosystem services and to offer economic tools that take proper account of this value. The initiative thus aims to contribute to more effective policies for biodiversity conservation and for achieving the objectives of the Convention on Biological Diversity (CBD), notably in the context of the Strategic Plan for Biodiversity 2011-2020.

The TEEB vision is for nature to be made “economically visible”, and for human society to become one that “recognises, measures, manages and economically rewards responsible stewardship of its natural capital”. It seeks to support new ways of rewarding the unrecognised benefits of ecosystem services and taxing the uncaptured costs of their loss. Based on a three-pronged approach of recognising, demonstrating and capturing values, TEEB aims to show how “pro-biodiversity investment will be the logical choice for a much wider range of actors in the future” (Pritchard, 2011).

The TEEB initiative was launched in 2007 in response to a proposal by the G8+5 Environment Ministers to develop a global study on the economics of biodiversity loss (= TEEB, Phase I). The outcomes of the

study report stimulated further interest and led to additional economic analysis as well as to the production of various publications: TEEB Ecological and Economic Foundations; TEEB for National and International Policy Makers; TEEB for Local and Regional Policy; TEEB for Business; TEEB Climate Issues Update; TEEB Synthesis Report; and the TEEB Quantitative Assessment study (= [TEEB, Phase II](#)). These deliverables were supported by a comprehensive communications and outreach programme.

The TEEB initiative, with the outputs produced in Phases I and II through a combined approach of analytical studies, methodological work and communication & outreach efforts, raised broad interest amongst policymakers in biodiversity and ecosystem valuation and in mainstreaming biodiversity and ecosystem considerations in policymaking.

Capitalizing on the momentum created from the above-mentioned TEEB reports and the growing network of partners, the initiative has moved into an ongoing phase of implementation (= [TEEB, Phase III](#)), where study findings and the TEEB approach are sought to be applied at different levels of policymaking as well as integrated into different biomes and sectors.

c. Project objectives and components

To achieve its vision, the Project was articulated around three so-called “activity areas” that are linked and complement each other as well as built explicitly based on previous phases of the initiative. The table below summarises the outcomes and outputs of TEEB Phase III – as presented in the logical framework and the Theory of Change, as well as the deliverables of the ENRTP project.

Table 2. Project outputs and outcomes

Outcomes	Outputs
Increase the capacity of countries and companies to incorporate natural capital into their policy and decision making processes (Outcome 1, TEEB Phase III)	Sets of tools and methodologies to perform ecosystem accounts identified, developed and made available to countries and businesses Data on the economics of biodiversity and ecosystem services for critical biomes and sectors made available for countries
Policy recommendations for integrating ecosystem services vital for sustainable development identified and adopted in participating countries (Outcome 2, TEEB Phase III)	Ways to ‘work with nature’ to meet specific policy priorities of a country identified
Policy dialogue with all sectors of society using economic evidence of the value of biodiversity and ecosystem services is promoted and used for development planning (only outcome, ENRTP sub-project, note that all ENRTP projects were required to pitch their outcomes at the level of EA or PoW output, which in several cases proved too high level. This corresponds to PoW output 312, 2012-2013).	Practical guidance for national TEEB implementation and capacity building of national partners Country studies on the value of biodiversity and ecosystem services feeding into national development planning Information on the economics of biodiversity and ecosystem services provided to media and expansion of TEEB network.

d. Executing Arrangements

TEEB is an independent initiative hosted by UNEP and has an established governance structure that has managed the initiative since its launch in 2008.

A high-level TEEB Advisory Board, which was planned to meet a minimum of twice a year, was intended to provide guidance and oversight for TEEB activities. In addition to contributing to strategic decisions, the Advisory Board was to play an active role in reviewing draft TEEB reports. The TEEB Project Coordination Group was created to provide guidance on specific TEEB operational issues and activities. The Project Coordination Group was scheduled to meet on a bi-weekly basis via conference call and consists of representatives from the TEEB government donors, the UNEP TEEB Office, and Pavan Sukhdev (member of the TEEB Advisory Board and UNEP Goodwill Ambassador). A small UNEP TEEB

Office provides day-to-day implementation and administration of the TEEB initiative, including supporting and servicing the TEEB Advisory Board and Project Coordination Group. The Office is hosted by UNEP's Economics and Trade Branch in Geneva.

A number of other UNEP Divisions were also expected to support the implementation of the project, including DEPI (Division of Environmental Policy Implementation), which was expected to play a key role in providing guidance on project implementation at both technical and policy levels, as well as lead the preparation of the TEEB for Oceans and Coasts report. Relevant Regional and Country Offices were expected to provide advice to the Project based on regional/country-level experiences in making economic arguments for conserving, sustainably using, and investing in biodiversity and ecosystems. DEWA (Division of Early Warnings and Assessments) was to feed the results of its environmental assessment work into this project. For the implementation of the ENRTP sub-project, it was also envisaged that DCPI (Division of Communication and Public Information) would guide the outreach activities in collaboration with the communication counterparts in partner organisations.

With respect to TEEB Country Studies, a National Steering Committee was to be established to guide the study ensuring that the project meets its objectives. It intended to bring together representatives of the government (including sub-national level, where appropriate), business and interested NGOs. Representation should have been cross-sectoral (e.g. Environment, Planning, Financing, Agriculture, Fisheries, Mining, Tourism, Trade). As TEEB moved into country level work during Phase III, one of the initiatives it considered establishing close links with is the Poverty Environment Initiative (PEI) run jointly by UNEP and UNDP.

The project was also expected to cooperate closely with a number of partners, including for example the United Nations Statistics Division, the Secretariat of the Convention on Biological Diversity, the WWF-Global Arctic programme, GRID-Arendal and others. It also intended to strengthen synergies and avoid duplication with similar initiatives (including, for example, WAVES run by the World Bank, ValUES run by GIZ, The Biodiversity Finance Initiative, etc).

In order to specifically oversee and guide the implementation of the ENRTP sub-project, an international project scientific committee made up of experts from a range of relevant disciplines, including economists, biologists, and policy professionals, was to be convened to provide overall scientific guidance to project implementation. The Project Scientific Committee was to be convened at least once a year by the UNEP TEEB Office to provide guidance and meet with representatives from the national project partners. Members of the scientific committee were to be nominated and determined by the TEEB Project Coordination Group, considering regional balance, both regarding North and South, and among the 3 target regions (Africa, LAC and Asia/Pacific).

Each national project partner country was intended to establish, with the support of the TEEB Office and UNEP Regional Offices, National TEEB Project Committees to provide strategic guidance to the projects. The Committees will bring together representatives of the government (including sub-national level, where appropriate), business and interested non-governmental organizations. The Committees intended to also bring together representatives from several sectors related to TEEB at national level (i.e. Environment, Planning, Financing, Agriculture, Fishery, Mining, Tourism, Trade, Poverty Eradication, Infrastructure, among others).

The above roles (international project scientific committee and National TEEB project committees were, in practice, taken up by the TEEB Advisory role. The evaluation should assess the extent to which this structure provided sufficient oversight and guidance to the implementation of the project.

e. Project Cost and Financing

The total expected budget at design for TEEB Phase III was 20,000,000 USD, including the ENRTP sub-project. According to the TEEB III project document, the ENRTP sub-project was considered to have a budget of 3,136,181 USD including 6.2% of programme support costs, equivalent to 183,092 USD. However, according to the latest revision of the ENRTP project document, the total budget of the sub project is meant to be 4,844,959 USD, including an EC contribution of 3,649,687 USD, Programme Support costs of 226,281 USD and in-kind contributions from UNEP, a contribution from Sweden and additional unsecured funds (see project overview, ENRTP sub project project revision, May 2016). The ENRTP sub project budget is tracked in euros and indicates a total amount of 3,000,000 EUR. Total unsecured funds at the time of project design of TEEB Phase III were 12,081,987 USD, while secured funds included 72,457

USD from Switzerland and 4,781,832 USD from Norway, in addition to the ENRTP funds. The following table summarises contributions reported in the UNEP PIMS system as of May 2015 and was complemented by more recent information on contributions obtained from the TEEB Coordinator.

Table 3 – TEEB Phase III secured funds (excluding ENRTP sub-project), May 2015

Donor	Amount (USD)	(Estimated) end date
Norway 1	381,680	December 2013
UK Defra	67,962	December 2014
Switzerland	191,072	December 2013
Norway 2	5,682,103	December 2016
Gordon and Betty Moore Foundation	500,000	December 2016 (no cost extension requested to end 2017)
Norway Partnership	133,577	June 2016
Sweden (SIDA)	179,756	June 2016
V Kann Rasmussen Foundation	300,000	June 2016
KR Foundation	227,000	June 2017

f. Implementation Issues

The TEEB initiative was evaluated in 2011 in an exercise that featured both the elements of a TE (project completion) and an MTE (initiative was ongoing at the time and Phase III was being planned). In 2014, a case study on TEEB was prepared during the evaluation of the Ecosystem Management Sub-Programme. In 2016, a case study was prepared within the framework of the terminal evaluation of the EC-UNEP Strategic Cooperation Agreements under the EU Thematic Programme ENRTP. Some of the key issues highlighted by these evaluations are:

- (i) The need to improve the monitoring framework
- (ii) The complexity of the project delivery, which was expected to be streamlined in Phase III
- (iii) The importance of securing the formal adoption of findings and the need to catalize uptake, by taking advantage of a number of opportunities at the beginning of Phase III.
- (iv) The limited linkages with other relevant projects and the relevance of TEEB to more than just the Ecosystem Management sub-programme, which was being lost due to UNEP's internal structure.
- (v) The need to re-define the scope and role of TEEB after the initial phases and to adequately plan for an exit strategy. This was no longer considered crucial by the case study prepared in 2016, but remains highly relevant point to be discussed in this evaluation based on recent evidence.
- (vi) The need to include a wider base of stakeholders to ensure long term sustainability.

This evaluation should check the extent to which keys issues have been addressed, whether the scope and role were adequately re-defined and adaptive management applied. It should also check the extent to which the project was successful in strengthening partnerships and avoiding duplication of efforts, both with UNEP projects and initiatives (e.g. PEI) and external initiatives (e.g. WAVES).

Additionally, as country level implementation and support represents one the key changes in the TEEB delivery mode, this evaluation should focus on the extent to which this has so far been effective and is likely to lead to long term sustainability, replication and impact.

II. TERMS OF REFERENCE FOR THE EVALUATION

g. Objective and Scope of the Evaluation

In line with the UNEP Evaluation Policy⁴³ and the UNEP Programme Manual⁴⁴, the Evaluation (TE) is undertaken at the end of the project (as defined in the current guiding project document) to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. It should however be noted that TEEB has already been successful in raising significant funds for a follow up phase, based on the work conducted during phase III, whether as a continuation of this existing project or through the formulation of a new project document (and possibly a new Phase). The evaluation will therefore, similarly to the exercise conducted in 2011, contain elements of both a TE and an MTE. 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. The evaluation will identify lessons of operational relevance for future project formulation and implementation, especially for the next phase of the project.

In addition to the evaluation criteria outlined in section 5, below, the evaluation will address the strategic questions listed below. These are questions of interest to UNEP and the TEEB partners and to which the project is believed to be able to make a substantive contribution:

- To what extent was the project successful in increasing the capacity of countries and companies to incorporate natural capital into their policy and decision making processes?
- To what extent did TEEB lead to the identification and adoption of policy recommendations for integrating ecosystem services at country level?
- To what extent did TEEB facilitate a dialogue with all sectors of society on the use of economic evidence of the value of biodiversity and ecosystem services in development planning? To what extent did this lead to actual integration of biodiversity and ecosystem services valuation in development planning processes?
- To what extent was the project successful in streamlining its delivery and strengthening key partnerships with a view to increase its efficiency, likelihood of impact and sustainability?

h. Overall Approach and Methods

The Evaluation of the Project will be conducted by an independent consultant under the overall responsibility and management of the Evaluation Office of UNEP (EOU) in consultation with the UNEP Project Manager and the Sub-programme Coordinators of the Ecosystem Management sub-programme.

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. It will include an evaluation report on the overall performance of TEEB phase III and a case study summarising the performance of the ENRTP sub project, which shall be appended in annex.

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

- (a) A desk review of:
 - Relevant background documentation;
 - 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 relevant budgets;

⁴³ <http://www.unep.org/eou/StandardsPolicyandPractices/UNEPevaluationPolicy/tabid/3050/language/en-US/Default.aspx>

⁴⁴ http://www.unep.org/QAS/Documents/UNEP_Programme_Manual_May_2013.pdf

Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence etc.;

Project outputs,

TE/MTE of the project and case studies under other evaluations (please refer to section I6)

Evaluations/reviews of similar projects

Interviews (individual or in group) with:

- UNEP Project Manager
- Project management team
- UNEP Fund Management Officer
- Donor representatives
- Project partners
- Relevant resource persons;

Surveys of the five countries which received direct support by the TEEB team

Field visits to two countries and participation in an advisory board meeting, if possible

i. Key Evaluation principles

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

The evaluation will assess the project with respect to a minimum set of evaluation criteria grouped in nine categories: (A) Strategic Relevance; (B) Quality of Project Design; (C) Nature of External Context; (D) Effectiveness, which comprises assessments of the achievement of outputs, achievement of outcomes and likelihood of impact; (E) Financial Management; (F) Efficiency; (G) Monitoring and Reporting; (H) Sustainability; and (I) Factors Affecting Project Performance. (I) will not be presented as a separate section in the report, but rather incorporated where relevant. The evaluation consultants can propose other evaluation criteria as deemed appropriate.

Ratings. All evaluation criteria will be rated on a six-point scale. Section 5, below, outlines the scope of the criteria and the ratings table in Annex 1 provides guidance on how the different criteria should be rated. A weightings table will be provided in excel format to support the determination of an overall project rating.

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

The "Why?" Question. As this is a terminal evaluation and a follow-up project is likely [or similar interventions are envisaged for the future], particular attention should be given to learning from the experience. Therefore, the "Why?" question should be at the front of the consultants' minds all through the evaluation exercise. This means that the consultants need to go beyond the assessment of "what" the project performance was, and make a serious effort to provide a deeper understanding of "why" the performance was as it was. This should provide the basis for the lessons that can be drawn from the project. In fact, the usefulness of the evaluation will be determined to a large extent by the capacity of the consultants 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(s) has obtained evaluation findings, lessons and results, the EOU will share the findings and lessons with key stakeholders. Evaluation results should be communicated to 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 needs regarding the report. The Evaluation Manager will plan with the consultant(s) which audiences to target and the easiest and clearest way to communicate the key evaluation findings and lessons to them. This may include some or all of the following; a webinar, conference calls with relevant stakeholders, the preparation of an evaluation brief or interactive presentation.

j. Evaluation Reference Group

The Evaluation Reference Group (ERG) will provide strategic direction to the evaluation -based on their own experiences and contextual knowledge- and boost buy-in to, and the credibility and legitimacy of, the evaluation process across the range of evaluation stakeholders).

The ERG will be comprised of [list].

The ERG will discuss and provide comments on:

- the demand for the evaluation – to ensure the evaluation will meet the needs of its intended users (review or TORs)
- the overall evaluation approach and the reconstructed Theory of Change of the project to help shape the evaluation;
- the preliminary findings and recommendations of the evaluation; and
- the draft evaluation report, including the evaluation recommendations.

The ERG will appoint one of their members as the Chair. The UNEP Evaluation Office will provide the secretariat to the ERG. ERG feedback and comments at different stages of the evaluation process will be collated by the Evaluation Office during planned discussion meetings. The Evaluation Office will, in consultation with the Chair and other ERG members, set the agenda for the discussion meetings and support these meetings logistically. It is expected that four such meetings will be held during the evaluation process, as shown in Table 6.

Table X. Evaluation Reference Group meetings

Meeting	Purpose	Location	Tentative date
1 st	<ul style="list-style-type: none"> • Introduce the ERG members • Elect the Chair • Discuss the TORs 		
2 nd	<ul style="list-style-type: none"> • Discuss the Theory of Change of the project • Discuss the evaluation framework 		
3 rd	<ul style="list-style-type: none"> • Discuss the preliminary findings of the evaluation 		
4 th	<ul style="list-style-type: none"> • Discuss the draft evaluation report, including the recommendations 		

k. Evaluation Criteria

(Supplementary information on approaches is available in the Approaches Guidance document)

A. Strategic Relevance

The evaluation will assess, in line with the OECD/DAC definition of relevance, ‘the extent to which the activity is suited to the priorities and policies of the target group, recipient and donor’. The evaluation will include an assessment of the project’s relevance in relation to UNEP’s mandate and its alignment with UNEP’s policies and strategies at the time of project approval. Under strategic relevance, an assessment

of the complementarity of the project with other interventions addressing the needs of the same target groups will be made. This criterion comprises four elements:

1. Alignment to the UNEP Medium Term Strategy⁴⁵ (MTS) and Programme of Work (POW)

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

2. Alignment to UNEP and Donor Strategic Priorities

Donors' strategic priorities will vary across interventions. UNEP strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building⁴⁶ (BSP) and South-South Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. S-SC is regarded as the exchange of resources, technology, and knowledge between developing countries.

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

The evaluation will assess the extent to which the intervention is suited or responding to the stated environmental concerns and needs of the countries, sub-regions or regions where it is being implemented. Examples may include: national or sub-national development plans, poverty reduction strategies or Nationally Appropriate Mitigation Action (NAMA) plans or regional agreements etc.

4. Complementarity with Existing Interventions

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

Factors affecting this criterion may include:

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

B. Quality of Project Design

The quality of project design is assessed using an agreed template during the evaluation inception phase, ratings are attributed to identified criteria and an overall Project Design Quality rating is established. This overall Project Design Quality rating is entered in the final evaluation ratings table as item B. This evaluation will assess both the quality of project design of TEEB Phase III and the ENRTP sub project, paying particular attention to assessing the extent to which the two complement each other.

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

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

C. Nature of External Context

At evaluation inception stage, a rating is established for the project's external operating context (considering the prevalence of conflict, natural disasters and political upheaval). This rating is entered in

⁴⁵ UNEP's Medium Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes.

⁴⁶ <http://www.unep.org/GC/GC23/documents/GC23-6-add-1.pdf>

the final evaluation ratings table as item C. Where a project has been rated as facing either an Unfavourable or Highly Unfavourable external operating context, the overall rating for Effectiveness may be increased at the discretion of the Evaluation Consultant and Evaluation Manager together. A justification for such an increase must be given.

D. Effectiveness

1. Achievement of Outputs

The evaluation will assess the project's success in producing the programmed outputs (products and services delivered by the project itself) and achieving milestones as per the project design document (ProDoc). Any formal modifications/revisions made during project implementation will be considered part of the project design. The achievement of outputs will be assessed in terms of both quantity and quality, and the assessment will consider their usefulness and the timeliness of their delivery.

The evaluation will briefly explain the reasons behind the success or shortcomings of the project in delivering its programmed outputs and meeting expected quality standards.

Factors affecting this criterion may include:

- Preparation and readiness
- Quality of project management and supervision⁴⁷

2. Achievement of Direct Outcomes

The achievement of direct outcomes is assessed as performance against the direct outcomes as defined in the reconstructed⁴⁸ Theory of Change. It should be noted that only one reconstructed ToC is to be presented for this evaluation, incorporating both the TEEB phase III and the ERNTP sub-project results. Direct outcomes are the first-level outcomes expected to be achieved as an immediate result of project outputs. The evaluation should report evidence of attribution between UNEP's intervention and the direct outcomes. In cases of normative work or where several actors are collaborating to achieve common outcomes, evidence of the nature and magnitude of UNEP's contribution should be included.

Factors affecting this criterion may include:

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

3. Likelihood of Impact

Based on the articulation of longer term effects in the reconstructed TOC (i.e. from direct outcomes, via intermediate states, to impact – see Annex 2), the evaluation will assess the likelihood of the intended, positive impacts becoming a reality. The Evaluation Office's approach is outlined in detail in the Approaches Guidance available on the EOU website, www.unep.org/evaluation. Essentially the approach follows a 'likelihood tree' from direct outcomes to impacts, taking account of whether the assumptions and drivers identified in the reconstructed TOC held. Any unintended positive effects should also be identified and their causal linkages to the intended impact described.

The evaluation will also consider the likelihood that the intervention may lead, or contribute to, unintended negative effects. Some of these potential negative effects may have been identified in the project design as risks or as part of the analysis of Environmental, Social and Economic Safeguards.⁴⁹

⁴⁷ In some cases 'project management and supervision' will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the executing agency and the technical backstopping provided by UNEP.

⁴⁸ UNEP staff are currently required to submit a Theory of Change with all submitted project designs. The level of 'reconstruction' needed during an evaluation will depend on the quality of this initial TOC, the time that has lapsed between project design and implementation (which may be related to securing and disbursing funds) and the level of any changes made to the project design. In the case of projects pre-dating 2013 the intervention logic is often represented in a logical framework and a TOC will need to be constructed in the inception stage of the evaluation.

⁴⁹ Further information on Environmental, Social and Economic Safeguards (ESES) can be found at

Ultimately UNEP and all its partners aim to bring about benefits to the environment and human well-being. Few projects are likely to have impact statements that reflect such long-term or broad-based changes. However, the evaluation will assess the likelihood of the project to make a substantive contribution to the high level changes represented by UNEP's Expected Accomplishments, the Sustainable Development Goals⁵⁰ and/or the high level results prioritised by the funding partner (Eg. ENRTP thematic priorities).

Factors affecting this criterion may include:

- Stakeholders participation and cooperation
- Responsiveness to human rights and gender equity
- Country ownership and driven-ness
- Communication and public awareness
- Catalytic role and replication

E. Financial Management

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

Factors affecting this criterion may include:

- Preparation and readiness
- Quality of project management and supervision

F. Efficiency

Under efficiency, the evaluation will assess the cost-effectiveness and timeliness of project execution. Cost-effectiveness is the extent to which an intervention has achieved, or is expected to achieve, its results at a lower costs compared with alternatives. Timeliness refers to whether planned activities were delivered according to expected timeframes as well as whether events were sequenced efficiently. The evaluation will also assess to what extent any project extension could have been avoided through stronger project management and identify any negative impacts caused by project delays or extensions. The evaluation will describe any cost or time-saving measures put in place to maximise results within the secured budget and agreed project timeframe.

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

Factors affecting this criterion may include:

- Preparation and readiness
- Quality of project management and supervision
- Stakeholders participation and cooperation

⁵⁰ A list of relevant SDGs is available on the EO website www.unep.org/evaluation

G. Monitoring and Reporting

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

2. Project Reporting

UNEP has a centralised Project Information Management System (PIMS) in which project managers upload six-monthly status reports against agreed project milestones. This information will be provided to the Evaluation Consultant by the Evaluation Manager. Some projects have additional requirements to report regularly to funding partners, which is the case of the ERNTP sub project, and this will be supplied by the project team. The evaluation will assess the extent to which both UNEP and donor reporting commitments have been fulfilled.

3. Monitoring Design and Budgeting

Each project should be supported by a sound monitoring plan that is designed to track progress against SMART indicators towards the achievement of the projects outputs and direct outcomes. The evaluation will assess the quality of the design of the monitoring plan as well as the funds allocated for its implementation.

4. Monitoring Implementation

The evaluation will assess whether the monitoring system was operational and facilitated the timely tracking of results and progress towards projects objectives throughout the project implementation period, as recommended by the 2011 Evaluation. It will also consider how information generated by the monitoring system during project implementation was used to adapt and improve project execution, achievement of outcomes and ensuring sustainability. The evaluation should confirm that funds allocated for monitoring were used to support this activity.

Factors affecting this criterion may include:

- Quality of project management and supervision
 - Responsiveness to human rights and gender equity

H. Sustainability

Sustainability is understood as the probability of direct outcomes being maintained and developed after the close of the intervention. The evaluation will identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of achieved outcomes. Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention.

1. Socio-political Sustainability

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

2. Financial Sustainability

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

3. Institutional Sustainability

The evaluation will assess the extent to which the sustainability of project outcomes is dependent on issues relating to institutional frameworks and governance. It will consider whether institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. are robust enough to continue delivering the benefits associated with the project outcomes after project closure.

Factors affecting this criterion may include:

- Stakeholders participation and cooperation
- Responsiveness to human rights and gender equity
- Communication and public awareness
- Country ownership and driven-ness
- Catalytic role and replication

I. Factors and Processes Affecting Project Performance

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

1. Preparation and Readiness

This criterion focuses on the inception or mobilisation stage of the project. The evaluation will assess whether appropriate measures were taken to either address weaknesses in the project design or respond to changes that took place between project approval, the securing of funds and project mobilisation. In particular the evaluation will consider the nature and quality of engagement with stakeholder groups by the project team, the confirmation of partner capacity and development of partnership agreements as well as initial staffing and financing arrangements.

2. Quality of Project Management and Supervision

For TEEB, 'Project management and supervision' will refer to the supervision and guidance provided by UNEP to the implementation team, implementing partners and national governments.

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

3. Stakeholder Participation and Cooperation

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

4. Responsiveness to Human Rights and Gender Equity

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

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

5. Country Ownership and Driven-ness

The evaluation will assess the quality and degree of engagement of government / public sector agencies in the project. The evaluation will consider the involvement not only of those directly involved in project execution and those participating in technical or leadership groups, but also those official representatives

whose cooperation is needed for change to be embedded in their respective institutions and offices. This factor is concerned with the level of ownership generated by the project over outputs and outcomes and that is necessary for long term impact to be realised.

6. Communication and Public Awareness

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

7. Catalytic Role, Replication and Scaling Up

The evaluation will assess the extent to which the project has played a catalytic role or promoted replication and/or scaling up. Playing a catalytic role and supporting replication and scaling up are all examples of multiplier effects i.e. ways in which the benefits stemming from the project's funded activities are extended beyond the targeted results or the targeted implementation area.

More specifically, the catalytic role of UNEP interventions is embodied in their approach of supporting the creation of an enabling environment and encouraging partners/others to work towards common environmental goals. A catalytic role can be demonstrated through replication or scaling up. Replication refers to approaches being repeated or lessons being applied in different geographic areas or among different target groups. Scaling up refers to approaches being adopted on a much larger scale. Both replication and scaling up are often funded by other sources. Piloting innovative approaches and demonstrating how new knowledge can be applied is a common method used to stimulate replication and justify the scaling up of efforts. Fundamentally, all these roles imply cost-savings in the sense that effective approaches or evidence have been established that can be applied by others or elsewhere, without the duplication of investment or effort. Specifically, the Evaluation will assess the extent to which the "TEEB inspired" country level initiatives are leading to successful replication and upscaling of the TEEB approach.

III. Evaluation Deliverables and Logistics

2. Reports and deliverables

The evaluation team will prepare:

- Inception Report: (see Annex 3 for Inception Report outline) containing an assessment of project design quality (Annex 4), a draft reconstructed Theory of Change of the project, project stakeholder analysis, evaluation framework and a tentative evaluation schedule.
- Preliminary Findings Note: typically in the form of a powerpoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings. In the case of highly strategic project/portfolio evaluations or evaluations with an Evaluation Reference Group, the preliminary findings may be presented as a word document for review and comment.
- Draft and Final Evaluation Report: (see Annex 5 for Evaluation Report outline) containing an executive summary that can act as a stand alone document; detailed analysis of the evaluation findings organised by evaluation criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table. This report should include a case study on the performance of the ENRTP sub project in annex.
- Evaluation Bulletin: a 2-page summary of key evaluation findings for wider dissemination through the EOU website.

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

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 consultants 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 project.

The Evaluation Manager will prepare a quality assessment of the zero draft and final draft report, which is a tool for providing structured feedback to the evaluation consultants. The quality of the report will be assessed and rated against the criteria specified in Annex 6.

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 Project Manager. The EOU will track compliance against this plan on a six monthly basis.

3. Logistical arrangements

This TE will be undertaken by one independent evaluation consultant contracted by the UNEP Evaluation Office. The consultant 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 his/her 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 etc.) allowing the consultant to conduct the evaluation as efficiently and independently as possible.

4. The Consultants' Team

For this evaluation, the evaluation team will consist of one consultant. The consultant should have 10 years of technical / evaluation experience, including of evaluating large, regional or global programmes and using a Theory of Change approach; and a broad understanding of valuation of biodiversity and ecosystem services, as well as previous experience evaluating complex multi-partner initiatives.

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

5. Schedule of the evaluation

Table X below presents the tentative schedule for the evaluation.

Table 3. Tentative schedule for the evaluation

Milestone	Deadline
Inception Mission – 2 days (Geneva)	February 2017
Inception Report	28 February 2017
Evaluation Mission – 2 countries	March-April 2017
Telephone interviews, surveys etc.	30 April 2017

Note on preliminary findings and recommendations	15 May 2017
Zero draft report	1 June 2017
Draft Report shared with UNEP Project Manager	10 June 2017
Draft Report shared with project team	20 June 2017
Draft Report shared with Evaluation Reference Group	1 July 2017
Draft Report shared with stakeholders	15 July 2017
Final Report	30 July 2017

Annex 3. Evaluation Schedule and Informants

I. Itinerary

Milestone	Deadline
Inception Mission – 3 days (Geneva)	8-10 February
Inception Report	28 February
Evaluation Mission – 2 countries	
Bhutan	19-25 March
Tanzania	26-30 March
Interviews and data collection	To 23 July 2017
Note on preliminary findings and recommendations	22 May 2017
Zero draft report	October 2017
Draft Report shared with UNEP Project Manager and team	November 2017
Draft Report shared with stakeholders	January 2018
Final Report	February 2018

II. List of individuals consulted

Most interviews were conducted between February and May 2017. Positions are given as those held at the time of the interview.

NAME	POSITION
Project Management / Oversight – Current and Former Staff and Consultants	
1. Salman Hussain	Coordinator, The Economics of Ecosystems and Biodiversity (TEEB)
2. Pavan Sukhdev	TEEB Senior Advisor, UN Environment Goodwill Ambassador, and founder and chair of GIST Advisory
3. Alexander Müller	TEEBAgriFood Study Leader, Institute of Advanced Sustainability Studies
4. Tomas Declercq	TEEB National Studies Consultant, UNITAR
5. Kavita Sharma	TEEB National studies, Sectoral Studies and Fundraising Consultant
6. Dustin Miller	TEEB Sectoral Studies and Events Coordination Consultant
7. David Díaz Martín	Communications and Information Management Consultant
8. Monica Lopez	Ecosystem Services Economics Unit, associated with TEEB from February 2017
9. Pushpam Kumar	Senior Economic Advisor and TEEBAgriFood Report Director
10. Steven Stone	Head, Economics and Trade Branch
11. Ardeshir Zamani	Fund Management Officer, Economics and Trade Branch
12. Nicolas Bertrand	Former TEEB Interim Coordinator, now at IUCN
13. Mette Wilke	Director, Ecosystems Division
14. Maxwell Gomera	Head of Biodiversity and Ecosystems Branch
Other UN Environment Staff (including collaborating centres and MEA secretariat)	
15. Niklas Hagelberg	Senior Programme Officer /Coordinator of UN Environment's subprogramme on Ecosystem Management
16. Sandrine Marques	Coordinator ENRTP-GPGC programmatic cooperation, Corporate Services Division

17. James Vause	Lead Economist, WCMC
18. Markus Lehmann	CBD Secretariat
19. Thierry Lucas	UN Environment Regional Office of Europe (TEEB Arctic)
20. Dolores Barrientos Aleman	UNEP Mexico Office
TEEB Advisory Board and TEEBAgriFood Steering Committee	
21. Humberto Delgado Rosa	European Commission DG ENV, Directorate D and Chair, TEEB Advisory Board
22. Achim Steiner	Director, Oxford Martin School, former Executive Director, UNEP
23. Jacquie McGlade	Director, UN Environment Science Division
24. Ladislav Miko	Deputy Director General for Food Safety, DG SANTE, European Commission
25. Guillermo Castilleja	Senior Fellow, Gordon and Betty Moore Foundation
26. Julia Marton-Lefevre	Yale University, Former Director General, IUCN
27. Heidi Wittmer	Helmholtz Centre for Environmental Research
28. Peter May	Federal Rural University of Rio de Janeiro
29. Ruth Richardson	Global Alliance Future of Food
30. Patrick Holden	Chief Executive, Sustainable Food Trust
Partners and TEEB Coordination Group	
31. Kristine Berge Stubberud	NORAD (ANCA Project)
32. Tone Solhaug	Norwegian Ministry Foreign Affairs (ANCA Project)
33. Lars Mueller	European Commission DG Environment
34. Dimitri Harmegnies	European Commission DG DEVCO (ENRTP Project)
35. Alessandra Alfieri	Chief of Environmental-Economic Accounts Section, Economic Statistics Branch, United Nations Statistics Division (UNSD)

36. Julian Chow	Statistician, Environmental-Economic Accounts Section, Economic Statistics Branch, Statistics Division, Department of Economic and Social Affairs
37. Alexander Shestakov	Director, WWF Arctic Programme
38. Jasmin Hundorf	International Climate Initiative Programme Office
39. Hashmatullah Hanifi	UNOPS
40. Argita Bytyqi	Portfolio Analyst, United Nations Office for Project Services (UNOPS)
ENRTP Partners- See Case Study	
ANCA National Focal Points (Interviewees & Questionnaire respondents)	
41. Nourudeen Jaffar	Statistician, Statistics Mauritius
42. Set Fong Cheung Tung Shing	Principal Statistician, Statistics Mauritius
43. Ugyen Norbu	Chief of National Accounts and Price Statistics Division, National Statistics Bureau, Bhutan
44. Luu Van Vinh,	Director Department of Foreign Statistics and International Cooperation of The General Statistics Office of Viet Nam
45. Buyung Airlangga	Direktorat Neraca Produksi, Badan Pusat Statistik

Annex 4. Summary of Progress against Logframe Indicators and Milestones

The first two columns of this table are taken from the TEEB Logframe presented in TEEB Phase III Project document of 27 February 2014. The target dates in brackets are those given in the logframe. Where these differ to dates in PIMS, both dates are provided.

TEEB Intervention Logic		Evaluation Comments – Main activities and achievements	Evaluation Rating
Relevant Expected Accomplishment in the Programme of Work Biodiversity and ecosystem values are assessed, demonstrated and communicated to strengthen decision-making by governments, businesses and consumers.			
Project Outcome #1	Indicators		
Increase the capacity of countries and companies to incorporate natural capital into their policy and decision-making processes	Number of governments that commit to piloting ecosystem accounts. By end of 2015: Target 3 countries. Baseline 0	Work towards this output was delivered through the ANCA project. There is some overlap between this outcome and outcome 2 which delivers results related to TEEB Implementation in a further 5 countries. <ul style="list-style-type: none"> The TEEB III project worked with 7 countries on to develop National Plans for Advancing Environmental-Economic Accounting (NP-AEEA) (Bhutan, Indonesia, Mauritius, Mexico, South Africa, Vietnam and Chile) and six plans were completed (all but Bhutan). Available evidence (UNSD interview, questionnaire responses) indicate that most if not all countries will follow up to some extent on their action plans which address further actions towards established ecosystem accounts. An EU-supported UNSD project approved in 2016 and starting in 2017 with UNEP TEEB collaboration will support follow on work in Mexico and South Africa, and new work in three countries (Brazil, China, India). 	S
	Number of companies that agree to follow-up on findings of sector assessments. By end of 2015: Target 6 companies. Baseline 0	<ul style="list-style-type: none"> Not directly applicable in view of the decision to focus on the agriculture exploratory studies 	NA
Project milestones that show progress towards achieving the project outcome			

<p>Milestone 1-1 Updated Guidance Manual for TEEB Country Studies made available (Dec 14)</p> <p>The update was part of the TEEB Phase III project but not included in the ENRTP project</p>	<ul style="list-style-type: none"> • A first version of the Guidance Manual for TEEB Country Studies (Version 1.0) was published as a TEEB report in 2013 as part of the ENRTP Country Implementation project, in collaboration with the Helmholtz Centre in Germany. See: http://teebweb.org/training/resources/guidance-manual-for-teeb-country-studies/ • PIMS reporting indicates that as of December 2016 a contract had been signed with UNITAR on adapting the Guidance Manual to make it more user-friendly, with deliverables by end Q1 2017. The work was ongoing as of June 2017. 	MS
<p>Milestone 1-2 Strategy for testing the SEEA-Experimental Ecosystem Accounting made available (Dec 15)</p>	<p>Work towards this output was delivered through the ANCA project</p> <ul style="list-style-type: none"> • A draft of the Global Strategy for Advancing the SEEA Experimental Ecosystem Accounting (EEA) was discussed at the April 2015 Forum of Experts on SEEA Experimental Ecosystem Accounting. • An updated Implementation Strategy was agreed at the UN Statistical Commission at its 47th session in March 2016 and is available online https://unstats.un.org/unsd/envaccounting/ceea/meetings/eleventh_meeting/UNCFEA-11-4a-1.pdf 	S
<p>Milestone 1-3 TEEB for Agriculture & Food Synthesis report made available (Logframe Dec 16 / PIMS Dec 15)</p>	<ul style="list-style-type: none"> • The TEEB AgriFood study was launched in Brussels in January 2014. Expected outputs were further specified / revised in the 2014 concept note (see Milestone B-1). The concept anticipated interim, core and synthesis reports. • TEEB for Agriculture & Food: an interim report was published in 2015. • The report was launched at the Global Landscapes Forum in December 2015: http://www.teebweb.org/agriculture-and-food/interim-report/ 	MS
<p>Milestone 1-4 TEEB for Oceans & Coasts published (Logframe April 17 / PIMS Sept 17)</p>	<ul style="list-style-type: none"> • The TEEB Office had previously collaborated on preparation of a discussion paper, 'Why Value the Oceans' led by UNEP/GRID Arendal in 2012, that was published as a TEEB report. • DEPI developed a proposal for further work with GRID Arendal in 2014, but this was not successful. Work has not advanced due to lack of funding. • The idea of a TEEB Oceans study was presented at several international events; including: <ul style="list-style-type: none"> ○ European Commission Healthy Oceans Productive Ecosystems conference in Brussels, March 2014 ○ International Resource Panel meeting, Brussels, October 2014 	MU
Project Outputs under Outcome #1:	Indicators	

<p>Output A) Sets of tools and methodologies to perform ecosystem accounts identified, developed and made available to countries and business</p>	<p>Preliminary guidance document providing practical guidance to countries on tools and methodologies to perform ecosystem accounting. By end of 2014: 1 document. Baseline: 0</p>	<p>Work towards this output was delivered through the ANCA project</p> <ul style="list-style-type: none"> • Draft Technical guidance, including five technical guides, were presented to the 2015 SEEA EEA Forum of Experts (See Milestone 1-1) • A consultation draft of SEEA Experimental Ecosystem Accounting: Technical Recommendations was produced in January 2017 • The project produced a perspectives report and nine technical guides that have been published on Teebweb and which have served as training material : <ul style="list-style-type: none"> ○ A Perspective on Capacity and Capability in the Context of Ecosystem Accounting (April 15) ○ Technical Guide 1: A functional Approach to EEA for Units and Ecosystem Services (Draft, March 2015) ○ Technical Guide 2: Land Accounts and Ecosystem Extent (Draft, March 2015) ○ Technical Guide 3: Land and Ecosystem Condition and Capacity (Draft, January 2015) ○ Technical Guide 4: Water and Ecosystem Accounting (Draft, Dec 2014) ○ Technical Guide 5: Carbon and Ecosystem Accounting (Draft, Dec 2014) ○ Technical Guide 6: Linkage between Ecosystem Service Accounts and Ecosystems Asset Accounts (Draft, Dec 2014) ○ Technical Guide 7: Compilation of Data, Tools, Methods and Pilots in Canada (Draft, Dec 2014) ○ Technical Guide 8: Spatial units, Scaling and Aggregation (Draft, Jan 2015) ○ Technical Guide 9: Biophysical Modelling and Analysis of Ecosystem Services in an Ecosystem Accounting Context (Draft, Dec 2014) • The materials were used in regional and national training workshops in Chile as well as the EEA pilot countries. • UNEP-WCMC developed a guidance document "Experimental Biodiversity Accounting as a component of the System of Environmental-Economic Accounting Experimental Ecosystem Accounting (SEEA-EEA)" which is downloadable at www.teebweb.org/areas-of-work/advancing-natural-capital-accounting/eba-technical-guidance/ • Technical Recommendations for SEEA Experimental Ecosystem Accounting were developed in 2015, and are being updated based feedback from the Expert Forum as well as consultations undertaken in December 2015 and December 2016 	<p>S</p>
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	<p>Protocol for selecting and using tools and methods for corporate ecosystem accounting developed with TEEB support and published for use by companies. By end of 2015: 1 document. Baseline: 0</p>	<ul style="list-style-type: none"> • Efforts in this area anticipated through the ANCA project were reoriented towards the TEEB AgriFood reports. It is not known whether the three published reports are being used by businesses. (See Milestone A-3). • The Natural Capital Protocol was developed by the Natural Capital Coalition outside the scope of the TEEB Phase III project. 	NA
Project output Milestones:			
Milestone A-1 Forum of experts in ecosystem accounting established with UNSD (June 14)		<p>Work towards this output was delivered through the ANCA project</p> <ul style="list-style-type: none"> • The Forum of Experts on SEEA-EAA met in New York in April 2015. See http://doc.teebweb.org/wp-content/uploads/2015/03/Forum-of-Experts-in-SEEA-Experimental-Ecosystem-Accounting-Provisional-Agenda.pdf 	S
Milestone A-2 Assessment of policy priorities, data situation and tools used (1 report per pilot country) (Dec 14)		<p>Work towards this output was delivered through the ANCA project</p> <ul style="list-style-type: none"> • SEEA-EAA Assessments were undertaken for seven countries and six action plans have been published (See Outcome indicator) • Two further substantial studies were produced for South Africa through a UNEP contract to SANBI, the South Africa national Biodiversity Institute <ul style="list-style-type: none"> ○ Land and Ecosystem Accounting in KwaZulu- Natal, South Africa – A discussion document (Oct 2015) - representing South Africa's first pilot set of land and ecosystem accounts ○ National River Ecosystem Accounts (October 2015) - representing South Africa's first pilot set of river ecosystem accounts, and selected in view of strong data availability 	S
Milestone A-3 Assessments of major 'externalities heavy' global business sectors available online (June 15)		<ul style="list-style-type: none"> • A Call for Expressions of Interest to assess major 'externality-heavy' agricultural sectors - livestock, maize, and rice - was issued in April 2014. • A further call led to proposals for a palm oil and on financial services (with the UNEP Finance Initiative) that were subsequently accepted. 	S

	<ul style="list-style-type: none"> • Three agriculture exploratory (feeder) studies were commissioned through UNOPS from June 2014: <ul style="list-style-type: none"> ○ Livestock by Wageningen University, Trucost and True Price ○ Palm oil, Trucost , True Price and Roundtable on Sustainable Palm Oil ○ Rice by FAO with Bioversity, International Rice Research Institute and Trucost • A further study on inland fisheries, led by FAO, commenced in June 2015 • A study on maize led by CONABIO (La Comisión Nacional para el Conocimiento y Uso de la Biodiversidad) was funded by two private foundations through the New Ventures Fund. (The proposal from GRID Arendal selected from the initial call through UNOPS was not pursued). • A study on Agroforestry, led by World Agroforestry Centre, was funded through UN Environment's UN REDD office • A TAB update indicates that work on financial services commenced in 2014 under a Natural Capital Declaration Working Group but this evaluation did not see evidence this being formally commissioned or completed under the TEEB Phase III project. • Three reports have been published on Teebweb. <ul style="list-style-type: none"> ○ Agroforestry: an attractive REDD+ policy option? – October 2015 ○ Improving Business Decision Making: Valuing the Hidden Costs of Production in the Palm Oil Sector – 2016 ○ Ecosystem services in freshwater fish production systems and aquatic ecosystems: Recognizing, demonstrating and capturing their value in food production and water management decisions – 2016 ○ http://www.teebweb.org/agriculture-and-food/exploratory-studies/ • A further study by the UN Environment Finance Initiative (UNEP FI) looked at natural capital accounting for financial institutions using cases studies linking the role of financial institutions to (i) cattle ranching in Brazil and (ii) coal power in the U.S. 		
Output B) Data on the economics of biodiversity and ecosystem services for critical biomes and sectors made available for countries	Number of TEEB “biome” and “sectoral” studies (including scoping studies) published. By the end of 2017: 4. Baseline: 0	<ul style="list-style-type: none"> • Six Agriculture exploratory or ‘feeder’ studies’, as input to the planned Agriculture and Food sector study, of which three published (Milestone A-3); however the TEEB for Agriculture study has only been able to present interim findings to date • TEEB Arctic Scoping Study (Milestone B2 & B-3) 	MS
Project output Milestones:			

<p>Milestone B-1 Updated TEEB for Agriculture & Food concept note released (June 14)</p>	<ul style="list-style-type: none"> • The TEEB Agriculture and Food concept note was completed and distributed in February 2014 following a scoping workshop organised in Brussels in January 2014. The concept note replaced an earlier draft of October 2013 (See: http://www.teebweb.org/publication/the-economics-of-ecosystems-and-biodiversity-teeb-for-agriculture-food-concept-note/) • The conceptual approach was further developed at expert workshop organised in September 2014 which included consideration of the draft feeder studies. • The timeline and deliverables have been repeatedly modified in view of delays in receipt of anticipated EU funding. 	<p>S</p>
<p>Milestone B-2 TEEB for the Arctic workshop convened (Dec 14)</p>	<p>Work in this area was delivered through cofinancing from WWF, UN Environment Regional Office for Europe and the Arctic Council</p> <ul style="list-style-type: none"> • The TEEB for the Arctic work was initiated by the WWF Arctic Programme in collaboration with the UNEP Regional Office for Europe and TEEB Office as a response to a recommendation in the Arctic Biodiversity Assessment. • The TEEB board was informed in Sept 2013 that WWF had submitted a proposal to the Arctic Council on behalf of a partnership including UNEP RoE and TEEB • Funding for the project was provided by the Nordic Council of Ministers, UNEP Regional Office for Europe (for case studies) and WWF • The scoping report was prepared under the auspices of the Conservation of Arctic Flora and Fauna working group (CAFF) of the Arctic Council, led by Sweden. The report is based on inputs of a workshop organized in May 2014 and responses to an online questionnaire. 	<p>S</p>
<p>Milestone B-3 TEEB for the Arctic Scoping Study and TEEB for the Baltic Scoping Study published (June 15)</p>	<ul style="list-style-type: none"> • The September 2015 report is available at https://oaarchive.arctic-council.org/bitstream/handle/11374/1517/EDOCS-2673-v2-ACSAOUS201_Anchorage_2015_6-2-2_TEEB_Scoping_Study.pdf • A summary of the report was submitted to Arctic Council Senior Arctic Officials (SAO) plenary meeting in October 2015 • CAFF decided not to proceed with a full study. • The donor for the TEEB for the Baltic study pulled out after a call for expressions of interest was launched in early 2014. 	<p>S (Arctic) U (Baltic)</p>
<p>Milestone B-4 Call for evidence launched for TEEB for Agriculture & Food "Policies, Production and Consumption" report issued (Dec 15)</p>	<ul style="list-style-type: none"> • A call for evidence based on the chapter outlines for the planned 'Scientific and Economic Foundations' report was launched in October 2016 with a deadline for submissions of February 2017 • Two TEEB AgriFood writers' workshops were convened in 2017. 	<p>S</p>
<p>Milestone B-5 Preliminary findings of TEEB for Oceans & Coasts released (June 16)</p>	<ul style="list-style-type: none"> • The work has not advanced due to lack of funding (See Milestone 1-4) 	<p>U</p>

<p>Milestone B-6 Findings of TEEB for Agriculture & Food, TEEB for Oceans & Coasts presented at CBD COP-13 (Dec 16)</p>	<ul style="list-style-type: none"> • A side event TEEBAgriFood. A comprehensive framework to assess the eco-agri-food systems complex organised at CBD COP 13 in December 2016 based on the 2015 TEEB for Agriculture & Food Interim Report. See: http://www.teebweb.org/event/cbd-cop13 • Oceans and Coasts – See Milestone B-5 	<p>MS (AgriFood) U (O&C)</p>
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Project Outcome #2	Indicators		
<p>Policy recommendations for integrating ecosystem services vital for sustainable development identified and adopted in participating countries</p>	<p>Number of countries which explicitly refer to TEEB in their revised NBSAP. By end of 2015: Target 10 countries. Baseline: 0</p>	<ul style="list-style-type: none"> • The data for this indicator was to be derived from external sources and has not been reported. • There has not been an explicit project focus on NBSAPs. The following bullets reflect more generally on TEEB implementation work at national and regional levels that contributes to the project outcome, though not to this specific indicator. • Studies and initiatives leading to identification of policy recommendations which received substantial support from the UN Environment during TEEB Phase III include: <ul style="list-style-type: none"> ○ TEEB for Mexico, with the Mexican Ministry of the Environment and Natural Resources supported by UNEP's Mexico Office. The UNEP Mexico Country Office (as implementing partner) and UNEP TEEB office will provide ongoing support from 2017 to the IKI project, 'Mainstreaming Biodiversity into Mexico's Agriculture' ○ TEEB Brazil, Ministry of Environment Brazil, Secretary for Biodiversity and Forests supported by UNEP's Brazil Office (completed in 2014). ○ The 5 ENRTP national implementation studies (See output C). ○ The Arctic Scoping Study (See milestone B-3), • The TEEB office has maintained a tracking sheet of TEEB initiatives worldwide and the TEEB website includes information on 20 'TEEB inspired studies' (as of 25 May 2017), including 17 country studies and three regional studies (Arctic, ASEAN, Nordic Countries). http://www.teebweb.org/areas-of-work/teeb-country-studies-2/ 	<p>MS</p> <p>The rating reflects significant efforts in identification of policy options despite a shift in focus from NBSAPs</p>

	<p>Number of national governments that finalise plans for TEEB implementation. By end of 2015: 5 countries. Baseline: 0</p>	<p>Finalisation of TEEB studies underway after final validation workshops with stakeholders in all five countries (Ecuador, Liberia, Tanzania, Bhutan, Philippines).</p> <p>Uptake of TEEB based on commitments and statements at final national workshops in May and June 2015 are as follows:</p> <p>Ecuador: Minister of Environment committed to setting up a valuation Task Force in the Ministry. The Cacao study results will inform policy instruments on the different growth scenarios in the primary sectors prioritised in the change of productive matrix. The hydropower study will be used to make a business case for a tariff mechanism to charge hydroelectric projects for the use and management of water.</p> <p>Liberia: TEEB results have contributed to the establishment of local management plans. The Environment Protection Agency has identified the possibility of introducing a levy system on various fishing practices within the mangrove system.</p> <p>Tanzania: SAGCOT will use the recommendations from the study to inform its policy on agricultural intensification.</p> <p>Bhutan: The Minister of Agriculture stated that he will discuss the study in Cabinet, and make the case for using part of the 1% royalty fee from hydro for afforestation and/or payment for ecosystem services scheme.</p> <p>Philippines: As a result of the TEEB study, the Philippines Reclamation Authority, Manila Bay Coordination Office and the Department of Natural Resources have developed a think tank to bring together a wide range of data and management options for Manila Bay. The final workshop also focused on the integration of ecosystem services into the development and implementation of Environmental Impact Assessments of development projects.</p>	S
<p>Project milestones that show progress towards achieving the project outcome</p>			
<p>Milestone 2-1 Report describing TEEB implementation in the context of related initiatives such as WAVES, SEEA, PEI published Dec 14)</p>	<ul style="list-style-type: none"> • PIMS (Dec 16) reporting indicates that the report was not developed since there was a lack of agreement vis-a-vis where TEEB starts/ends and BIOFIN/WAVES start/end and so no agreement on a document linking all projects. • Efforts to coordinate with related initiatives were made in three countries: <ul style="list-style-type: none"> ○ Ecuador: GIZ ValuES as well as UNDP BIOFIN were working together with TEEB in-country, stakeholders invited to workshops for each project, synergies made through same stakeholders. The final workshop was co-hosted with UNDP BIOFIN. ○ Liberia: Some joint activities through work with Conservation International, as well as with UNEP-WCMC. 	MU	

		<ul style="list-style-type: none"> Philippines: Ecosystem valuation has been institutionalized, and so e.g. WAVES, natural capital accounting, all coordinated together. The steering committee for WAVES took the role of steering committee for TEEB. 	
Milestone 2-2 Fact Files describing scope of individual TEEB Country Studies released (ENRTP portfolio) (Dec 15)		<ul style="list-style-type: none"> Fact files created for all five countries by December 2016 (PIMS report) - see web link to Country section of TEEB web page (http://www.teebweb.org/country-studies) 	S
Project Output under Outcome #2:	Indicators		
Output C) Ways to 'work with nature' to meet specific policy priorities of a country identified	TEEB Country Studies with identification of critical ecosystem services vital for sustainable developed published in participating countries. By end of 2015: 5 countries. Baseline: 0	<ul style="list-style-type: none"> The five TEEB Country studies have been finalised and validated at final national workshops in each of the five countries. All countries are currently finalizing their reports incorporating the comments received at the workshops (as of end June 2017). 	S
	Number of events organized by pilot countries to mobilize and consult with stakeholders, including wide range of government departments and agencies (2 events per pilot country). By end of 2015: 10 events. Baseline: 0	<ul style="list-style-type: none"> All five countries had scoping workshops with wide range of stakeholders, national workshop Liberia (10-11 June 2014), Tanzania (21-22 May 2014), Bhutan (10-12 March 2014), Philippines (6-7 March 2014), Ecuador (February 2015). Various capacity building workshops, meetings, author write-shops, within the countries during project implementation Final validation/national workshops Liberia and Tanzania May, Ecuador first week in June, Bhutan mid June, Philippines end June 2017. 	S
Project output Milestones:			
Milestone C-1 Host institutions identified, workplans agreed to and contracts issued		Ecuador: Ministry of Environment was the focal point; Escuela Politecnica Nacional was the host institution for the Coca watershed study; Escuela Superior Politecnica del Litoral was the host	S

<p>in pilot countries (ENRTP funded portfolio) (June 14)</p>	<p>institution for the Guayas watershed study. SSFAs were signed in April 2015 with both host institutions which contained workplan and agreed deliverables. Delays in contracting were due to the country taking a long time in deciding its policy priority focus for TEEB.</p> <p>Liberia: The Environmental Protection Agency was the focal point and host institution for the TEEB study in Liberia. The SSFA was signed in April 2015 and included a workplan and agreed deliverables.</p> <p>Tanzania: The Vice President's Office was the focal point, and the Institute of Resource Assessment at the University of Dar-es-Salaam was the host institution. An SSFA was signed with the host institution in November 2014 with a workplan and agreed deliverables.</p> <p>Bhutan: The Department of Forests and Park Services, Ministry of Agriculture and Forests was the focal point, and the Ugyen Wangchuk Institute for Conservation and Environment (UWICE) was the host institution. The SSFA was signed with the Gross National Happiness Commission (who are responsible for administering all contracts internationally) and they then sub-contracted UWICE. The SSFA was signed in February 2015, which included the workplan and deliverables for UWICE.</p> <p>Philippines: The Biodiversity Management Bureau was the focal point and the Resources, Environment and Economics Centre for Studies was the host institution. The SSFA was signed with the Biodiversity Management Bureau (this was a requirement from Philippines), and the host institution was sub-contracted through a partnership with the BMB. The SSFA was signed in April 2015, and included the work plan and agreed deliverables.</p>	
<p>Milestone C-2 Event on margins of CBD COP-12 with government representatives to profile progress on TEEB implementation (Dec 14)</p>	<ul style="list-style-type: none"> • No event on margins of COP-12 was held. • The TEEB implementation project (ENRTP), ('Reflecting the Value of Ecosystems and Biodiversity in Policymaking) was launched at COP-11 • The international workshop on the sidelines of CBD COP13 (see below) included government representatives who profiled progress on TEEB implementation. 	MS
<p>Milestone C-3 International workshop organized convening pilot countries (ENRTP funded portfolio) (June 15)</p>	<ul style="list-style-type: none"> • An international ENRTP workshop was organised for all five countries in Cancun on the sidelines of the CBD COP13 between 5 and 7 December 2016, and focused on (a) learning exchanges within the team of five countries, (b) learning exchanges with other countries invited on second day, including Brazil, Germany, India, China and Mexico, and (c) communications and media outreach training. 	S
<p>Milestone C-4 TEEB Country Studies published for 5 pilot countries (ENRTP funded portfolio) (Oct 15)</p>	<ul style="list-style-type: none"> • Studies are being finalised after recent final validation workshops in June 2017. These studies will be made available online (on TEEB Web). 	MS

Sources:

- PIMS and other project reporting including draft ANCA report (July 2017) and annual reports on ENRTP country implementation (up to December 2016)

- Updates to TAB, AgriFood Steering Committee including extended update on ENRTP country implementation (July 2017)
- TEEB Phase III project document extension request dated April 2017
- Project deliverables and activity reports, many of which are available on TEEB Web
- Partner websites including UN Stats, Arctic Council

Annex 5. Summary of finance information and financial management summary

A. Summary of Financial Information

i) Expenditure by component up to April 2017

Funding Source	Project title Activity	Contribution (USD)	Expenditure (USD)
National Implementation			
European Commission, DG Environment (ENV)	(ENRTP) Reflecting the Value of Ecosystems and Biodiversity in Policy-Making	4 000 000	3 770 000
Natural Capital Accounting			
Norwegian Agency for Development Cooperation (NORAD)	Advancing Natural Capital Accounting (ANCA)	4 893 555	4 893 555
TEEBAgriFood			
Gordon & Betty Moore Foundation	TEEB for Agriculture & Food	500 000	500 000
V. Kann Rasmussen Foundation	TEEB for Agriculture & Food	300 000	300 000
KR Foundation	TEEB for Agriculture & Food	218 239	218 238
European Commission, DG Development and Cooperation (DEVCO)	TEEB AgriFood in Africa: Assessing options to improve livelihoods	528 500	0
German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety	IKI TEEB Implementation: supporting biodiversity and climate friendly land management in agricultural landscapes	1 000 000	0
Core Funding through UN Environment			
Norway PCA - 2014-2015		137 363	137 363
Government of Sweden 2014 -2015		281 032	281 032
Government of Sweden 2017		270 000	34 496
Government of Switzerland - FOEN 2015		101 327	101 327
Government of Switzerland		112 007	112 262
Environment Fund		69 000	23 124
Total for activities under contract or completed by April 2017		11,411,023	10 371 397

Sources: TEEB Balance Sheet of November 2015; TEEB Office data for April 2017 Extension, TAB updates of July 2017; TEEB office pers.comm., Jan 2018

ii) Cofinancing expenditure 31 March 2013 (excludes, in kind)

Cofinancing	Activity	Contribution (USD)	Expenditure (USD)
Global Alliance for Food and Agriculture via New Ventures Fund	TEEBAgriFood Foundations including special advisor	992 000	128 604
McKnight Foundation via NVF	TEEBAgriFood Maize study	90 000	90 000
Christensen Fund via NVF	TEEBAgriFood Maize study	110 000	110 000
WWF, UN Environment Regional Office for Europe, Arctic Council	TEEB Arctic Scoping Study Approx	170 000	170 000
Total			498 064

Sources: TEEB Office update to TAB; Project document and revisions; GAFF, WWF Arctic programme

B. Financial Management Summary

This annex is based on the template provided in the evaluation terms of reference for Section E of the evaluation report

Financial management components	Rating	Evidence/ Comments
1. Questions relating to financial management across the life of the project:	MS	
Compliance with financial requirements and procedures of UN Environment and all funding partners (including procurement rules, financial reporting and audit reports etc)	MS	<ul style="list-style-type: none"> • There are no major issues apparent in compliance <ul style="list-style-type: none"> ○ The timing on many agreements proved to be overambitious. There were gaps of one or more months between the end date on some agreements and issuance of extensions (as contract amendments). This may have presented compliance issues for partners/ subcontractors and did generate planning challenges related to timing of activities. The contract amendments in these cases indicate the project start date as that on the original agreement. ○ One outgoing agreement was issued in an inappropriate format (which is determined by the size of the budget).
Timeliness of project financial reports and audits	MS	<p>The FMO (Economics and Trade Branch) reported that 'We do not prepare yearly financial reports for TEEB but single ones only for the Donors'. The FMO provided current data on total expenditure per grant received.</p> <p>Full financial updates for the TEEB phase II project, including annual expenditure, were required and were prepared for each of the project document revision requests.</p> <p>Limited formal reporting to funding partners was made available for this evaluation.</p> <ul style="list-style-type: none"> ○ A financial statement for the ANCA project was prepared in November 2014; there is no evidence of subsequent annual reports ○ A financial statement was prepared for the Rasmussen Foundation in July 2016, indicating that funds were largely routed via UNOPS ○ A combined technical and financial report was prepared for Foundations supporting TEEBAgriFood in August 2016. Correspondence with one of the Foundations indicates that this approach superseded provisions relating to reporting in individual contracts, ○ ENRTP expenditure has been reported annually in the context of the SCA.

		Updates on income and expenditure have been prepared for the TAB and TEEBAgriFood Steering Committee (uncertified) There have not been any project level audits (TEEB Phase III or sub-projects)
Quality of project financial reports and audits	S	Available reports to donors are clear but not always detailed. The quality of interim data on expenditure was affected during the Umoja migration period and/ or as a result of the application of average exchange rates (an issue that could affect interim but not final reporting on the ENRTP project). It is not possible to match data on PIMS (that dates from May 2015) with project income
Contact/communication between the PM/TM & FMO	MS	There has been regular communication, though continuity was somewhat affected by an extended absence of the FMO in 2016. The ability to provide accurate and timely information during period covered by the valuation was also affected by i) systematic problems encountered in migration to Umoja, ii) a backlog in administrative tasks and payments associated with the transition to Umoja; iii) (on the ENRTP grant) uncertainty in 2016 and early 2017 regarding whether the full ENRTP budget allocation would be available for expenditure.
PM/TM & FMO responsiveness to addressing and resolving financial issues	MS	As above. The ability to respond to requests was affected by i) systematic problems encountered in transition to Umoja and ii) a backlog in administrative tasks and payments associated with the transition to Umoja.
2. Questions relating to financial information provided during the evaluation	S	
Provision of key documents to the evaluator (based on the provision of A-F below)	MS	Documentation available for this evaluation included the original project budget; updated financial information in the approved project document revisions of November 2015 and April 2017; occasional income and expenditure updates provided to the TAB and TEEBAgriFood Steering group including a comprehensive summary of income and expenditure prepared in November 2016; examples of expenditure reports to donors; examples of expenditure reports received from grantees; and project documents for anticipated income. The Fund Management Officer provided updated data on total expenditure per grant up to April 2017 The TEEB Office provided detailed background information compiled for the April 2017 Revision including an overview of expenditure by year Financial information is also available on PIMS up to May 2015 (status in May 2017) but does not match well to information supported by the above documentation
A	An up-to-date 'Co-financing and Project Cost's table	Partly The overall summary of expenditure in this revision is a simplified version of the table prepared for the latest project document revision.

			The information on budget allocation and expenditure by themes is based on an update ('balance sheet') prepared for the TEEBAgriFood Steering Committee in November 2016 that showed earmarked funding through grants. Cofinance data for GAFF and the Arctic (Indicative) was confirmed /elaborated by partners but not is systematically compiled in TEEB accounts.
B	A summary report on the project's annual financial expenditures during the life of the project.	Yes	The FMO provided information on total expenditure as of April 2017, per incoming grant More complete information including annual expenditures was prepared in July 2017 for the project document revision, by the TEEB Finance assistant and new FMO in the Ecosystems Division
C	Financial documents from Mid-Term Evaluation/Review (where appropriate)	NA	NA
D	All relevant project legal agreements (e.g. SSFA, PCA, ICA) – where appropriate	Y	A large number of outgoing legal agreements were provided. These include: <ul style="list-style-type: none"> o An agreement to UNOPS and the fourth amendment to this agreement for a substantial volume of work under multiple budget lines, including funding to 30 June 2017 (based on a fourth contract amendment) for several long running consultancies and for the ANCA sector studies. o An agreement and three amendments to UN DESA for SEEA work under the ANCA project (staff time and travel). There was a gap of several months between the expected end date for the 2nd amendment and signature of the 3rd amendment. o Several commissioned studies and reports under the ANCA project
E	Associated financial reports for legal agreements (where applicable)	Y	Financial reports were provided for outgoing agreements where available: <ul style="list-style-type: none"> o The latest UNOPS financial report covers actual and expected expenditure to the end of 2016, indicating a small unspent balance. UNOPS and the TEEB PM provided additional information on expenditure items not detailed in the report. o Final expenditure reports are available for the majority studies commissioned under the ANCA project. o The final expenditure report from UN DESA (ANCA) was expected only in June 2017 and the latest available interim report dated from December 2014.
F	Copies of any completed audits	NA	
	Demonstrated knowledge by the PM/TM & FMO of partner financial expenditure	S	A high proportion of expenditure was accounted for by outgoing agreements that were tracked by the manager and FMO (see above) based on formal reporting as well as informal exchanges.
	PM/TM & FMO responsiveness to financial requests during the evaluation process	MS	Basic expenditure data was provided by the FMO Economics and Trade Branch in April 2017

		Copies of agreements and financial reports including the 2017 addendum report were made available by the PM / TEEB Office, who responded to some queries but could not respond to all. The data presented in the evaluation remains prefinal as of February 2018
Overall rating	MS	

Annex 6. Case Study of the ENRTP Country Implementation Project

See separate file

Annex 7. List of Documents Consulted

The following list includes key documents and outputs amongst over 1000 documents and reports made available for this evaluation

Project Design and Revisions

- UN Environment Project Document: The Economics of Ecosystems and Biodiversity (TEEB) Phase III dated 27 February 2014 (Version: 'TEEB Phase III PRODOC Reviewer Comments Combined_140227_CLEAN.docx')
- UN Environment Project Document: The Economics of Ecosystems and Biodiversity (TEEB) Phase III, draft of 25 October 2013, including TEEB for Oceans Proposal
- PRC (UN Environment Project Review Committee) Report of review of December 2013, with Manager's response, signed by Secretary of PRC on 19 March 2014
- Project Decision Sheet for TEEB Phase III Revision I, dated 13 November 2015
- Project Revision II (Titled Revision I), dated April 2017
- UNEP Medium Term Strategy (2014-2017)
- UNEP Programmes of Work (2014-2015, 2016-2017)
- Bali Strategic Plan
- Project Document: TEEB National Implementation: Reflecting the Value of Ecosystems and Biodiversity in Policymaking (Undated revision with completion date of June 2017 ('ENRTP'))
- Advancing Natural Capital Accounting – Agreed Programme Summary, annexed to donor agreement data Dec 2013
- Correspondence related to project amendments / revisions / extensions (ENRTP and ANCA)
- Pritchard, D. (2011). The Terminal Evaluation of the Economics of Ecosystems and Biodiversity (TEEB Phase II)

Meetings of TEEB Management and Governance Bodies

- TEEB Advisory Board Minutes and background documentation (2011-2017)
- TEEBAgriFood Steering Committee and background documentation (2015-2017)
- Coordination Group Minutes (2011-2016)
- TEEBAgriFood management calls (October 2016-January 2017)

Reporting

- TEEB Phase III Project reporting on PIMS
- Annual reporting on ENRTP Project – 2014 to 2017
- November 2014 Report on ANCA project
- Draft Final Report on ANCA Project (July 2017)

Selected Meetings

- Reports of the TEEBAgriFood scoping workshop (Jan 2014), funder's meeting (July 2017), 1st Expert Meeting (Sept 2015), 2nd Expert meeting (May 2016)

Selected Publications and technical outputs

Environmental-Economic Accounting

- National Plans for Advancing Environmental-Economic Accounting (NP-AEEA) (Indonesia, Mauritius, Mexico, South Africa, Vietnam and Chile) plus Bhutan - draft
- SANBI. Land and Ecosystem Accounting in KwaZulu-Natal, South Africa – A discussion document (Oct 2015)
- SANBI. National River Ecosystem Accounts (Oct 2015)
- A Perspective on Capacity and Capability in the Context of Ecosystem Accounting (April 15)
- SEEA Experimental Ecosystem Accounting: Technical Guidance – Draft of April 2015
- SEEA Experimental Ecosystem Accounting: Technical Recommendations. Consultation Draft V4.0: 9 January 2017
- Technical Guide 1: A functional Approach to EEA for Units and Ecosystem Services (Draft, March 2015)
- Technical Guide 2: Land Accounts and Ecosystem Extent (Draft, March 2015)
- Technical Guide 3: Land and Ecosystem Condition and Capacity (Draft, January 2015)
- Technical Guide 4: Water and Ecosystem Accounting (Draft, Dec 2014)
- Technical Guide 5: Carbon and Ecosystem Accounting (Draft, Dec 2014)
- Technical Guide 6: Linkage between Ecosystem Service Accounts and Ecosystems Asset Accounts (Draft, Dec 2014)
- Technical Guide 7: Compilation of Data, Tools, Methods and Pilots in Canada (Draft, Dec 2014)
- Technical Guide 8: Spatial units, Scaling and Aggregation (Draft, Jan 2015)
- Technical Guide 9: Biophysical Modelling and Analysis of Ecosystem Services in an Ecosystem Accounting Context (Draft, Dec 2014)
- UNEP-WCMC. Experimental Biodiversity Accounting as a component of the System of Environmental-Economic Accounting Experimental Ecosystem Accounting (SEEA-EEA)"

TEEB Implementation and Biome studies – see also, case study

- Guidance Manual for TEEB Country Studies (Version 1.0) -2013
- TEEB for the Arctic Progress report on the Scoping Report – April 2015
- The Economics of Ecosystems and Biodiversity (TEEB) for the Arctic: A Scoping Study - CAFF Assessment Series Report 12 - September 2015

TEEBAgriFood

- The TEEB Agriculture and Food concept notes, October 2013 and February 2014
- TEEB for Agriculture & Food: an interim report – 2015
- World Agroforestry Centre. Agroforestry: an attractive REDD+ policy option? – October 2015
- Trucost, True Price and Roundtable on Sustainable Palm Oil. Improving Business Decision Making: Valuing the Hidden Costs of Production in the Palm Oil Sector – 2016
- FAO. Ecosystem services in freshwater fish production systems and aquatic ecosystems: Recognizing, demonstrating and capturing their value in food production and water management decisions – 2016

Finance and Administration

- Contracts and agreements with donors
- Correspondence related to ENRTP and ANCA extensions
- Funding proposals
- Contracts and agreements (Small scale funding agreements, programme cooperation agreements etc) with partners and contractors including some extensions
- Mission reports

Project and Partner websites

- The TEEB website: www.teebweb.org/
- GAFF <https://futureoffood.org/priority-initiatives/teebagrifood/>
- UN Stats https://unstats.un.org/unsd/envaccounting/eea_project/default.asp
- TEEB IKI (2017-2019): <https://www.international-climate-initiative.com/en/projects/projects/details/533/>

Misc

- Communications materials including brochures, newsletters, blogs, powerpoint slides
- Email Exchanges on collaborative initiatives

Annex 8. Brief CVs of the Consultants

Sarah Humphrey

Profile

Sarah has over 20 years' experience working on environmental research and policy, project and programme development and institutional strengthening with a wide range of non-governmental, intergovernmental and research organisations in Europe and Africa. She specialises in environmental management, policy and governance, sustainable development, conservation, and project and programme evaluation.

Education

Open University Business School: MBA

Department of Marine Sciences and Coastal Management, University of Newcastle

PhD: Analysis of Approaches for Evaluating the Success of Coastal Management in Europe

King's College, University of London: BSc. (Hons Class I): Human Environmental Science

Employment

From 2008 Consultant in Environment, Sustainable Development and Conservation for WWF, IUCN, Oxfam, UNEP, UNDP, European Commission, WIOMSA, and others

2000 - 2007 WWF International, Gland, Switzerland
Programme Officer, Africa and Madagascar Programme

1999 – 2000 European Commission, Brussels, Belgium
Stagiaire, Environment Directorate: Nature, Coastal Zones and Tourism

1997 - 1999 University of Newcastle, UK
Research Associate, Department of Marine Sciences and Coastal Management

1996 - 1997 Western Indian Ocean Marine Science Association (WIOMSA), Zanzibar, Tanzania
Development Officer

1990 - 1995 IUCN - The World Conservation Union, Switzerland & Kenya
Research Assistant then Programme Officer, Marine and Coastal Programme

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)
Steering Committee Member of the Balaton Network on Sustainability (www.balatongroup.org)
Former 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