

**Validated Terminal Review of the UNEP/GEF project
“Strengthening national biodiversity and forest carbon stock
conservation through landscape-based collaborative
management of Cambodia’s Protected Areas System as
demonstrated in the Eastern Plain Landscape” (CAMPAS)
GEF ID 4905
2016 - 2022**



**Ecosystems Division, Biodiversity and Land Degradation Branch
GEF Biodiversity and Land Degradation Unit
February 2023**



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Front cover: Indigenous holy mountain in Phnom Namlear Community Protected Area, DDF in Lumphat Wildlife Sanctuary and Traditional Dance of the Indigenous People by Trond Norheim and CAMPAS PMU, Cambodia 2023

Page 49: Local initiatives in Community Protected Areas. Trond Norheim, Cambodia 2023

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This report has been prepared by an external consultant as part of a Terminal Review, which is a management-led process to assess performance at the project's operational completion. The UNEP Evaluation Office provides templates and tools to support the review process and provides a formal assessment of the quality of the Review report, which is provided within this report's annexed material. In addition, the Evaluation Office formally validates the report by ensuring that the performance judgments made are consistent with evidence presented in the Review report and in-line with the performance standards set out for independent evaluations. As such the project performance ratings presented in the Review report may be adjusted by the Evaluation Office. The findings and conclusions expressed herein do not necessarily reflect the views of Member States or the UN Environment Programme Senior Management.

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Strengthening national biodiversity and forest carbon stock conservation through landscape-based collaborative management of Cambodia's Protected Areas System as demonstrated in the Eastern Plain Landscape' (CAMPAS)

(GEF ID # 4905 / IMIS SB-006045)

(Date /02/23)

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The reviewer would like to express his gratitude to all persons met and who contributed to this review, as listed in Annex II.

The reviewer would like to thank the project team and in particular the Task Manager Mr Max Zieren for his contribution and collaboration throughout the review process. Sincere appreciation is also expressed to the President of the Project Steering Committee Dr Tin Ponlok and Project Director Dr Somaly Chan for valuable information. The reviewer would also like to thank the last Project Coordinator Mr Nith Chhin and the former Project Coordinator Mrs Bopreang Ken for their strong support during and after the mission, as well as to the rest of the staff of the Project Management Unit. Acknowledgements also goes to other government parties and stakeholders interviewed during the review process.

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The review consultant hopes that the findings, conclusions and recommendations will contribute to the successful closing of the current project, potentially formulation of a next phase, and to the continuous improvement of similar projects in other countries and regions.

BRIEF CONSULTANT BIOGRAPHY



Dr. Trond Norheim (PhD Forest Ecology) is Manager of Environment and Climate Change in Scanteam AS, Norway, with 40 years' experience in 76 countries on all continents, including 70+ project reviews and evaluations. His main competence is Team Leadership for design, implementation, monitoring and evaluation. He worked 12 years as Senior Specialist in the Inter-American Development Bank, and has carried out assignments for the UN, development banks, and bilateral agencies. Since 2017 he led six evaluations for the UNEP Evaluation Office and regional offices, as well as other UNEP contracts. He has worked in the Asia & Pacific region for UNEP, UNDP, ADB, FAO, EU, Norad, and the World Bank-GEF Evaluation Office.

BRIEF ABOUT THE REVIEW

Joint Review: No

Report Language(s): English.

Review Type: Terminal Review

Brief Description: This report is a Terminal Review of the UNEP/GEF project 'Strengthening national biodiversity and forest carbon stock conservation through landscape-based collaborative management of Cambodia's Protected Areas System as demonstrated in the Eastern Plain Landscape' (CAMPAS), implemented between 2016 and 2022. The project's overall development goal was to enhance Cambodia's Protected Areas System management effectiveness and secure forest carbon through improving inter-sectoral collaboration, landscape connectivity, and sustainable forest management. The review sought to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The review had two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, the GEF, the Government of Cambodia, project partners and relevant agencies.

Key words: Biodiversity; Protected Areas; Sustainable Forest Management; Forest management; Forest Carbon; Climate Change; Ecosystem Management; Governance.

Primary data collection period: 24.11.2022 – 28.02.2023

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LIST OF ABBREVIATIONS AND ACCRONYMS

ADB	Asian Development Bank
BD	Biodiversity
BLI	Birdlife International
CAMPAS	Strengthening national biodiversity and forest carbon stock conservation through landscape-based collaborative management of Cambodia's Protected Areas System as demonstrated in the Eastern Plain Landscape
CBD	Convention on Biological Diversity
CBO	Community-based Organisation
CCM	Climate Change Mitigation
CEO	Chief Executive Officer
CF	Community Forest
CFi	Community Fisheries
CHM	Clearing House Mechanism
CISA	Cambodian International Standards of Auditing
COVID-19	Corona virus disease of 2019
CPA	Community Protected Area
CRDT	Cambodia Rural Development Team
CSO	Civil Society Organization
CTA	Chief Technical Advisor
CVWG	Cambodia Vulture Working Group
DAC	Development Assistance Committee (of OECD)
DBD	Department of Biodiversity
DoE	Department of Environment (of MoE)
COP	Conference of the Parties
EA	Executing Agency
EIA	Environmental Impact Assessment
ELC	Economic Land Concessions
EPL	Eastern Plains Landscape
ERECON	Institute of Environmental Rehabilitation and Conservation
ES	Ecosystems Services
ESF	Environmental and Social Fund
FA	Forest Administration
FAO	Food and Agricultural Organization of United Nations
FCPF	Forest Carbon Partnership Facility
FiA	Fisheries Administration
FPIC	Free, Prior and Informed Consent
FSP	Full-Size Project (GEF)
GBIF	Global Biodiversity Information Facility
GDANCP	General Department for Administration of Nature Conservation and Protection
GDLC	General Directorate of Local Community
GEF	Global Environment Facility
GEFSEC	Secretariat of the Global Environment Facility
GEO	Global Environment Outlook
GIS	Geographic Information Systems
GHG	Greenhouse Gas
GMS	Greater Mekong Sub-region

GoC	Government of Cambodia
GS-NCS	General Secretariat of National Council for Sustainable Development
Gt	Gigatons
HARVEST	Helping Address Rural Vulnerabilities and Ecosystem Stability
HQ	Headquarters
IA	Implementing Agency
IAS	Invasive Alien Species
ICEM	International Centre for Environmental Management
IP	Indigenous Peoples
ISA	International Standard of Auditing
ITTO	International Tropical Timber Organization
IUCN	International Union for Conservation of Nature
KAP	Knowledge and Awareness Participation
KSW	Keo Seima Wildlife Sanctuary
L&L	Live and Learn
LEM	Law Enforcement Management
M&E	Monitoring and Evaluation
MAFF	Ministry of Agriculture, Forestry and Fisheries
METT	Monitoring Effectiveness Tracking Tool
MLMUPC	Ministry of Land Management, Urban Planning and Construction
MoE	Ministry of Environment
MoT	Ministry of Tourism
MRV	Monitoring, Reporting and Verification
MTR	Mid Term Review
MTS	Medium Term Strategy (UNEP)
NAMA	Nationally Appropriate Mitigation Action
NBSAP	National Biodiversity Strategy and Action Plan
NBSC	National Biodiversity Steering Committee
NDC	Nationally Determined Contributions
NGO	Non-Governmental Organization
NLC	NatureLife Cambodia
NRM	Natural Resources Management
NTFP	Non-timber Forest Products
OECD	Organization for Economic Cooperation and Development
OP	Operational Programme
PA	Protected Area
PAS	Protected Areas System
PCA	Project Cooperation Agreement
PDoWA	Provincial Department of Women Affairs
PES	Payment for Ecosystem Services
PIF	Project Information Form
PIR	Project Implementation Report
PM	Project Manager
PMU	Project Management Unit
POW	Programme of Work (UNEP)
PPCR	Pilot Program for Climate Resilience
PPG	Project Preparation Grant
PRC	Project Review Committee

PRODOC	Project Document
PSC	Project Steering Committee
REDD+	Reduced Emissions from Deforestation and Forest Degradation
REL	Reference Emissions Level
RF	Results Framework
RL	Reference Level
ROAP	Regional Office for Asia & Pacific (of UNEP)
RUPP	Royal University of Phnom Penh
SDG	Sustainable Development Goals
SEPL	Socio-Ecological Production Landscape
SFM	Sustainable Forest Management
SMART	Specific, Measurable, Achievable, Relevant/Results-oriented and Time-oriented
S-SC	South-South Cooperation
STAP	Scientific and Technical Advisory Panel
TE	Terminal Evaluation
TM	Task Manager (in UNEP)
TOC	Theory of Change
TOR	Terms of Reference
ToT	Training of Trainers
TR	Terminal Review
UN	United Nations
UNDP	United Nations Development Programme
UNDRIP	UN Declaration on the Rights of Indigenous Peoples
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNODC	United Nations Office for Drugs and Crime
US	United States
USAID	United States Agency for International Development
USD	United States Dollar
WCMC	World Conservation Monitoring Centre
WCS	Wildlife Conservation Society
WWF	World Wide Fund for Nature

PROJECT IDENTIFICATION TABLE

Table 1. Project Summary

Project Title:	Strengthening national biodiversity and forest carbon stock conservation through landscape-based collaborative management of Cambodia's Protected Areas System as demonstrated in the Eastern Plain Landscape' (CAMPAS)
Implementing Agency:	United Nations Environment Programme (UNEP)
Project partners:	Ministry of Environment, Wildlife Conservation Society (WCS), World Wide Fund for Nature (WWF), Birdlife International, Live & Learn (L&L), Asian Development Bank (ADB).
Geographical Scope:	Cambodia

FROM THE LAST PROJECT PIR REPORT:

GEF project ID:	4905	IMIS number:	SB-006045
Focal Area(s):	Biodiversity; Climate Change & Sustainable Forest Management (top-up)	GEF OP #:	BD 1 Improve Sustainability of Protected Area Systems BD 2 Mainstream Biodiversity Conservation and Sustainable Use into Production Landscapes/ Seascapes and Sectors
GEF Strategic Priority/Objective:	BD 1, 2	GEF approval date:	25 August 2015
UNEP approval date:	28 June 2016	Date of first disbursement:	4 August 2016
Actual start date:	August 2016	Planned duration:	60 months (planned completion August 3, 2021)
Intended completion date:	3 August 2021	Actual or Expected completion date:	30 June 2022
Project Type:	FSP	GEF Allocation:	USD 4,718,182
PPG GEF cost:	USD 100,000	PPG co-financing:	N/A
Expected FSP Co-financing:	USD 14,570,590	Total Cost:	USD 19,288,772
Mid-term Review/eval. (planned date):	4 February 2019	Terminal Review (planned date):	Early 2023
Mid-term Review:	1 February 2020 (start)	No. of revisions:	1 NCE with 11 months up to 30 June 2022
Date of last Steering Committee meeting:	17 April 2020	Date of last Revision:	2 September 2021
Disbursement as of 30 June 2021:	USD 2,396,418	Date of planned financial closure:	June 2023
Date of planned completion:	30 June 2022	Actual expenditures reported as of 31 March 2022:	USD 3,666,546
Total co-financing realized as of 31 December 2021:	USD 3,742,413.50 (June 2021)	Actual expenditures entered in IMIS as of 31 December 2021:	USD 2,368,909
Leveraged financing:	N/A		

EXECUTIVE SUMMARY

Project background

The project 'strengthening national biodiversity and forest carbon stock conservation through landscape-based collaborative management of Cambodia's protected area system as demonstrated in the Eastern Plains Landscape' (CAMPAS) is a GEF co-funded project that was implemented from 2016 to 2022 with UNEP as the Implementing Agency. The Ministry of Environment (MoE) was the main Executing Agency, and worked with many national public sector partners, as well as international environmental NGOs (WWF, WCS, BLI, L&L, ERECON). The project had the aim to improve the interconnectivity and sustainability of Cambodia's national protected areas system on land, with the complementary objectives to mainstream biodiversity into production forests and promoting the conservation of carbon stocks.

This Review

The Terminal Review was carried out by an independent consultant during the period November 2022 to February 2023, to assess the project's performance in terms of relevance, effectiveness and efficiency, and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability.

Key findings

The project was highly aligned with UNEP's MTS, POW and Strategic Priorities and with GEF's strategic priorities, but less clearly to the country's strategic priorities. It was also aligned with global and national environmental priorities, but not with regional and sub-regional priorities. The cross-border cooperation planned with Vietnam was initiated but not fully implemented. The project is complementary with existing interventions from international/local NGO partners, while the cooperation with ADB was somehow limited.

The project design had weaknesses that made monitoring and reporting difficult for the PMU from the start and throughout implementation. The external context for biodiversity and protected areas was moderately unsatisfactory before the project started, and strongly worsened during Covid-19.

The effectiveness of the project has been satisfactory, achieving all the expected outcomes and 78.3% of the outputs. The targets were however not always clear, and seems to have been put too low during the design. The project impact is difficult to assess, but seems to have been positive, especially compared with other protected areas in the country, as well as livelihood improvement for local communities.

UNEP's Financial Officer assessed the project's financial management as satisfactory. However, several audits were delayed and the final audit is pending.

The project efficiency was rated moderately satisfactory. Communication challenges between UNEP and the Government resulted in long periods to resolve issues such as budgets and work plans, and resulted in delays. Regarding monitoring and reporting, a deficient Results Framework from the design made it difficult for the PMU to follow-up, and the mentioned communication problems led to further delays in reporting.

The review found many positive elements of the project in protected areas management and work with local indigenous communities. It is considered high likelihood of sustainability on local level based on good expectations for REDD+ and income generating activities, while the perspectives on national level are somewhat weaker because of political priorities and budget constraints.

Some factors that have affected the performance are the project preparation and readiness, as well as weaknesses in project supervision and problem-solving. On the positive side is the highly satisfactory participation of project partners and local stakeholders. The project has especially achieved positive results in the support to indigenous communities, while gender participation is also good. There is

strong national ownership to the results. Some weaknesses were the use of safeguards and risk management, as well as communication and public awareness raising.

The progress, challenges and outcomes regarding engagement of stakeholders in the project has evolved from the time of the MTR. A detailed description based on the Stakeholder Engagement Plan is included in the report (par. 200), and can be summarised as (i) only the Fisheries Administration (FiA) was a key partner, and the Forest Administration (FA) was little involved due to the transference of forest areas to be under the Ministry of Environment in 2016; (ii) only a few of the expected government agencies were engaged in inter-sectoral coordination and capacity building, such as Mondulkiri Provincial Administration, Ministry of Land Management, Urban Planning and Construction (MLMUPC), and more recently the Ministry of Tourism; (iii) Agencies concerned with law enforcement were engaged in capacity building and collaboration on national and regional illegal wildlife and timber trade issues, and management committees of Community Protected Areas inside the MoE mandated protected areas have been key partners in local protected area zonation, local development and surveillance; (iv) The project coordinated at provincial level with all relevant departments of the Mondulkiri Government (Environment, Agriculture, Land Management, Energy & Mines) and Provincial Department of Women Affairs; (v) The project coordinated spatial planning, private financing in protected areas, provincial community forestry and fishery with a cross-sectoral stakeholder approach through the Provincial Hall in Mondulkiri; (v) All the conservation NGOs mentioned in the engagement plan (WWF, WCS, BLI, L&L, ERECON) have been strongly engaged, and provided USD 3.8 M co-financing. They coordinated with provincial authorities, projects and local stakeholders. Private sector companies have however been less involved except as buyers of NTFP and in some incidents of conflict resolution.

The project design did not include any gender plan, and Gender marker was not applicable since it was approved so early as 2015. Gender equity was only briefly mentioned in the project document and some targets, but this issue was still considered in the project's training and capacity building programme. Most work on gender issues in relation with biodiversity was done by the Provincial Department of Women Affairs.

Potential negative environmental, economic and social project impacts were not included in the Project Document, but the UNEP Checklist for Environmental and Social Safeguards was filled out. Only intended impacts were considered, and there were no safeguards on how to monitor and assure mitigation in case something didn't go as planned. There were no measures to reduce the project's environmental and carbon footprint.

It is positive that the Project Document presented a risk matrix by category, with probability and impact in case of occurrence. The risks added during implementation had relation with the impacts of COVID-19, but another risk was also added, "Delay of approval budget plan 2021 & 2022 and impact to sub-contracts and recruitment of national consultants to conduct assessments and other pending approval activities". This is strictly not an external factor for project management, but PMU saw it as beyond its control. The risk rating in the last PIR (June 2022) is Low-Medium.

The project's knowledge management approach was not clear in the design. Dissemination of results was partly building on existing communication channels and networks of key partners. The project has carried out a large number of training events and produced many high-level knowledge products, while some products had more deficient quality. Communication methods include Interactive Voice Response technology to help ethnic minorities with unwritten languages; and Strengthening of capacities on gender sensitive communications. There was no project website, but project information and products have been transmitted through the site of Clearinghouse Mechanism.

Conclusions

Based on the findings from this terminal review, the project demonstrates an overall satisfactory performance. The project's main strengths have been in the areas of strategic relevance, effectiveness, country ownership, human rights and gender, and especially in the area of stakeholder participation. Weaknesses were found in communication, project supervision and monitoring. Overall it was a good likelihood for sustainability, however depending on continued political priority for biodiversity,

protected areas and sustainable forest management, as well as law enforcement and sustained international carbon financing.

Lessons Learned

Lesson 1: Indigenous communities can be efficient guardians of protected areas.

Lesson 2: The SMART App for mobile phones can be an effective tool for protected areas monitoring and law enforcement.

Lesson 3: A project should not make a needs assessment and consider anything the local people want as their real needs.

Lesson 4: REDD+, PES and other sustainable financing mechanisms could assure sustainability of the Protected Areas System.

Lesson 5: A deficient and complex project design can reduce the efficiency of the whole project implementation period

Recommendations to EA (MoE)

Recommendation 1: Continue to work with international funding mechanisms such as REDD+ and local income-generating value chains for NTFP, to convince Ministry of Planning and the Ministry of Economy and Finance for the monetary value of forests and PAs.

Recommendation 2: Improve national coordination with relevant partners and public institutions, especially with MAFF.

Recommendation 3: Improve coordination with sub-national levels of MoE

Recommendations to IA (UNEP)

Recommendation 1: Improve the project design with use of design experts and strong stakeholder consultations, while at the same time trying to simplify monitoring procedures. Design should give more emphasis to implementation regulations, to clarify procedures, responsibilities and deadlines, and follow-up with training.

Recommendation 2: Project delays due to low efficiency should be resolved by UNEP and executing partners as early as possible during a project. The parties should seek innovative solutions, e.g. whole day joint meeting to discuss and approve changes; close supervision and institutional support to certain partners; carrot and stick: -transfer un-used budget funds from one partner to other partners; replacing one or more partners; and make changes in design/budget, eliminating activities with too little progress.

Recommendation 3: The results framework should have clear and specific baselines and targets to permit efficient planning, monitoring and reporting. If the framework is not clear from the start, UNEP should insist on resolving the issue during PPG, to avoid implementation problems. If baseline is not available before approval it should be defined as zero, meaning that only new project outputs would be considered for monitoring of results.

Validation by the UNEP Evaluation Office

The report has been subject to an independent validation exercise performed by UNEP's Evaluation Office. The performance ratings for the GEF project CAMPAS, set out in the Conclusions and Recommendations section, have been adjusted as a result. The overall project performance is validated at the Moderately Satisfactory level.

I. INTRODUCTION

1. **Cambodia** is recognized as one of the priority countries for biodiversity conservation (ProDoc 2015), with four global eco-regions represented: Lower Mekong Dry Forests, Mekong River that includes the Tonle Sap floodplain, Cardamom Mountains Moist Forests, and Gulf of Thailand. The country hosts 13 Critically Endangered, 12 Endangered, 44 Vulnerable, and 41 Near-threatened animal species. Large forested landscapes are of great importance for wildlife, including endangered large mammals and rare birds. Freshwater wetlands support a significant diversity of fish (estimated at more than 850 species), and regionally significant water-bird colonies, river dolphins, threatened turtle populations, and coastal and marine habitats including major areas of seagrass beds and coral reefs and supporting marine fish nurseries and turtles.
2. Protected areas cover 4.5 million ha of Cambodia's land area, or about 25%. Despite this large area, the national protected area system does not cover the full range of ecosystems and biodiversity, and habitat needs of freshwater fish, marine corals, and seagrass are under-represented. Limited capacity and relaxed enforcement at the local level means that most protected areas are effectively multiple-use areas. At the moment of project approval, many lacked operational and management plans, clear conservation objectives, internal zonation, and had not been demarcated, as mandated by the 2008 PA Law. The overall lack of management plans supported by formal zonation with designated core zones had allowed for Economic Land Concessions to be placed within them, often with significant biodiversity impact in the short and long-term.
3. **The project** 'strengthening national biodiversity and forest carbon stock conservation through landscape-based collaborative management of Cambodia's protected area system as demonstrated in the Eastern Plains Landscape' (CAMPAS), was implemented in collaboration between the Ministry of Environment (MoE) and the Ministry of Agriculture, Forestry, and Fisheries (MAFF). The project had the aim to improve the interconnectivity and sustainability of Cambodia's national protected areas system on land, with the complementary objectives to mainstream biodiversity into production forests and promoting the conservation of carbon stocks.
4. Cambodia is recognized as one of the priority countries for biodiversity conservation, holding four global eco-regions: Lower Mekong Dry Forests, Mekong River with the Tonle Sap floodplain, Cardamom Mountains Moist Forests, and Gulf of Thailand. The country's unique natural riches include the world's largest natural freshwater lake fish, the Greater Mekong forests and river complex, and the largest contiguous block of natural forest remaining on the Asian continent's mainland. Cambodia is sanctuary to about 1.6% of globally threatened species on the IUCN's Red List, which includes 2.5% of globally threatened mammals, 2% of globally threatened birds, and 5% of globally threatened reptiles.
5. With a total budget of USD 19,288,772 of which USD 14,570,590 as co-financing by a partner alliance of international non-government organizations and USD 4,718,182 financed through GEF/UNEP, on a global basis the CAMPAS alternative was designed to ensure increased protection of biodiversity values in Cambodia's rich protected area landscapes, increasing their governance and management effectiveness. It was also expected to reduce land-conversion trends, restoring the connectivity of protected area landscapes and recovering wildlife populations in the Eastern Plains Landscape. Through investing in forest protection and rehabilitation measures and more effective involvement of stakeholders in sustainable forest management and conservation, the project should improve forest cover and conservation of biodiversity, which would also enhance carbon stock. At the national scale, the project was expected to strengthen the effectiveness of inter-sectoral coordination and mainstream biodiversity conservation within national protected area landscapes, which in turn would result in synergy of investments in biodiversity and conservation management.
6. The GEF CEO Endorsement Request (2015) mentioned that the CAMPAS project is an important and necessary step for Cambodia toward embracing wider landscape planning for achieving its national conservation goals. Much of the landscape approach and investments such as reforestation and community development are linked to significant co-finance contributions, including the Asian

Development Bank (ADB) Biodiversity Corridors program, while the GEF funding for CAMPAS was more focused on enhancing landscape-based planning and the protected areas within the landscape. The use of an NGO Consortium, with members that all have significant experience conducting activities across the landscape, was expected to help promoting more realistic approaches.

7. The project was implemented on national level in Cambodia (coordinated from the capital Phnom Penh), and locally in the Eastern Plains Landscape. The local project area did not have a definitive border, but the vast majority of it lied within Mondulkiri province, with the southern section of Rattanakiri province and the eastern and southeastern part of Kratie province partially included. The landscape comprised twelve districts (five in Mondulkiri province, four in Rattanakiri province, and three in Kratie province), however the majority of the protected areas lied within Mondulkiri province. Each district comprises several communes with many villages. Indigenous minority groups tend to live in widely dispersed settlements; clusters of these are typically placed under the governance of a single village chief for convenience, even though they may be very far apart. In Mondulkiri, population pressures are clustered into three areas – the southwest, the centre around Sen Monorom town, Bu Chri, Memang and Bu Sra and the north-centre around the paddy rice area of Koh Nyek district¹. Large areas of the northeast and northwest of the province are virtually uninhabited.
8. **The review:** In line with the UNEP Evaluation Policy (2016)² and the UNEP Evaluation Manual (2022), a Terminal Evaluation (TE) or Terminal Review (TR) is undertaken at completion of a project to assess project performance in terms of relevance, effectiveness and efficiency, and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability.
9. The conclusions, recommendations and lessons learned from the review would be useful especially for UNEP, GEF, the Ministry of Environment (MoE) and all the NGO project partners WWF, WCS, L&L, and BirdLife International (BLI), as well as for the Asian Development Bank (ADB), for lessons learned and improvement of ongoing projects and new projects in pipeline. It could probably also be useful for the UNEP member organizations FAO and UNDP, for knowledge sharing, design and implementation of similar or related projects in the future. The review report would be highly important for the General Secretariat of National Council for Sustainable Development (GS-NCSD), combined with the project results, in the continued process for improving protected areas management and developing methods for biodiversity conservation and ecosystems-based climate change mitigation and adaptation.

¹ WCS 2007

² <http://wedocs.unep.org/bitstream/handle/20.500.11822/7100/UNEP%20Evaluation%20Policy%202016.pdf?sequence=1&isAllowed=y>

II. REVIEW METHODS

10. **The purposes of the Terminal Review** were: (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 General Secretariat of National Council for Sustainable Development/Ministry of Environment. Therefore, the review identified lessons of operational relevance for future project formulation and implementation, especially for future phases of the project, where applicable.
11. Additional to the UNEP Evaluation policy and manual, the review also considered the UN Evaluation Group (UNEG) Norms and Standards for Evaluation (2016); GEF Evaluation Policies; and Guidelines for GEF Agencies in Conducting Terminal Evaluation for Full-sized Projects (2017).
12. The TR was carried out as an analysis of two main elements with a logic sequence:
 - a) Review *Project performance*, with emphasis on effectiveness of outputs and outcomes, as well as relevance, efficiency, impacts, and sustainability; and
 - b) On this basis, analyse and present *Lessons Learned*, including what has worked well and what has not; with the purpose of promoting innovations, best practices and success stories, as well as avoiding repeating errors in new project phases, as well as other projects and programmes.
13. The review paid special attention to the progress and compliance with expected Project outputs, outcomes and impacts, and the influence and integration of the experiences and lessons learned. The visit to Cambodia should preferably have been carried out early during the review, but was postponed until the first part of January due to Government availability. Additional to the mission, stakeholder interviews were carried out through Internet platforms such as Teams, Zoom and Skype, as well as phone and Whatsapp, with follow-up through e-mail when required. Online meetings were also held with UNEP in Bangkok and Nairobi.
14. Based on review of the results, the Reviewer analysed if the project has given or is expected to give (even ex-post) the intended impacts, to comply with the Project objectives.
15. Some relevant documentation was not provided, most important the Final Report, which affected the efficiency of the review process. A summary of the PPG process was also never received.
16. **Strategy:** Considerations based on OECD-DAC, UNEP and GEF evaluation standards: The Reviewer paid special attention to the following considerations that were applied throughout the review:
 - a) **Free and open review process**, transparent and independent from Project management and policy-making, to enhance credibility;
 - b) **Evaluation ethics** that abides by relevant professional and ethical guidelines and codes of conduct, to undertake the review with integrity and honesty;
 - c) **Partnership approach**, to build development ownership and mutual accountability for results. A participatory approach was used on all levels (communities, institutions, partners, implementing and executing agencies);
 - d) **Co-ordination and alignment**, to consider national and local reviews/evaluations and help strengthen country systems, plans, activities and policies;
 - e) **Capacity development of partners** by improving evaluation knowledge and skills, stimulating demand for and use of review findings, and supporting accountability and learning; and
 - f) **Quality control** throughout the review process.
17. A **Selection of sites to visit:** A pre-selection was done before the mission, based on the criteria defined by the reviewer: (i) include a variety of project activities and results to observe; (ii) include a variety of project partners; (iii) present both success sites and weak examples; (iv)

assure good gender balance of people to talk with; and (v) efficiency (number of sites to visit, considering time and distance). A meeting program in Phnom Penh on arrival and on return included the PMU, main government representatives, and project partners. In these meetings the final details of the field visit program were agreed.

18. Detailed maps of the land use in each protected area were made available through the PMU and are presented in the TR report. Complementary information was achieved from the Government, NGO partners and the UNEP TM. The level of deforestation for the period 2016-2021 for the province of Mondulquiri (covering most of the project area) was based on data from GlobalForestWatch. It is however necessary to remember that deforestation is influenced by many factors, some more important than the project, such as the Government's and provincial authorities' policies on agriculture, land use and land use change. The field trips during the mission covered four of the five protected areas (80%), while one area was not included due to distance and available time.
19. **Approach to comply with the TOR:** The Reviewer analysed the implementation progress, results, and effects/impacts, and their contribution to the overall goals of UNEP and the GEF focal areas on Biodiversity and Climate Change, and also the relation with other important policy and strategy goals, first of all for Biodiversity and Sustainable Forest Management, but also climate change, sustainable natural resources management, poverty reduction, equity, and land use planning.
20. The following review criteria were assessed: Strategic relevance (including the DAC criteria of Coherence), Quality of project design, Nature of external context, Effectiveness (comprising delivery of outputs, achievement of outcomes, and likelihood of impact), Financial management, Efficiency, Monitoring and reporting, Sustainability, and Factors affecting performance. The approach to comply with the different review criteria is described below.
21. *Strategic Relevance:* The Reviewer analysed **if the project did the right things:** This included analysing if the objectives, selected geographic pilot areas and activities were relevant and adequate, considering the global, national, and local contexts, including the situation for biodiversity and climate change in Cambodia, drivers of deforestation, economic and environmental factors, institutional setup, the situation of local stakeholders, etc.
22. Another aspect studied was if the interventions have been adequate compared with the policies and priorities defined in national, territorial and local *policies and plans*. The Project relevance from the perspective of institutions and policies considered international and national/sub-national priorities and how these priorities have influenced Project decisions and plans.
23. The Reviewer also considered the **project coherence**, understood in accordance with this OECD-DAC criterion (2019) as *the compatibility of the intervention with other interventions in the country, sector or institution*. It was also analysed if donor coordination had *improved effectiveness and efficiency and reduced transaction costs*.
24. *Quality of Project Design* was reviewed in the Inception Report and adjusted based on the findings from further document reviews and stakeholder interviews, including during the mission to Cambodia.
25. *Nature of External Context* was assessed considering the key *external* features of the project's implementing context that may have been reasonably expected to limit the project's performance, in this case especially the COVID-19 pandemic.
26. *Effectiveness:* The Reviewer assessed **compliance with the specific objectives, outcomes and outputs**, and the quality of results, analysing factors that defined success or affected achievements. The main sources of information were the results framework, Project Implementation Reports (PIR) and stakeholder interviews. It was important to review to what extent the activities carried out assured the planned concrete physical and financial outputs and through these the desired objectives from the start of the project through the moment of the review, and if the financing has been justified.

27. *Impact:* This analysis covers **what difference the project made or is expected to make**. It gives major emphasis on the long-term impacts, including those expected long after the project has ended. It considers expected positive and negative environmental and social impacts of improved biodiversity management, sustainable forest management, protected areas management, ecosystems-based climate change mitigation and adaptation; as well as impacts on target groups.
28. *Financial Management:* The Reviewer carried out an integrated analysis of all dimensions evaluated under financial management: *adherence* to UNEP's policies and procedures; *completeness* of financial information, including the actual project costs, and actual co-financing used, confirmed by written documentation. The review also included *communication* between UNEP financial staff and project management staff.
29. *Efficiency:* The Reviewer assessed **how well the resources have been used**, analysing the results in relation to resources (time, human resources, equipment and financial resources), including adequacy of budget. Investments in the pilot areas were reviewed, and the number of direct and indirect beneficiaries supported.
30. *Monitoring and Reporting:* The Reviewer carried out an integrated analysis of all the dimensions evaluated under Monitoring and Reporting, including monitoring design and budgeting and monitoring of project implementation.
31. *Sustainability:* The Reviewer assessed **if the benefits will last**, considering the continuation of benefits from the Project after the development assistance has been completed and the probability of continued long-term benefits, including the resilience to risk of the net benefit-flows over time. This review included the socio-political, financial, institutional, and environmental dimensions of sustainability.
32. *Participation, equity and equality:* The TR assessed participation of different local stakeholder groups in the Project implementation. It was given priority to integrate all relevant disadvantaged and discriminated groups in the review process and analysis, considering aspects like gender, ethnicity, religious groups, poverty level and age groups. The Reviewer applied proper approaches to gender aspects and reviewed results in gender mainstreaming on all levels and components. Another important equity area review is the participation of indigenous peoples and local communities.
33. *UNEP/GEF value added:* The Reviewer analysed UNEP's and GEF's value added in light of these organisations development policies and priority areas, and their strengths. This issue was consulted with the Government of Cambodia and project partners.
34. **Implementation of the review:** The review process consisted of several phases: (i) Inception Phase - Initial documentation review; (ii) Home-based data collection through online interviews and data collection; (iii) Mission to Cambodia; (iv) Preparing and presenting preliminary findings (PowerPoint); (v) Preparing Draft Terminal Review Report, shared and agreed with UNEP Project TM; (vi) UNEP sharing of updated TR report version with wider group of stakeholders; (vii) Preparing of final TR report considering all comments; (viii) Presenting final TR report with UNEP reply form.
35. The Reviewer maintained clear impartiality and independence at all stages of the review process. This applied towards all activities related to planning, gathering, organization, processing and assessment of information; as well as facilitation of the review results according to the UNEP review/evaluation rules.
36. The review was developed in details by the Reviewer, and the same thematic topics were covered in all pilot sites to permit comparisons and strengthen general conclusions about the Project results and impacts. A timetable for the review is presented below.
37. *Information and methods for data collection:* Sources for the review can be divided into the following: (i) Background information received from UNEP and the project partners; (ii) Complementary information collected by the Reviewer through Internet, networking and other

sources, including websites of GEF, UNEP, the Government, and project partners; (iii) Written and audio-visual material from MoE/PMU, project partners and other sources during the mission; (iv) Interviews through Internet platforms and WhatsApp/phone with persons from UNEP, project staff, project partners, the CTA, the MTR reviewer, and other key stakeholders; (v) Face-to face interviews during the mission; and (vi) Information obtained during participatory workshops, focal groups and meetings. People interviewed are listed in Annex II and written sources of information are listed in Annex III.

38. The Reviewer gave emphasis to interview local stakeholders in an informal way, so it was not felt like a register of personal data or an exam. This had the advantage that the Reviewer could take notes of additional issues that came up. The Reviewer received assistance from the project and local partners during the mission for translation from Khmer and Phnong (indigenous language) to English. All interviews were registered according to gender. The information was gradually updated during the review when the information was fresh, to avoid accumulation of data that could cause delays. An extensive Review Framework was developed (included in the Inception Report) including the main review questions; indicators/criteria; and sources of information. The semi-structured interviews carried out during the review were based on this framework, however selecting the most relevant questions for each organization or stakeholder group.
39. The mission to Cambodia was originally planned for the beginning of December 2022, but postponed for one month considering the availability of Government representatives. The review plan was therefore adapted to include a large number of stakeholder interviews before the mission. The field visits included NGO partner organisations, provincial authorities, local communities and community protected areas (CPAs), park rangers, and field workers related with the Project, as well as sites where local project results could be observed. For local interviews, key informants were direct beneficiaries that had participated in project activities, including female and male community leaders, where it was important to detect local ownership and if the methods and pilot interventions promoted had been sufficiently accepted. Information from interviews and field visits were organized and processed to give reliable data for the review report.

Table 2: Review schedule

Tasks and milestones	Dates
Inception Report final version delivered to UNEP	01.12.22
Data collection through Internet searches, online interviews, etc. (home based)	1.12-31.12.22
<u>Mission to Cambodia</u>	<i>1.01-9.01.23:</i>
Arrival and meetings in Phnom Penh	1-2.01.23
Field mission	3-5.01.23
Meetings in Phnom Penh	6-8.01.23
International travel	8-9.01.23
Presentation of preliminary findings (PowerPoint)	10.01.23
Preparation of first draft report	10.01-20.01.23
Draft report to UNEP Task Manager	21.01.23
UNEP TM review of draft report	21-31.01.23
Update of draft report based on agreement between UNEP TM and Reviewer	31.01.23
Draft Report shared by UNEP with stakeholders	01.02.23
Stakeholder review of draft report	01.02-10.02.23
Consolidation of comments received, by UNEP TM	10.02.23
Update of report by Reviewer based on consolidated comments	13.02.23
Final Report shared with UNEP	13.02.23
Final Report shared by UNEP with executive agency and partners	14.02.23

40. **Learning, communication and outreach:** The review followed a *participatory approach* on all levels, seeking inputs, discussions and feedback from the GEF Implementation Agency (UNEP), the Executing Agency (MoE) and other government agencies, project partners, and local stakeholders such as communities, CPA committees, other local stakeholders and individual beneficiaries. This was important to ensure that all the relevant project stakeholder groups would

have their voice heard, with special reference to traditionally discriminated groups like women and indigenous communities. The participatory approach was balanced with the required independence of the review. This approach was emphasized in local workshops and focal groups, with participation of the executing agency, partners and beneficiaries. In these meetings it was given importance to assuring gender balance, as well as a balance between ethnic groups and age groups. The collective communication was followed up with direct interviews with key informants, like community leaders and representatives of organizations.

41. The approach was a two-way communication, more in the form of dialogues than interviews, due to the importance of building trust. The Reviewer was on alert regarding possible pre-defined conclusions. All participants in workshops, meetings and interviews were registered by gender to be able to analyse any gender bias in opinions. To register all persons met it was important to rely on local support from partners, due to language barriers and Khmer script.
42. The learning aspect was assured partly through direct participation of partners' staff in planning and implementation of the review mission, and partly through a broad discussion of preliminary conclusions and recommendations, to give opportunity for different opinions and correction of possible errors, during the review of Preliminary Findings and the draft Review Report. The previously mentioned partnership approach is important to build understanding and ownership of the review results.

III. THE PROJECT

A. Context

43. **Environment and natural resources:** Within the Eastern Plains Landscape, the local economy relies almost entirely on agriculture and forest products. Improved road access has increased the intensity of agriculture and forest harvesting with matched increases in deforestation. The deforestation and forest degradation are also driven by growing land pressure from migrants and communities in need of lands for agriculture and cash crops, although mainly small-scale illegal forest loss. The highest deforestation rates has mainly been due to government policies of allocating forest areas for long-term agroindustrial concessions combined with private sector interests.
44. More than 87% of the communities living in and around protected areas has before the projected started a “medium” or “high” poverty rating³. The main project area (Mondulhiri) is among the three poorest provinces within all the twenty-five provinces in Cambodia. The average income of rural households living in and around protected areas derives from collection of non-timber forest products (NTFP), subsistence crop farming, and raising animals.
45. Cambodia has forest carbon data from various historical forest inventories, and more recently collected by REDD+ pilot projects. The Cambodia Greenhouse Gas Inventory Report of 2000 found that the biggest contributor to emissions was land-use change and forestry (49%), followed by agriculture (44%), energy (7%), and waste (less than 1%). Additionally, a 2010 UNEP World Conservation Monitoring Centre (WCMC) study⁴ concluded that about 1/3 of Cambodia’s terrestrial carbon stock (0.95 Gt) was found in protected areas and protected forests, 0.75 Gt in Forest Concessions and the remainder 1.27 Gt in other terrestrial systems. BI assessed that 78% of the important bird areas are located in protected areas and protected forests, high in carbon and important to biodiversity conservation, which highlights the link and potential of mutual global environmental benefits from REDD+, conservation, and sustainable forest management programs.
46. **Institutional context:** UNEP is the GEF Implementing Agency in charge of the implementation through the Ecosystems, Biodiversity and Land Degradation Unit, situated in the Asia & Pacific Office in Bangkok, where also the Task Manager (TM) had office. UNEP has been monitoring the activities during the execution, providing the overall coordination and ensuring that the project was in line with UNEP’s MTS and its Programme of Work (PoW), as approved by the UNEP Governing Council. UNEP’s GEF unit in Nairobi was responsible for clearance and transmission of financial and progress reports to the GEF. UNEP’s business model in pursuit of its planned results is to work through partnerships, as an opportunity to expand its reach and leverage an impact much greater than it would be able to achieve on its own. UNEP identified in the fifth Global Environment Outlook report (GEO-5) the global challenges that the world was likely to witness during the period, determining its focus for the period 2014–2017, what was termed a “foresight process”. In that process, UNEP weighed the most pressing global environmental challenges against the priorities of regions and those emanating from multilateral environmental agreements.
47. The Executing Agency for the project was the Ministry of Environment (MoE), on approval through the office of the General Department for Administration of Nature Conservation and Protection (GDANCP), which also provided the key office of the National Project Director. Later the project was moved to the new General Secretariat of National Council for Sustainable Development (GS-NCSD) with the same senior staff involved. A Project Steering Committee (PSC) provided general direction and guidance, consisting of MoE, the Forest Administration (FA) of the

³ Population below international poverty line of USD 1.25 per day (%) 2007-2011

⁴ The UNEP World Conservation Monitoring Centre supports countries to address co-benefits in planning and implementing climate change mitigation measures, including REDD+. Support is adapted to the countries' needs and priorities, and includes maps on the distribution of carbon in relation to protected areas, biodiversity, and other ecosystem services. It also supports national efforts to prepare for REDD under the UN REDD Program.

Ministry of Agriculture, Forestry and Fisheries (MAFF), the Chief Technical Advisor (CTA), and UNEP. Until June 2020 the CTA was from the partner WCS and Sept. 2020 to June 2022 the CTA was a national environmental specialist recruited locally by the PMU. Observers in the PSC included the ADB, provincial governments and key line agencies.

48. **Geographic context:** The project area was the whole country in the sense that it was covering policies, strategies and institutional strengthening on national level, including the national protected areas system. On local level it was however focused on demonstration areas in the Eastern Plain Landscape, where the target province is Mondulkiri.

Figure 1: Cambodia’s land cover and protected areas in 2017 (source ICEM 2022)

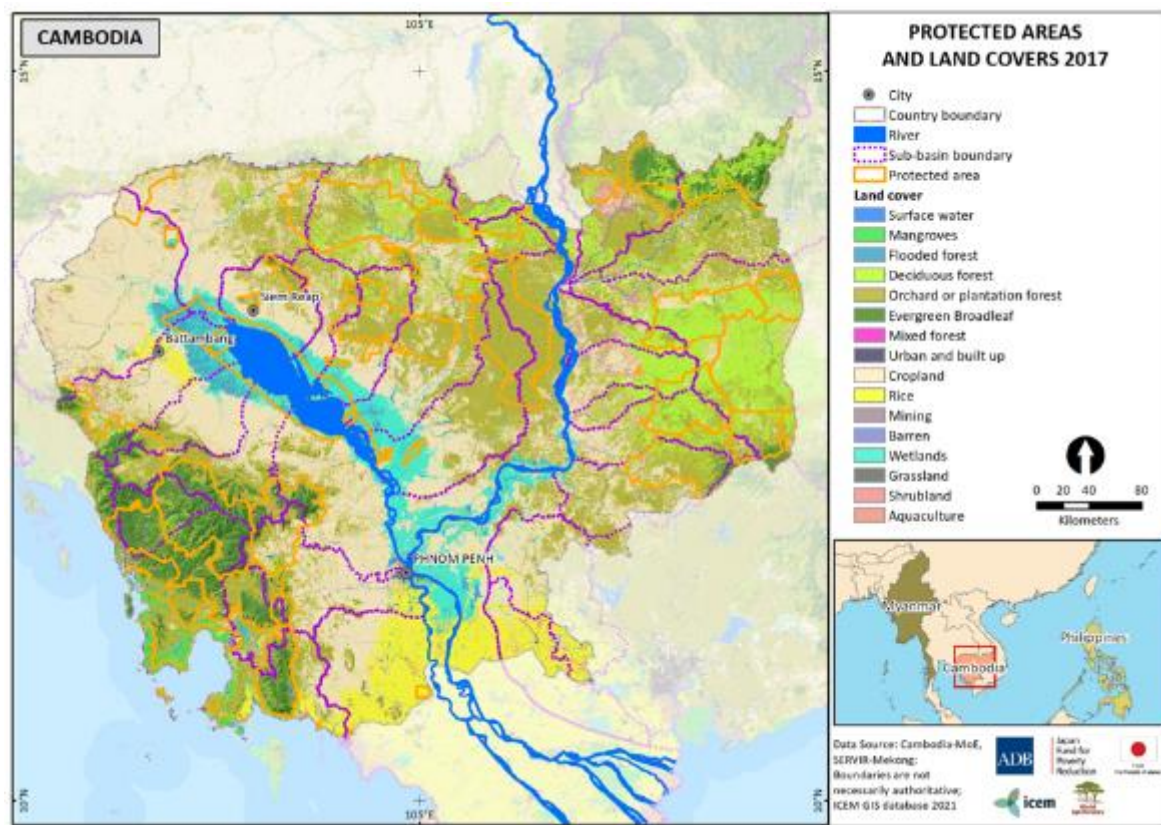
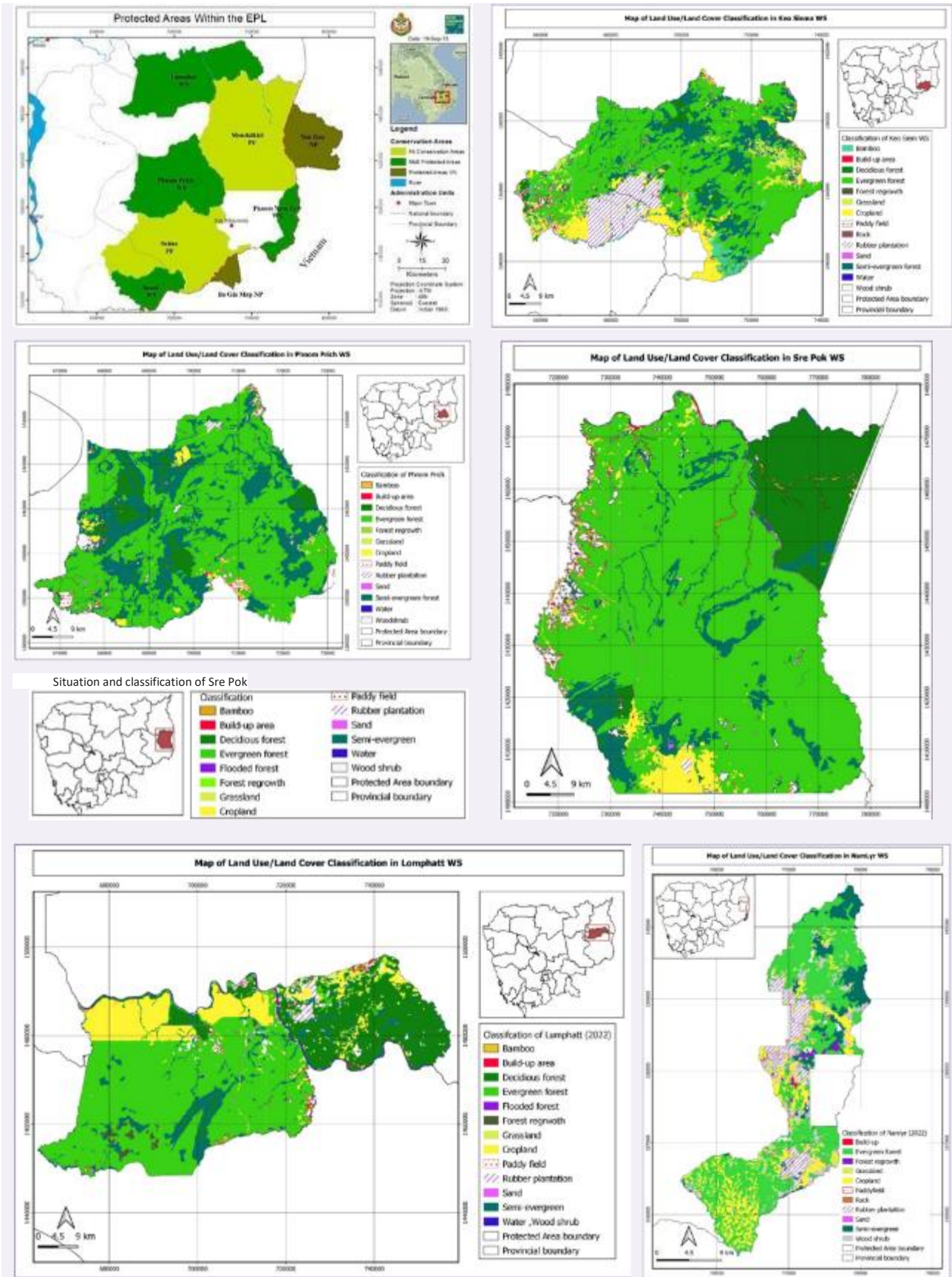


Table 3: Local project areas

Project area	CAMPAS partners in charge	Size (km ²)
Phnom Prich Wildlife Sanctuary	WWF	2,220
Sre Pok Wildlife Sanctuary (formerly Mondulkiri PF)	WWF	3,730
Keo Seima Wildlife Sanctuary	WCS	2,927
Lomphat Wildlife Sanctuary	Birdlife International (with NatureLife Cambodia)	2,515
Phnom Nam Lyr Wildlife Sanctuary	Department of Biodiversity, General Directorate of Local Community, Provincial Department of Environment	540
	Total	11,932

49. The project was also planned to include the Snoul Wildlife Sanctuary, which was a 755 km² area in the same province and in Kratie, on the border to Vietnam. The protected area was dissolved in 2018 due to habitat destruction, caused by many years of illegal settlements, illegal logging and deforestation. Much of this area was issued as ELCs to private agricultural companies. Maps of the project areas are presented in figure 2.

Figure 2. Maps of the protected areas in the EPL and areas covered by the project



B. Objectives and components

50. The following table summarizes the project content. It had two clearly defined components, basically covering national and local level. Some proposed text changes marked in table 3 are also reflected in the reconstructed TOC (chapter 5). The Mid-term review did not include any TOC analysis, but said that “it would be useful for the PMU technical officers to examine each of the Outputs and to make clear the unifying concept that would lend context and coherence to the objectives and the results of events, such as meetings/workshops. Such an elaboration would increase understanding of how each Activity contributes to each Output. It may be useful for this analysis to feature a *theory of change* diagram for each output”.

Table 4. Project content (source Results framework, reviewer’s changes marked)

Project Objective: To enhance Cambodia’s protected area management effectiveness and secure forest carbon through improving inter-sectoral collaboration, landscape connectivity and sustainable forest management.		
Outcomes	Outputs Direct outcomes	Deliverables Outputs
1. Strengthened national vision and support for landscape-based protected area and forest management	1.1 Delivery of national biodiversity and protected area system strategic goals more coherently, successful, and with better inter-sectoral governance	1.1.1 Improved leadership dialogue and effectiveness of inter-sectoral coordination of the National Council for Sustainable Development and the protected areas system leadership dialogue for effective inter-sectoral coordination supported
		1.1.2 Effectiveness of the national protected area system, and forest landscape connectivity assessed and reviewed
		1.1.3 National biodiversity vision and strategic national management plan for protected areas defined
		1.1.4 Strengthened Institutions, al support provided and human capacities of MoE/GSSD and local governments strengthened
	1.2 Improved national compliance with protected area management goals – particularly for wildlife conservation, combating illegal trade, and maintaining forest connectivity across large landscapes	1.2.1 (i) Transparent and harmonized national protected area system; and (ii) institutionalized enforcement monitoring system defined, operating, and institutionalized
		1.2.2 Improved Support provided to transboundary forest, species and landscape management initiatives and programmes
		1.3.1 National communications campaign/ strategies to support landscape-based biodiversity and ecosystem services conservation designed and monitored
	1.3 Improved national support of biodiversity conservation, protected areas, and forested landscape connectivity in support of national development goals	1.3.2 Improved Institutional support provided for environmental and biodiversity education and communication
		1.3.3 Strategic information and publications to support policy and planning process
2.1.1 Improved Eastern Plains Landscape stakeholder consultation and conflict management supported		
2. Integrated landscape management to safeguard forests, biodiversity, and carbon stocks in the Eastern Plains Landscape	2.1 Enhanced biodiversity security and forest connectivity in the EPL, with reduced emissions by harmonizing economic development plans with forest and biodiversity conservation	2.1.2 Operationalized Mondulkiri Provincial Spatial Plan designed and operationalized
		2.2.1 Reference emission levels (REL/RL) assessed for the Eastern Plains Landscape
	2.2 Enhanced and institutionalized forest carbon stock monitoring capacity in the EPL	2.2.2 Community-based Forest management and carbon monitoring, defined and established in the Eastern Plains Landscape meeting targets set in the Mondulkiri Provincial Spatial Plan
		2.3.1 Sustainable finance pilots for Protected Areas sustainable financing piloted by responsible authorities
	2.3 More effective resource mobilization for integrating protected area management in the EPL	2.3.2 Protected areas sustainable financing piloted by responsible authorities
		2.4.1 Community-based forest management and rehabilitation established in community natural resource management areas on the basis of the Mondulkiri Provincial Spatial Plan
	2.4 Enhanced forest cover and carbon sequestration with increased community resource management and livelihood security	2.4.2 Improved—Strengthened Landscape-based protected area connectivity strengthened in the Eastern Plains Landscape

C. Stakeholders

51. The present Stakeholder Analysis is based on information from the Project Document (ProDoc) and Mid-Term Review (MTR), additional documents received through UNEP and interviews during the terminal review.
52. The Project design follows closely the UNEP partnership approach, involving both international and national organizations from the public and private sector (NGOs/CSOs). The following table summarizes the key stakeholders involved in the project. Regarding the column “Participation in

project design, and how”, the design period is regarded as from the first project idea through GEF approval, including the project preparation (PPG phase). The column “Type of stakeholder group” refers to the nine major groups recognized by Agenda 21 (see footnote below the table). The content of the table was verified and adjusted/complemented based on the findings during the mission.

53. A general summary of the stakeholder analysis is that UNEP made an effective use of its existing network. The main Governmental agencies was first of all the Ministry of Environment (MoE), represented on approval by GDANCP and most of the implementation by GS-NCSD, with major co-financing from the Asian Development Bank. Environmental NGOs also plaid very important roles. Some stakeholders mentioned in the project document did not have much influence in the project and are therefore not included in the table.
54. One important finding of the review is that the governmental agencies, especially MoE, had their main role in implementation of the central/national project activities (component 1), while the most of the NGOs had their main role in implementation of local activities in the protected areas of the Eastern Plains (component 2).

Table 5. Summary of stakeholder analysis.

Stakeholders	Explain the power they hold over the project results/ implementation and the level of interest	Participation in project design, and how-	Stakeholder group	Roles & responsibilities in project implementation
International				
UNEP	UNEP was the GEF implementing agency (IA) for the project, managed by the UNEP Regional Office for Asia & the Pacific. Project supervision was from a UNEP Task Manager (TM).	GEF agency in charge of the project design	IG	Monitoring & supervision. Advise and give feedback to the Executing agency and PMU. Reporting to GEF.
GEF	Global Environment Facility co-finances the project with US\$ 4,718,182 (24.5%), not including PPG and agency fee	Review of PIR, PPG, and FSP Request by GEFSEC and STAP.	IG	Review and acceptance of Progress Reports, No-cost extension, financial closure.
ADB	Largest co-financing agency (total US\$ 7.5 million) through the ADB-MoE Biodiversity Conservation Corridors program.	Active dialogue role in synergy with ADB project	IG	Observer in the SC. Synergies with ADB Greater Mekong Sub-region initiatives.
USAID	Co-financing agency (US\$ 1 million), including to the Srepok Wildlife Sanctuary.	Co-financing	GO	Indirect coordination through WWF.
WWF	World Wide Fund for Nature works on national and local level as a project partner, in charge of support to Srepok Wildlife Sanctuary. WWF pledged US\$ 1.5 million in project co-financing.	Active role in project design/PPG	NG	PA management; PES; Law enforcement; BD monitoring; Conflict mitigation; mapping; CPA community forestry and livelihood development; Awareness raising.
WCS	Wildlife Conservation Society works on national and local level as a project partner, in charge of support to Keo Seima Wildlife Sanctuary, WCS is very active in the national REDD+ process, and has developed a SMART App for monitoring of PAs that is used by the project partners WWF and BLI. WCS pledged US\$ 1.5 million in project co-financing.	Active role in project design/PPG	NG	Law enforcement; Awareness and environmental education; Law enforcement monitoring; BD monitoring; Forest/carbon monitoring; REDD+ / policy dialogue; PA management; Indigenous land titling; Govt capacity development
BLI	BirdLife International works on national and local level as a project partner (from Dec 2020 through NLC), in charge of support to Phnom Prich – Lomphat Wildlife Sanctuary. BLI pledged US\$ 0.5 million in project co-financing.	Active role in project design/PPG incl. support to Government for communication with UNEP.	NG	PA zoning, management and infrastructure; CPAs; Law enforcement monitoring/ ranger support; Monitoring of BD; Capacity building; Reforestation/carbon sequest.
L&L	Live & Learn is an international NGO that establish separate national L&L organisations in the countries they work. L&L is an active project partner, working only on central/national level. L&L pledged US\$ 50,000 in project co-financing.	Active role in project design/PPG	NG	Environmental education and awareness. Designed the Knowledge Awareness and Participation (KAP) surveys, and on that basis the Communication Strategy.
ERECON	Institute of Environmental Rehabilitation and Conservation (ERECON), is an Asian non-profit organization. It has done a case study on the target landscape as a Socio-Ecological Production Landscape (SEPL) in-line with CBD-Satoyama Initiative, an approach relevant for CAMPAS.	Had a limited role in the project design period.	NG	Sustainable natural resources management; Rehabilitation; Environmental education; Tree nurseries & plantation. Produced 5000 seedlings in 2020, nothing later.
Cambodia				
Project Steering Committee (PSC)	Provided strategic guidance. Consisted of national project director (NPD), the Forestry Administration (FA); Chief Technical Advisor (CTA) and UNEP	No, not established yet at the time of design	NA	Review progress reports, give recommendations to the project on the M&E plan and

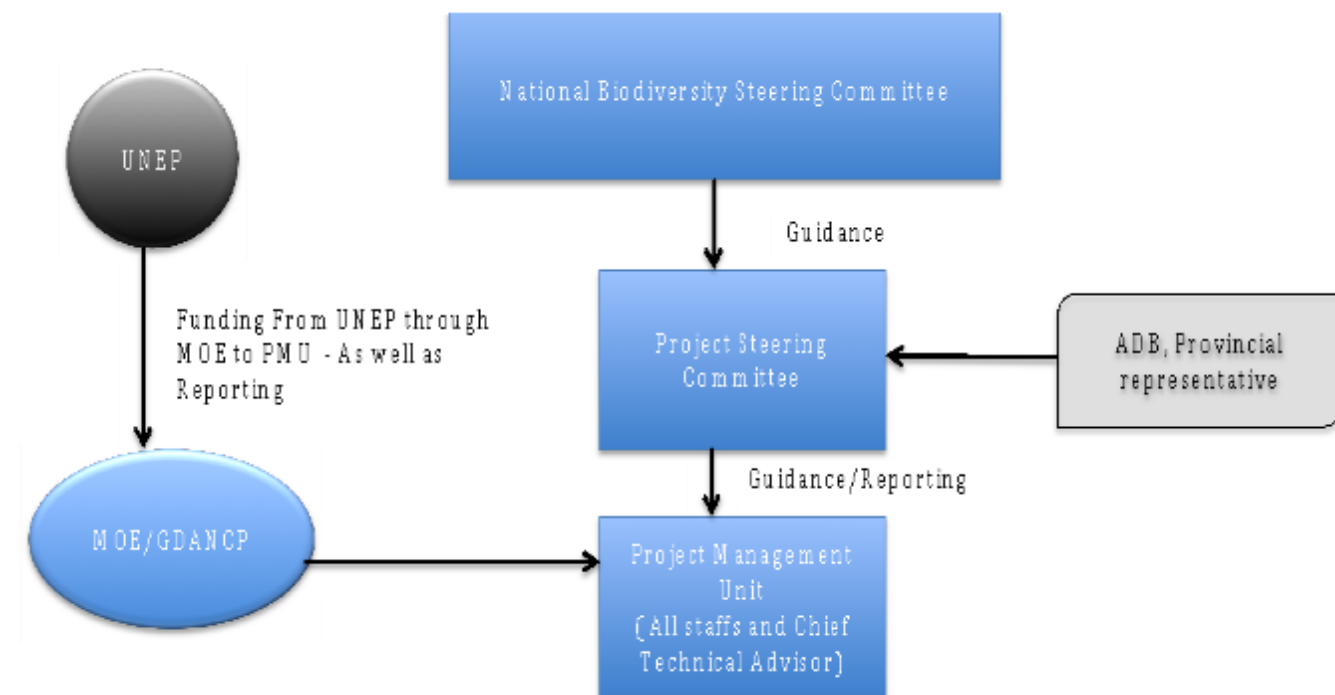
	(plus observers). It was guided by the Technical Working Group of NBSC.			revision of the results framework.
Ministry of Environment (MoE)	MoE is the project Executing Agency. It has jurisdiction over PAs under the Law on Protected Areas, and is National Focal Point for GEF, CBD, UNFCCC, and Ramsar. MoE is leading the national REDD+ program together with MAFF.	Yes, participated much in the design, especially during the PPG	GO	In charge of the national project coordination and implementation in accordance with the ProDoc.
Ministry of Agriculture, Forestry and Fisheries (MAFF)	See FA and FiA below. MAFF is leading the national REDD+ program together with MoE.	Discussions about project design (less active role than MoE)	GO	Participated only through the FiA (see below)
Ministry of Tourism (MoT)	Not a formal Project Partner. Was in charge of the National Ecotourism Strategy, and developed adventure and nature-based tourism profile within Eastern Plains Landscape.	Was not involved	GO	National coordination with MoE. Assess ecotourism potential of PAs and promote eco-tourism strategy. Monitor and report on ecotourism.
The Forestry Administration (FA)	Agency under MAFF managing the Permanent Forest Estate (PFE) with significant role in wildlife protection, sustainable forest management, protection forests and community forestry.	Participated in discussions on the project design.	GO	Partner on topics related to forestry and REDD+, member of the PSC and project technical working group.
The Fisheries Administration (FiA)	Responsible for establishing sustainable fisheries management resources (97 deep pools in Upper Mekong areas) and 58 endangered fisheries species within marine and inland water.	Participated in discussions of the fishery component.	GO	Key implementing partner for fishery & aquatic bio-diversity, member of project technical working group.
GDANCP/ GS-NCSD	General Department for the Administration of Nature Conservation and Protection (GDANCP) was a department of MoE, in charge of project management and contracting of service providers. It was replaced during the project implementation by the General Secretariat of National Council for Sustainable Development (GS-NCSD)	Led consultation with CSOs and govt agencies to develop a national framework on BD and PAs, as the basis for the project design.	GO	Lead CAMPAS technical working group. Sub-grant contracts with NGOs. Lead agency at 3 Eastern Plains Landscape PAs. Coordination of stakeholder conflict mgmt platform. Implement model PA mgmt & business plans.
NLC	NatureLife Cambodia (NLC) is a national conservation NGO established with support from Birdlife International, becoming the national BLI partner since 9.12.2020.	Was not established yet during the design phase.	NG	Strong involvement in delivery of Eastern Plains Landscape activities since 2020.
CRDT	Cambodia Rural Development Team (CRDT) gives technical assistance to the cow group of the Sre Preah CPA, which is supported by CAMPAS/WCS	Was not involved.	NG	Only indirect participation through TA to the Community Protected Area.
Community based organizations (CBO)	Situated inside and around PAs, providing social and environmental services to communities; Managing CPAs based on specific by-laws.	Stakeholder consultations.	NG/IP	Livelihood development; CPA Patrolling/control; EPL spatial plan development; Conflict management platform.
Provincial development and planning agencies	Observers in PSC. Responsible for considering protected area locations and planning processes. Partners on environment and gender. Critical role in defining provincial development needs and articulating these during spatial planning development exercise for the EPL.	Community consultations and to develop work-plan for activities to be implemented by them.	LA	Landscape spatial planning; Law enforcement; Conflict resolution; Adoption of EPL Spatial Plan; Forestry; Gender; Local coordination with project partners.
REDD+ bodies: Multi-stakeholder REDD+ Consultative Group; Cambodia CSO Organizations REDD+ Network	REDD+ readiness phase completed in 2016 with National REDD+ Strategy 2017-2026. REDD+ program established national REL/RLs and MRV framework. Even before Cambodia was "REDD ready", the country was able to sell carbon credits, and more than USD 11 million from Cambodian forests since 2016.	Only indirectly through WCS' participation in the national REDD+ process.	GO/NG	No direct participation. WCS advised on 'nesting' REDD+ pilot projects and functioned as a bridge between the national REDD+ process and the project. CAMPAS supported REDD+ through reduced deforestation.
Protected Areas	PA staff is in charge of local PA management and support to CPAs. Sometimes not able to prevent illegal activities within PAs due to lack of resources and other factors.	Some PA staff involved in work-plan development.	GO	Training and education. PA rangers supported through NGOs. Law enforcement and PA management.
Private sector firms	Participants in EPL spatial planning process. Control large land areas within and outside PAs, particularly through ELC contracts. Positive and negative examples of outcomes of practices for communities and biodiversity.	They were not involved.	BI	Private firms were not much involved (only NGOs). Minor role as buyers of products from CPAs and communities supported by the project.
Royal University of Phnom Penh (RUPP)	The country's largest university, with approx. 20,000 students.	Did not participate in the project design	ST	Feasibility study on Geopark and socioeconomic assessment for ecotourism in Phnom Nam Lyr Wildlife Sanctuary.

*Agenda 21 recognizes nine major groups: BI=Business and Industries; CY=Children & Youth; FA=Farmers; IP=Indigenous People and their Communities; LA=Local Authorities; NG=Non-Governmental Organizations; ST=Scientific & Technological Community; WO=Women; WT=Workers and Trade Unions. Additionally, the following groups have been included: GO=Governmental organizations; and IG=Inter-governmental organizations. For stakeholder groups that don't fit any of these labels: NA.

D. Project implementation structure and partners

55. The PMU was hosted by GDANCP, later on in GS-NCSD. A national Project Manager (PM) was hired through a formal recruitment process, in accordance with UNEP procurement guidelines. The PM, in coordination with the PSC, was responsible for the day-to-day operations, technical oversight and direction of project staff, consultants and other personnel, work planning and implementation, coordination with stakeholders and project partners, liaison between MoE and other key ministries, provincial governments, other donors and ADB, and lead the financial management, budgeting, reporting, monitoring and communications.
56. According to the ProDoc, the project should follow standard monitoring, reporting, and evaluation processes and procedures of UNEP, undertaken by the Project Manager (PM) together with project partners and co-funding organizations (WWF, WCS, L&L, BI), and independent consultants for the project mid-term and terminal evaluations. In addition to the project results framework, two scorecards were used to monitor project performance: (i) GEF Biodiversity Capacity Building Tracking Tool; and (ii) Monitoring Effectiveness Tracking Tool (METT)⁵.
57. It was initially planned that the National Biodiversity Steering Committee (NBSC) should coordinate the project at national policy level and give guidance to the Project Steering Committee, however the NBSC was invalidated already in May 2015⁶. There was also a Technical Working Group to deal with technical implementation of the policies. A working group was established at landscape level to coordinate the efforts, share lessons, and avoid overlap. The project also counted on a national communications campaign to help improve national support for landscape-level conservation of biodiversity and ecosystem services.
58. There was a lengthy period before approval of the project, where changes to respond to the country's priorities and circumstances at the implementation stage were considered. In this period there were changes to some of the pre-identified partners, parts of the result framework, GEF tracking tools baselines, key deliverables, benchmarks and milestones, workplan and timetable, and finally budget.

Figure 3. Project original organizational structure

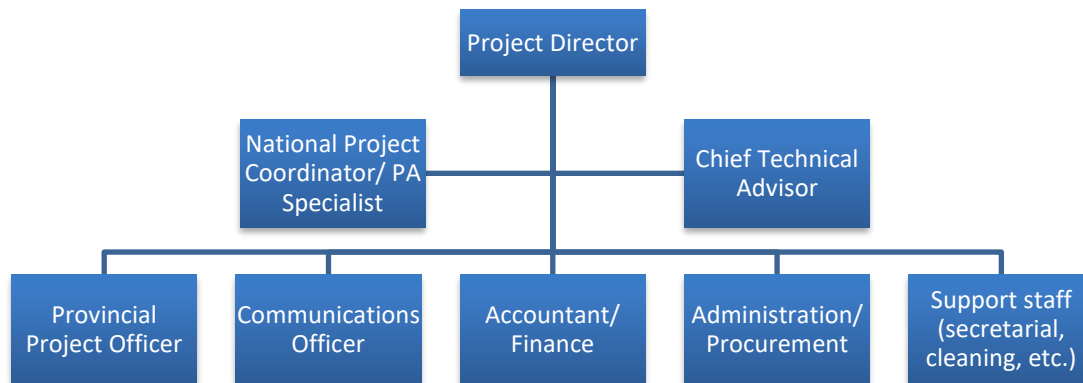


⁵ The TM informed that GEFSEC's abandonment of scorecards for SFM and CCM from GEF6 included the CAMPAS project.

⁶ The National Biodiversity Steering Committee was invalidated by Sub-decree No 59 – May 2015 and merged into National Council for Sustainable Development (source NBSAP 2016).

59. The highest national project leadership was the Project Director appointed by the Executing Agency GS-NCSD, which under MoE. The PMU was led by a National Project Coordinator (Protected Areas Specialist), with the task to ensure that the project was managed in an effective, transparent, and accountable manner in line with approved work plans, budgets, UNEP and GEF guidelines. The CTA was contracted by the Alliance of NGO partners to provide technical support and advice to the PMU. The Project Coordinator was supported by five project areas: (i) Administration and Procurement; (ii) Accounting and finance; (iii) Communication; (iv) Provincial Project Officer; and (v) Support staff.

Figure 4. The Project Director and Project Management Unit (PMU)



60. There have not been any formal changes to the design that is included in the project document. The MTR report presented a series of conclusions and recommendations, some of which MoE did not agree with. This led to a lengthy discussion and the document was never formally approved by the Government. There were however no recommendations that would have led to changes of the project design, except the no-cost extension and one project target (rehabilitated land reduced from 2000 to 500 ha), but this change was not included in amendment No 1 (no cost extension agreement).
61. PMU and partners inform that they followed up the MTR recommendations in the following way (only the main recommendation included, not the additional text). *Project follow-up marked.*
- 1) The PMU should undertake an immediate review of the roles and work plans of the partners with a view to ensuring that the substantial budgets remaining from GEF are used in a coordinated way to scale up the project: *Followed up.*
 - 2) The Project must assert a strong public presence as the CAMPAS Initiative, acknowledged and understood by all project partners and other stakeholders: *Followed up.*
 - 3) A much stronger assertion of CAMPAS is needed to give the programme credibility among the sub-national stakeholders: *Followed up.*
 - 4) More needs to be done by the international NGO Partners to directly support capacity building within the partner government agencies: *Followed up.*
 - 5) The Project should be granted a 12 month no-cost extension until 2022: *The project was granted an 11 months no-cost extension.*
 - 6) A CTA should be appointed as matter of urgency: *Followed up.*
 - 7) Space should be provided at national PMU Office and a Provincial Office (DoE) in Mondulkiri for the routine attendance of nominated staff from all the government and non-government staff, undertaking CAMPAS Activities: *This was only partially followed up on national level, while on provincial level all partners have their own office.*
 - 8) No text included in MTR report: *N/A*

- 9) No text included in MTR report: *N/A*
- 10) The PMU should undertake an immediate review of the roles and work plans of the partners with a view to ensuring that the substantial budgets remaining from GEF are used in a coordinated way to scale up the project: *Followed up.*
- 11) The PMU should consider its options to resolve the apparent confusion over administrative issues related to UN requirements, as they emerge: *Followed up.*

Recommendations in response to ecological challenges

- 12) During the second half of the Project, forest restoration activities being undertaken by ERECON and GDLA should shift from replanting of native species, to the prevention of fire in areas identified and agreed on with the CPA/local communities: *The PMU informed that it was impossible to implement this recommendation due to objections raised by the responsible partner. The Reviewer however found that other partners had given more priority to fire prevention after the results of the MTR were informed. See also comments on fire prevention under Likelihood of Impact (V-D-iii).*
- 13) ERECON should be requested to undertake research in conjunction with the University into the potential for regulated use of fire to prevent unplanned fire and to enhance restoration through natural regenerative processes: *The PMU considers that this was a good recommendation, but that the project did not have adequate technical staff and not enough budget and time to re-allocate for such research. The Reviewer consider that it would have required a design and budget change, which did not happen.*

Recommendations related to improved Protected Area Management

Spatial Planning

- 14) The PMU should approach WWF to clarify the status of the spatial planning work that is being undertaken for the CAMPAS Project and seek a definitive work plan and scheduling of the work: *PMU informs that it kept pushing WWF to speed up the process to finally complete the document.*
- 15) Consideration needs to be given to the possibility of redefining the purpose and scope of spatial planning in Mondulkiri province to demonstrate vertical integration between provincial planning and its implementation at the Commune local government level: *PMU encouraged the CAMPAS government partners to actively involve national and sub national level in the process of spatial plan development. The Reviewer however considers that the recommendation needed something stronger than verbal encouragement. It would at least need an analysis document.*

Sustainable Financing

- 16) The PMU should work with all the project partners to urgently produce a work plan that will identify the tasks required to complete the Activities that relate to Sustainable Financing: *Followed up.*

Communications and Training

- 17) PMU (Communications Officer) should convene workshops involving all the partners to agree and accept a common vision for the project and to link this vision to the practical activities needed to achieve it: *Followed up.*
- 18) PMU (Communications Officer) should convene a Communications technical working group comprising each of the government and NGO partners (and DIEC): *PMU established communication focal points among the CAMPAS partners.*
- 19) PMU (Technical Officer) should undertake a gap analysis of training needs among the government agencies that may be addressed through the CAMPAS Partners (six examples mentioned to be considered): *Followed up.*

Miscellaneous

- 20) MoE should consider the advantages of equipping PA Rangers with standard uniforms that are less intimidating than the current bush camouflage kit as an integral part of forming closer and different community relationships and to encourage strong community-based security: *The PMU informs that this is not applicable due to Ministry of Environment's policy, design and procurement plan, so it was not up to the Project. The Reviewer considers that it is good that the PA Rangers have uniforms, because they must show authority when they find illegal activities. This however does not contradict having a good relationship with the communities, which has more to do with behavior.*
- 21) Where the NGO Partners contribute to the total Ranger complement there needs to be a common policy set by Government to ensure that all Rangers from Government and NGO are provided the same remuneration and conditions of employment: *The PMU informs that this was only partially applicable due to different policies of NGOs partners to support rangers under their PAs target site. The Reviewer found that it was never tried to enforce a decision on this towards the NGO partners.*

E. Project financing

62. The total project budget was USD 19,288,772 of which USD 4,718,182 was allocated from GEF, and USD 14,570,590 was planned co-financing (USD 7,765,418 cash, USD 6,690,909 in-kind). The co-financing actually achieved until August 2022 is USD 11,545,092 (7,277,595 cash, 4,267,497 in-kind), which is 79% of the pledged amount and 60% of the total project budget. This amount might however increase, since the project will close financially in June 2023. The Cambodian Government has provided USD 7,878,920 (USD 4,165,713 cash and 3,713,207 in-kind) or 68 % of co-financing and other partners provided USD 3,780,434 (USD 3,158,436 cash and USD 621,999 in-kind), or 32% of the co-financing. The difference between pledged and achieved co-financing is presented in table 6. See also V-E Financial management.

Table 6. Approved co-financing and disbursed until the terminal review

Sources of co-financing	Cash pledged		Cash final		In-kind pledged		In-kind final		Total final	
	US\$	%	US\$	%	US\$	%	US\$	%	US\$	%
<i>Cambodia Govt (total):</i>										
ADB-MoE	3,750,000	25.7	0	0	3,750,000	25.74	0	0	0	0
MoE	0	0	4,165,713	36	50,000	0.34	3,713,207	31.9	7,878,920	68
<i>UNEP-AF</i>	0	0	0	0	750,000	5.15	0	0	0	0
<i>UNEP-ROAP</i>	0	0	0	0	206,590	1.42	0	0	0	0
<i>UNEP-WCMC</i>	0	0	0	0	200,000	1.37	0	0	0	0
<i>WWF</i>	1,500,000	10.3	1,141,182	10	400,000	2.75	0	0	1,141,182	10
<i>WCS</i>	1,500,000	10.3	940,830	8	700,000	4.80	0	0	940,830	8
<i>SFB/USAID</i>	500,000	3.4	0	0	510,000	3.50	0	0	0	0
<i>Birdlife International</i>	500,000	3.4	471,848	4	50,000	0.34	0	0	471,848	4
<i>Live & Learn</i>	50,000	0.3	205,337	2	100,000	0.69	0	0	205,337	2
<i>ERECON</i>	0	0	48,990	0	54,000	0.37	0	0	48,990	0
<i>Other¹</i>	0		350,250	3			621,999	5.3	972,249	8
Total pledged	7,800,000	53.5			6,770,590	46.5			14,570,590	100
Total final			7,324,149	62.8			4,335,205	37.2	11,659,354	100

¹In transposing information between the GEF format budget/expenditures and the co-finance by source, \$350,250 CASH final/actual and \$621,999 IN KIND final/actual could not be apportioned to any one particular co-finance provider, hence are recorded in a newly created row named "Other", corresponding to the budget lines 1100, 1200, 1300, 1600, 2225, 3200, 3300, 4100, 4200, 4300, 5100, 5200, 5300 and 5500 in the co-finance reports.

IV. THEORY OF CHANGE AT REVIEW

63. The Project Document with annexes and Results Framework were used as the main sources to analyse the intervention logic and Theory of Change (TOC). No TOC analysis was carried out during the project design phase, and also no such analysis was done during the MTR. There is no Logical Framework for the project, and even though a results framework has many of the same characteristics, there are also differences, and the two types of frameworks serve different purposes⁷. A results framework is much more operational, and is normally used for planning of activities and monitoring of compliance with outputs and outcomes at specific dates or years compared with a baseline. On the other hand, it does not define expected impacts, which is a key issue for both UNEP and GEF.
64. For most projects, the TOC logic can be directly understood from the Results Framework, but in this case, it was a hard task because what is mentioned as project outputs are in the opinion of the reviewer direct project outcomes, while the real outputs are found in the workplan as deliverables⁸. On the other hand, all the “deliverables” had a long list of activities without mentioning in which order the deliverables (outputs) should be ready, and without any clear causal pathways between the different process chains. For that reason, the TOC analysis from the inception phase was re-visited during the review and briefly adjusted based on the stakeholder interviews, as presented in figure 4. The Reviewer also changed the wording of some outputs compared with the deliverables in the results framework, to make it clear that they are not activities but rather availability of new products, services, knowledge, etc.; as well as to simplify the text without changing the meaning.
65. At the end of the project implementation period it was expected to have achieved two Project Outcomes: (i) Strengthened national vision and support for landscape-based protected areas and forest management; and (ii) Integrated landscape management to safeguard forests, biodiversity, and carbon stocks in the Eastern Plains Landscape. The **Project Impact** in the TOC is a reformulation and simplification of the project goal: *Enhanced protected areas management effectiveness and secure forest carbon stock*. The TOC diagram also presents two expected Ex-post Impacts, corresponding with the pathways from the two mentioned Project Outcomes: Forest areas and biodiversity in Cambodia maintained or increased; and Financing from carbon credits sustain Cambodia PA system and other forest areas. These long-terms goals could potentially be reached in a new project phase or much later. To reach the ex-post impacts it would however require improved governance for forestry and protected areas on local and national level, which could be achieved through replication and scaling-up of the most successful project results from the local project pilot areas.
66. The TOC diagram includes drivers, assumptions and risks. Most of these are found in different parts of the ProDoc and results framework, and some are added by the reviewer. They are however not expected to be comprehensive, and in fact a complete list would make the diagram too complicated. Many drivers and assumptions are placed between the outputs and direct outcomes, because they affect the process itself.
67. Some **Assumptions** are established in the Project Results Framework, while the ProDoc chapter 3.4 “*Intervention Logic and key assumptions*” does not present clear assumptions. **Risks** were established in the ProDoc chapter 3.5 “*Risk analysis and risk management measures*”, of which some are included in the TOC diagram and others were added. **Drivers** were not established in the project design or the Results Framework. The word *driver* is mentioned many times in ProDoc, but referring to drivers of deforestation and biodiversity loss, and not to the sequential processes in the project TOC. It was however possible to also find drivers mentioned with other wording in

⁷ The lack of a logical framework is due in part to the UNEP project cycle/ Programme Manual requirement for project design, which only requests the development of a results framework.

⁸ UNEP Evaluation Office defines **output** as the availability (for intended beneficiaries/users) of new products and services and/or gains in knowledge, abilities and awareness of individuals or within institutions; and **direct outcome** as an outcome that is intended to be achieved from the uptake of outputs and occurring prior to the achievement of project outcomes.

different parts of the ProDoc, which led to formulation of most of the ten drivers included in the TOC diagram.

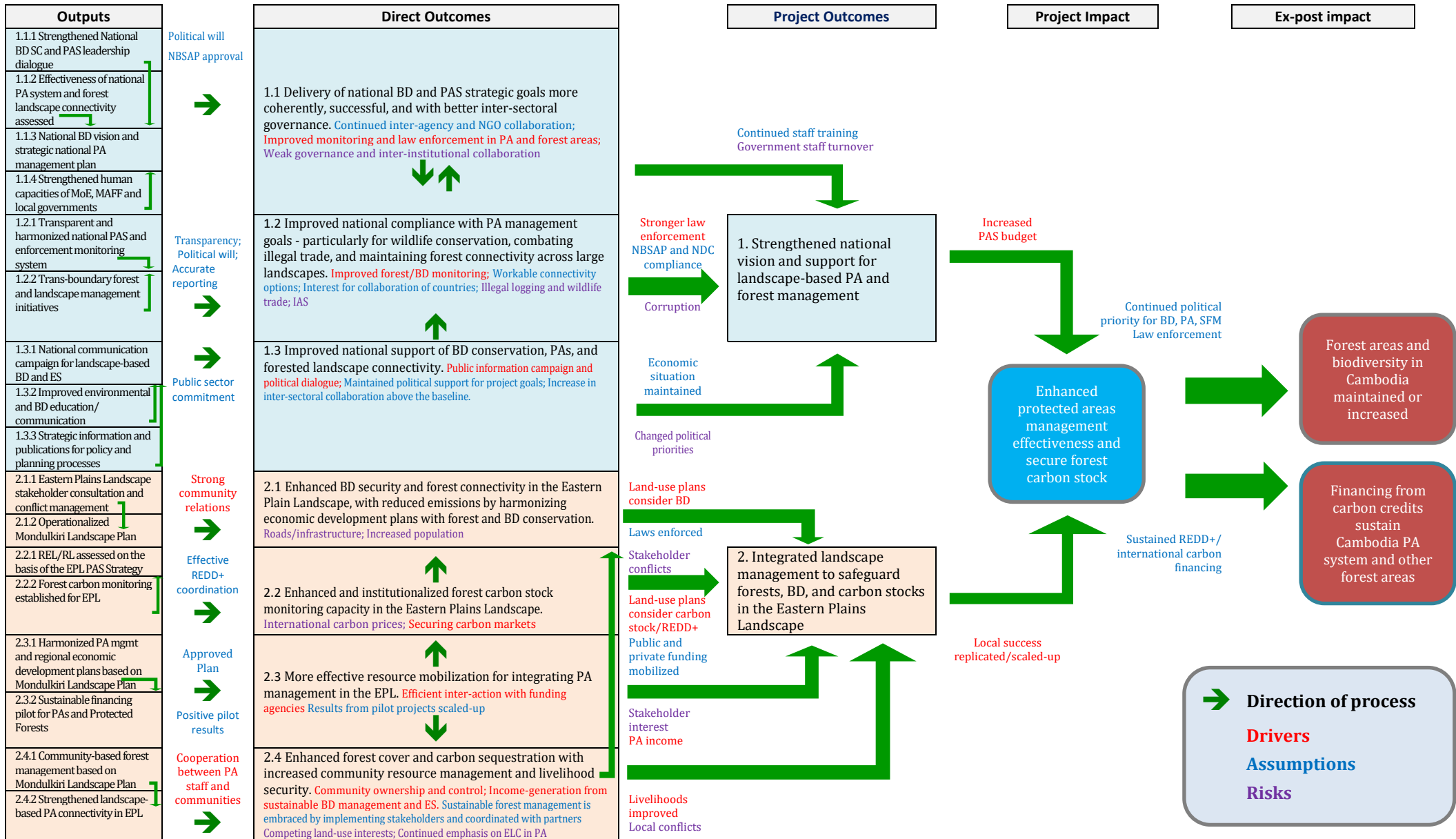
68. Roles of national partners are defined in the ProDoc, but not their roles in the causal pathways. Some of the roles in carrying out project activities can however be found in the Workplan and timetable (Appendix 6 to ProDoc). The timeframe to reach outcomes established in the design seems realistic (at the moment when the project was designed), despite the no-cost extension later experienced mostly due to COVID-19. The Reviewer has not had access to any summary document of the PPG phase, but some information about it was provided during the stakeholder interviews.
69. The project was designed with only two project outcomes, that in the reformulated TOC correspond with 7 direct outcomes and 17 outputs. The division between one national level and one local level component (outcome) gives a simple design, which is positive despite other weaknesses mentioned above. Not all the original 7 outputs in the results framework (now called direct outcomes) are SMART⁹ indicators, because many are not specific (S) enough for outputs and some were lacking baselines at the time of approval to be able to measure progress (M) during implementation. The deliverables (now called outputs) are more specific, and easier to use for measuring progress.
70. The results framework presents on top a Project Strategy with 5 “Intermediate Results” that seem more like impacts, however all have mid-term and end targets:
 - Enhanced protected areas management effectiveness
 - Increased forest carbon stock and sequestration
 - Increased inter-sectoral collaboration
 - Increased landscape connectivity
 - Increased sustainable forest management SFM/REDD+
71. The original 7 outputs have also mid-term and end targets, except 1.1 that probably by mistake have no end target (the mid-term target was included twice). Overall, it means that if there is sufficient data available, it would be possible to assess progress on mid-term and in the end. There is also a timetable that indicates for each deliverable (now considered outputs) the yearly quarters when corresponding activities would go on, but not any intermediate targets.
72. In the model of the Reconstructed TOC, the processes between outputs, direct outcomes, project outcomes, and impact are part of a logic interaction where it is necessary to consider the drivers and assumptions for the processes, which are marked in the diagram. The information is partly taken from the project document and results framework, and partly proposed by the Reviewer. Some drivers and assumptions could have been repeated in different components, but they are included only where most relevant. Strong project activity and interaction with stakeholders are drivers for results, but since these general aspects are relevant for nearly all outputs, they are not included in the TOC.

⁹ Specific, Measurable, Achievable, Relevant/Results-oriented, and Time-oriented

Table 7. Justification for Reformulation of Results Statements

Formulation in original project document(s)	Formulation for Reconstructed TOC at Review Inception (RTOC)	Justification for Reformulation
LONG-TERM IMPACT Not mentioned	<ul style="list-style-type: none"> Forest areas and biodiversity in Cambodia maintained or increased Financing from carbon credits sustain Cambodia PA system and other forest areas 	Long-term (ex-post) impact was not included in the ProDoc
PROJECT IMPACT (based on the project objective): To enhance Cambodia's Protected Areas System management effectiveness and secure forest carbon through improving inter-sectoral collaboration, landscape connectivity, and sustainable forest management	Enhanced protected areas management effectiveness and secure forest carbon stock	Simplify the text and focus on the impact instead of the actions
OUTCOMES	PROJECT OUTCOMES	Only title was changed
Outcomes 1 and 2	No change	n/a
OUTPUTS	DIRECT OUTCOMES	
1.3 Improved national support of biodiversity conservation, protected areas, and forested landscape connectivity in support of national development goals	1.3 Improved national support of biodiversity conservation, protected areas, and forested landscape connectivity	"in support of national development goals" taken out because the whole project design is in support of national development goals
DELIVERABLES	OUTPUTS	
1.1.1 National Biodiversity Steering Committee, and protected area system leadership dialogue for effective inter-sectoral coordination supported	1.1.1 Strengthened National Biodiversity Steering Committee and protected area system leadership dialogue	Simplified text that is focusing on the output, not actions
1.1.2 Effectiveness of the national protected area system, and forest landscape connectivity assessed and reviewed	1.1.2 Effectiveness of national protected areas system and forest landscape connectivity assessed	"reviewed" taken out because it is part of the assessment
1.1.3 National biodiversity vision and strategic national management plan for protected areas defined	1.1.3 National biodiversity vision and strategic national protected areas management plan	Simplified text that is focusing on the output, not actions
1.1.4 Institutional support provided and human capacities of MoE, MAFF, and local governments strengthened	1.1.4 Strengthened human capacities of MoE, MAFF and local governments	Simplified text that is focusing on the output, not actions
1.2.1 Transparent and harmonized national protected area system, and enforcement monitoring system defined, operating, and institutionalized	1.2.1 Transparent and harmonized national protected areas system and enforcement monitoring system	Simplified text that is focusing on the output, not actions
1.2.2 Support provided to trans-boundary forest, species, and landscape management initiatives and programs	1.2.2 Trans-boundary forest and landscape management initiatives	Simplified text that is focusing on the output, not actions
1.3.1 National communications campaign to support landscape-based biodiversity, and ecosystem services conservation designed and monitored	1.3.1 National communication campaign for landscape-based biodiversity and ecosystem services	Simplified text that is focusing on the output, not actions
1.3.2 Institutional support provided for environmental and biodiversity education and communication	1.3.2 Improved environmental and BD education/communication	Simplified text that is focusing on the output, not actions
1.3.3 Strategic information and publications to support policy and planning process	1.3.3 Strategic information and publications for policy and planning processes	Simplified text that is focusing on the output, not actions
2.1.1 Eastern Plains Landscape stakeholder consultation and conflict management supported	2.1.1 Eastern Plains Landscape stakeholder consultation and conflict management	Simplified text that is focusing on the output, not actions
2.1.2 Mondulkiri Landscape designed and operationalized	2.1.2 Operationalized Mondulkiri Landscape Plan	Text that is focusing on the output (the plan), not actions
2.2.1 Reference emission levels (REL/RL) assessed, on the basis of the Protected Area System Strategy for the Eastern Plains Landscape	2.2.1 REL/RL assessed on the basis of Eastern Plains Landscape Protected Areas System Strategy	Simplified text
2.2.2 Forest carbon monitoring defined and established in the Eastern Plains Landscape meeting targets set in the Mondulkiri Landscape Plan	2.2.2 Forest carbon monitoring established for Eastern Plains Landscape	Simplified text that is focusing on the output, not actions
2.3.1 Protected Area Management plans and regional economic development (plans) harmonized, based on Mondulkiri Landscape Plan	2.3.1 Harmonized Protected Areas management and regional economic development plans based on Mondulkiri Landscape Plan	Simplified text that is focusing on the outputs, not actions
2.3.2 Protected Areas and Protected Forests sustainable financing piloted by responsible authorities	2.3.2 Sustainable financing pilot for Protected Areas and Protected Forests	Simplified text that is focusing on the output, not actions
2.4.1 Community-based forest management and rehabilitation established in community natural resource management areas on the basis of the Mondulkiri Landscape Plan	2.4.1 Community-based forest management based on Mondulkiri Landscape Plan	Simplified text that is focusing on the output, not actions
2.4.2 Landscape-based protected area connectivity strengthened in the Eastern Plains Landscape	2.4.2 Strengthened landscape-based protected areas connectivity in Eastern Plains Landscape	Text that is focusing on the output, not actions
ASSUMPTIONS: Not included before	15 assumptions marked with blue text	n/a
DRIVERS: Not included before	10 drivers marked with red text	n/a
RISKS: Not included before	8 risks marked with purple text	n/a

Figure 5. Reconstructed Theory of Change for the CAMPAS project



V. REVIEW FINDINGS

A. Strategic Relevance

i. Alignment to UNEP's Medium-Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities

73. Considering the moment of design and initiation of the project, the review should be carried out in the context of the UNEP Medium Term Strategy (MTS) 2014-2017, which provided a vision comprising of four interrelated areas: (i) Keeping the world environmental situation under review; (ii) Providing policy advice and early warning information, based on sound science and assessments; (iii) Catalysing and promoting international cooperation and action, including strengthening technical support and capacity in line with country needs and priorities; and (iv) Facilitating the development, implementation and evolution of laws, norms and standards, and developing coherent interlinkages among multilateral environmental agreements.
74. The project design period coincided with the UNEP Programme of Work (PoW) 2014-15¹⁰. The project document was closely aligned with and contributed to the expected accomplishments of this PoW, but did not define the specific accomplishments that the project was expected to contribute to. The PoW 2014-15 defined seven priority areas: (i) *Climate change*; (ii) *Disasters and conflicts*; (iii) *Ecosystem management*; (iv) *Environmental governance*; (v) *Chemicals and waste*; (vi) *Resource efficiency*; and (vii) *Environment under review*. The project responded clearly to four of these areas (i, iii, iv and vii), but could have some elements also of other areas. Component 1 of the CAMPAS project responded especially to Environmental governance, while component 2 responded to all the mentioned four priority areas (see Table 3 for further detail).

Table 8. Priority areas in UNEP PoW 2014-15 and priorities covered by the project

Priority area	Most relevant priorities covered by the project
Climate change	(a) Build the resilience of countries to climate change through ecosystem-based approaches and other supporting adaptation approaches (c) Support planning and implementation of initiatives to reduce emissions from deforestation and forest degradation
Ecosystem management	(a) Promote integrated land and water management approaches that help strengthen the resilience and productivity of terrestrial and aquatic systems, thereby maintaining natural ecological processes that support food production and maintain water quantity and quality (c) Work to strengthen the enabling environment for ecosystems, including transboundary ecosystems, at the request of all concerned countries
Environmental governance	(b) Helping countries, upon their request, to strengthen their environmental institutions and laws and to implement their national environmental policies (c) Helping to increase the integration of environmental sustainability in national and regional policies and plans, upon request by countries
Environment under review	Enhance integrated assessment, interpretation and coherence of environmental, economic and social information to assess the environment, to identify emerging issues and to contribute data to track progress towards environmental sustainability, including such targets as the Aichi BD Targets.

75. Even though the project document doesn't mention the Bali Strategic Plan for Technology Support and Capacity Building (adopted 2005) and the South-South Cooperation (S-SC) Initiative under this plan, the Reviewer found that the project is coherent with UNEP's strategic priorities in this regard, including strengthening of the governments' capacity in aspects related to UNCBD. South-South cooperation is covered by the project design under the Greater Mekong sub-regional initiatives and trans-boundary cooperation with Vietnam.

¹⁰ The PIRs have reported against more recent PoW outcomes

ii. Alignment to Donor/GEF/Partners Strategic Priorities

76. The CAMPAS project was directly in line with the GEF biodiversity focal area, aiming to improve the sustainability and management effectiveness of Cambodia's protected areas system and national law enforcement system, and by developing and demonstrating coordinated planning, information management, institutional and financial arrangements around a unified national protected area vision.
77. The project was also aligned with the policies of donors such as the ADB and USAID on environmental and biodiversity issues, and the application of these policies in Cambodia in agreement with the Government, where it was found strong country ownership and drivenness. Finally, it is worth highlighting the high degree of stakeholder participation and cooperation, and alignment with the project partners' policies and strategies on protected areas, where GEF resources complemented funding from multiple sources through the international environmental NGOs WWF, WCS, BLI and L&L.

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

78. The CAMPAS project was aligned with the global priorities reflected in the Rio Conventions UNCBD and UNFCCC (and REDD+ under this convention). Due to the period of design, the project was expected to contribute to the achieving the results of the Cambodia UNDAF 2011-2015, which had as the most relevant outcome 1.2. Environment and Sustainable Development: 'National and local authorities and private sector institutions are better able to ensure the sustainable use of natural resources (*fisheries, forestry, mangrove, land, and protected areas*), cleaner technologies and *responsive to climate change*'.
79. The project was designed to closely align with UNDAF by targeting the enhanced management effectiveness of national biodiversity conservation and the PAs, mainstreaming these issues in the sub-national economic development plans and supporting poverty alleviation in and around PAs, as well as enhancing landscape connectivity. This was promoted through SFM practices, which also contribute to conserving forest carbon stock and carbon sequestration.
80. UNDAF 2016-2018 Sub-outcome 1.5 defined the target that the Index for Cambodia Policies and Institutions for Environmental Sustainability (including ecosystems and biodiversity) should improve from 3.0 (2013) to 3.5 (2018). The UN would provide advice and technical support to the effective implementation of policies, regulations and measures to protect and sustainably utilize the country's natural resources, and to increase awareness of the importance of natural resources management and the threats to biodiversity. During the UNDAF cycle, the UN would further build the national capacity for data collection, analyses and delivery of evidence-based quality data on natural resource inventories including biodiversity.
81. UNDAF 2019-2023 Sub-outcome 3.2 mentioned that relevant public and private sector actors would use innovation, information and technologies to contribute to sustainable protection, natural resource management and biodiversity conservation. The UN works with relevant institutions and affected communities to support development of clear visions and strategies to guide the management of PA landscapes and corridors, and improve and protect livelihoods. To meet management goals, spatial planning is needed to synthesize current knowledge of ecosystems, biodiversity, development activities and livelihood needs. The UN supports the Government and relevant bodies to consolidate spatial information and statistics on land use and to apply monitoring technologies to ensure integrated land use planning. It also supports the Government in promoting sustainable financing options for conservation, such as REDD+ and PES initiatives.
82. The PIRs of the CAMPAS project report on links to nine relevant Sustainable Development Goal (SDG) targets and indicator, and its REDD+ related activities are relevant for compliance with the Nationally Appropriate Mitigation Action (NAMA) plan. The reviewer concludes that the project is coherent with the UN basic goal of poverty reduction, and

consider the needs of all relevant stakeholder groups. The work with indigenous communities should be especially highlighted, where the project has been supporting community protected areas (CPAs), income-generating activities and livelihood development. Based on both project design and implementation (observed during the mission), the Reviewer concludes that the project has been responsive to human rights and gender equity (see chapter H – Sustainability).

iv. Complementarity with Existing Interventions/Coherence

83. The project design and preparation phase (including the PPG) clearly considered other ongoing processes and planned project initiatives that addressed similar needs of the same target groups. The design team consisted of all the main partners in the Government and international NGOs, which in collaboration with the UNEP Regional Office for Asia & the Pacific ensured that the CAMPAS project was complementary to other interventions, with the goal to optimize the opportunities for synergies while avoiding duplication of effort. One important example are synergies with the ADB regional initiatives for the Greater Mekong river region and the ADB Biodiversity Conservation Corridors program in Cambodia.
84. The NGO partners themselves had several ongoing projects in Cambodia before the CAMPAS project started, with high total budget values. Complementary activities of these projects included for instance **WWF**: (i) Supporting forests and biodiversity in Cambodia; (ii) Sustaining biodiversity, environmental and social benefits in the PAs of the Eastern Plains Landscape of Cambodia; (iii) Enhancing innovative financing strategies for conservation of forest connectivity in the Eastern Plains Landscape; and (iv) Supporting tiger reintroduction and conservation in the eastern plains landscape; **WCS**: (i) Capacity-building to conserve biodiversity and support communities who depend on natural resources, including development of conservation-friendly sustainable enterprises; (ii) Long-term support to the government and communities to manage landscapes of critical importance for biodiversity and livelihoods in several provinces; (iii) Preserve and protect key species, conservation (iv) studies, environmental education, and develop critical scientific information, Reducing Emission from Deforestation and Forest Degradation (REDD+); **BLI**: (i) Conservation of Tigers, their prey and habitat in Lomphat Wildlife Sanctuary; (ii) Biodiversity assessment and development management and monitoring plans for Economic Land Concession in Lomphat Wildlife Sanctuary; (iii) Critically Endangered vulture and ibis conservation in Lomphat wildlife sanctuary; and (iv) Community co-management of terrestrial and freshwater resources on the Srepok River landscape of Lomphat Wildlife Sanctuary.
85. Complementarity was also found with the Cambodia national REDD+ Program and its roadmap for implementation, which receives support from Japan and the World Bank (PPCR and FCPF); and FiA programs on fisheries conservation. The European Commission has supported several NGOs that work on REDD+ and site-based PES. The USAID program 'Helping Address Rural Vulnerabilities and Ecosystem Stability' (HARVEST) supported development of the policy framework and REDD+ readiness. USAID's Regional Sustainable Landscapes Program supported REDD+ projects, training, capacity building, and national strategy development in Asian countries.
86. One weakness was found, that the Forest Administration (FA) of MAFF had nearly no role during the project implementation, despite having been defined as a lead agency in the design. According to ProDoc, FA should: (i) Have oversight of the LEM national coordination centre with MoE; (ii) Have lead role in national level reporting (e.g. state of biodiversity reporting, REDD+ framework reporting); (iii) Be the lead agency within two Eastern Plains Landscape protected areas; (iv) Coordinate the stakeholder conflict management platform; and (v) Implement model protected area management and business plans within Eastern Plains Landscape. No formal decision on taking FA out of this role has been presented to the Reviewer. The PMU informed that the FA did not play any role during the implementation

due to the Ministerial reforms in the forest sector 2016 that transferred responsibility for protected forests to MoE. The project involved the Fisheries Administration (FiA) in MAFF as one of the national level partners.

87. The Reviewer considers that despite an institutional reform, the project should have mitigated it with assuring consistency with the approved design. There has not been found any indications that FA could not carry out several of the mentioned tasks also after the reform. The change seems to have come more as a consequence of having the PMU situated in MoE. It is a pity, because it weakened the project's intentions of strengthening inter-institutional collaboration, and it also weakened the government parties field presence in the framework of the project, since the FA has much more field staff than the participating parts of MoE.
88. Potential duplication of efforts was avoided from the project preparation through a clear division of responsibilities, where each NGO partner was in charge of one area/topic, including one protected area for each of the large NGOs WWF, WCS and BLI.

Strategic Relevance is rated 'Satisfactory' (S)

B. Quality of Project Design

89. The Reviewer assessed the quality of the project design, based on the key sources the PIR, the Project Document with all its annexes including the Results Framework, considering that it is a GEF full-size project (FSP). The project design has many strengths and some weaknesses. Following the UNEP form of assessment and its weighing of 13 section criteria, the design comes out with a total score of 4.04 on a scale from 1 to 6, categorized as **Moderately Satisfactory** (range 3.5-4.33).
90. Major strengths are Strategic Relevance; Operating Context; Governance and Supervision Arrangements; Financial Planning and Budgeting; Efficiency; Sustainability; Replication and Catalytic Effects; and Identified Project Design Weaknesses/Gaps. Weaknesses were found in Intended Results and Causality; Results framework and monitoring; and Risk identification and Social safeguards. The analysis is summarized in the following table.
91. The overall conclusions at Inception Stage were not changed during the review process. It was however found that most partners are still satisfied with the design, even though they mention that due to a long preparation process certain circumstances had changed in the meantime. Both government and NGO partners highlight the important design element of bringing all the main stakeholders together, but recognize the complexity it involved for the implementation.

Table 9. Summary of the project design review

	Criteria	Rating (1-6)	Explanation
A	Operating Context	5	At design stage the issue of economic land concessions (ELC) encroaching into protected areas was detected. The great rate of forest conversion was assessed as a risk for ecosystem services. Likelihood of change in national government was not assessed, but is not very likely.
B	Project Preparation	4	ProDoc has a clear and adequate situation analysis of the problems, threats, root causes and barriers. The stakeholder analysis includes the public and private sectors and NGOs, as well as gender. Indigenous peoples are mentioned in other parts of the document. Project design had good partner involvement and relied extensively on stakeholder consultation. Capacities of key CSOs partners are presented. Human rights are not analysed, but would be respected during implementation.
C	Strategic Relevance	6	ProDoc was in line with the MTS and PoW at the moment of design, and facilitates South-South cooperation. It is in line with the Bali Strategic Plan (which is not mentioned) and aligned with the GEF instrument, policies and biodiversity strategy. It is also aligned with the Government's Rectangular Strategy, NBSAP and REDD+. There are many complementary ongoing projects.
D	Intended Results and Causality	2	There is no TOC analysis in the design, so a reconstructed TOC is included in this Report. The Results Framework defines impact as 5 "intermediate results". Assumptions are included but not drivers. Planned roles of key stakeholders are described, but not related to the causal pathways. The outcomes were feasible under perfect conditions but too optimistic considering risks, institutional capacity/governance, budget and timeframe.

E	Logical Framework and Monitoring	3	The results framework reflects the project scope and ambitions, but the TOC is not clearly captured since the pathways seem like parallel processes. The indicators at output level are not 'SMART' because they are not specific, while the outcomes are relevant but difficult to measure. Some baselines are defined and others were expected to be defined during project inception. There are targets for outputs, not for outcomes, and some output targets are n/a due to lack of baselines. There is a costed M&E plan that define responsibilities for monitoring, but it does not include milestones. Appendix 7: Key deliverables and benchmarks mention many "milestones" but these are mostly project outputs. The workplan is clear and adequate, including capacity building.
F	Governance and Supervision Arrangements	5	The project governance and supervision model is clearly described in ProDoc. UNEP's roles and responsibilities, and especially of the TM, are clearly defined. ProDoc does however not mention where the TM would be situated, which could influence the efficiency of project supervision.
G	Partnerships	4	Root causes and barrier analysis adequately found limited institutional capacity and governance at inception. Capacity of NGO partners was also mentioned. Roles and responsibilities of NGOs are mentioned as appropriate, but there is no complete list to assure synergies and avoid duplication.
H	Learning, Communication and Outreach	4	The project has a knowledge management approach, but <i>it is not clear</i> . Dissemination of results is partly building on existing communication channels and networks of the key partners. Communication methods include Interactive Voice Response technology to help ethnic minorities with unwritten languages; and Strengthening of capacities on gender sensitive communications.
I	Financial Planning / Budgeting	5	No inconsistencies of the budgets and financial planning were found. Co-financing seemed realistic at the time of project approval, but also the risk of lack of main-streamed financing. The largest co-financing was confirmed from ADB, and other partners also provided co-financing.
J	Efficiency	5	The project was appropriately designed in relation to duration and funding. It builds on a pre-existing alliance of environmental NGOs that are collaborating with the government, and synergies were expected with an ADB-MoE Biodiversity Conservation Corridors Project. ITTO and UNODC/UNEP PATROL were expected to collaborate in controlling illegal trans-boundary wildlife and timber trade. There is no cost/benefit analysis, and cost-effectiveness refers mostly to co-financing and cost-effectiveness of building on ongoing work. There was 11 months No-cost extension, mainly due to delays caused by COVID-19, and an additional 1 year for financial closure.
K	Risk identification and Social Safeguards	3	Risks are not included in the results framework, but are now introduced in the reconstructed TOC. ProDoc presents a risk matrix by category, with probability and impact in case of occurrence. Potentially negative environmental, economic and social impacts with mitigation strategies are not included in ProDoc, but the UNEP Checklist for Environmental and Social Safeguards was filled out. <i>Only intended impacts</i> are presented, not any safeguards on how to monitor and assure mitigation in case something does not go as planned. The design is focusing on how to enhance the project's positive impacts and there are no measures to reduce negative environmental/carbon footprint.
L	Sustainability / Replication and Catalytic Effects	5	Sustainability is mainstreamed in ProDoc, and the project design addressed all main sustainability issues. The chapters <i>Sustainability</i> and <i>Replication</i> present a credible sustainability strategy, but analysis of financial sustainability of the PA system should have been more concrete. Plans for up-scaling of key project activities were expected to be developed during project implementation, and dissemination of lessons through knowledge platforms. The project has an appropriate design to finalize its purpose, however not defined as an exit strategy.
M	Identified Project Design Weaknesses/ Gaps	5	The project was treated by the Project Review Committee with the PRC checklist signed 30/04/2015, and the revised ProDoc complies with the PRC requirements. The document also complies with the comments given by GEFSEC and STAP. The PRC Checklist refers to a PPG report, which was not shared with the TR reviewer. There is also no reference to the PPG process in the project document, to consider e.g. if a proper stakeholder consultation process was carried out.
N	Gender Marker Score	N/A	Not applicable due to the year of approval.

Project Design was rated 'Moderately Satisfactory' (MS)

C. Nature of the External Context

92. The project's external operating context has varied little, considering issues such as the prevalence of conflict, natural disasters and political upheaval. The only major issue that occurred, and could not have been anticipated in the project design, is COVID-19. For that reason, the project achieved an 11 months no-cost extension, but the Reviewer considers that the impact on project activities correspond to more than eleven months. The nature of the External Context was therefore rated Unfavourable (U). This has to certain degree affected the analysis and ratings for Effectiveness, Efficiency and Sustainability, but not much since a no-cost extension had been given.
93. The project document mentioned seven high threats to the Eastern Plains Landscape and seven barriers that would need to be overcome to reach the project goals. These threats and barriers were assessed during the terminal review, with one adjustment included in

Box I. Even though the same barriers still exist, the institutional capacity has improved during the life of the project.

Box I. Threats and barriers for the Eastern Plains Landscape	
Threats	Barriers
High H, Medium M, Low L	
Hunting H	Shortage of governance capacity at national level
Illegal logging H	Limited management capacity at institutional level
Population growth H	Weak technical capacity at operational level
Mining H	Strong incentives for intensive land-use options, with conflicting land allocations
Hydropower development H	Reduced forest landscape connectivity in support of biodiversity and ecosystems
Fishing M	Natural resources-based economy of local communities
Resin tapping L	Limited financial resources to deliver basic protected area management activities
Exotic species M	Additional barriers (beyond the scope of the project):
Climate change H	Rapidly growing national and regional economies
Economic land concessions H	Population increase

94. The project document did not present a summarized problem statement, but the Project Identification Form (PIF) 19.09.2012 included four issues that have been recognized as significant constraints for biodiversity conservation and the national Protected Areas System (PAS), as well as its role in Carbon stock and sequestration, which to different agree are still valid ten years later and confirmed during the terminal review, but with some improvements.

(i) *Lack of Inter-sectoral Coordination and Capacity* including lack of unified vision and harmonized approaches, inefficient use of resources and reduced influence. This is also reflected in the lack of effective PAS governance and law enforcement related to the split between three government agencies with ambiguous and overlapping mandates and responsibilities. The PAS under the Ministry of Environment (MoE) also lacked a strategic plan, clear and transparent governance processes, central coordination capacity, and sustainable financing.

Current situation: Still lack of inter-sectoral coordination. There is a little coordination of planning between national and sub national authorities within the same ministry. Decentralisation of the responsibility for natural resources management has however resulted in more sub-national decision making. Inter departmental coordination, e.g. for DBD under GSSD and GDANCP (now GDPA) appears not to have clear annual planning and coordination mechanisms.

(ii) *Lack of Integrating the Value of Protected Areas, Forest & Biodiversity, and Carbon sequestration in development processes*, manifested as weak political support for the long-term legal security of the national PAS and forest corridors, as well as some gaps in protected areas (PA) coverage. As a result, significant challenges are faced in recognizing and integrating the values of biodiversity and ecosystem services into the planning and decision-making processes for Economic Land Concessions (ELC) with major negative impacts. It is also lacking assurance of access and benefits to local communities.

Current situation: Same or Worse. Currently only PAs which have obtained Carbon credit validation are somewhat integrated into the broader development processes. The Commune Investment Plan (CIP) and District Investment Plan (DIP) still do not value PA biodiversity values and importance for climate resilience. They are primarily focusing on road infrastructure without EIA, inside the PAs. Requests from within the PAs for so-called eco-tourism concessions often go without prior assessment, social inclusion or best practises guidelines in the decision-making.

(iii) *Lack of Monitoring of Wildlife, Habitat Connectivity and other Biodiversity-related aspects*, as well as Convention of Biological Diversity (CBD) Aichi targets to inform

subnational, national and Greater Mekong Sub-region (GMS) decision-making processes and awareness programmes.

Current situation: Improved. Coordination between NGOs and national departments has improved during the CAMPAS project. New landscape-wide elephant population surveys and National Vulture Census are now being implemented. GBIF coordination between NGOs and national departments has been strengthened during the project.

- (iv) *Lack of Financial Mechanisms for Effective PAS Management* (in- & ex-situ), including on sustaining forest habitat connectivity, protection of carbon stocks, and environment-friendly local economic development, and towards need for community participation and related support. Resource mobilization is considered the main problem in implementing the CBD strategic plan, compounded by weak human and institutional capacity.

Current situation: Improved. Successful REDD+ projects have improved the financial sustainability for some PAs and additionally allow for support to access financing for PAs through the Environmental and Social Fund (ESF). Through the CAMPAS project WCS has been implementing a REDD+ pilot in Keo Seima that has provided examples of how to strengthen community participation in decision-making around natural resources.

Rating for Nature of the external context: 'Unfavourable' (U)

D. Effectiveness

i. Availability of Outputs

95. The Review assessed the project's effectiveness in achieving the planned outputs defined in the Results Framework and milestones mentioned in the ProDoc. The only change in the project design agreed during the implementation was the 11 month's no-cost extension. The analysis is based on UNEP's standard definitions of outputs (as well as outcomes and impact, see sub-chapters ii and iii), as reflected in the reconstructed TOC (Chapter IV), review of the Quality of Project Design (Chapter V-B) and table 9. The availability of outputs is presented in table 10, based on the PIR June 2022, which was approved by the TM. There have been no additional results after this PIR that would have affected the results reported.
96. The reviewer also assessed the outputs in terms of quality. This analysis would have been facilitated by a Final Report, which should have been finalized before the TR started, and is not yet presented. There is also no Project website, and according to the PM, the project has been using the website of the Cambodia Clearinghouse Mechanism (<https://chm-ncsd.moe.gov.kh>). It is however difficult to find information about the project on this website, and the documents that according to the results framework should be found on the project website are not found. The quality of outputs is therefore assessed through the findings during the field mission and review of samples of technical documents, posters and videos, which were triangulated with results from the stakeholder interviews.
97. The project outputs (final version) hold mostly a high technical level. This is the case for all products presented by the NGO partners, as well as publications from the Fisheries Administration. It is considered that one of the most important outputs was the introduction and training on the use of the SMART Mobile app that is developed by WCS. It is used on Smart phones to register data when patrolling in protected areas, and even when there is no Internet connection the App can be used, while downloading the data later on. The App has also been introduced by WWF and BLI in the areas under their responsibility.
98. The availability of quality technical assistance could have improved with more project staff and funding resources, especially considering the huge areas covered, distances and logistics. This was to certain degree mitigated by the use of training of trainers (ToT), such as on the mentioned SMART Mobile App), and by strengthening the local ownership of the

communities through support to CPAs and community livelihood initiatives, where indigenous communities were the most important local beneficiaries.

99. Not all planned project outputs were equally useful, which was a result of the long design period when the situation changed, as well as changes in the external context during the period of implementation. The least useful outputs are mostly those that have a low % of compliance in table 8. The Government/PMU proposed, on several occasions, changes in the project design that were rejected by the UNEP TM. The Reviewer agrees that it is not a good practice to have a “moving target”, and to make many changes due to delays or other factors. On the other hand, the MTR would have been an opportunity to make such changes. The MTR report surprisingly have no major recommendations on the project design, and was focusing mostly on how the project was being implemented.
100. The quality of products has mostly been high. The Reviewer analysed a sample of the reports, and found a good technical level of those prepared by the NGO partners. An exception is the “Final KAP Report” prepared by L&L, which does not seem to have been prepared by a professional team. It also includes obvious errors, such as “the province’s population density is 6 people per square meter”, and it repeats parts of the texts.
101. The output table includes the project quarters when each target should be achieved, which is discussed in chapter F - Efficiency. For compliance with the overall results of the project this is only relevant when the same output is repeated several times. It is noted that emphasis is placed on the performance of those outputs that are most important to achieve outcomes.

Table 10. Planned outputs and achievement of output targets

Planned Outputs	Project target indicators	Achieved	% achieved	Comments
1.1.1 Improved leadership dialogue and effectiveness of inter-sectoral coordination of the NCSD and PAS	-1 Strategic PA National Plan endorsed by GoC Q12 -1 National BD monitoring program operational Q6 -1 Information sharing mechanism in place Q7 -5 Annual high-level meetings by NBSC, Q4, 8, 12, 16, 20. -1 National PA management task force (MoE, FA, FiA), Q5	1 1 1 5 1	100	PIR does not define members of the national task force
1.1.2 Effectiveness of the national PA system, and forest landscape connectivity assessed and reviewed	-1 Doc on rationalization of national PAS Q4 -1 Inter-govt resolutions document to uphold BD conservation and ecosystem priorities in the face of socioeconomic development, Q5 -1 PA resource requirements assessed and published Q4	1 0 0.5	50	Resource requirements assessed, not yet published
1.1.3 National BD vision and strategic national management plan for PAs	-1 National BD Vision, endorsed by NBSC/ministries Q7 -1 Strategy & Action Plan to meet national priority needs in place by Q8	0.5 1	75	Vision developed, endorsement not reported
1.1.4 Strengthened Institutions and human capacities of MoE/GSSD and local governments	-1 Strategy to implement PAS Management Plan Q7 -3 Results from sustainable financing models and opportunities published Q8, 12, 16 -1 PAS governance and zoning guidelines defined and promulgated Q14 -1 Action plan to strengthen MoE & MAFF technical needs Q4	0.5 1.5 1 0	50	-In process -Results not published -Action plan not reported
1.2.1 (i) Transparent and harmonized national PAS; and (ii) institutionalized enforcement monitoring system operating	-1 GIS system to support law enforcement monitoring established, staff capacity built and operational Q4 -5 Annual technical and law enforcement seminars conducted Q4, 8, 12, 16, 20 -1 Capacity building program up and running Q8 -1 SMART national reporting procedures in operation across national PAs Q4	1 5 1 1	100	-Mission findings -Annual seminars
1.2.2 Improved transboundary forest, species and landscape management initiatives and programmes	-1 Organized regional response to external pressures to BD in operation Q8, with 4 annual exchange and dissemination of lessons/strategies Q8, 12, 16, 20 -2 Exchange of info on landscape mgmt initiatives through cross border visits with neighbouring countries Q8, 16	0 0	0	Only info collected, no exchanges (partly due to Covid-19)
1.3.1 National communications campaign/ strategies to support landscape-based BD and ES conservation	-1 Baseline assessment, campaign design, and monitoring program adopted to assess midterm and end of project awareness and behavioural change Q3, and 4 monitoring results published Q6, 12, 16, 18	1	100	L&L produced videos on communication
1.3.2 Improved environmental and BD	-1 National communications campaign ongoing Q5 with project hosting website by Q3	1 1	75	

education and communication	-1 Training plan of MoE & MAAF staff implemented Q8 -1 Bi-annual PA status reports published by MoE & MAAF uploaded on project website Q8	0.25		1 status report
1.3.3 Strategic information and publications to support policy and planning process	-BD and NRM reports in project website Q16 -1 Action plan to strengthen landscape-level planning and connectivity Q12 -2 Business plans for sustainable financing of PAs and community-based resource management for 1 PA and 1 protected forest, published in project website Q12 -Reports on SFM and community-based resource mgmt guidelines, regulations, etc. published in project website Q18	0.5 1 2 >1	87.5	-No project website (used CHM) -Bamboo, wild honey
2.1.1 Improved EPL stakeholder consultation and conflict management	-1 Vision statement and its stakeholder agreement -1 Review report on conservation and development scenarios for the EPL including BD and forest carbon values, habitat connectivity within PAs, and regional corridor initiatives published in project website Q7 -1 Project report on achieved level of empowerment, engagement, and organization of public and private stakeholders to inform policy published Q8 -2 Policy discussions on resolution mechanisms regarding ongoing and planned Economic and Social Land Concessions Q12 and Q18	1 1 0 2	75	(reports, not on project website) No info of such report
2.1.2 Operationalized Mondulkiri Provincial Spatial Plan	-Strategic implementation needs for Mondulkiri Landscape Plan and alternative development scenario(s) defined Q4 -1 Assessment of ES, function value, and trade-off analysis in the EPL collated and published Q8 -1 Spatial plan on land-use that incl. PA zoning, landscape connectivity, and development scenarios agreed by stakeholders published Q9 -1 Provincial endorsement of the Mondulkiri Landscape Plan Q10	1 0 1 1	75	-ES training, no analysis reported WWF
2.2.1 Reference emission levels (REL/RL) assessed for the EPL	-1 EPL remote sensing-based spatial analysis of land cover, deforestation rates, carbon stocks and fluxes operational Q9 -REL/RL monitoring activities at EPL linked with national REDD+ MRV team Q12 -1 Action plan and strategy to adopt MRV working area in line with REDD+ operational Q6	1 >1 1	100	WCS
2.2.2 Community-based Forest management and carbon monitoring in the EPL	-Carbon stock measured and REDD+ co-benefits identified in CPAs in the EPL Q7 -Socio-economic and ecological project contributions linked to national REDD+ project identified at target protected forest project sites Q6	1 >1	100	WCS
2.3.1 Sustainable finance pilots for PAs	2 pilot PA model management and business plans operational for PA Q5 and for Protected Forest Q12	2	100	Bamboo, wild honey
2.4.1 Community-based forest management and rehabilitation in community natural resource mgmt areas on the basis of Mondulkiri Provincial Spatial Plan	-Boundaries, land tenure, and allowed community land usage on strategic zones in the Mondulkiri Landscape Plan clarified, report published in project website Q6 -500 ha forest habitat restoration established by Q16 -Increased resources and livelihood security for households in CPAs/CFs/CFI, assessed Q12, 20	1 480 >1	98.7	-Complied, but not on website ERECON, BLI, WCS
2.4.2 Strengthened Landscape-based PA connectivity in the EPL	-1 Plan on natural and assisted forest regeneration and silviculture practices in the EPL agreed with local stakeholders, disseminated Q12 -1 Natural and assisted forest regeneration and silviculture practices plan for 1,500 ha Q5, operational Q7 -Ongoing collaboration through periodical meetings on trans-boundary landscapes (ADB BCC and UNEP/AF), 3 meetings Q3, 12, 20	1 1 0	66.7	(no formal plan doc) -3,436 ha plan operational -No meetings reported (BCC ended)
Average output level compliance			78.3	Satisfactory

ii. Achievement of Project Outcomes

102. According to outcomes reported in the PIR 2022 and accepted by the TM, all the outcomes (in table 11 called direct outcomes) have 100% compliance with project targets. It was agreed with the TM that this PIR should be used for the TR, since the Final Report is not presented, so the Reviewer will not argue with this decision. However, when a project achieves full compliance with all outcome targets despite the COVID-19 pandemic and much delays caused by administrative issues (see efficiency), it seems like the targets were put too low from the start. The target texts do also not include information about when and how.

103. One of the targets was even reduced due to a recommendation from the MTR, where the target “at least 2000 ha planted/rehabilitated/agroforests facilitated” was replaced with “Restoration of at least 500 ha ecosystem area”. This is more than reduction of a target – it is a change from an emphasis on reforestation to ecosystem restoration, while in the opinion of the Reviewer both are necessary and were part of the original CAMPAS integrated approach.

Table 11. Planned outcomes and achievement of direct outcomes

Outcomes	Direct outcomes	Indicators	Targets achieved ¹
1. Strengthened national vision and support for landscape-based PA and forest management	1.1 Delivery of national biodiversity and protected area system strategic goals more coherently, successful, and with better inter-sectoral governance	1.1a Increased levels of available monetary/non-monetary resources as part of the project-planned ‘conservation area business plans’	Budget for BD conservation and sustainable use increased by 20%
		1.1b PAS connectivity, governance and sustainability strengthened in the EPL	Ecosystem resilience and the contribution of BD to carbon stocks have been enhanced
		1.1.c Improved planning, M&E, reporting on the national PA network and BD conservation through multi-sectoral collaborative data mgmt and info sharing system maintained by MoE	Interoperable user-friendly info system containing data and info on BD (and ES)
	1.2 Improved national compliance with protected area management goals – particularly for wildlife conservation, combating illegal trade, and maintaining forest connectivity across large landscapes	1.2a Increased compliance with conservation laws and efficiency in the monitoring of conservation related activities with national METT reporting scores increasing by project mid-term and end	Increasing METT Scores and Capacity Development Tracking Tool Values, CR1: 7, CR2: 7, CR3: 5, CR4: 3, CR5: 3
		1.2b Increasing successful cases of law enforcement through the project LEM system reported	10% increase in reported cases of which half are followed up with legal action
	1.3 Improved national support of biodiversity conservation, protected areas, and forested landscape connectivity in support of national development goals	1.3 Increased nationwide understanding and support on BD conservation, including knowledge on the national conservation area system and of needs to mainstream BD conservation beyond conservation areas	-Capacity development TT Score increased and stratified by gender -Survey showing increased KAP of 50% for men and 35% for women >25 project references in written media and >700 social media site visitations, feeds, tweets etc.
2. Integrated landscape management to safeguard forests, biodiversity, and carbon stocks in the EPL	2.1 Enhanced biodiversity security and forest connectivity in the EPL, with reduced emissions by harmonizing economic development plans with forest and biodiversity conservation	2.1a Improving impact of stakeholder consultation and conflict mgmt mechanisms on integrating BD/forest and ES in development planning	Mondulkiri Provincial Spatial Plan fully supporting enhancement of local livelihoods with BD and forest conservation, endorsed by govt and affected communities
		2.1b Enhanced management of established corridors of connectivity between Pas	Provisions for mgmt of BD conservation corridors implemented in EPL
	2.2 Enhanced and institutionalized forest carbon stock monitoring capacity in the EPL	2.2a EPL measured emission reductions	Baseline reduced emissions meeting or exceeding 100% SFM/REDD+ and CCM TT targets
		2.2b Community REDD+ co-benefits in community CPA and CFs identified, gender disaggregated, and maintained or improved	Baseline households + 10% overall, gender disaggregated
	2.3 More effective resource mobilization for integrating protected area management in the EPL	2.3 Increasing annual budget value for at least two protected areas	Sustainable finance levels increased >30% over baseline in at least 2 Pas
	2.4 Enhanced forest cover and carbon sequestration with increased community resource management and livelihood security	2.4a Area of reforestation, habitat rehabilitation and agroforestry practices facilitated by project	Restoration of >500 ha ecosystem area
		2.4b Increasing # of community members benefitting from project sponsored livelihoods	Baseline + 10%, (and increasing income levels)

104. Some reforestation activities have however continued also after the MTR. For instance, with support from WCS the Srea Preah CPA planted in 623 bamboo seedlings in approx. 3 ha, and so far, WCS has planted 24 ha in its target communities. The General Directorate of Local Community (GDLC) supported planting of 3000 native tree seedlings in Phnom Namlyr CPA, including high value timber species, however the Reviewer inspected the site and found that the plants need better protection to survive. These figures are of course very small, and insignificant from a carbon sequestration point of view, but they could be
105. All the project outcomes can to different degree be attributed to the UNEP-GEF project, confirmed during stakeholder interviews. The project’s influence has however been strongest on local level in the project areas. On national level, political-institutional decision

making had strong influence on the outcomes. Especially target 1.1a (budget) is mainly influenced by factors that are more important than the CAMPAS project.

106. One of the main factors that gave very positive project outcomes was the strong local stakeholder participation, especially indigenous communities. The project also had good gender participation (see V-H-i). Public awareness was rated as Unsatisfactory in the MTR, but has however improved significantly after the MTR. An exception is the communication with UNEP, which is considered a weakness for the whole implementation period.

iii. Likelihood of Impact

107. The project’s Theory of Change (fig. 4) presented the results chain and likelihood of positive impacts of the CAMPAS project. The expected progress towards long-term impact is presented in the following table. The Project objective was transformed into the expected Project Impact, follow by two future long-lasting impacts. With use of the ‘Likelihood of Impact Assessment Decision Tree’ from the UNEP Evaluation Office, it was found a ‘Likely’ expectation of the project impact, considering the achieved outcomes, as well as the assumptions, drivers and risks identified in the reconstructed TOC. It must however be highlighted that the analysis is based on the expected situation “with and without the project”.
108. The Reviewer’s analysis that the level of deforestation in the project area would have been stronger without the project is based on different sources of information. First of all, the overall national deforestation rate in the project period 2016-2021 (2022 data not available yet) was according to information from Globalforestwatch.org 843 kha (8.3% of the year 2000 forest cover), while in Mondulkiri province in the same period it was 47.2 kha (6% of the year 2000 forest cover), which could be both due the project and a high percentage of the forests covered by protected areas. In Cambodia the protected areas have however not been any guarantee against deforestation.

Table 12. Expected impact in project design and progress towards Impact

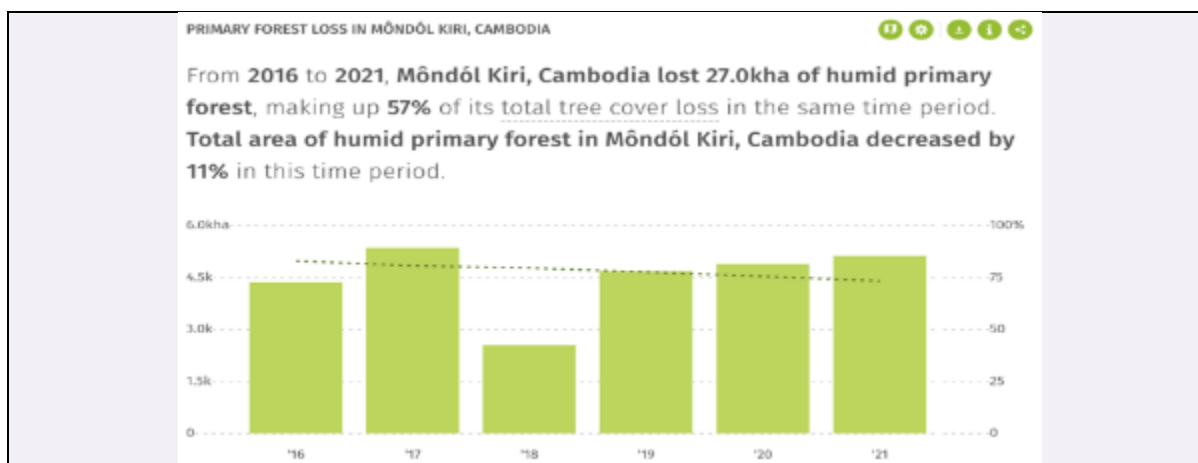
Expected Impact	Progress and conditions for Impact
Project Impact	
Enhanced protected areas management effectiveness and secure forest carbon stock	The project has achieved the expected outcomes, and is showing positive progress towards improved protected areas management in the project area. Drivers to assure the expected impact are increased budget for protected areas, and to replicate and scale-up local success-stories from the project area. The efforts have however not been enough to halt deforestation. Forest carbon stock in the project area decreased >30 Mt CO ₂ e (see fig. 5a)
Ex-post Impact	
Forest areas and biodiversity in Cambodia maintained or increased	To maintain or increase the forestry and biodiversity areas in Cambodia, the project results show that improved protected areas management and support to CPAs is not enough. Replication and scaling-up on national level must therefore be accompanied by strong political priority for BD, PA and SFM, law enforcement, and viable financing options (see below).
Financing from carbon credits sustain Cambodia PA system and other forest areas	Cambodia has achieved significant carbon financing for forest areas, even before the country was REDD+ ready. REDD+ work in the framework of CAMPAS has also given expectation of future sustainable financing for the PA system, first from the voluntary market and then through UNFCCC/REDD+, under the condition of strengthened international carbon financing.

109. Second of all, it seems like most of this deforestation has come in the areas outside the protected areas covered by the project. WCS mentioned during an interview that the Snoul Wildlife Sanctuary works as a comparison area for what would happen without the project, since it is situated next to the Keo Seima Wildlife Sanctuary and is not included in the project. The Reviewer agrees that Snoul is a good example for what could happen when an area is left without protection, but not all the difference in impact can necessarily be credited to the CAMPAS project. As mentioned in the description of project sites, it was planned to include the Snoul Wildlife Sanctuary, but the deforestation rate and settlements had destroyed most of the primary forest there already during the project design period/PPG. This protected area was dissolved in 2018 and is now mostly used for agriculture. If the deforestation rate in Snoul was the reason for not including it in the project, it is not a good area for comparison.

110. One important impact of the project has to do with measures against illegal settlements in the protected areas. The forest land encroachment in Phnom Prech and Lomphat Wildlife Sanctuaries were resolved in 2021. Some cases were resolved through the court system and others were resolved outside of the court system. Some illegal huts built in the PAs were removed by rangers, but there were some additional cases not resolved. In Keo Seima Wildlife Sanctuary, there has been a good collaboration between the authorities and communities to halt forest land encroachment, but there are still cases that are unresolved or under investigation and need to be sent to the provincial court.
111. The measures to improve the positive impact of the project have been discussed throughout the implementation period. The MTR report recommended that during the second half of the Project, forest restoration activities undertaken by ERECON and GDLA should shift from replanting of native species, to the prevention of fire in areas identified and agreed on with the CPA/local communities. The current reviewer recognizes that forest fires is an increasing threat, especially due to climate change with longer dry seasons. However, it seems like other factors still might be more important in the humid tropical forests of Cambodia. From 2001 to 2021, Cambodia lost 25.9 kha of tree cover from forest fires out of a total of 2.6 Mha total deforestation (GlobalForestWatch.org). This means that forest fires on national level counted for only 1% of the total. Even though there are sources of error, the TR reviewer considers that forest restoration with native species should continue to be an important part of the management of protected areas and sustainable forestry in Cambodia. However, to assure real impact, it is necessary to use a multi-dimensional analysis, where political, legal and socioeconomic factors are considered.
112. There is still much research work to do regarding the drivers of deforestation in Cambodia, both inside and outside the protected areas. There is often a combination of factors, such as lack of legal tenure to the land outside the PAs, combined with incentives for agriculture, that is driving changes in land use from forests to agriculture and livestock. In this process the local stakeholders are often using fire to clear the land they have cut, and sometimes the fire comes out of control. This does not mean that fire is the main reason for deforestation.

Figure 6. Deforestation in Mondul Kiri province 2016-2021 (source: Global Forest Watch)





113. The CAMPAS project had an impact on several Sustainable Development Goals (SDG), where the most relevant logically is number 15, to *Protect, restore and promote sustainable use of terrestrial ecosystems, sustainable manage forests, combat desertification, and halt and reverse land degradation and biodiversity loss*. Under this goal, the PIRs have reported on *SDG 15.2.1 Progress towards sustainable forest management; SDG 15.7.1 Proportion of traded wildlife that was poached or illicitly trafficked; and SDG 15.9.1 Progress towards national targets established in accordance with Aichi Biodiversity Target 2 of the Strategic Plan for Biodiversity 2011-2020*. The project has also reported on its relation with many other goals, where the Reviewer considers the most relevant to be *SDG 2.5.1 Number of plant and animal genetic resources for food and agriculture secured in either medium- or long-term conservation facilities; and SDG 13.2.1 Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emission development in a manner that does not threaten food production*. The project is also related with other SDGs through promotion of local sustainable income generating activities and improved livelihoods.
114. Women have been strongly involved in the project, often leading the income-generating activities that improve local livelihoods. There has been little project emphasis on children and persons with disabilities, but no examples were detected of negative impact or discrimination. See also Chapter H – Sustainability and Chapter I – Factors Affecting Performance and cross-cutting issues. Risk management is covered under section V-G-ii Monitoring of Project implementation and the use of GEF tracking tools.
115. The Reviewer considers low likelihood of unintended negative environmental effects of the project, since it is an environment project mostly focused on protected areas, and does not involve any engineering works or industrial production. There is however no guarantee that environmental projects could not cause adverse environmental impacts.
116. One example of a potential negative environmental impact was detected, which is the due to the introduction of cows in the community zones of Keo Seima Wildlife Sanctuary. No introduction of cows was mentioned in the project document, but it came out as a result of a local “needs assessment” carried out in the framework of the project. 28 cows were introduced in three villages, with the agreement that their calves would be given to other members of the 70 households Cow Group. *This goes against GEF’s and UNEP’s experience, which shows that cattle raising is one of the strongest drivers of deforestation, because cows require much more land area than other domestic animals.*
117. Even though it is a relatively low number of cows that was introduced, the danger is that if the activity is “successful”, more and more people in the area will take up husbandry and maybe cut down forest. The issue is even worse because the cows are only for meat, since this breed gives little milk. In a UNEP-GEF biodiversity project in Sri Lanka (GEF ID 4150) some cows were also introduced, but in that case, it was for milk production only, to

improve the population's diet. There are also certain other risks involved, such as transmission of cow diseases to wild animals. In Keo Seima, the local NGO Cambodia Rural Development Team (CRDT) is giving technical advice and vaccines, but they will probably not continue with this for a long time without external funding.

118. The introduction of cows was in fact a result of the project's strong emphasis on local decision making. However, a lesson learned is that a project should not make a needs assessment and consider anything the local people want as their real needs (see also H-iv Environmental sustainability).
119. Regarding potential negative social effects, these would mostly be avoided or mitigated through the strong local stakeholder participation, where indigenous communities are being supported and take decisions on the land use in their area (CPAs). The CBD COP15 Kunming-Montreal Global Biodiversity Framework (UNEP & CBD 2022) acknowledges the important roles and contributions of indigenous peoples and local communities as custodians of biodiversity and partners in its conservation, restoration and sustainable use.
120. Even though the project has finalized, the Reviewer considers that the mainly positive results have the potential to play a catalytic role, especially for the National Protected Areas System, if the Government decides to replicate and/or scale-up the approaches, methodologies and lessons learned from CAMPAS on national level. The long-lasting impact would however depend on political priority for protected areas and sustainable forest management, as well as sustainable financing from carbon credits/REDD+ or other sources (see TOC diagram).

Effectiveness is rated 'Satisfactory' (S)

E. Financial Management

i. Adherence to UNEP's Financial Policies and Procedures

121. The first instalment was made August 4, 2016 upon the countersigned Project Cooperation Agreement (PCA) between UNEP and the Executing Agency with budget/financial indicators in place for the project implementation.
122. The expenditures by component were not possible to extract from the system but by required GEF budget line (as shown in the Consolidated Expenditure Table).
123. The Reviewer analysed whether the organisation and administration of the resources affected the timeliness of project delivery, and the results achieved, against the timeframes and costs planned initially (see also the chapter on Efficiency).
124. The financial reporting from PMU to UNEP was often delayed, for several reasons. Financial management issues experienced during the project implementation included, among others, the delayed approval on the project workplan, budget plans and expenditures that resulted in late instalment to the EA, and consequently the situations impacted the project partners and hired consultants in terms of implementation of their activities. The PMU received updated reports on co-financing directly from some project partners, and the others provided the information after request and some insistence from PMU's side. The main factors leading to the delays were:
 - a) The critical delay of approval on budget by UNEP, for PMU and partners to carry out the planned activities within the timeframe.
 - b) The mandatory quarterly financial reports from certain partners were submitted late because of limited capacity of the finance management staff of some partners, while other partners were required to get approval from their headquarters abroad before such reports could be submitted to the PMU. In addition, their timeframe for the report approval sometimes did not fit with that of the project. In such cases, PMU needed to wait for the reports, resulting in incomplete, overall consolidations of the project report.

- c) The fiscal year and timeframe for reporting of the NGO partner situated in the US (WCS) are different, so this organisation could not meet the time frame/deadline set by the project.
- d) A different financial report template was applied by the PMU and the project partners, leading to time-consuming work for the PMU to consolidate the report, especially on the issue that the partner reports were based on activity codes while that of PMU for UNEP was based on budget lines. In order to comply with the UNEP financial report requirement, PMU needed to categorize the partner budget into UNEP budget lines. In short, the financial reports were done with two different templates: consolidated partner expenses and consolidated expenses of PMU and partners.

125. **Audits:** Based on the UNEP requirements for the project implementation, the project audits were done annually by an independent auditing firm. The audit was done each year for 2016 and 2017, while the annual audits for 2018 and 2019 were done at the same time in 2021, due to both the cost and delay, while the audit for 2020 was done in 2022. Audit for 2021 and first semester 2022 is still pending, to be done in 2023.
126. It is worth noting that these audits were conducted late due to a long negotiation between PMU and UNEP about the audit budget, to cover audit fees for all partners and the whole project. The reasons for the lengthy discussions were that even the cheapest of the three quotes from audit firms was too expensive for UNEP approval. The high prices were due to a very comprehensive TOR because of the requirement to review all the many project partners. The audits 2016 and 2017 had been done for a lower cost because many partners had then not started project activities yet. UNEP approved the audit budget for 2018 and 2019 so late as October 28th 2020. Moreover, the COVID-19 Pandemic caused the closure of the country until late 2020. During this critical time, the audit firm was unable to conduct field work until the re-opening of the country in 2022.

Table 13. Total project costs by June 2022

Q1_2022_PMU_PARTNER_CONSOLIDATED_EXPENDITURE_FROM_JANUARY_TO_MARCH

QUARTERLY EXPENDITURE STATEMENT (US\$)										
Project title: Strengthening national biodiversity and forest carbon stock conservation through landscape-based collaborative management of Cambodia's Protected Area System as demonstrated in the Eastern Plains Landscape (CAMPAS project)										
Project number: GFL/11207-14A/2003-SB009045										
Project executing partner: Ministry of Environment										
Project implementation period: From: 5-Aug-2016 To: 30-Jun-2022										
Reporting period: From: 1-Jan-2022 To: 31-Mar-2022										
UNEP Budget Line	GEF-approved budget			Actual expenditures incurred*						
	Total project budget	NCE budget	Cumulative expenditures from previous period	Jan-Mar Qtr_1	Adjustment	Total Adjustment	Apr-Jun Qtr_2	Current year total	Cumulative expenditures to-date	Cumulative unspent balance to-date
	A	B	C	D		E	F	G	H	I=H-I
1101* Project Director - partime	80,220.00	22,728	72,648	3,787.44		3,787.44		3,787.44	76,432.64	3,787.44
1102 National Project Coordinator	177,450.19	51,914	160,217	7,950.00		7,950.00		7,950.00	168,167.20	9,282.99
1103 Project Technical Officer	110,787.83	33,816	89,486	5,202.36		5,202.36		5,202.36	104,885.41	6,002.42
1104 Project Communications Officer	83,733.96	27,870	84,444	4,287.66		4,287.66		4,287.66	88,731.66	5,002.27
1105 Secretary	22,375.52	8,610	19,503	1,326.00		1,326.00		1,326.00	20,828.82	1,546.70
1106 Driver	18,015.52	7,680	13,480	1,179.78		1,179.78		1,179.78	14,839.11	3,176.41
1201 International - Chief Technical Advisor (50%)	147,532.13	45,900	126,632	7,950.00		7,950.00		7,950.00	134,582.13	7,950.00
1202 National LBM M+E consultants	7,500.00	7,500	3,750						3,750.00	3,750.00
1203 IT Specialist	10,000.00	8,000	8,000						8,000.00	4,000.00
1204 Conservation Policy Specialist	25,000.00	10,000	25,000						25,000.00	
1205 Grant Officer	88,000.00	38,000	78,000	6,000.00		6,000.00		6,000.00	82,000.00	6,000.00
1206 Biodiversity Specialist	12,500.00	9,000	12,500						12,500.00	
1207 Other consultants (PES, mainstreaming SO, etc)	17,750.00	14,000	10,750						10,750.00	7,000.00
1208 Information Management System	50,000.00	50,000								50,000.00
1209 Social Economic Assessment and feasibility study to establish Geo Parks and ecosystem development	70,000.00	70,000	13,895	13,806.00		13,806.00		13,806.00	27,512.00	42,388.00
1210 Annual M+E	40,000.00	40,000	20,000						20,000.00	20,000.00
1301 Project Finance Officer	101,166.76	29,432	91,430	4,544.91		4,544.91		4,544.91	95,974.45	5,192.31
1302 Project Administrator	55,544.93	15,951	50,228	2,453.94		2,453.94		2,453.94	52,682.00	2,862.93
1303 Project Cashier/ Accountant										
1601 International travels	15,537.00	13,597	10,978	4,118.80		4,118.80		4,118.80	10,879.00	4,659.00
1621 National travels	58,318.70	23,003	48,319	4,118.80		4,118.80		4,118.80	62,437.90	5,881.20
2201 M+E internal departments - component 1 (GSSD, GDANCP & GDLC)	886,199.88	385,304	413,248	71,043.74		71,043.74		71,043.74	484,291.28	113,908.60
2202 M+E internal departments - component 2 (GSSD, GDANCP & GDLC)	464,943.19	318,191	216,210	78,118.90		78,118.90		78,118.90	294,329.26	170,613.93
2203 PDE - Component 1 activities	83,750.00	60,850	44,450	11,790.00		11,790.00		11,790.00	56,240.00	27,510.00
2204 PDE - Component 2 activities	12,500.00	7,500	5,000						5,000.00	7,500.00
2205 M+MUPC - project steering, mapping etc.										
2208 MDK Province - local implementation	55,000.00	18,150	45,500	2,850.00		2,850.00		2,850.00	48,350.00	6,650.00
2207 WCS - component 1 activities	258,748.06	88,090	207,186	8,531.85		8,531.85		8,531.85	215,717.46	43,030.61
2208 WCS - component 2 activities	182,372.29	59,159	120,083	27,387.90		27,387.90		27,387.90	147,470.45	14,901.84

Q1_2022_PMU_PARTNER_CONSOLIDATED_EXPENDITURE_FROM_JANUARY_TO_MARCH

2209	WWF - Component 1 activities	576,955.00	225,459	542,252	25,759.93	25,759.90	25,759.90	567,822.02	6,133.98	
2210	WWF - Component 2 activities	66,875.06	51,472	63,983	13,072.77	13,072.77	13,072.77	77,065.86	13,319.40	
2211	BirdLife - Component 1 activities	229,817.53	77,803	216,229	6,811.94	6,811.94	6,811.94	223,040.65	6,776.88	
2212	BirdLife - Component 2 activities	78,886.71	17,264	70,183	1,902.35	1,902.35	1,902.35	72,065.00	4,781.11	
2213	L-L- Component 1 activities	64,911.84	37,400	66,212	-	-	-	66,212.42	28,999.42	
2214	Eracon - landscape activities	55,343.00	35,299	70,911	5,983.50	5,983.50	5,983.50	76,894.50	18,453.00	
2215	M&E Baseline Assessment and M&E Framework/system development	20,000.00	-	20,000	-	-	-	20,000.00	-	
2216	Gender baseline assessment and analysis	15,000.00	-	15,000	-	-	-	15,000.00	-	
2217	Gender mainstreaming gadget and policy development	13,570.00	-	13,570	-	-	-	13,570.00	-	
2218	Other partners /Consultants	214,439.00	163,113	63,876	11,613.00	11,613.00	11,613.00	75,480.00	138,960.00	
3201	Component 1 Training, including gender	15,003.20	9,496	12,003	-	-	-	12,003.20	3,000.00	
3202	Component 2 Training	-	-	-	-	-	-	-	-	
3301	Inception workshop/Meetings/Conference	4,282.00	-	4,282	-	-	-	4,282.00	-	
3302	Project Steering Committee/Technical Working Group meetings	42,172.46	24,577	22,324	2,461.60	79.50	2,382.00	2,382.00	24,755.96	
4101	Office supplies for project	18,062.62	5,834	15,360	1,478.00	189.40	1,289.20	1,289.20	16,651.22	
4201	Equipment (PCs, office)	21,730.10	1,900	20,730	-	-	-	-	20,730.10	
4202	Vehicles	31,150.00	-	31,100	-	-	-	-	31,150.00	
4203	Motorbikes	34,982.46	-	34,982	-	-	-	-	34,982.46	
4204	Information systems hardware/software	4,938.66	3,280	2,438	184.93	184.99	184.99	184.99	2,023.01	
4301	Rental of meeting rooms	-	-	-	-	-	-	-	-	
4302	Rental of office space	-	-	-	-	-	-	-	-	
5101	Equipment leasing and maintenance	1,885.00	1,213	964	185.00	10.00	175.00	175.00	730.00	
5102	Maintenance	4,555.17	2,573	3,360	280.00	81.00	179.00	179.00	3,539.17	
5103	Fuel	5,992.62	2,904	4,763	789.00	125.00	664.00	664.00	5,436.62	
5201	Translation and other support services	18,555.53	17,471	2,059	106.00	-	106.00	106.00	18,352.00	
5210	Material for reporting and information dissemination	66,535.75	92,800	13,387	-	-	-	-	13,387.25	
5301	Communications (phone /internet)	10,280.00	3,316	9,110	550.00	-	550.00	550.00	620.00	
5501	Audits	78,100.00	60,000	18,100	-	-	-	-	18,100.00	
5503	Annual M-E costs	-	-	-	-	-	-	-	-	
5561	Mid-Term Review	30,300.00	30,300	-	-	-	-	-	30,300.00	
5562	Terminal Evaluation	40,000.00	40,000	-	-	-	-	-	40,000.00	
GRAND TOTAL		4,718,181.95	2,345,274	3,333,934	335,496.93	485.90	333,011.93	333,011.93	3,466,545.99	1,051,635.87

*The actual expenditures should be reported in accordance with the specific budget lines of the approved budget (Appendix 1) of the project document in Annex 1
The appended schedule "Explanation for expenditures reported in quarterly expenditure statement" should also be completed

Q1_2022_PMU_PARTNER_CONSOLIDATED_EXPENDITURE_FROM_JANUARY_TO_MARCH

From: 01-01-22 To: 31-03-22	EXPLANATION FOR EXPENDITURES REPORTED IN QUARTERLY EXPENDITURE STATEMENT	
BL**	Budget Line description	EXPLANATION
1101*	Project Director - partime	3,787.44 Fee from January to March 22
1102	National Project Coordinator	7,950.00 Salary from January to March 22
1103	Project Technical Officer	5,202.36 Salary from January to March 22
1104	Project Communications Officer	4,287.86 Salary from January to March 22
1105	Secretary	5,326.50 Salary from January to March 22
1106	Driver	1,179.75 Salary from January to March 22
1201	International - Chief Technical Advisor (30%)	7,930.00 Fee from January to March 22
1202	National LEM/M&E consultants	-
1203	IT Specialist	-
1204	Conservation Policy Specialist	-
1205	Grant Officer	5,000.00 Fee from January to March 22
1206	Biodiversity Specialist	-
1207	Other consultants (PES, mainstreaming BD, etc)	-
1208	Information Management System	-
1209	Social Economic Assessment and feasibility study to establish Geo Parks and ecotourism	13,600.00 Second and final payment upon satisfactory completion of Deliverable 2 and 3
1210	Annual M-E	-
1301	Project Finance Officer	4,544.01 Salary from January to March 22
1302	Project Administrator	2,463.64 Salary from January to March 22
1303	Project Cashier/ Accountant	-
1304	International travels	-
1521	National travels	4,118.80 DSA and transportation for project staff, national participants organizing/attending attending National Workshop on Biodiversity Research Service in Cambodia from 27-28 December 2021, Experience-Sharing and Collaboration-Strengthening Workshop of Relevant to a National Resource Management, Biodiversity Conservation and Ecosystem Restoration in the Protected Areas System and Landscape and CAMPAS Partner Meeting from 29-30 March, attending GDANC's Consultation meeting on Sustainable Finance Plan on 17 January 2022, MDK Study visit on natural resource management and biodiversity conservation in the Northern Landscape of Cambodia, attending GDANC's meeting on strengthening community participation in piloting the sustainable financing plans in Keo Seima and Sreng Wildlife sanctuaries on 14 March 2022, MDK

Q1_2022_PMU_PARTNER_CONSOLIDATED_EXPENDITURE_FROM_JANUARY_TO_MARCH

2201	M&E Internal departments - component 1 (GIS&S, GDANCP & GDLC)	71,043.74	Detail refer to consolidated Expense by partner for January to March 21		
2202	M&E Internal departments - component 2 (GIS&S, GDANCP & GDLC)	75,118.90	Detail refer to consolidated Expense by partner for January to March 21		
2203	PO&E - Component 1 activities	11,790.00	Payment for PO&E		
2204	PO&E - Component 2 activities	-			
2205	ML&JPC - project steering, mapping etc.	-			
2206	NDK Review - local implementation	2,860.00	First Payment for Window 2_MDK LoA 2021-2022		
2207	WCS - component 1 activities	8,531.65	Detail refer to consolidated Expense by partner for January to March 22		
2208	WCS - component 2 Activities	27,387.00	Detail refer to consolidated Expense by partner for January to March 22		
2209	WWF - Component 1 activities	25,789.90	Detail refer to consolidated Expense by partner for January to March 22		
2210	WWF - Component 2 activities	13,072.77	Detail refer to consolidated Expense by partner for January to March 22		
2211	BirdLife - Component 1 activities	6,811.94	Detail refer to consolidated Expense by partner for January to March 22		
2212	BirdLife - Component 2 activities	1,902.35	Detail refer to consolidated Expense by partner for January to March 22		
2213	L+L - Component 1 activities	-			
2214	Ecocon - landscape activities	6,963.00	First Payment for Window 2_ERECOM LoA 2021-2022		
2215	M&E Baseline Assessment and M&E framework/system development	-			
2216	Gender baseline assessment and analysis	-			
2217	Gender mainstreaming guidebook and policy development	-			
2218	Other partners /Consultants	11,613.00	First payment upon submission detail workplan and activities_LoA 2022_P/A, First Payment for Window 2_PD&WA LoA 2021-2022		
3201	Component 1 Training, including gender	-			
3202	Component 2 Training	-			
3301	Inception workshop/Meetings/Conference	-			
3302	Project Steering Committee/Technical Working Group meetings	2,382.00	Workshop cost for Experience-Sharing and Collaboration-Strengthening Workshop of Relevant to a Natural Resource Management, Biodiversity Conservation and Ecosystem Restoration in the Protected Areas System and Landscape and CAMPAS Partner Meeting from 29-30 Monduliri,Rehathamart for meeting		
4101	Office supplies for project	1,289.20	Office stationaries and office supplies, Mask, alcohol, covid test		
4201	Equipment (PCs, office)	-			
4202	Vehicle	-			
4203	Motorbikes	-			
4204	Information systems hardware/software	184.99	Payment for External Hardisk and purchase zoom		
4301	Rental of meeting rooms	-			

Q1_2022_PMU_PARTNER_CONSOLIDATED_EXPENDITURE_FROM_JANUARY_TO_MARCH

4102	Rental of office space	-			
5101	Equipment running and maintenance	175.00	Computer maintenance		
5102	Maintenance	179.00	Car maintenance		
5103	Fuel	644.00	Diesel for project car		
5201	Translation and other support services	305.00	Job announcement and bank charge		
5210	Material for reporting and information dissemination	-			
6301	Communications (phone / internet)	550.00	Internet from January to March 22		
5501	Audits	-			
6503	Annual M&E costs	-			
5681	Mid-Term Review	-			
6582	Terminal Evaluation	-			
99	Total as per Expenditure Statement	333,011.93			equals total of column D, E, F or G (as relevant)

*Budget Lines (BL) in this report shall be exactly as specified in the approved budget (Appendix 1) of the project.

(signatures in the document were taken out)

127. The Reviewer has been able to see the project annual financial audit statements. All the audits have been done by the same firm AT & Associates. The documents state that “in our opinion, the accompanying statement of fund receipts, disbursement and fund balance of the Project for the period ... is prepared in all material respects, in accordance with the accounting policies described in note 2 [of the same document]. The audit reports also say that “We conducted our audit in accordance with Cambodian International Standards of Auditing” (CISA). The Reviewer has studied the text of CISA, and did not find any mention of compliance with the International Standard of Auditing (ISA 800/805). The firm was however approved by UNEP, which only requires that it is an independent audit firm authorised by a public authority.
128. Based on the information provided and discussed with UNEP’s Financial Manager, the Reviewer concludes that the financial management of the project was handled according to proper financial management standards and practice, and adherence to UNEP’s financial management policies. The UNEP Financial Management Officer assessed the project’s financial management under three broad themes (see Annex V).

ii. Completeness of Financial Information

129. The project has complied with the requirements for financial information during the life of the project, but not without difficulties and reporting delays. At the time of the Terminal Evaluation, the financial information provided for the project was not yet complete. Many

of the project partners are still waiting for disbursement from the project, and the PMU is waiting for disbursement from UNEP. The financial management will however close in June 2023. The last audited statement is for the year 2020.

130. The financial information handled by the project included the budget for GEF funding and counterpart sources; Cash-advance requests; Fund transfer documents; Expenditure sheets; Proof of in-kind contributions; Financial Reports; and Audit Reports.
131. Pledged counterpart contributions at the time of approval were USD 14,570,590, or 75.5% of the total project budget. Some co-financing sources failed to materialise, and the actual co-financing throughout the project life until August 2022 ended up at USD 11,545,092 or 79% of the pledged amount, considering both cash and in-kind contributions (see tables X and Y). It is difficult for the TR to review and verify the real monetary value of all the in-kind co-finance contributions.
132. The following financial documentation was provided and reviewed:
 - Expenditure reports 2016-2022
 - Expenditure statements (last cumulative statement June 2022)
 - Report on planned and actual co-finance by budget line (updated Aug. 31, 2022)
 - Audits 2016-2020
133. The PMU and UNEP TM have agreed to combine the audit assignments for 2021 and the first half of 2022. There is no audit report yet, since the fiscal year ended in December 2022.
134. The Financial Audit of MoE from the Government's side does not include the CAMPAS Project. However, the project has always shared its reports with MoE for information and recordings.

Table 14. Co-financing table (GEF format, USD 1,000)

Co-financing ¹ (Type/Source)	UNEP own financing		Government		Other ²		Total		Total Disbursed
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	
Grants	0	0	3,750	4,166	4,050	3,158	7,800	7,324	7,324
Loans/Credits	0	0							
Equity investments	0	0							
In-kind support	1,157	0	3,800	3,713	1,814	622	6,771	4,335	4,335
Total	1,157	0	7,550	7,879	6,771	3,780	14,571	11,659	11,659

¹Represents final co-financing data (2022); ²This refers to contributions mobilized for the project from other multilateral agencies, bilateral development cooperation agencies, NGOs, the private sector and beneficiaries.

iii. Communication Between Finance and Project Management Staff

135. Consultations were made from PMU to the TM on both technical and financial issues, but there was *no direct communication between PMU or the Project's Financial Officer and the UNEP Fund Management Officer regarding financial issues*, and all financial questions were directed to the TM only. The TM, on behalf of the Project, then consulted or shared with the Fund Management Officer for review and input provisions. Comments and/or feedback from either the TM or the UNEP HQ led to the revision of the reports by the PMU. However, some issues took longer time to address or come to consensus on, such as the mentioned audit funds for the year 2018 and 19 of the project implementation. The Reviewer has only been able to interview the current Fund Management Officer in the UNEP Headquarters, who started only six months ago, and has therefore not the full story about what happened during the life of the project.
136. The PMU and Project Director reported dissatisfaction with how financial issues were handled, especially the long time it often took to approve the yearly budgets, which resulted in delays. On the other hand, UNEP reported dissatisfaction with the Executing Agency's handling of financial issues, recording a lack of transparency. As the project was not meeting several outstanding reporting obligations (e.g. audits since 2018) the issue

was raised to a senior level in the Ecosystem Division and Ministry of Environment, after which most reports were provided. Still outstanding are the Terminal/Final Project Report (see PCA) as well as some hardcopies on key project technical reports. However, most reports were shared via a link to their soft copies. PIR 2022 submitted and completed after the set deadline.

Financial Management is rated 'Satisfactory' (S)

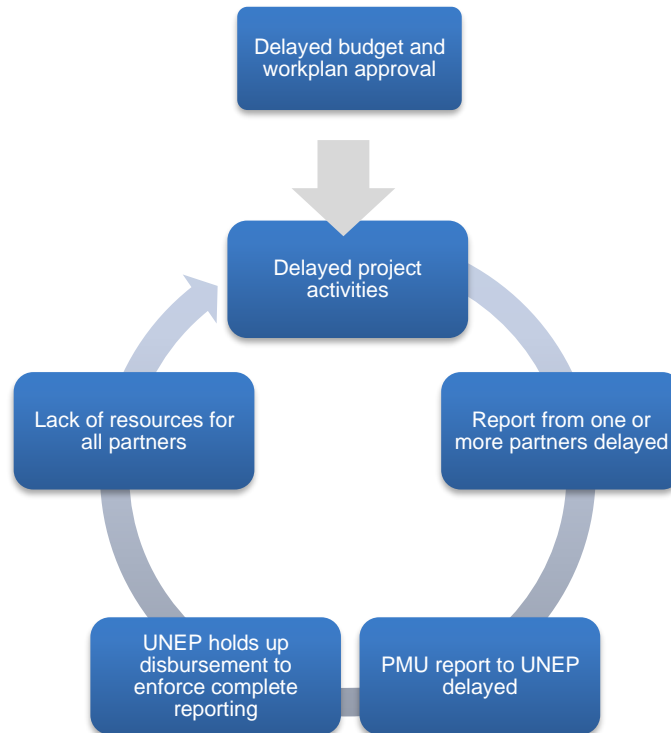
F. Efficiency

137. The Reviewer recognizes the challenges of implementing the CAMPAS project in an efficient way, with so many participating partners. The project activities could start nearly immediately after first disbursement to the partners, because CAMPAS was linked to the ongoing activities of the partners, especially WWF, WCS and BLI, which gave better efficiency in the first period than what is common in projects that start from scratch. It should however be considered that the CAMPAS project model had not been tried before for the protected areas and biodiversity in Cambodia, so it was a completely new institutional framework. In this situation it required a more detailed regulation than for institutional set-ups that the stakeholders were already used to. The efficiency from the start would have been better with more detailed institutional regulations, not only to say who will do what (like in the ProDoc), but also to define the order of decision-making and preferably the maximum time in each step of the sequence.
138. To manage such a complex project in an efficient way, the PMU would have required more high-level local staff, that only would have been feasible with a higher core budget. The PMU was however supported by a Chief Technical Advisor (CTA), who was recruited through the partner WCS. According to stakeholder interviews, the CTA's strength was most of all technical, more than administrative, while it seems like the project in this period would have needed most of all an institutional-financial expert. When the CTA Advisor left for another international position a new international in June 2019, it was tried to recruit a replacement, but the salary offered was not enough to obtain an international senior expert. After one junior candidate was rejected by the PSC, it was decided to recruit a national PSC, but only from Sept 2020. In the meantime, more than a year had gone, and in 2020 COVID-19 had arrived, with serious consequences for the project implementation.
139. The main factor that reduced efficiency of the project was however another – the deficient dialogue and lack of understanding between the UNEP TM and the Project Director. This led to slow communication and periods of no-communication, when many issues could have been resolved quite easy with more confidence between the parties. The most relevant topic was the approval of annual work plans and budgets (sometimes until May), which led to delays because the partners could not, even with their own resources, carry out activities that had not been approved.
140. The reasons for project delays repeated in many stakeholder interviews are summarized in figure 5. The delayed approval of workplan and related budget gave as a consequence that many partners had no resources to carry out the activities, or they simply gave priority to other tasks while waiting for the project resources. The PMU told the partners that they should just continue based on the project document, but the international NGOs were not allowed by their headquarters to go on with activities without an approved workplan and budgets. In the case of WCS it was an additional issue that its fiscal year is from July to June.
141. With the delayed activities, reporting was also delayed, because the partners did not want to send any reports before they had something to report on. When one partner was delayed it was enough for PMU not being able to send a joint progress report to UNEP. The TM then held up the disbursement to UNEP to enforce delivery of the progress reports, with damage

to all the partners, also those that had presented their report long time ago. The delayed transfer of funds further delayed the activities for all partners.

142. For the national partners that had complied with their activities and reporting it was difficult to understand why they did not get new resources to continue, and there were also many complaints from local partners to the PMU because of the delays in funding. Thanks to some fund advances from MoE and also some of the NGO's own resources, the activities did not stop completely, but the progress would have been faster in most of the areas with the GEF funding available.

Figure 7. Simplified diagram of one of the reasons for project delays.



143. This vicious circle was a main reason for project delays, additional to COVID-19. However, contrary to the pandemic, it was an issue that could have been resolved relatively easy early during the implementation. The two main partners UNEP and MoE had several alternatives, such as: (i) improved and faster decision-making on work plan and budget (e.g. whole day joint meeting to discuss and approve); (ii) closer supervision and institutional support to certain partners, to speed up reporting; (iii) incentives for faster reporting; (iv) carrot and stick: Un-used budget funds from one partner transferred to other partner; (v) replacing one or more partners; and (vi) changes in design/budget, eliminating activities with too little progress.
144. The effectiveness of project management was negatively affected by the relationship between the main representatives of the implementing and executing agencies, which was characterised by ineffective communication and weak dialogue. This issue was highlighted in interviews with all main parties, and seems to have been an issue from the start of the project. There is an accumulation of evidence that personal relations were a factor that influenced project management and especially the possibility of problem-solving in dialogue between UNEP and the Government. The MTR report did not propose any major changes in project design, even though it would have been an opportunity for the parties to agree on changes.
145. The poor relationship between the main partners UNEP and MoE also seems to have affected project management and supervision in general, for instance the interest in receiving the UNEP TM's requests and advice, and willingness to adapt accordingly. This

also reduced the opportunity for UNEP’s technical backstopping of the PMU. One specific issue mentioned was when UNEP escalated concerns over unresolved problems and a lack of responses to a senior ministerial level rather than continuing with dialogue with the partner representatives.

146. The two parties see the relationship very differently. According to the TM, some issues in the relationship were that (i) the Project Coordinator was often not present or available; (ii) the Government tried to re-negotiate parts of the project all the time; (iii) the Government tried to increase the fees for PMU staff beyond what was agreed; and (iv) UNEP tried to pressure the Government and NGOs to be more transparent. The Government’s perspective is that UNEP very much delayed the approval of work plans and yearly budgets, leading to delays because many partners could not carry out activities without approved plans and available resources.
147. The COVID-19 pandemic from 2020 had a strong impact on the project activities. During the first year the country was in lock-down, with travel restrictions and no direct communication with the communities. The PMU and partners continued in a “low-key mode” and focused on desk work combined with virtual meetings. This was however a strong limitation for contacts with the rural project areas, where local stakeholders most often don’t have Internet, and even if they have, the signal is too weak or nothing at all. The year 2020 however worked as period for analysis and planning, and already in the second part of 2021 the project came back with more activities than before the pandemic. This was however also a result of that some partners were not fully up to speed before COVID-19 broke out. The pandemic resulted in a no-cost extension of 11 months, which the Reviewer considers to be a bit less than the project lost due to COVID-19. Most GEF projects receive a no-cost extension anyway, for reasons such as delay.
148. This long explanation could indicate that the project had achieved very few of its targets, but surprisingly, despite the administrative issues mentioned and the COVID pandemic, the project complied with most of its targets. A common indicator of efficiency is the ratio of outputs to effort (or % of targets achieved to % of expenditures) during the implementation time. The underlying assumption being that achieving 100% of targets during the planned execution period would give an efficiency ratio of 1. As shown in the table below, the efficiency ratio was 0.81 (moderately satisfactory), while at the end of the project implementation the ratio was 0.94 (satisfactory). The calculation of this ratio is shown in the following table.

Table 15. Calculation of efficiency ratio at the moment of the Terminal Review

Input	Calculation	Result
Targets achieved	Outputs 78.3% + Outcomes 100% / 2	89.15
Part of budget used (GEF funds only)	USD 3,666,546 as % of 4,718,182	77.71
Time used	71 months as % of 60 months*	118.33
Efficiency Ratio	$89.15 \times 100 / 77.71 \times 118.33$	0.97

149. The relationship between implementation progress, time and financial resources invested shows that the project in general was implemented relatively efficiently. There is however pending payments to some partners, as well as costs for the TR, which would lower the ratio a bit, but not very much. Please note that the calculation in the table only covers GEF resources, since co-financing (often in-kind) is more difficult to verify. It should also be noted that the rating below is for *the project*, not for PMU, UNEP or any of the partners, and consider the project delays independent of the reasons for them, as well as efficiency in finding solutions.

Box II. Project beneficiaries and participants
22 community patrols established for 22 CPAs (344 participants). 1,104 rangers supported with >USD300/month 50 participants in Workshop on Process of Zoning and Management Plan Guidelines for Protected Areas. 65 participants in dissemination and capacity building on zoning guidelines.

26 participants (14F) cross provincial exposure trip and training
 15 participants from WCS, WWF and BLI in 3-days capacity building on the SMART mobile App, incl. ToT training
 63 participants (3 F) have been coached on how to collect field patrol data with SMART mobile App.
 18 participants (2 F) in 2-day training on mapping program phase II (QGIS)
 12 participants (1 F) in training on ecosystem services using the InVest tool
 Cambodia Vulture Working Group Workshop, supported by BLI: 130 participants
 65 participants in 3-day workshop on bio-fertilizer
 334 participants (151 F) in training on organic wildlife-friendly rice (IBIS).
 173 participants (23 F) participants in training on bamboo products
 66 participants (16 F) and 62 participants (13 F) in two training events on community-based conflict resolution & management mechanisms for communities and stakeholders, as well as 47 participants (11 F) in consultation workshop on the same topic.
 24 participants (3 F) in multi-stakeholder workshop to verify and update data and information on all Economic Land Concessions (ELC), Social Land Concessions and Mineral Land Concessions
 145 participants (27 F) in Regional Forum on the Protection and Conservation of Natural Resources Conservation
 47 participants (30 F) in MoE study tour to Keo Seima Wildlife Sanctuary (KSWs)
 62 participants (19 F) in network on Natural Resources Conservation and Protection
 1156 participants (686 F) in PDoWA education and extension activities in 14 communes in 5 wildlife sanctuaries, using the Gender and Biodiversity Booklet
 22 participants (3 F) and 23 participants (5 F) in 2 trainings on livelihood data collection
 29 participants (9 F) in assessment on natural resources consumption demand in Phnom Namlear CPA
 29 participants (10 F) in training on Phnom Namlear CPA management plan development
 30 participants (13 F) in workshop for zoning and boundaries in Phnom Namlear CPA and development of 5 years management plan 2022-2026
 53 participants (15 F) in consultation on draft agreements for Phnom Namlear and Laoka CPAs management.
 75 participants (35 F) in two consultations on Phnom Namlear and Laoka CPA bylaws
 45 participants (16 F) in dissemination of CPA management plans to members of CPA in Laoka and Phnom Namlear CPAs
 50 participants (14 F) in agreement signing ceremony of Laoka and Phnom Namlear CPA management
 35 participants (23 F) in group dissemination and Health Education Sanitation consultations in the Gati and Sre I communities
 16 participants (6 F) in explanation of the mobile health clinic service for Srea Lvi village
 20 participants (12 F) in workshop for development of By-laws for Gati Village Saving Group and 20 participants (7 F) for development of By-laws for Pu Hiem Savings Group.
 50 participants in public awareness raising event in Mondulkiri Province.

150. The efficiency in terms of **areas covered compared to applied resources** has been high, even when considering only the five protected areas and not the Mekong watershed (fish component) or the national level. The total GEF budget corresponds with USD 3.95/ha.
151. The number of **beneficiaries compared to applied resources** has been high, especially if we consider that the protected areas are in benefit of the whole population and that both the biodiversity and carbon sequestration have positive global impacts. From that point of view, there has been a high cost-effectiveness, which would be even higher if the different income generating activities continues, including the strengthening carbon credit/REDD+ initiatives that have given positive results. The number of direct beneficiaries in the project areas could not be expected to be very high due to the low population density in and around the protected areas. According to the 2019 census, Mondolkiri province had only 6.5 persons/km². The PIR 2022 refers to an increase in community project beneficiaries from 2018 to 2020 of 1633 people (including 485 women), but no such figure is presented for 2021 and 2022.
152. Regarding the number of participants in project activities, including training, there is not a complete figure reported, but it is considered relatively high. There is also a multiplication effect not reported in the PIRs because some of the government agencies and NGOs participating in the training are carrying out training of trainers (ToT) where the final results are often not recorded, as well as new training courses and technical assistance on their own, even outside the CAMPAS project area.
153. The list of activities with local participants and beneficiaries in Box II is in no way a comprehensive picture of all that has been carried out. Activities where number of participants are not mentioned or with less than ten participants are not included, and pure meetings are also not included. Number of female participants (F) is included when it is reported (see also gender participation (V-H-ii)).

154. **To summarize the chapter on efficiency**, the rating below is a combination of several factors, including findings from the effectiveness chapter: (i) most outputs were delivered, however not always on schedule, and according to the approved PIR all outcomes were achieved; (ii) the project output quality was overall high, but with exceptions; (iii) impact of the project so far is not easy to confirm, and it would require stronger measures to assure long-term impact; (iv) there has been relatively low project management efficiency, especially due to inefficient communication between the Project Director and the UNEP TM; (v) it seems like the project targets were set too low from the design, and one target was only achieved because it had been changed and reduced. These partially contradictory findings give however in total a relatively positive end result, despite having passed through the period of COVID-19.

Efficiency is rated 'Moderately Satisfactory' (MS)

G. Monitoring and Reporting

i. Monitoring Design and Budgeting

155. As mentioned in the chapter on quality of the project design, the monitoring structure was one of the project design's main weaknesses. There is no TOC analysis, and that might be one of the reasons why the project seems like a list of independent activities instead of outputs and outcomes in a process towards a common impact. There has clearly also been a confusion among the designers about what is output and outcome, and most outputs are presented as activities, while there is an additional activity list which (reformulated) hides the real outputs. UNEP has not been able to guide the PPG team. There were reports that difficulties were experienced in making the design team understand the design logic, so it seems like no real agreement was reached before the project was presented. It is however surprising that the UNEP HQ did not insist on compliance with UNEP's own design methodology and definitions before presenting the project document for GEF CEO endorsement.
156. The indicators at output level in the Results Framework (RF) are not SMART¹¹ because they are not specific, while the outcomes are relevant but also difficult to measure. Some baselines were defined before approval and others were expected to be finalized during the project inception (or maybe later). The original framework had targets for outputs, but not for outcomes, and some output targets are not possible to measure compliance with due to lack of baselines. There is a costed M&E plan that define the responsibilities for monitoring, but it does not include milestones. The Prodoc "Key deliverables and benchmarks" mentions many so-called milestones, but these are mostly only project outputs.
157. The workplan that was included in the project design was clear and adequate, including on capacity building, and was the basis for the partners' individual yearly workplan, presented as an Excel file. The workplan is based on the RF, and could be used to track progress against results towards the achievement of the project's outputs and outcomes. It is not disaggregated by gender, marginalisation and vulnerability, including people with disabilities. The workplan is complemented by a table for "Key deliverables and benchmarks" and the GEF tracking tools. Already at this level it is getting too complicated to expect timely reporting from a PMU that has not worked with UNEP before, and also considering the national staff members' general experience, as well as staff turnover.
158. The relevance and appropriateness of the project indicators are included in the review of quality design, but in the present section it should only be mentioned that the RF and additional tables did not give a good and easy basis for tracking progress against the targets as part of results-based management. It is positive that the "Costed monitoring and

¹¹ SMART refers to results that are specific, measurable, achievable, relevant and time-oriented. Indicators help to make results measurable.

evaluation” is very specific, and even includes a budget post for M&E consultants, however with a small amount. The budget for audits was not enough, because it was required to audit all the individual partners, and the audit firms were not willing to do it within the available budget, which caused delays. The resources for MTR seem to have been adequate, while the budget for the Terminal Review was not enough, but complemented by available project sources.

ii. Monitoring of Project Implementation

159. The project had high performance completion against the Core Indicator Targets, having complied with 100% of the outcomes.
160. The project has been using the RF as the monitoring table, to register results in each PIR. This would have been good if the RF had been well structured and clear from the beginning, but due to the issues mentioned above, the project monitoring started on the wrong foot, and did not facilitate timely tracking of results towards the expected outcomes and impact. The project had mostly good baseline data (with some included after approval), but others were very deficient: (i) Indicator 1a ‘Increased levels of available monetary and non-monetary resources as part of the project-planned conservation area business plans’ has as its “baseline” that Cambodia’s NBSAP updating process has identified issues around insecure monetary resources, limited information resources and constraints on biodiversity management resources. The Mid-term target is however very concrete, saying that ‘By 2019, at the latest, the budget for biodiversity conservation and sustainable use has increased by 10%’. It is logically not possible to calculate a budget increase of 10% without a monetary baseline, so the baseline included has no value for monitoring; (ii) Another baseline says (still in 2022) that ‘Knowledge and Awareness Participation (KAP) baseline surveys to be designed, gender stratified, and conducted during inception’; (iii) for community REDD+ benefits, the baseline says ‘Households receiving donor funded small-scale co-benefits implemented in KSWs’, and the targets are ‘Baseline households plus 5% overall but gender disaggregated’ at Mid-term, and ‘Baseline households plus 10%.’ at the end of the project. It is not possible to compare the targets with the baseline, and if data are now available they should have been included.
161. The results framework does not include any baselines or targets for monitoring of the representation and participation of disaggregated, marginalised or vulnerable groups, except for women. The project has shown excellent results in work with indigenous communities, but it is curious that indigenous peoples are not mentioned in any of the targets. allocated for monitoring were used to support this activity. Some of the project’s funds for M&E have been used for surveys in indigenous communities.
162. Since the progress of individual partners varied a lot, the project gradually turned into what seemed like individual parallel projects, and the PMU presented to UNEP as the project workplan the sum of all the partner inputs. As mentioned under Efficiency, the problems with work planning, monitoring and reporting has partly to do with the fact that the workplan most often was not approved, so the partners had no green light for carrying out activities the first part of the year. Then, also the reporting got delayed.
163. In the opinion of the Reviewer, a problem with UNEP’s and other UN organization’s use of the RF for monitoring is that too much information is included. When issues such as milestones, SDG compliance, gender, and much more is included, the poor PMU staff is lost, and lose focus on the targets. It is not that these issues are not important, but they should not necessarily be part of the RF (if not included in the targets). The result is that instead of putting a simple number for what has been achieved, to compare with the targets, the PMU presents a long list of activities and sub-outputs (in the 2022 PIR a RF of 106 pages).
164. Risk management is not included in the results framework, but some risks were introduced in the reconstructed TOC. It is positive that ProDoc presented a risk matrix by category, with probability (P) and impact (I) in case of occurrence. These are mostly real risks, considering risks as “*issues outside project management’s control that could negatively affect*

project performance". However, based on this definition, the Reviewer does not agree with the two "climate change impacts themselves" (I=4, P=5) and "Insufficient investment for climate change adaptation" (I=4, P=4). These are not risks that would affect the project performance very much, since climate change was part of the baseline, for the design and the project budget was already secured from CEO endorsement. The impact of climate change on natural ecosystems is well-known but gradual, and would mostly be after the project. For that reason, it is good that the two mentioned risks have been taken out in the risk log that was part of the PIR.

165. On top of the PIR's risk log it says "*Insert ALL the risks identified either at CEO endorsement (inc. safeguards screening), previous/current PIRs, and MTRs*". The risks that were added during implementation had logical relation with the impacts of COVID-19, but there is also another risk added, defined as the Medium risk of "Delay of approval budget plan 2021 & 2022 and impact to sub-contracts and recruitment of national consultants to conduct assessments and other pending approval activities". This has to do with project management and supervision, which is discussed in section V-I-ii. It is strictly not an external factor for project management, but PMU saw it as a factor beyond its control, and the TM approved the PIR.
166. Potentially negative environmental, economic and social impacts with mitigation strategies were not included in the ProDoc, but the UNEP Checklist for Environmental and Social Safeguards was filled out. *Only intended impacts* were presented, and there were no safeguards on how to monitor and assure mitigation in case something didn't go as planned. The design focused on how to enhance the project's positive impacts and there were no measures to reduce potential negative environmental and social impacts, or the project's carbon footprint.
167. As previously mentioned, the project used two GEF tracking tools to monitor the project's performance and its impact, The Capacity Building Tracking Tool (see table 16) and the Monitoring Effectiveness Tracking Tool (METT). These were not updated at mid-term, but they were updated in 2022 (both tools are Excel forms presented, presented as separate annexes). The project design team also prepared the tracking tools for SFM and CCM, but the TM informed that GEFSEC abandoned these scorecards from GEF6, included for the CAMPAS project. The Gender marker was also not applicable, since it is only for GEF projects approved in 2017 or later.

Table 16. GEF Capacity building scorecard, summary (2022)

Capacity Results	Contributing to which Strategic Objectives	2022
CR1 Capacity for engagement	1.1, 2.1,2.2,2.4	8
CR2 Capacity to generate, access, and use information and knowledge	1.1,1.2,2.2	11
CR3 Capacity for strategy, policy, and legislation development	1.1,1.3,2.1	8
CR4 Capacity for management and implementation	1.1	5
CR5 Capacity to monitor and evaluate	1.2,1.3	4

iii. Project Reporting

168. UNEP expressed dissatisfaction with the timeliness and quality of the project reports presented throughout the implementation period. For the TR, the PMU had been requested

many months before the review to have the Final Report finalised. The Reviewer has not had access to this report, not even in draft form. The Reviewer has also not received any report or summary of the PPG process.

169. All other documents required were provided, most important the project document with all annexes, work plans, project audits, all PIR reports, and the GEF tracking tools (2022), as well as a lot of project technical outputs.
170. On this basis the Reviewer confirms that the reporting commitment of the Executing Agency (MoE) to UNEP (Final Report) has not yet been fulfilled, and UNEP's commitment to GEF has also not yet been fulfilled. It should however be considered that the financial closure of the project is in June 2023.
171. It should further be mentioned that project reporting has been carried out with respect to the effects on the disaggregated groups women and indigenous communities, even though there were few project indicators for gender and no project indicators for indigenous peoples. It is considered that the project reporting was responsive to human rights and gender equity. The quality of project management and supervision is covered by previous sections, especially V-F. Efficiency.

Monitoring and Reporting is rated 'Moderately Unsatisfactory' (MU)

H. Sustainability

i. Socio-political Sustainability

172. The Reviewer assessed the extent to which social or political factors support the continuation and further development of the benefits derived from project outcomes. It considers the level of ownership, interest and commitment among government and other stakeholders to take the project achievements forwards. As mentioned under External Context (V-C), there has been little improvement in the political priority for sustainability. The Government on national and provincial level continues to prioritize infrastructure such as roads, even through protected areas. Even though the staff in MoE is convinced about most of what CAMPAS has promoted, that does not help much before the Ministry of Planning and Ministry of Economy and Finance come onboard. Experience from other countries indicates that this only happens when they are convinced about the economic opportunities of biodiversity (see ii).
173. For the protected areas, one of the most important results that gives expectation of sustainability is the organisation of Community Protected Areas (CPA) and the local population's patrol of their areas. The use of the WCS SMART App for registering of data in the field has been a huge step forward for all the protected areas, including the CPAs. It is also highly positive that the same app is being introduced by the other CAMPAS partners WWF and BLI, as well as ONGs that did not participate in CAMPAS such as Conservation International (CI). There are discussions going on in the ministry about using the SMART app on national level for all protected areas, which would make a great change and also facilitating data monitoring with comparison between all areas.
174. As mentioned in the recent CBD COP15 in Montreal, the **indigenous communities** are key players in the struggle for protection of the world's forests and biodiversity. It is therefore immensely positive for sustainability of the project outcomes and the protected areas in general that the CAMPAS partners have given so much emphasis on the indigenous population. Khmer is the dominant ethnicity in Cambodia, but in the project areas most of the communities have indigenous Phnong population. In many areas there are often only a few people in each community that speaks Khmer, and since Phnong does not have a developed written language the project has been using posters with pictures. That gives the opportunity to explain and train the people in any language, and use the same poster everywhere. The project staff and partners have however needed support from community members, since few of the project staff speak indigenous languages. Observations and field

interviews during the mission indicates that there is high enthusiasm in the indigenous about the CAMPAS approach.

Table 17. Ethnicity (% families) in the Eastern Plains Landscape (source ProDoc)

Commune	Phnong	Khmer	Stieng	Cham	Other
Mainly Phnong					
Romonea	95.3	4.4	0.3	0.0	0.0
Sen Monorom	94.4	5.6	0.0	0.0	0.0
Sre Chhuk	93.8	4.9	0.0	0.0	1.3
Memong	84.7	13.5	0.0	0.9	0.9
Sre Phreah	76.1	18.3	3.0	0.0	2.7
Mainly Khmer					
Chong Plas	39.2	59.4	0.0	0.4	1.0
Sre Khtum	14.2	54.4	8.7	19.3	3.4

175. Work with indigenous peoples require certain precaution, additional to the standard social and environmental project safeguards. There is no information about Free, Prior and Informed Consent (FPIC) in the ProDoc, except that it is included as a task for the Socioeconomic Livelihoods Specialist. The PIR 2022 mentions that FPIC consultation meetings were carried out in relation to land issues, especially surrounding the protected areas. This is important, but the Reviewer is not informed if the methodology used follows the standard recognised in the UN Declaration on the Rights of Indigenous Peoples (UNDRIP).
176. Regarding **gender equity**, the general concepts and relation between gender and natural resources use/management has been strengthened, especially among the gender focal points and local communities participating in the project. The limited capacity of the project staff on this issue has however been a challenge, combined with limited capacity in provincial authorities and local stakeholders to understand how it is possible to mainstream gender into protected areas management and biodiversity conservation. Gender was not really mainstreamed in the project design, but there are some gender targets in the Results Framework. One goal was to ensure active participation of women in the decision-making process. The baseline 2017 said that NCS D had 11% female members and the (*proposed*) BTWG had 8% women, as well as 22% of the GSSD management positions were filled by women. The end of project target was that at least 50% women would be participating, which is not directly related to the baseline, while however in the opinion of the Reviewer was a too high target.
177. As of June 2022, 30% of the GSSD management positions were filled by women, while the two other institutions had not changed at all since the baseline. According to the PIR 2022, approx. 50% of those involved at community level were women, participating in activities such as consultation processes, meetings, workshops, forums, trainings, studies and other activities provided by CAMPAS partners. This seems to be a too high figure, since the same report refers to an increase in project beneficiaries 2018-2020 of 1633 community members (29.7% women), but no such figure is presented for 2021 and 2022. The PIR also mentioned that 32% of the 164 staff engaged by the CAMPAS project partners were women, which is relevant information but not part of any project target.
178. For capacity building activities there are often no participant lists with definition of gender, but based on those events where gender was specified (see Box II), the number of female participants was 1,162, or 43.7%, which is a positively high figure.
179. The project had an end of project target that a survey would show and increased Knowledge Awareness Participation (KAP) of 50% for male and 35% for female participants, which seems a bit strange. The KAP survey that was conducted by Live & Learn Cambodia gives no information to be able to assess compliance with this target.

180. Some of the most important gender related activities were conducted by the Provincial Department of Women Affairs (PDoWA) in Mondulkiri, with financing from the project. For instance, in 2022 PDoWA conducted 3 key education and extension activities in 14 communes in all the 5 wildlife sanctuaries, using a Gender and Biodiversity Booklet developed through the project. The goal was to enhance the awareness and knowledge of relevant stakeholders both at provincial and community level including the Gender Focal Points for provincial, district and commune levels from government, NGOs, associations, and members of women committees, with a total participation of 1156 people (686 Female). PDoWA also cooperated with commune authorities to provide fruit seedlings and cashew trees to 49 residents and community members (33 Female) who contributed actively in biodiversity conservation work.
181. Another PDoWA activity was to monitor progress on gender equality and women roles in biodiversity conservation in the target communities, by conducting interviews with 70 people (48 Female) including commune authority, the gender focal points in 14 communes, and local residents including indigenous peoples. As a result of these and other PDoWA activities there has been an estimated increase in knowledge of the gender provincial focal points on Gender and Biodiversity from 69% to 82%, for members of the committees in charge of women affairs from 40% to 70% and for local residents in the 14 communes from 40% to 70%. Through the education and extension activities there is reported positive changes in the communities regarding men's attitude towards women. PDoWA also assessed the involvement of women in collection of non-timber forest products (NTFP) through sustainable practises in the wildlife sanctuaries of Srepok and Phnom Prich.
182. PDoWA is giving emphasis on the roles, values and advantages of women's participation in all development programs, but in this case especially biodiversity conservation since it was supported by the project. The provincial department has also contributed to improving the community livelihoods, reducing domestic violence and leading to better education for the children. Hence, through CAMPAS project, women have been encouraged and supported from family, local authority for participating in biodiversity conservation, capacity building and development. During the Reviewer's interview with PDoWA it was informed that even though the project had ended, the level of knowledge achieved would continue to influence their work. The main emphasis on PDoWA in the coming year will however be domestic violence.
183. As a related activity from the PMU's side, CAMPAS organized in Dec 2021 a 3-days Refresher Training course on How to use Gender and Biodiversity Flipchart, facilitated by a national consultant. The main objective was to refresh and build confidence of the participants in using the Flipchart for raising awareness of women's participation in biodiversity conservation.

ii. Financial Sustainability

184. The Reviewer has assessed the extent to which project outcomes are dependent on future project funding to be sustained. The conclusion is that there are mainly two main options for financial sustainability – REDD+ and ecotourism, while there are also many other income generating activities that can give opportunities for sustainable financing through a value chain approach.
185. The CAMPAS work on REDD+ involves especially the participation of WCS in developing the national REDD+ strategy. In Keo Seima Wildlife Sanctuary (KSWS) that is supported by WCS, financial benefits have been shared with local communities for their role in forest protection. All 20 REDD+ target villages signed REDD+ benefit sharing funding agreements, where each village received USD 10,000 in the first round, and community development activities funded were carried out in 2021. The annual REDD+ community work plans, and terms and conditions were explained to communities before signing at an event including local REDD+ committees, CPA committees, commune councillors, and village chiefs. The Keo Seima Strategy 2021-2026 outlines how to implement management of KSWS as a

sustainably financed protected area. KSWS was also considered a case study for development of Northern Plains REDD+, and its sustainable finance plan was shared with other stakeholders.

186. In the last years of project implementation, especially after the MTR, the PMU started to give more emphasis to ecotourism. This meant more involvement and collaboration with the Ministry of Tourism, and a study was carried out by a consultant from the Royal University of Phnom Penh (RUPP) on the options for eco-tourism in the Phnom Namlyr Wildlife Sanctuary. A specific case study (pre-feasibility level) was done with funds from CAMPAS on a Geo-park in the Phnom Namlyr CPA. The process has moved fast, and the Minister signed a letter to UNESCO 15.07.2022 applying for international recognition of the Geo-park. It is situated in an indigenous community around its sacred mountain, and it is the only geo-site left that is representing the Phnong indigenous people.
187. The Reviewer had the opportunity to observe several initiatives for income-generating activities on community level, many positive and others not so successful. Some of the positive examples observed based on NTFP were bamboo products (supported by WCS) and collection of wild honey (supported by WWF). Both products have their challenges, but what they most need is support from an expert on product development, marketing and value chains. One of the less successful initiatives is the extraction of liquid resin from trees in the Trapeang Khaerm CPA. The community members have difficulty with filtering of the resin to obtain the right quality. It is surprising that despite long-term support from WWF, USAID, EU, UNEP and the Darwin Initiative, none of the agencies have contracted a specialist to help the community with product development and marketing.

iii. Institutional Sustainability

188. The sustainability of project outcomes is depending on institutional frameworks and governance. It has however most to do with political priority to follow-up the important achievements. As mentioned in the chapter of External Context there are many challenges for this to happen. There is very weak inter-sectoral coordination, which was highlighted by the fact that FA had nearly no role in CAMPAS. The project had outputs such as Strategic Protected Areas National Plan, National Biodiversity Monitoring Programme, National Biodiversity Task Force (with participation of FA) and National Biodiversity Vision, endorsed by NBSC. Despite these important results, according to stakeholder interviews it seems like there is still lack of a unified vision and harmonized approaches. The lack of inter-ministerial coordination leads to inefficiency, higher cost and reduced impact. As previously mentioned, this is reflected e.g. in a division of responsibilities between three agencies with overlapping mandates and responsibilities. Additionally, there is little coordination between national and sub national authorities of the same ministries.
189. One issue that has affected the projected, is that even though MoE has a relatively low local field capacity, this is not the case for MAFF. This ministry was expected to have a major role in the CAMPAS project, but it has not been much involved. MAFF has more field staff, which is partly working on biodiversity conservation (especially through forestry/REDD+). Institutional sustainability could therefore be improved through strengthened local collaboration and coordination between the two ministries, if there is sufficient political willingness.

Figure 8. Potentially sustainable activities in Community Protected Areas (CPAs)

Local initiatives in CPAs

Reforestation



Bamboo products



Wild honey



Park management



Eco-tourism



Ethno-tourism



Geopark initiative



190. The CAMPAS project has supported capacity building in MoE and some of the ministry's departments, as well as the Department of Fisheries in MAFF. The permanent staff of the ministries that have participated in the project is expected to follow-up the results, as long as budget funding exists. Many of the consultants hired for the project are now outside the ministry, but there are exceptions. The previous Coordinator of CAMPAS is now the Director of Biodiversity in MoE, which gives good expectations for "institutional memory" about the project results and lessons learned. At the same time, capacity development efforts that were carried out in the field through ToT approaches give expectations of multiplication effects.
191. One limitation for the institutional sustainability of the projects outcomes is the relatively low public budget for field MoE field staff, especially PA rangers. The NGO partners (especially WCS) have been financing a high number of rangers, but to replace government budgets with project money is not sustainable. On the other hand, WCS has achieved REDD+ funding for Keo Seima Wildlife Sanctuary, which in the long run could assure sustainability of the ranger budget. Some arguments have been presented in stakeholder consultations in favour of this arrangement, because the international NGOs are often regarded as more organized to assure a stable local work force. Whatever the arguments might be in the short run, the institutional set-up must be structured in another way in the future to assure sustainability, because the international NGOs are not permanently in the country. This could additional to the mentioned REDD+ financing include a combination of the following options: (i) higher Government priority to finance local PA staff with public funds; (ii) more income-generating activities through work with the private sector, such as on tourism; (iii) co-management of protected areas between the PAS, local communities and other local/regional partners; and (iv) private protected areas¹² based on a concession system.

¹² Privately protected areas are not defined by the legislation in Cambodia, but Conservation International and BLI have both engaged with the concession system for conservation purposes. See Fabiano & Ahmed 2019.

192. The project had some collaboration with the ADB BCC project, and ADB had pledged a total of USD 7.5 million co-financing, but nothing came! The Reviewer had the opportunity to interview the ADB consultant that was in charge of BCC and the contact with CAMPAS. He told that before the project ended approx. two years ago, coordination consisted in developing work plans together, joint training and meetings to exchange experiences. He explained that the BCC work plan “assigned” certain activities to the CAMPAS project, such as PA zoning and management plan for wildlife sanctuaries, and also consolidated its work with CAMPAS partners such as WCS. There were also some participants from CAMPAS in ADB training activities. It is surprising that no co-financing was achieved, not even registered as ‘in-kind’, because some of what is mentioned should have qualified as co-financing. This is however an issue that MoE should have resolved, because MoE ended up covering most of the co-financing that ADB was expected to give.
193. Finally, it should be mentioned that there is good country ownership of the project outcomes. The large international NGOs that are active in the country are there for the long run, and have an active dialogue with the Government. It means that they are not seen as “external”, but more as partners. One specific output that has improved governance and monitoring of natural resources is the establishment of an open-source database on biodiversity and protected areas, where the different public and private agencies give their inputs and all benefit. Some data are however not open source, since it is important to protect information about the habitat for endangered species.

iv. Environmental Sustainability

194. Environmental sustainability is at the core of UNEP’s and the project partners’ work, and was therefore integrated in the projects design. Environmental sustainability is also what the CAMPAS project has been trying to achieve, through protected areas management and biodiversity conservation, as well as mitigation of climate change through carbon sequestration. The environmental sustainability is however not a direct product of all the project outputs, but rather the combination of these if there is political willingness to prioritize biodiversity. The project has however demonstrated the important issue that it is possible to achieve social and economic progress through environmental sustainability, and that the different issues of sustainability are interlinked.
195. There is no guarantee that an environmental project with focus on biodiversity would not open for adverse environmental impacts. That is e.g. the case for use of invasive alien species (IAS) in many projects, to get a faster soil cover. It was however positive to note that the project partners nearly always use native tree seedlings, at least inside the protected areas. No negative environmental impacts of the project have been detected, but one red flag was lifted on the introduction of cows. It might however come as a surprise that a biodiversity project financed by GEF through UNEP is introducing cows, considering the negative impacts of husbandry on deforestation and Climate change. This is an issue for MoE and WCS to follow-up on, to assure that it is not coming out of control, and not being replicated in other areas. The project design and monitoring did not consider the project’s own environmental and carbon footprint, or possible measures to reduce it.

Sustainability was rated ‘Likely’ (L)

I. Factors Affecting Performance and Cross-Cutting Issues

196. These factors have been discussed in different sections of the document, so this chapter presents only a brief summary.
197. **Preparation and Readiness:** The design stage of the project was carried out through a Project Preparation Grant (PPG). The project had a moderately satisfactory design. Regarding readiness, it seems like some of the PMU staff was not familiar with working in an international project, and would have needed stronger training, guidance and

supervision from the start. The international project partners were however more used to work with UNEP and other agencies. The PMU had especially problems with project monitoring and reporting with use of indicators in the results framework, which was a weakness throughout the implementation period. *Preparation and readiness is rated 'Moderately Satisfactory'.*

198. **Quality of Project Management and Supervision:** The UNEP TM was situated in Bangkok, with online communication and supervision visits. The PMU Coordinator had good technical knowledge, but not experience with administrative management of an international project. She was however supported by the CTA, where the situation was the same – more technical than administrative profile. Later on, both the Coordinator and the CTA changed. This was not a good situation, especially with the TM in another country. As mentioned under Efficiency, supervision of the PMU from the National Project Director's side did not agree with the supervision from the TM's side, which reduced the overall quality of Project Management and Supervision. *The Quality of project management and supervision from both BI and UNEP is rated 'Moderately Unsatisfactory'.*
199. **Stakeholder Participation and Cooperation:** There has been a broad stakeholder participation based on the partner organizations', and local stakeholders' interest in the topics of biodiversity and protected areas management. The four important stakeholder groups are the government, the NGO partners, the protected areas management, and the local communities, including indigenous peoples. Private firms were nearly not involved, except as buyers of biodiversity/NTFP products. It is considered that collaboration with the private sector (forestry, tourism) could have been promoted more strongly, for improved achievement of outcomes and impact, as well as potential co-financing.
200. Complying with the required information to the GEF portal, the following presents how the project has been following up the Stakeholder Engagement Plan included in the Project Document (*replies in cursive*):
 - Two agencies under the Ministry of Agriculture, Forestry and Fisheries (MAFF) - the Forestry Administration (FA) and the Fisheries Administration (FiA) will be key partners in project implementation: *Only FiA was a key partner, while FA was little involved because a policy reform in 2016 transferred responsibility for protected forests to the Ministry of Environment.*
 - Other national government agencies such as the Ministry of Economy and Finance, Ministry of Interior, Ministry of Education Youth and Sports, Ministry of Land Management Urban Planning and Construction, Ministry of Planning, Ministry of Rural Development, Ministry of Tourism, Ministry of Water Resources and Meteorology, and the Tonle Sap Basin Authority will be engaged through inter-sectoral coordination and capacity building under specifically Outputs 2.1 and 2.3: *Only few of these agencies were involved. Land use plan of the Mondulhiri Provincial Administration was prepared by the Ministry of Land Management, Urban Planning and Construction (MLMUPC) in collaboration with WWF, and submitted to the Prime Minister for approval. The Mondulhiri Provincial Spatial Plan was reviewed by MLMUPC and is waiting for a sub decree to be adopted by the Government. Spatial plan 2020-2040 for Keo Seima district was reviewed in collaboration with MLMUPC. Ministry of Tourism has recently been involved in discussions about development of ecotourism in PAs. The PAs now receive budget allocation directly from the Ministry of Economy and Finance.*
 - Agencies concerned with law enforcement such as the police, customs and judiciary will also be engaged in Output 1.2 to strengthen capacity and collaboration on national and regional illegal wildlife and timber trade issues (LEM system). The management committees of Community Protected Areas inside the MoE mandated protected areas will be key partners in local protected area zonation work, and local development and surveillance activities (LEM): *Complied.*

- At provincial level the project will work closely on demonstration landscape activities with a range of stakeholders, initially engaging through the provincial sub-committee on Forests, Biodiversity, and Development, with membership from the provincial governor's office, provincial offices of MoE, FA, FiA and other key line agencies, and district representation. *The project has coordinated at provincial level with all relevant department of the Mondulkiri Provincial Government (Dept. of Environment, Dept. of Agriculture, Dept. of Land Management, Dept. of Energy and Mines, etc.) and Provincial Department of Women Affairs (PDoWA).*
 - The provincial Governor Office would play key roles in coordination of spatial planning development and private sector engagement in protected area financing. The governor's office would direct all line departments involved into a cross-sectoral vision about provincial development, with good access to the business sector and a vested interest in diversifying sources for protected area financing to increase their financial sustainability. Provincial community forestry and fishery coordinating committees would also be project stakeholders, with community networks and provincial planning committees and working groups supporting community forestry and fisheries. *The project coordinated these issues and stakeholder engagement through the Provincial Hall in Mondulkiri Province.*
 - Civil society organizations will play a significant role in providing technical inputs to project implementation under the overall coordination of MoE, and in close liaison with FA and FiA. International and local civil society organizations hold key technical capacities needed to carry out CAMPAS, including co-financing contributions totaling over USD 4.8M. *All the conservation NGOs mentioned in the engagement plan (WWF, WCS, BLI, L&L, ERECON) have been strongly engaged in the project implementation, and providing in total USD 3.8 M in co-financing. They have coordinated with provincial authorities, projects and local stakeholders. Private sector companies have however been less involved except as buyers of NTFP and in some incidents of conflict resolution. Stakeholder cooperation and participation is rated 'Highly Satisfactory'.*
 - **Responsiveness to Human Rights and Gender Equity:** Human Rights were not considered in the design, and indigenous peoples were also not considered in any of the project targets despite the fact that the project was working in and with these communities. During the implementation, indigenous Phnong communities participated in and around all the five protected areas. An FPIC exercise was also carried out as part of one of the project activities. The project did not include any gender plan, and Gender marker was not applicable since it was approved so early as 2015. Gender equity is only briefly mentioned in the project document and some targets, but this issue was still considered in the project's training and capacity building programme. Most work on gender issues in relation with biodiversity was done by PDWA. *Responsiveness to human rights and gender equity is rated 'Satisfactory'.*
201. **Environmental and social safeguards:** The ProDoc did not include potentially negative environmental, economic and social impacts with mitigation strategies, but the UNEP Checklist for Environmental and Social Safeguards was filled out. *Only intended impacts* are presented, not any safeguards on how to monitor and assure mitigation in case something does not go as planned. Risks are not included in the results framework, but are now introduced in the reconstructed TOC. ProDoc presents a risk matrix by category, with probability and impact in case of occurrence. Risks to the project was part of the PIR, with risk 2022 categorized as L-M. *Environmental and social safeguards is rated 'Moderately Unsatisfactory'.*
202. **Country Ownership and Driven-ness:** The Country Ownership from the Governments' point of view seems to be thematically quite strong. The Ministry of Environment (MoE) recognizes the value of biodiversity and protected areas. The project's PMU was situated

within MoE and therefore had the strongest collaboration with this ministry, but it would have been a strength for the project to have FA (part of MAFF) more involved. At the local level, there was strong ownership to the project outputs from indigenous communities and other stakeholders. *Country ownership and driven-ness is rated 'Satisfactory'.*

203. ***Communication and Public Awareness:*** The project was supposed to have its own website, but the PMU opted for publishing its news in the website of the Clearinghouse Mechanism. This did not give satisfactory results, because it is difficult to find information about CAMPAS on that website. Technical publications and posters were published with positive results, including posters with only pictures, to use in indigenous communities. Training and capacity building were carried out with a high number of events directed towards multiple stakeholder groups, but the majority on local level. Cross-border experience-sharing was planned with Vietnam but was not carried out, partly due to COVID-19. *Communication and public awareness are rated 'Moderately Unsatisfactory'.*

Factors Affecting Performance and Cross-Cutting Issues are rated 'Moderately Satisfactory' (MS)

VI. CONCLUSIONS AND RECOMMENDATIONS

A. Conclusions

204. The questions required for the GEF Portal are addressed in the appropriate parts of the report, under the titles Monitoring and Reporting/Monitoring of Project Implementation; Factors Affecting Performance/Stakeholder Participation and Cooperation; Factors Affecting Performance/Responsiveness to Human Rights and Gender Equality; Factors Affecting Performance/Environmental and Social Safeguards; and Factors Affecting Performance/ Communication and Public Awareness.

B. Summary of project findings and ratings

205. The table below provides a summary of the ratings and finding discussed in the report. The overall rating was calculated with the 'Weightings table for evaluation criteria' from the UNEP Evaluation Office. The project demonstrates a rating of Satisfactory (S).

UNEP Evaluation Office Validation of Performance Ratings:

The UNEP Evaluation Office formally quality assesses (see Annex IX) management led Terminal Review reports and validates the performance ratings therein by ensuring that the performance judgments made are consistent with evidence presented in the Review report and in-line with the performance standards set out for independent evaluations.

The Evaluation Office assesses a Terminal Review report in the same way as it assesses the initial draft of a Terminal Evaluation report. It applies the following assumptions in its validation process:

- That what is being assessed is the contents of the report and the extent to which it makes a consistent and justifiable case for the performance ratings it records.
- That the consultant has, within the report, presented all the evidence that was made available to them.
- That the project team and key stakeholders have already reviewed a draft version of the report and provided substantive comments and made factual corrections to the Review Consultant, who has responded to them. The Evaluation Office assumes, therefore, that it has received the Final (revised) version of the report.

In this instance the Evaluation Office confirms that the Report provides sufficient evidence and analysis to support the performance ratings listed below and the overall project performance rating at the **Moderately Satisfactory** level.

Table 18. Summary of project findings and ratings

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office - EOU)	EOU Validated Rating
Strategic Relevance		S	Rating validated	S
1. Alignment to UNEP MTS, POW and strategic priorities	Highly aligned	HS	Rating validated	HS
2. Alignment to Donor/Partner strategic priorities	Highly aligned with GEF strategic priorities, but less clearly to the country's strategic priorities	S	Rating validated	S
3. Relevance to global, regional, sub-regional and national environmental priorities	Aligned with global and national environmental priorities, but not with regional and sub-regional priorities. S-S cross-border cooperation was not carried out.	S	Rating validated	S
4. Complementarity with relevant existing interventions/coherence	Complementary with existing interventions from international NGO partners. Cooperation with ADB was weaker than expected	S	Rating validated	S
Quality of Project Design	Detailed assessment carried out (see V-B)	MS	Rating validated	MS
Nature of External Context	Was moderately unsatisfactory – worsened due to Covid-19	U	Given COVID is given as the only unexpected negative external factor and that this largely affected the project through delays, the Evaluation Office assesses this at the MU level.	MU
Effectiveness		S	<i>Aggregated from below</i>	S
1. Availability of outputs	78.3% of outputs achieved	S	Provision of outputs at the level of 78% falls within UNEP's Moderately Satisfactory rating.	MS
2. Achievement of project outcomes	All outcomes achieved	HS	The Evaluation Office validates the achievement of outcomes at the Satisfactory level. This includes consideration of the fact that the environmental target was reduced from 2000 ha restored agroforests to 500 ha.	S

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office - EOU)	EOU Validated Rating
3. Likelihood of impact	Likely positive impact despite difficult context	L	Evidence of the drivers is mixed with 'increased PAS budget' confirmed (Table 11, outcome 2.3) but 'replication/scaling up' of improved landscape management in the EPL not confirmed (para 120). Also, report indicates that national level support is somewhat weak because of political priorities (para 172) and budget constraints (page ix).	ML
Financial Management		S	<i>Rating aggregated from below</i>	MS
1. Adherence to UNEP's financial policies and procedures	UNEP Financial Officer's assessment	S	This is expected to be an assessment made by the Reviewer. The fact that disbursements to partners and the PMU were still outstanding when the project reached operational completion is outside UNEP's financial procedures. The Evaluation Office validates this rating at the level of MS.	MS
2. Completeness of project financial information	UNEP Financial Officer's assessment	S	This is expected to be an assessment made by the Reviewer. The Evaluation Office validates this rating at the level of MS as there could be no reconciliation of expenditure as not all disbursements had been made and the Reviewer was not provided with a Final Report.	MS
3. Communication between finance and project management staff	UNEP Financial Officer's assessment	HS	This is expected to be an assessment made by the Reviewer. Report indicates that the communication was sub-optimal, including between the UNEP and national partner, including on financial matters (budgets, expenditures, disbursements).	MS
Efficiency	Communication challenges UNEP-Government reduced rating	MS	Rating validated	MS
Monitoring and Reporting		MU	<i>Aggregated from below</i>	MU
1. Monitoring design and budgeting	Deficient RF design which was difficult to follow-up	MU	Rating validated	MU
2. Monitoring of project implementation	Most often delayed	MU	Rating validated	MU

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office - EOU)	EOU Validated Rating
3. Project reporting	Most often delayed	MU	Rating validated	MU
Sustainability		L	Sustainability is aggregated to the lowest rating among the sub-categories as each dimension of sustainability is seen as limiting the others.	ML
1. Socio-political sustainability	High likelihood on local level, somewhat less on national level	L	Enthusiasm at local level seems positive but the sub-optimal political will and prioritisation has a great significance and influence on sustainability. Evaluation Office validates this sub-category at ML	ML
2. Financial sustainability	Good expectations on REDD+ and income generating activities	L	While two possibilities are discussed (REDD+ and ecotourism) there are no signs of funding commitments having been made. Evaluation Office validates this sub-category at ML	ML
3. Institutional sustainability	Institutional sustainability depends on political priority/budget	ML	Rating validated	ML
Factors Affecting Performance		MS	<i>Aggregated from below</i>	MS
1. Preparation and readiness	MS design but PMU staff was not trained	MS	Rating validated	MS
2. Quality of project management and supervision	Joint communication and supervision challenges and local staff limitations reduced the overall quality of project management	MU	Rating validated	MU
2.1 UNEP/Implementing Agency:	Communication challenges UNEP-Government	MU	Rating validated	MU
2.2 Partners/Executing Agency:	Communication challenges UNEP-Government	MU	Rating validated	MU
3. Stakeholders' participation and cooperation	Highly satisfactory participation of project partners and local stakeholders	HS	Rating validated	HS
4. Responsiveness to human rights and gender equality	Not clearly priority, but Indigenous communities became an important part of the project. Good gender participation	S	While efforts are reported to have been made in relation to equality, this was not part of a planned effort on the part of the project and was heavily dependent on the work of the PDWA. Evaluation Office validates this sub-category at MS	MS
5. Environmental and social safeguards	Only UNEP checklist filled out. No risks in RF.	MU	Rating validated	MU
6. Country ownership and driven-ness	Strong national ownership despite support from NGOs	S	Rating validated	S

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office - EOU)	EOU Validated Rating
7. Communication and public awareness	No project website. Weaknesses (MTR) was not much improved	U	Rating validated	U
Overall Project Performance Rating	Satisfactory	S		MS

C. Lessons learned

Lesson Learned #1:	Indigenous communities can be efficient guardians of protected areas
Context/comment:	This lesson, which is confirmed by CBD COP 15 Dec. 2022, has strongest impact when the indigenous peoples are recognized as the land owners, such as indigenous territories and CPAs
Lesson Learned #2:	The SMART App for mobile phones can be an effective tool for protected areas monitoring and law enforcement
Context/comment:	The App developed by WCS is now used also by other large NGOs (WWF, BLI, CI) and could be scaled up to use in all Cambodian PAs.
Lesson Learned #3:	A project should not make a needs assessment and consider anything the local people want as their real needs.
Context/comment:	A project should be especially careful when introducing measures that could have long-term adverse impact after the project ends, such as multiplication effect of cattle raising.
Lesson Learned #4:	REDD+ financing could assure sustainability of the Protected Areas System
Context/comment:	REDD+ in combination with international donor support could establish sustainable financing for PA investment and management
Lesson Learned #5:	A deficient and complex project design can reduce the efficiency of the whole project implementation period
Context/comment:	The project implementation clearly showed that the PMU struggled to comply with the UNEP requirements, and this had both to do with a weak design and national staff that was not used to monitoring of large international projects.

D. Recommendations

Recommendation #1:	Continue to work with international funding mechanisms such as REDD+ and local income-generating value chains for NTFP, to convince Ministry of Planning and Ministry of Economy of the monetary value of forests and PAs.
Challenge/problem to be addressed by the recommendation:	The Government on national, district and commune level does not really recognize the real value of biodiversity and protected areas (except for MoE), and give most priority to infrastructure etc.
Priority Level:	1
Type of Recommendation	Institutional and Financial
Responsibility:	MoE and partners (NGOs and MAFF)
Proposed implementation time-frame:	Permanent and long-term

206. Cross-reference(s) to rationale and supporting discussions:

- Section V-C and V-H

Recommendation #2:	Improve national coordination, especially with MAFF
Challenge/problem to be addressed by the recommendation:	The ministries have low degree of coordination, which leads to low cost-effectiveness. This is clearly reflected in the little collaboration between MoE and MAFF on protected areas.
Priority Level:	1
Type of Recommendation	Institutional
Responsibility:	MoE (and Government in general)
Proposed implementation time-frame:	Permanent and long-term

207. Cross-reference(s) to rationale and supporting discussions:

- Section V-C and V-H-iii

Recommendation #3:	Improve coordination with sub national levels of MoE
Challenge/problem to be addressed by the recommendation:	There is still a lack of planning and coordination between national and sub national authorities within the same ministry. Decentralisation of nature resource management responsibility has resulted in more sub national decision making.
Priority Level:	1
Type of Recommendation	Institutional
Responsibility:	MoE
Proposed implementation time-frame:	Permanent and long-term

208. Cross-reference(s) to rationale and supporting discussions:

- Section V-C and V-H-iii

Recommendation #4:	Improve the project design with use of design experts and strong stakeholder consultation, while at the same time trying to simplify monitoring procedures. Design should give more emphasis to implementation regulations, to clarify procedures, responsibilities and deadlines, and follow-up with training.
Challenge/problem to be addressed by the recommendation:	It should not be expected that developing countries, often with low capacity staff in the PMUs, should be able to comply efficiently and timely with all monitoring and reporting requirements.
Priority Level:	1
Type of Recommendation	Institutional
Responsibility:	UNEP
Proposed implementation time-frame:	Permanent, short to medium term

209. Cross-reference(s) to rationale and supporting discussions:

- Section V-C and V-B

Recommendation #5:	Project delays due to low efficiency should be resolved by UNEP and executing partners as early as possible during a project. The parties should seek innovative solutions, e.g. whole day joint meeting to discuss and approve changes; close supervision and institutional support to certain partners; carrot and stick: -transfer un-used budget funds from one partner to other partners; replacing one or more partners; and make changes in design/budget, eliminating activities with too little progress.
Challenge/problem to be addressed by the recommendation:	Low efficiency by a few of many partners, thereby affecting the overall project efficiency and effectiveness. Projects with many partners are more vulnerable if it is permitted that the weakest links negatively impacts on disbursements to all partners (<i>note that the list above is not comprehensive, and vary between different projects</i>).
Priority Level:	1
Type of Recommendation	Institutional
Responsibility:	UNEP
Proposed implementation time-frame:	Permanent, short to medium term

210. Cross-reference(s) to rationale and supporting discussions:

- Section V-F

Recommendation #6:	The results framework should have clear and specific baselines and targets (normally defined by numbers), to permit efficient planning, monitoring and reporting. If the framework is not clear from the start, UNEP should insist on resolving the issue during PPG, to avoid implementation problems. If baseline is not available before approval it should be defined as zero, meaning that only new project outputs would be considered for monitoring of results.
Challenge/problem to be addressed by the recommendation:	Weak results frameworks lead to M&E challenges and delayed reporting.
Priority Level:	1
Type of Recommendation	Institutional
Responsibility:	UNEP
Proposed implementation time-frame:	Permanent, short to medium term

211. Cross-reference(s) to rationale and supporting discussions:

- Section V-F and V-G

ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS

Table 5: Response to stakeholder comments received but not (fully) accepted by the reviewers, where appropriate

Page Ref	Stakeholder comment	Evaluator Response
Executive summary pg. ix	This activity was initiated but not fully implemented due to restrictions caused by COVID-19. Please modify this text as follow: The cross-border cooperation planned with Vietnam was initiated but not fully implemented.	The Reviewer considers that “but not fully implemented” does not cover the situation. The text was however changed to “was initiated but not continued”.
Executive summary pg. ix	Late approval of the budget for audit fees (auditing fee for 2018-2019 was only approved on in October 2020) lead to the delay of several audit exercises and reports. It is impossible for the project to provide the annual audit reports for 2018 and 2019 on time. The audit firm, then, faced the challenge with field work during the COVID-19 pandemic. In addition, the release of budget for the final auditing and the reimbursement for partners’ activities had been pending. Therefore, the final auditing report was not able to finalize and submit to UNEP for review. Based on the above reason, please consider to revise this statement: However, several audits were delayed and the final audit is pending.	The text is correct and was not changed. Please remember that the review is <i>of the project</i> , not of the executing agency. This issue is extensively explained in the text.
Executive summary pg. ix	The project efficiency was rated moderately satisfactory....(etc.). Suggest to add the following sentence: Although there are many challenges between UNEP and the Government, the project still managed to achieve significant results.	This paragraph covers efficiency. “...achieve significant results” is part of effectiveness, and is extensively covered in the report.
Executive summary pg. x	“Some weaknesses were the use of safeguards and risk management, as well as communication and public awareness raising”. Please clarify this sentence.	The Executive Summary does not require more detail. It is fully explained in the report text.
Executive summary pg. x	Text: Weaknesses were found in communication, project supervision and monitoring. Overall it was a good likelihood for sustainability, however depending on many uncertainties. Suggest to change to this: Overall it was a good likelihood for sustainability, however there is a need of a strong mechanism for coordination and communication as well as commitments from the stakeholders and partners.	This is the Executive Summary. The three mentioned weaknesses are extensively explained in the text. A more specific text was however added on <i>sustainability</i> , in accordance with the TOC: ...however depending on continued political priority for biodiversity, protected areas and sustainable forest management, as well as law enforcement and sustained international carbon financing.
Par. 86- 87	As above in the key findings (refers to text: “One weakness was found, that the Forest Administration of MAPP had nearly no role during the project implementation, despite having been defined as a lead agency in the design).	The finding was maintained, and was mentioned by NGO partners. Par. 87 was adjusted to: There has not been found any indications that FA could not carry out <u>several</u> of the mentioned tasks also after the reform.
Table 10	This table is very important to judge the overall project performance. So, we want you to clarify this table. How you come up with this table, especially the rating?	It has been agreed to explain this in a direct meeting.
Table 18 (2).	Suggest to change from ‘S’ to ‘HS’ due to following reasons: Highly aligned ..., and respond to the national priorities as the Project is strongly linked to: (1) National Biodiversity Strategy and Action Plan (NBSAP), (2) National SDGs, (3) National Protected Area Strategic Management Plan (NPASMP), (4) National Strategic Development Plan (NSDP), and Rectangular Strategy of the RGC.	The rating is maintained at Satisfactory (S), which is a very good rating, considering all factors (not only national), and the Reviewer’s experience with what UNEP requires for HS rating.

ANNEX II. PEOPLE CONSULTED DURING THE REVIEW

Table 6: People consulted during the Review

Organisation	Name	Position	Gender
UNEP	Max Zieren	Task Manager, Regional Office for Asia & Pacific, Bangkok	M
UNEP	Paul Vrontamitis	Financial Management Officer, UNEP Headquarters, Nairobi	M
UNEP (consultant)	Jim Davie	Mid-term reviewer	M
MoE (PMU)	Dr Somaly Chan	Project Director	F
MoE (PMU)	Dr Tin Ponlok,	Secretary General, National Council for Sustainable Development/ Chair of CAMPAS PSC	M
MoE (PMU)	Nith Chhin	Project Coordinator	M
MoE (PMU)	Sophorn Tin	Project Accountant	F
MoE (PMU)	Meng Monyrak	Director of Biodiversity Conservation (MoE)	M
MoE (PMU)	Chanthy Someta	Communication Officer	M
MoE (PMU)	KY Lineth	Grant Officer	F
MoE (PMU)	Keat Bunthan	Technical Officer	M
MoE (ex PMU)	Keo Piseth	Chief Technical Advisor 09/2020 – 06/2022	M
MoE - DBD (ex PMU)	Bopreang Ken	Director, MoE Dept of Biodiversity (former CAMPAS Coordinator)	F
MoE - DBD	Mong Monyrak	CAMPAS Manager in Dept of Biodiversity (project partner)	M
MoE - DBD	Chhin Sophea	CAMPAS Coordinator in Dept of Biodiversity (project partner)	M
MoE - FiA	You Chauprasete	Deputy Director, Dept of Fisheries Conservation	M
RUPP	Phanith Chou	Lecturer, Royal University of Phnom Penh / Consultant	M
WWF	Phalla Mey	Head of Landscape Program, WWF Cambodia	M
WWF	Seang Sothea	Livelihood and Private Sector Manager	M
WWF	Ly Bora	Law Enforcement Technical Coordinator	M
WWF	Neang Sokhon	Project Officer	M
WCS	Alistair Mould	Operations Manager, WCS Cambodia	M
WCS	Rithiny Teng	National Strategy Manager	F
WCS	Phlong NguongLeng	National Conservation Technology Manager	M
WCS	Nach Norb	In change of CPA in Keo Seima	M
L&L	Socheath Sou	National Executive Director, Live & Learn	M
BLI	Bou Vorsak	Head of Birdlife International – Cambodia (NatureLife)	M
BLI	Mogn Pech	Law Enforcement Support Officer	M
BLI	Roeun Vanthet	Data Project Officer	M
L&L	Jady Smith	L & L Australia	M
ADB	Ratanak Ou	Consultant, formerly in charge of ADB-BCC project	M
Cambodia Indigenous Peoples Organisation CIPO	Pin Jaio	CIPO facilitator for Phnom Namlyr CPA / UNDP project	M
Provincial Hall Administration	Chum Nary	Deputy Director 1, Provincial Hall Administration (CAMPAS focal point)	F
Provincial Hall Administration	Khon Sith	Deputy Director 2, Provincial Hall Administration (CAMPAS project implementer)	M
Provincial Dept of Environment (PDOE)	Ly Born	Chief of Education Office (CAMPAS Project Coordinator)	M
Provincial Dept of Environment (PDOE)	On Chanthy	Project Implementer	M
Provincial Dept of Environment (PDOE)	Ngoy Sopheakra	Project Implementer	M
Dept of Women Affairs	Chey Bunthy	Deputy Provincial Director 1 (CAMPAS focal point)	F
Dept of Women Affairs	Som Sovatey	Deputy Provincial Director 2 (CAMPAS focal point)	F
Protected Areas (Wildlife Sanctuaries)			
Keo Seima Wildlife Sanctuary	Han Sakhon	Keo Seima Park Director	M
Keo Seima Wildlife Sanctuary	Sin Satha	Deputy Office Chief	M

Organisation	Name	Position	Gender
Keo Seima Wildlife Sanctuary	Yuth Phann	Protected Area Ranger	M
Keo Seima Wildlife Sanctuary	Man Fasilin	Protected Area Ranger	M
Keo Seima Wildlife Sanctuary	Toem Khny	Protected Area Ranger	M
Lomphat Wildlife Sanctuary	Tim Choern	Head of Namram Outpost	M
Lomphat Wildlife Sanctuary	Khang Soeung	Protected Area Ranger, Namram Outpost	M
Lomphat Wildlife Sanctuary	Oeung Liheal	Protected Area Ranger, Namram Outpost	M
Lomphat Wildlife Sanctuary	Buth Tolin	Protected Area Ranger, Namram Outpost	M
Lomphat Wildlife Sanctuary	Meas Tohear	Protected Area Ranger, Namram Outpost	M
Lomphat Wildlife Sanctuary	Chhi Phea	Protected Area Ranger, Namram Outpost	M
Lomphat Wildlife Sanctuary	Sokh Sarith	Protected Area Ranger, Namram Outpost	M
Lomphat Wildlife Sanctuary	Nhim Vannak	Deputy Director	M
Lomphat Wildlife Sanctuary	Van Savorn	Protected Area Ranger, O'Raveak Sub-station	M
Lomphat Wildlife Sanctuary	Min Toeun	Protected Area Ranger, O'Raveak Sub-station	M
Lomphat Wildlife Sanctuary	Ly Bunrith	Protected Area Ranger, O'Raveak Sub-station	M
Lomphat Wildlife Sanctuary	Meoun Sokroth	Protected Area Ranger, O'Raveak Sub-station	M
Lomphat Wildlife Sanctuary	Plon Chandeoun	Protected Area Ranger, O'Raveak Sub-station	M
Lomphat Wildlife Sanctuary	Ngov Lyheng	Protected Area Ranger, O'Raveak Sub-station	M
Lomphat Wildlife Sanctuary	Yous Khny	Protected Area Ranger, O'Raveak Sub-station	M
Local Communities and Community Protected Areas (CPA)			
Phnom Namlyr CPA	Ngang Yin	CPA Chair / Community Council member	F
Phnom Namlyr CPA	Chheus Saln	CPA member / Community Council member	M
Phnom Namlyr CPA	Tay Nath	CPA member	M
Phnom Namlyr CPA	Kle Keuth	Business woman – products to tourists	F
Phnom Namlyr CPA	Others	Other members present: 5 men and 3 women	M/F
Sre Preah CPA (Keo Seima)	Phouk Setha	Second Commune Council Deputy member	M
Sre Preah CPA (Keo Seima)	Noeum Lonh	Chief of Bamboo Group	M
Sre Preah CPA (Keo Seima)	Chranh Klik	Member of CPA committee	M
Sre Preah CPA (Keo Seima)	Ou Bunkrak	Member of CPA committee	F
Sre Preah CPA (Keo Seima)	Siyea Phsil	Member of CPA committee	F
Sre Preah CPA (Keo Seima)	Kimsan Veith	Member of CPA committee	M
Sre Preah CPA (Keo Seima)	Boet Ouk	Deputy chief of CPA	M
Sre Preah CPA (Keo Seima)	Dam Sros	Member of Bamboo Group	M
Sre Preah CPA (Keo Seima)	Sok Nga	Member of Bamboo Group	F
Sre Preah CPA (Keo Seima)	Lork Sophea	Member of Bamboo Group	F
Sre Preah CPA (Keo Seima)	Sroev Soyot	Member of Bamboo Group	M
Sre Preah CPA (Keo Seima)	Lork Sreykoech	Member of Bamboo Group	F
Sre Preah CPA (Keo Seima)	Khoem Kimhean	CPAO/WCS	M
Trapeang Khaerm CPA	Bril Khvoek	Chief of CPA	M
Trapeang Khaerm CPA	Sroey Sreysovany	Member of CPA Committee	M
Trapeang Khaerm CPA	Duong Diroeun	Member of CPA Committee	M
Trapeang Khaerm CPA	Meas Phor	CPA member - Awareness raising (member of honey group)	M
Trapeang Khaerm CPA	Sroy Phari	Secretary CPA honey group / Commune council member	F
Trapeang Khaerm CPA	Kvoel Sreykong	Cashier, CPA honey group / Commune council member	F

ANNEX III. KEY DOCUMENTS CONSULTED

Project planning and reporting documents

ADB 2015	Letter of Co-financing for GEF CAMPAS project. Asian Development Bank.
CAMPAS 2015	Tracking Tool for SFM/REDD-Plus Projects.
CAMPAS 2015	Tracking Tool for Climate Change Mitigation Projects
CAMPAS 2022	Quarterly Progress Report (Jan-March).

CAMPAS n.d.	CAMPAS-GEF Co-funding budget.
CAMPAS 2017-2022	Project audit reports for 2016, 2017, 2018, 2019 and 2020.
CAMPAS 2022	Project co-financing reports for 2016 and 2017
CAMPAS 2022	Project planned and actual co-financing by budget line until Aug. 2022.
CAMPAS 2022	Budget revision.
Fisheries Administration 2022. Progress Report.	
GEF 2012	Project Identification Form (PIF)
GEF 2012	GEF Secretariat review for full/medium-sized Projects
GEF 2015	CEO Endorsement Letter
ERECON 2021.	Strengthening National Biodiversity and Forest Carbon Stock Conservation Through Landscape-based Collaborative Management of Cambodia's Protected Area System as Demonstrated in the Eastern Plains Landscape (CAMPAS). Progressive Report, Institute of Environmental Rehabilitation and Conservation.
MINISTRY OF ENVIRONMENT 2012. Endorsement Letter. GEF Operational Focal Point for Cambodia.	
STAP 2012	Scientific and Technical screening of the Project Identification Form (PIF). Scientific and Technical Advisory Panel.
UNEP 2015	Request for CEO Endorsement.
UNEP 2015	Project document. Strengthening National Biodiversity and Forest Carbon Stock Conservation Through Landscape-based Collaborative Management of Cambodia's Protected Area System as Demonstrated in the Eastern Plains Landscape.
UNEP 2016-2022	Project Implementation Reports (PIR)
UNEP	Yearly Project Budget
UNEP 2016-2022	Bank remittance advised under the CAMPAS project
UNEP & CBD 2022	Decision adopted by the Conference of the Parties to the Convention on Biological Diversity, Montreal – Canada 19 December 2022.
UNEP & MINISTRY OF ENVIRONMENT 2021. Amendment No. 1	
WCS 2022	CAMPAS FINAL REPORT. Strengthening national biodiversity and forest carbon stock conservation through landscape-based collaborative management of Cambodia's protected area system as demonstrated in the Eastern Plains Landscape (CAMPAS). Wildlife Conservation Society.

Project outputs

CAMPAS 2020	Remote Sensing-based Spatial Analysis of Land and Land Cover Change, Deforestation Rate, and Forest Cover in Keo Seima and Sre Pok Wildlife Sanctuary.
CAMPAS 2021	Keo Seima Wildlife Sanctuary Sustainable finance plan.
CAMPAS 2022	Workshop report on combating domestic and cross-border Wildlife trade in Cambodia. UNEP, GEF, WCS, Ministry of Environment.
CAMPAS 2022	Case study on Endangered Fish Species in the Srepok River (in Khmer)
CAMPAS 2022	Technical Report on Mainstreaming Protected Area Vision to Stakeholder at The National Level.
CAMPAS n.d.	Baseline and GHG Emissions from Deforestation.
MINISTRY OF ENVIRONMENT 2021. A Review of Existing Tools for Assessing the Values of Ecosystem Services in Cambodia. Prepared by The CAMPAS's Project under the Department of Biodiversity.	
Sothyro, S. 2022	Progress Report. Information Management System for Storing and Managing Biodiversity Data. Report to the DBD-CAMPAS Project team and CAMPAS-PMU. Ministry of Environment.

- Sor, R. 2022 Report on Ecosystem Interconnection in The Eastern Plain Landscape (EPL). Under Campas Project. Ministry of Environment.
- Tous, S. 2022 Trainers Guide on Implementing Campas' Communications and Campaign Strategy.

Previous reviews/evaluations

- Davie, J. 2020 Mid-term Review of the CAMPAS Project. Vol. 1 Main report and Vol. 2 annexes.

Reference documents

- CISA 2013 Cambodian International Standards of Auditing (revised).
- Cambodia Vulture Working Group 2021. CVWG Annual Report.
- Cambodia Vulture Working Group 2022. Meeting report.
- Chhorn, D. 2022 Sustainable Financing Models: A consideration for Natural Resource Management in Cambodia.
- Chun, N. 2022 Sustainable Financing Mechanisms for Srepok and Phnom Prich Wildlife Sanctuaries.
- Chou, P., Yoeu, A., Chan, S., Oum, S. & Sovann, C. 2022. Feasibility for the Establishment of Geopark, and Socio-Economics Assessment for Ecotourism Development at Phnom Namlyr, Mondulkiri Province, Cambodia.
- Fabiano, C. & Ahmed, H. 2019. International Outlook for Privately Protected Areas: Cambodia Country Profile. International Land Conservation Network (a project of the Lincoln Institute of Land Policy – United Nations Development Programme).
- General Directorate of Administration for Nature Conservation and Protection 2021. Rationalization of Protected Area System in Modulkiri Province at a Landscape Level.
- ICEM 2022 TA-6539 REG: Investing in Climate Change Adaptation through Agroecological Landscape Restoration - 1 Climate Change Risk and Adaptation/Restoration Option Assessment in Cambodia, Myanmar, and Philippines (53348-001), *Cambodian restoration profile*. Prepared for Asian Development Bank. Hanoi.
- MINISTRY OF ENVIRONMENT 2016. National Biodiversity Strategy and Action Plan (NBSAP).
- MINISTRY OF ENVIRONMENT 2020. Biodiversity Data Sources, Priority Indicators and Targets for Biodiversity Monitoring and Evaluations (Consulting Deliverable 2). Project: Developing Protocols for Biodiversity Monitoring and Baseline Biodiversity Status of the PAs in the Eastern Plains.
- MINISTRY OF ENVIRONMENT 2022. A rapid Biodiversity Assessment of Phnom NamLyr Wildlife Sanctuary, Mondulkiri Province, Cambodia.
- MINISTRY OF ENVIRONMENT n.d. WS Management.
- MINISTRY OF ENVIRONMENT n.d. Technical Report on Common Understanding of Protected Area Vision Statement at the National Level.
- Mogn, P. & Roeun, V. 2022 Lomphat Wildlife Sanctuary Monthly Smart Patrol Report February: Report by Birdlife International.
- Mogn, P. & Roeun, V. 2022 Lomphat Wildlife Sanctuary Monthly Smart Patrol Report March: Report by Birdlife International.
- Provincial Committee for Land Management and Urban Planning 2021. Technical Report on Mondul Kiri Provincial Spatial Plan (2020-2040).
- Pich, S. 2021 Strengthening National Biodiversity and Forest Carbon Stock Conservation through SS Landscape-based Collaborative Management of Cambodia's Protected Area System as demonstrated in the Eastern Plains Landscape. Study Report (final version).
- Sam, C. 2022 Final KAP Report. Knowledge, Attitudes, and practices on environment, Biodiversity Conservation, and Landscape Management in five communities Protected Areas in Mondulkiri Province.
- Sokvisal, K., 2022 Developing Biodiversity and Landscape Map of the Eastern Plain Landscape in Wildlife Sanctuaries of Phnom Namlyr, Lomphat, Phnom Prich, Srepok and Keo Seima Wildlife Sanctuary in Mondulkiri Province. Report.

Touch, K. 2021	Developing Biodiversity Vision and Priority Strategies and Action Plans for Landscape Management in Eastern Plains.
UNEG 2016	Norms and Standards for Evaluation.
UNEP 2012	UNEP proposed PoW and budget for 2014-2015.
UNEP 2015	Medium-term Strategy 2014-2017.
UNEP 2015	Final Report. Formative Evaluation of the UNEP Medium-term Strategy 2014-2017.
UNEP 2015	Checklist for Environmental and Social Safeguards.
UNEP 2022	Evaluation Policy.

Online references

UN Environment Programme <https://www.unep.org/>

Global Environment Facility <http://www.thegef.org/>

Ministry of Environment of Cambodia <https://www.moe.gov.kh/>

The National Council for Sustainable Development <https://ncsd.moe.gov.kh/>

Cambodia Clearing House Mechanism: <https://chm-ncsd.moe.gov.kh/>

Biodiversity Cambodia (youTube): https://www.youtube.com/channel/UC3L3BZ3eeINDJFDo_uLUrJw

Wildlife Conservation Society, Cambodia <https://cambodia.wcs.org/>

Worldwide Fund for Nature, Cambodia <https://www.wwf.org.kh/>

Birdlife International – NatureLife Cambodia <https://www.birdlife.org/partners/cambodia-naturelife-cambodia/>

Live & Learn, Cambodia <https://www.facebook.com/livelearncambodia/>

United States Agency for International Development, Cambodia <https://www.usaid.gov/cambodia>

Asian Development Bank, Cambodia <https://www.adb.org/countries/cambodia>

Cambodia Indigenous Peoples Organisation (CIPO) <https://cipocambodia.org/contact-us/>

Cambodia Rural Development Team <http://www.crdt.org.kh/>

Global Forest Watch www.globalforestwatch.org

ANNEX IV. REVIEW FRAMEWORK/MATRIX

The review framework presents the issues to be covered in the Terminal Review. It would not be used as a questionnaire, but as a list of topics where the information would be achieved from written documentation, workshops, interviews with multiple stakeholders, and the Internet. The table includes all questions expected to be responded during the review, where questions for interviews will be selected according to the different stakeholder groups.

No	Review questions	Indicators / Criteria	Sources of information
A	Strategic relevance		
1	Are the objectives and outcomes of the project consistent with UNEP's and GEFs' global policies, priorities and planning?	<ul style="list-style-type: none"> • Consistency of project objectives and outcomes with UNEP and GEF policies, priorities and work plans 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C) • Theory of Change (TOC) • UNEP Policies, MTS and POW • GEF policies and strategies • CEO Endorsement documents • GEF STAP Reviews • Interviews with UNEP TM and staff
2	Are the objectives and outcomes of the project consistent with the policies and priorities of the country?	<ul style="list-style-type: none"> • Consistency of project objectives with policies based and priorities of the country 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C) • TOC • CEO Endorsement documents • GEF STAP Reviews • PPG Report • Baseline study • Mid-term Review Report • Project website and websites for main partners • Country statistics (Internet) • Signed agreements with partners (collaboration and financing) • Interviews with Government and other public officials
3	Are the objectives and outcomes of the project consistent with partners' and beneficiaries' priorities?	<ul style="list-style-type: none"> • Consistency of project objectives and outcomes with partners' and beneficiaries' priorities 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C) • TOC • PPG Report • Baseline study • Mid-term Review Report • Training materials and tools • Project website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with main international/national partners • Interviews with Government and other public officials

4	What was the value added of UNEP's and GEF's involvement in this project (additional to funding) in light of the organisations thematic and political strengths?	<ul style="list-style-type: none"> Value added of UNEP and GEF involvement 	<ul style="list-style-type: none"> Local workshops and interviews with local stakeholders Project Document, incl. Incremental Cost Analysis Results Framework Review of project design (Annex C) UNEP Policies, MTS and POW GEF policies and strategies CEO Endorsement documents GEF STAP Reviews PPG Report Interviews with UNEP TM and staff Interviews with MOE PROJECT TEAM
5	Is the project design still appropriate, considering the current perspective of UNEP, GEF, MOE, partners and the Government?	<ul style="list-style-type: none"> Project appropriateness at the time of terminal review, in the perspective of different stakeholders 	<ul style="list-style-type: none"> Project Document Results Framework Review of project design (Annex C) TOC UNEP Policies, MTS and POW GEF policies and strategies Interviews with UNEP TM and staff Interviews with MOE PROJECT TEAM Interviews with main international/national partners Interviews with Government and other public officials Workshops and interviews with local stakeholders
B Quality of Project Design			
Stakeholder participation			
1	Have all stakeholders who are affected by or who could affect (positively or negatively) the project been identified and explained in the stakeholder analysis?	<ul style="list-style-type: none"> Stakeholders identified in ProDoc and Stakeholder analysis compared with information from other sources 	<ul style="list-style-type: none"> Project Document Results Framework Review of project design (Annex C) Stakeholder analysis (Annex F) Interviews with main international/national partners Interviews with Government and other public officials Local workshops and interviews with local stakeholders
2	Did the main stakeholders participate in the design phase of the project and did their involvement and influence on the project design?	<ul style="list-style-type: none"> Main stakeholders participating in the design phase, and their roles 	<ul style="list-style-type: none"> Project Document Review of project design (Annex C) Stakeholder analysis (Annex F) Baseline study Mid-term Review Report Project website and websites for main partners Signed agreements with partners (collaboration and financing) Interviews with UNEP TM and staff Interviews with MOE PROJECT TEAM Interviews with main international/national partners Interviews with Government and other public officials
3	Are the economic, social and environmental impacts to the key stakeholders identified, with particular reference to the most vulnerable groups (women, IP)?	<ul style="list-style-type: none"> Economic, social and environmental impacts on the key stakeholders (including most vulnerable groups) identified in project document and appendixes 	<ul style="list-style-type: none"> Project Document Results Framework Review of project design (Annex C) PPG Report Baseline study

			<ul style="list-style-type: none"> • Mid-term Review Report • Risk matrix • Individual consulting reports • Interviews with main international/national partners • Interviews with Government and other public officials • Workshops and interviews with local stakeholders • Observations during field visits
4	Have the specific roles and responsibilities of the key stakeholders been documented in relation to project delivery and effectiveness?	<ul style="list-style-type: none"> • Documented roles and responsibilities of key stakeholders in producing outputs and outcomes 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C) • PPG Report • Baseline study • Mid-term Review Report • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials
5	Are the stakeholder roles in each pilot area defined? Are there any lead local partners for the pilot sites?	<ul style="list-style-type: none"> • Documented stakeholder roles • Partners that have been leading project activities in the pilot sites 	<ul style="list-style-type: none"> • Project Document • Review of project design (Annex C) • PPG Report • Baseline study • Signed agreements with partners (collaboration and financing) • Interviews with Main international/national partners • Interviews with Government and other public officials • Local workshops and interviews with local stakeholders
6	Were the project activities planned to promote positive sustainable changes in attitudes, behaviours and power relations between the different stakeholders?	<ul style="list-style-type: none"> • Changes in attitude, behaviours and power relations promoted by the project 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C) • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners
7	To what extent were Human Rights, ethnic minorities and Gender Equality integrated in ProDoc and Results Framework of the project?	<ul style="list-style-type: none"> • Integration of Human Rights, ethnic minorities and Gender Equality in ProDoc and Results Framework 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C)
8	To what extent were Human Rights, Ethnic minorities and Gender Equality allocated specific and adequate budget in relation to the results achieved?	<ul style="list-style-type: none"> • Project budget (US\$) for Human Rights, ethnic minorities and Gender Equality • Indicators on demand for these issues in the framework of the project 	<ul style="list-style-type: none"> • Project Document with budget • Results Framework • Review of project design (Annex C) • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners
9	To what extent did Government and public agencies promise political, technical or financial support to the project before its approval?	<ul style="list-style-type: none"> • US\$ documented co-financing from public agencies • Number of letters of political and technical support from public agencies 	<ul style="list-style-type: none"> • Project Document • CEO Endorsement documents • PPG Report • Work plans and budgets • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM

Monitoring & Evaluation System in project design			
10	Did the project have a sound M&E system and plan to monitor results and track progress towards achieving project outputs, outcomes and impacts?	<ul style="list-style-type: none"> Quality of M&E system, including quality of indicators and methods of measurement of outputs, outcomes and impacts 	<ul style="list-style-type: none"> Project Document Results Framework M&E system and tracking tools Review of project design (Annex C) TOC PPG Report Baseline study Work plans and budgets PIRs Interviews with UNEP TM and staff Interviews with MOE PROJECT TEAM Interviews with Main international/national partners
11	Was the monitoring system clearly defined, with operational guidelines that define responsibilities, indicators and frequency for M&E activities?	<ul style="list-style-type: none"> Existence of M&E operational guidelines, and their definition of responsibilities, indicators and frequency of monitoring and evaluation activities 	<ul style="list-style-type: none"> Project Document Results Framework M&E system and tracking tools Review of project design (Annex C) PPG Report Baseline study Work plans and budgets PIRs Interviews with UNEP TM and staff Interviews with MOE PROJECT TEAM Interviews with Main international/national partners
12	Were the data sources and data collection instruments appropriate?	<ul style="list-style-type: none"> Appropriateness the data sources and data collection instruments for project M&E 	<ul style="list-style-type: none"> Project Document Results Framework M&E system and tracking tools Review of project design (Annex C) PPG Report Baseline study Work plans and budgets PIRs Interviews with UNEP TM and staff Interviews with MOE PROJECT TEAM Interviews with Main international/national partners
13	How well was the project results framework (original and possible updates) designed as a planning and monitoring instrument?	<ul style="list-style-type: none"> Existence of baseline indicators for M&E Existence of SMART indicators for all outputs, with quality, quantity and deadline for compliance Definition of how to measure outcomes Definition of how to measure impacts 	<ul style="list-style-type: none"> Results Framework M&E system and tracking tools Review of project design (Annex C) PPG Report Baseline study Work plans and budgets PIRs Interviews with UNEP TM and staff Interviews with MOE PROJECT TEAM Interviews with Main international/national partners
14	Are there SMART indicators in the results framework for each of the project outputs and outcomes?	<ul style="list-style-type: none"> Number and % of SMART indicators for outputs and outcomes in the results framework 	<ul style="list-style-type: none"> Results Framework Review of project design (Annex C) TOC

15	To what extent was baseline information collected and presented in a clear manner (related to indicators for outputs and outcomes)?	<ul style="list-style-type: none"> • Existence of baseline study • Number and % of indicators in the baseline study directly related to the output- and outcome-indicators 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C) • TOC • PPG Report • Baseline study • Individual consulting reports
16	Was the methodology for collection of baseline data explicit and possible to comply with, based on e.g. access to data and available resources? (to be able to use the same methodology for monitoring during implementation)	<ul style="list-style-type: none"> • Specificity and clearness of the TOR or instructions for baseline data collection, and if these were possible to comply with 	<ul style="list-style-type: none"> • Results Framework • PPG Report • Baseline study • PIRs • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners
17	When was the project baseline finalized? (if variable, give month/year for different components)	<ul style="list-style-type: none"> • Month/year for determination of baseline data 	<ul style="list-style-type: none"> • Project Document • Review of project design (Annex C) • PPG Report • Baseline study • M&E system and tracking tools • PIRs • Mid-term Review Report • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners
18	Was there sufficient information about the assessment capacity of collaborating institutions and experts etc. to determine their training and technical support needs?	<ul style="list-style-type: none"> • Quantity and quality of capacity building and training needs defined in ProDoc 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C) • Stakeholder analysis (Annex F) • PPG Report • Baseline study • Mid-term Review Report • Risk matrix • Project website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners
19	To what extent did the Executing Agency (MOE) engage key stakeholders in the design and implementation of the monitoring system?	<ul style="list-style-type: none"> • Number of partner organizations that participated in the design of the M&E system 	<ul style="list-style-type: none"> • Project Document • PPG Report • Baseline study • M&E system and tracking tools • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners
20	Did the project appropriately define the risks and set up a system to monitor and mitigate risks?	<ul style="list-style-type: none"> • Existence of a risk matrix 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C)

		<ul style="list-style-type: none"> • Does the risk matrix define the major risks based on possibility of occurrence and the impact in case of occurrence? • Does the risk matrix define appropriate mitigation measures for each risk? • Has the risk matrix been used for monitoring and mitigation of risks? • Has the risk matrix been updated based on new circumstances? 	<ul style="list-style-type: none"> • PPG Report • Baseline study • PIRs • M&E system and tracking tools • Risk matrix • Individual consulting reports • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners
21	What types of risks were included in the risk analysis and the designed risk monitoring system?	<ul style="list-style-type: none"> • Number of types of risks defined • Any major risks not considered? • Number of risks in total 	<ul style="list-style-type: none"> • Project Document • Review of project design (Annex C) • TOC • PPG Report • Risk matrix • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM
22	Were there adequate provisions to assure that project partners fully collaborate in evaluations/reviews?	<ul style="list-style-type: none"> • Number of partner agencies confirming their collaboration in evaluations/reviews (through agreements, letters or e-mails) 	<ul style="list-style-type: none"> • Project Document • PPG Report • Work plans and budgets • PIRs • Mid-term Review Report • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners
23	Was budget and technical support for M&E adequate?	<ul style="list-style-type: none"> • Budget (US\$) for M&E • Number and technical level of staff for technical support to M&E system (including partner collaboration) 	<ul style="list-style-type: none"> • Project Document with budget • PPG Report • Baseline study • M&E system and tracking tools • Work plans and budgets • PIRs • Mid-term Review Report • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM
Safeguards			
24	Was the safeguard management instrument completed in time for approval and based on UNEP guidelines for Environmental, Social and Economic Safeguards?	<ul style="list-style-type: none"> • Date of completion of the safeguard management monitoring system • Is the safeguard instrument in compliance with UN guidelines? 	<ul style="list-style-type: none"> • Project Document • UNEP Policies, MTS and POW • CEO Endorsement documents • GEF STAP Reviews • PPG Report • Baseline study • PIRs • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM
25	Was the GEF safeguard guidelines considered during the design phase?	<ul style="list-style-type: none"> • Degree of relation between GEF safeguard guidelines and the project safeguard instrument 	<ul style="list-style-type: none"> • Project Document

			<ul style="list-style-type: none"> • Review of project design (Annex C) • GEF policies and strategies • GEF safeguard guidelines • CEO Endorsement documents • GEF STAP Reviews • PPG Report • Baseline study • Risk matrix • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM
26	Were project stakeholders adequately identified and sufficiently involved in project design phase?	<ul style="list-style-type: none"> • Number of stakeholder groups identified during design phase • Number of pilot areas with definition of major local stakeholders (in ProDoc or baseline) 	<ul style="list-style-type: none"> • Project Document • Review of project design (Annex C) • Stakeholder analysis (Annex F) • CEO Endorsement documents • GEF STAP Reviews • PPG Report • Baseline study • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners
27	Were the project objectives, impacts, outcomes and outputs clear, practicable and feasible within the timeframe?	<ul style="list-style-type: none"> • % of indicators for outputs and outcomes defined as quantity, quality and deadline • % of outputs and outcomes defined as SMART indicators • Feasibility of compliance with objectives, impacts and outcomes in the timeframe of the project implementation 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C) • TOC • Baseline study • PIRs • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners
28	Were the potentially negative environmental, economic and social impacts of projects identified during design?	<ul style="list-style-type: none"> • EIA or environmental- and social impact screening carried out during design? • Potential negative environmental, economic or social impacts of the project defined during design? • Mitigation measures for these potential negative impacts defined during design? 	<ul style="list-style-type: none"> • Project Document • Review of project design (Annex C) • CEO Endorsement documents • GEF STAP Reviews • PPG Report • Baseline study • Risk matrix • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials • Workshops and interviews with local stakeholders
29	Were the capacities of MOE and national partners properly considered during the design phase?	<ul style="list-style-type: none"> • Analysis of MOE Institutional capacity during design phase? (technical, financial and administrative capacity) 	<ul style="list-style-type: none"> • Project Document • Review of project design (Annex C) • Stakeholder analysis (Annex F) • CEO Endorsement documents • GEF STAP Reviews • PPG Report

			<ul style="list-style-type: none"> • MOE website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners
30	Was ProDoc and its appendixes sufficiently clear and realistic to enable effective and efficient implementation?	Quality of ProDoc and appendixes (reviewed in Annex C)	<ul style="list-style-type: none"> • Project Document and all appendixes • Review of project design (Annex C) • TOC • PIRs • Mid-term Review Report • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners
31	Were the partnership arrangements properly identified, and the roles and responsibilities negotiated and agreed with the national partners prior to project implementation?	<ul style="list-style-type: none"> • Number of national partners where their roles and responsibilities had been clearly defined and formally agreed with them before project start 	<ul style="list-style-type: none"> • Project Document • Review of project design (Annex C) • Stakeholder analysis (Annex F) • CEO Endorsement documents • PPG Report • PIRs • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners
32	Were adequate project management arrangements (operational regulations) in place before implementation?	<ul style="list-style-type: none"> • Operational regulations agreed and approved before implementation • Alternatively, date for approval of operative regulations 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C) • GEF STAP Reviews • PPG Report • PIRs • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners
33	Were lessons learned from other relevant projects of GEF, UNEP or other agencies properly incorporated in the project design?	<ul style="list-style-type: none"> • Number of projects where lessons learned had been incorporated in project document • Were lessons learned relevant for the project? 	<ul style="list-style-type: none"> • Project Document • Review of project design (Annex C) • Stakeholder analysis (Annex F) • UNEP Policies, MTS and POW • GEF policies and strategies • CEO Endorsement documents • GEF STAP Reviews • PPG Report • PIRs • Mid-term Review Report • Training materials and tools • Project website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners

34	What factors influenced the quality-at-entry of the project design (incl. choice of partners, allocation of financial resources etc.)?	<ul style="list-style-type: none"> List of factors that influenced the quality-at-entry of project design 	<ul style="list-style-type: none"> Workshops and interviews with local stakeholders Project Document Results Framework Review of project design (Annex C) Stakeholder analysis (Annex F) UNEP Policies, MTS and POW GEF policies and strategies CEO Endorsement documents GEF STAP Reviews PPG Report Risk matrix Interviews with UNEP TM and staff Interviews with MOE PROJECT TEAM
35	Were all weaknesses mentioned in the PRC minutes at the time of approval adequately addressed?	<ul style="list-style-type: none"> All issues from PRC minutes adequately addressed, or alternatively mention issues not solved in project design 	<ul style="list-style-type: none"> Project Document PRC Minutes Results Framework Review of project design (Annex C) Stakeholder analysis (Annex F) CEO Endorsement documents GEF STAP Reviews Interviews with UNEP TM and staff Interviews with MOE PROJECT TEAM
36	What coordination mechanisms were in place before implementation started?	<ul style="list-style-type: none"> Number of agencies were mechanisms of coordination had been agreed and established before start of implementation 	<ul style="list-style-type: none"> Project Document Review of project design (Annex C) Stakeholder analysis (Annex F) PPG Report Signed agreements with partners (collaboration and financing) Interviews with UNEP TM and staff Interviews with MOE PROJECT TEAM Interviews with Main international/national partners Interviews with Government and other public officials
37	Were the incentives and mechanisms for collaboration between UNEP projects and with UN and other agencies adequate?	<ul style="list-style-type: none"> Definition of incentives and mechanisms for collaboration between UN agencies 	<ul style="list-style-type: none"> Project Document Review of project design (Annex C) Stakeholder analysis UNEP Policies, MTS and POW GEF policies and strategies PPG Report Work plans and budgets PIRs Mid-term Review Report Project website and websites for main partners Signed agreements with partners (collaboration and financing) Interviews with UNEP TM and staff Interviews with MOE PROJECT TEAM Interviews with Main international/national partners Interviews with Government and other public officials Interviews with other UN agencies and other important donors

38	Was the level of involvement of the Regional, Liaison and Out-posted UNEP Offices in design, planning, decision-making and implementation appropriate?	<ul style="list-style-type: none"> Degree and form of involvement of the Regional, Liaison and Out-posted UNEP Offices in design, planning, decision-making and implementation, and review of appropriateness 	<ul style="list-style-type: none"> Project Document UNEP Policies, MTS and POW GEF STAP Reviews PPG Report Signed agreements with partners (collaboration and financing) Interviews with UNEP TM and staff Interviews with MOE PROJECT TEAM Interviews with Government and other public officials
C Nature of External Context			
1	Has the external context affected the project results positively or negatively (and if so, for which project areas and issues)?	<ul style="list-style-type: none"> List of major factors where the external context affecting the project results has changed after project approval 	<ul style="list-style-type: none"> Project Document Results Framework Review of project design (Annex C) UNEP Policies, MTS and POW GEF policies and strategies PPG Report Baseline study Work plans and budgets PIRs Mid-term Review Report Risk matrix Interviews with UNEP TM and staff Interviews with MOE PROJECT TEAM Interviews with Main international/national partners Interviews with Government and other public officials Workshops and interviews with local stakeholders
2	Has the project been able to mitigate the effects of changes in the external context (on international or national levels)?	<ul style="list-style-type: none"> List of changes in external context that was mitigated (to be included in same table as number 1) 	<ul style="list-style-type: none"> PPG Report Baseline study Work plans and budgets PIRs Mid-term Review Report Risk matrix Interviews with UNEP TM and staff Interviews with MOE PROJECT TEAM Interviews with Main international/national partners Interviews with Government and other public officials Workshops and interviews with local stakeholders
3	Were the mitigation measures results of risk monitoring, as provided for in the Risk Matrix?	<ul style="list-style-type: none"> Number of the changed external factors that were included in the Risk Matrix, with pre-defined mitigation measures 	<ul style="list-style-type: none"> Review of project design (Annex C) PPG Report Work plans and budgets PIRs Risk matrix Interviews with UNEP TM and staff Interviews with MOE PROJECT TEAM
D Effectiveness			
1	Are the project's outcomes and impacts being achieved (during implementation or ex-post)?	<ul style="list-style-type: none"> % of outcomes and impacts being achieved during the implementation, and % expected to be achieved ex-post 	<ul style="list-style-type: none"> Results Framework Review of project design (Annex C) Work plans and budgets

			<ul style="list-style-type: none"> • M&E system and tracking tools • PIRs • Mid-term Review Report • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Workshops and interviews with local stakeholders
2	Has there been any trend in improved effectiveness through the implementation period of the project?	<ul style="list-style-type: none"> • Number and % of outputs finalized per semester during the implementation period (however considering that the project outputs normally follow a sigmoid curve) 	<ul style="list-style-type: none"> • Results Framework • Work plans and budgets • M&E system and tracking tools • PIRs • Mid-term Review Report • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners
3	Are the project outputs of the required quality, considering the satisfaction of stakeholders with products and services?	<ul style="list-style-type: none"> • Review of quality of outputs • Consultation on stakeholder satisfaction with output quality 	<ul style="list-style-type: none"> • PPG Report • Work plans and budgets • PIRs • Mid-term Review Report • Individual consulting reports • Project publications • Training materials and tools • Project website and websites for main partners • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Local workshops • Stakeholder consultation
4	Which factors have defined success or affected achievements of outputs and outcomes?	<ul style="list-style-type: none"> • List of factors affecting positively or negatively the degree of success of outputs and outcomes 	<ul style="list-style-type: none"> • Results Framework • Review of project design (Annex C) • M&E system and tracking tools • PPG Report • Baseline study • Work plans and budgets • PIRs • Mid-term Review Report • Risk matrix • Individual consulting reports • Project website and websites for main partners • Country statistics (Internet) • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials • Local workshops and interviews with local stakeholders
5	Has the financing been justified, considering other projects in the area of forestry, biodiversity and climate	<ul style="list-style-type: none"> • Comparison with content of relevant projects 	<ul style="list-style-type: none"> • Project Document • Review of project design (Annex C)

	change, and comparable projects in Cambodia and other countries?		<ul style="list-style-type: none"> • Stakeholder analysis (Annex F) • UNEP Policies, MTS and POW • GEF policies and strategies • PPG Report • Work plans and budgets • PIRs • Individual consulting reports • Project publications • Project website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials • Local workshops and interviews with local stakeholders
6	What are the achieved results (outcomes and outputs) compared with the original results framework and any new versions of this framework? (calculating effectiveness for each output, outcome and component)	<ul style="list-style-type: none"> • Indicators for number and % of outputs and outcomes achieved in relation to the targets in the results framework • Indicators for effectiveness of results for each component based on achievement of targets for outputs and outcomes 	<ul style="list-style-type: none"> • Results Framework • Review of project design (Annex C) • M&E system and tracking tools • TOC • Baseline study • Work plans and budgets • PIRs • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM
7	Have there been any changes in main partners or pilot areas that have affected effectiveness, and what were the reasons for these changes?	<ul style="list-style-type: none"> • Changes that have affected effectiveness of outputs and outcomes, and their reasons 	<ul style="list-style-type: none"> • Project Document (original and after change of 1 Vietnam site) • Results Framework • Review of project design (Annex C) • Stakeholder analysis (Annex F) • CEO Endorsement documents • PPG Report • Work plans and budgets • PIRs • Mid-term Review Report • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials • Local workshops and interviews with local stakeholders
8	What are the components with best and worst results, and why?	<ul style="list-style-type: none"> • % compliance of outputs and outcomes for each component, and review of possible positive and negative impacts 	<ul style="list-style-type: none"> • Results Framework • Review of project design (Annex C) • M&E system and tracking tools • TOC • GEF STAP Reviews • PPG Report • Baseline study • Work plans and budgets • PIRs

			<ul style="list-style-type: none"> • Mid-term Review Report • Risk matrix • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Local workshops and interviews with local stakeholders • Observations during field visits
9	Are there major differences in effectiveness between different pilot sites (and which factors have given these differences)?	<ul style="list-style-type: none"> • % compliance with output and outcome targets for each pilot site • Definition of factors that have given these differences 	<ul style="list-style-type: none"> • Results Framework • Review of project design (Annex C) • Stakeholder analysis (Annex F) • PPG Report • Baseline study • Work plans and budgets • PIRs • Mid-term Review Report • Risk matrix • Individual consulting reports • Project website and websites for main partners • Country statistics (Internet) • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials • Local workshops and interviews with local stakeholders
10	Were outputs and other benefits accessible to all the relevant stakeholder groups?	<ul style="list-style-type: none"> • List of major stakeholder groups with their respective access to outputs and other project benefits 	<ul style="list-style-type: none"> • Project Document • Review of project design (Annex C) • Stakeholder analysis (Annex F) • PPG Report • Baseline study • Work plans and budgets • PIRs • Risk matrix • Individual consulting reports • Project website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials • Local workshops and interviews with local stakeholders
11	Have desired outcomes and impacts affected all stakeholder groups (and if not, why)?	<ul style="list-style-type: none"> • List of the major stakeholder groups and for each group how they have been affected positively or negatively by the outcomes and impacts of the project 	<ul style="list-style-type: none"> • Results Framework • Review of project design (Annex C) • Stakeholder analysis (Annex F) • TOC • M&E system and tracking tools • PPG Report • Baseline study

			<ul style="list-style-type: none"> • Work plans and budgets • PIRs • Mid-term Review Report • Risk matrix • Individual consulting reports • Project website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials • Local workshops and interviews with local stakeholders
12	Have there been efficient participatory processes throughout the project and increased knowledge among stakeholders regarding the project topics?	<ul style="list-style-type: none"> • Participatory processes carried out during the project implementation and their efficiency, considering participation, results and appropriation • Increased knowledge of project topics (result of stakeholder consultation) 	<ul style="list-style-type: none"> • Review of project design (Annex C) • Stakeholder analysis (Annex F) • TOC • PPG Report • Baseline study • Work plans and budgets • PIRs • Project website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials • Local workshops and interviews with local stakeholders • Consultation about stakeholder knowledge of project topics
13	What has been the effect on project partners' institutional capacity and their use of knowledge, products and expertise generated through the project (demonstrated in service to partners and target groups)?	<ul style="list-style-type: none"> • Project effect on project partners' capacity • Knowledge, products and expertise generated through the project that is used by the project partners (in their service to other partners/target groups) 	<ul style="list-style-type: none"> • Results Framework • M&E system and tracking tools • Review of project design (Annex C) • Stakeholder analysis (Annex F) • TOC • Work plans and budgets • PIRs • Project website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Local workshops and interviews with local stakeholders
14	Has the project created opportunities for institutions, companies or individuals (" <i>champions</i> ") to catalyse change, without which the project would not have achieved all of its results?	<ul style="list-style-type: none"> • New opportunities for change created thanks to the project 	<ul style="list-style-type: none"> • Results Framework • M&E system and tracking tools • Review of project design (Annex C) • Stakeholder analysis (Annex F) • Work plans and budgets • PIRs • Mid-term Review Report • Individual consulting reports

			<ul style="list-style-type: none"> • Project website and websites for main partners • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials • Local workshops and interviews with local stakeholders • Observations during field visits
15	Have there been any positive or negative, primary or secondary, long-term impacts produced by the Project, directly or indirectly, intended or unintended (with particular reference to the environment/biodiversity and the most vulnerable groups)?	<ul style="list-style-type: none"> • Impacts on the environment/biodiversity and vulnerable groups produced by the project 	<ul style="list-style-type: none"> • Project Document • Results Framework • M&E system and tracking tools • Review of project design (Annex C) • Stakeholder analysis (Annex F) • TOC • PIRs • EIAs or environmental screening reports (if available) • FPICs (if applicable) • Risk matrix • Project website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials • Local workshops and interviews with local stakeholders
16	Have there been any unanticipated positive or negative outcomes or outputs of the project?	<ul style="list-style-type: none"> • Unanticipated outcomes or outputs produced by the project 	<ul style="list-style-type: none"> • Results Framework • Review of project design (Annex C) • M&E system and tracking tools • PIRs • Risk matrix • Individual consulting reports • Project website and websites for main partners • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials • Local workshops and interviews with local stakeholders
E	Project Management		
	Project coordination and supervision		
1	To what extent have the project implementation mechanisms outlined in the project document been followed, and were they effective in delivering project milestones, outputs and outcomes?	<ul style="list-style-type: none"> • Degree of compliance with ProDoc's implementation mechanisms • Effectiveness of the implementation mechanisms in delivering milestones, outputs and outcomes 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C) • M&E system and tracking tools • TOC • PPG Report • Work plans and budgets • PIRs • Risk matrix

			<ul style="list-style-type: none"> • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Local workshops and interviews with local stakeholders
2	Were adaptations made to the approaches defined in ProDoc, and if so why?	<ul style="list-style-type: none"> • Changes and adaptations to ProDoc • Reasons for these changes 	<ul style="list-style-type: none"> • Project Document (all versions) • Results Framework • Review of project design (Annex C) • TOC • PPG Report • Work plans and budgets • PIRs • Risk matrix • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM
3	Has the organisation and administration of the project affected the timeliness in compliance with the results and the cost compared with what was initially planned?	<ul style="list-style-type: none"> • Project management's effect on timeliness of outputs and outcomes • Project management's effect on cost of outputs and outcomes 	<ul style="list-style-type: none"> • Project Document • Results Framework • M&E system and tracking tools • Review of project design (Annex C) • Stakeholder analysis (Annex F) • TOC • PPG Report • Work plans and budgets • PIRs • Risk matrix • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM
4	Have procurement plans been efficiently used based on the budget, and to obtain the required goods and services in time for project activities?	<ul style="list-style-type: none"> • Content of procurement plan (definition of goods and services, deadline and estimated price) • Relation between planned procurement and work plans/budgets to obtain expected outputs 	<ul style="list-style-type: none"> • Project Document • Results Framework • Procurement system (planning and tracking) • M&E system and tracking tools • Review of project design (Annex C) • Work plans and budgets • PIRs • Project website and websites for main partners • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners
5	Have human resource management routines and procedures been developed, approved and followed (for the Project and PROJECT PARTNERS)?	<ul style="list-style-type: none"> • Approved human resources regulations • Degree of compliance with HR regulations 	<ul style="list-style-type: none"> • Project Document • Approved human resources regulations and sample contracts • Results Framework • M&E system and tracking tools • Memos from meetings of PSC • PPG Report • Baseline study • Work plans and budgets • PIRs • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM

6	Did the effectiveness or efficiency of the global project management team (MOE PROJECT TEAM) change during the life of the project, and was it able to adapt to changes?	<ul style="list-style-type: none"> • Effectiveness of MOE PROJECT TEAM according to PIRs with results achieved • Adaptation of MOE PROJECT TEAM according to meeting memos of PSC and other sources 	<ul style="list-style-type: none"> • Interviews with Main international/national partners • Results Framework • Work plans and budgets • PIRs • Memos from meetings of PSC • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners
7	How did the relationship between the MOE PROJECT TEAM and PROJECT PARTNERS develop during the course of the project?	<ul style="list-style-type: none"> • Strengthened or weakened relationship between MOE PROJECT TEAM and PARTNERS during the implementation period • Reasons for this development 	<ul style="list-style-type: none"> • Review of project design (Annex C) • Stakeholder analysis (Annex F) • TOC • PPG Report • Work plans and budgets • PIRs • Memos from meetings of PSC • Project website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners
8	What was the role and performance of the national executive agencies?	<ul style="list-style-type: none"> • Main roles defined for the PROJECT PARTNERS and their members 	<ul style="list-style-type: none"> • Review of project design (Annex C) • Stakeholder analysis (Annex F) • Memos of PSC meetings • TOC • Work plans and budgets • PIRs • Project website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners
9	What were the roles, performance and frequency of meetings for the Project Steering Committee PSC?	<ul style="list-style-type: none"> • Main roles specified and approved for PSC • Average no. of PSC meetings per year • Performance of PSC according to UNEP, MOE and PROJECT PARTNERS 	<ul style="list-style-type: none"> • Project Document • Review of project design (Annex C) • Stakeholder analysis (Annex F) • Meeting Memos for PSC • Work plans and budgets • PIRs • Project website and websites for main partners • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM
10	What were the roles, performance and frequency of meetings for the Project Steering Committees PSC?	<ul style="list-style-type: none"> • Main roles for PSC specified and approved • Average no of PSC meetings per year • Performance of PSC according to UNEP, MOE PROJECT TEAM and national stakeholders 	<ul style="list-style-type: none"> • Project Document • Review of project design (Annex C) • Stakeholder analysis (Annex F) • Meeting Memos for PSC • Work plans and budgets • PIRs • Project website and websites for main partners • Interviews with Main international/national partners

11	How was the relationship between different functional units of UNEP involved in the project?	<ul style="list-style-type: none"> • Main roles specified for different UNEP units involved in the project • Roles according to decisions taken by different UNEP units involved 	<ul style="list-style-type: none"> • UNEP Policies, MTS and POW • Decisions and memos from UNEP other than TM • Stakeholder analysis (Annex F) • Interviews with UNEP TM and staff • Meeting Memos for PSC
12	How was the relationship between UNEP and MOE during implementation of the project?	<ul style="list-style-type: none"> • Relationship according to sources mentioned 	<ul style="list-style-type: none"> • UNEP Policies, MTS and POW • Stakeholder analysis (Annex F) • Meeting Memos for PSC • Project website and websites for main partners • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM
13	To what extent did MOE PROJECT TEAM project management respond to directions and guidance from the UNEP TM, MOE and PSC?	<ul style="list-style-type: none"> • Decisions and changes of MOE PROJECT TEAM based on TM guidance • Decisions and changes of MOE PROJECT TEAM based on MOE guidance and decisions • Decisions and changes of MOE PROJECT TEAM based on PSC decisions 	<ul style="list-style-type: none"> • Project Document • UNEP Policies, MTS and POW • Stakeholder analysis (Annex F) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Meeting Memos for PSC • Results Framework • Work plans and budgets • PIRs
14	Were there any operational, institutional or political problems that influenced the effective implementation of the project, and how did the project management try to overcome these problems?	<ul style="list-style-type: none"> • Operational, institutional and political problems detected • Influence of these problems in the project performance before problem was solved • Decisions taken to solve the problems 	<ul style="list-style-type: none"> • Meeting Memos for PSC • Stakeholder analysis (Annex F) • Work plans and budgets • PIRs • Mid-term Review Report • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials
15	Were the project supervision plans, inputs and processes adequate for efficient project management (including time of fund transferences)?	<ul style="list-style-type: none"> • Efficiency of MOE PROJECT TEAM during the implementation related to supervision from MOE and PSC • Efficiency of PROJECT PARTNERS related to supervision from MOE PROJECT TEAM and PSC 	<ul style="list-style-type: none"> • Project Document • Results Framework • M&E system and tracking tools • Meeting Memos for PSCs • Financial statements and audits • Review of project design (Annex C) • Work plans and budgets • PIRs • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners
16	Did the results-based project management (monitoring and reporting on outputs/outcomes) give realistic data for plans and reports?	<ul style="list-style-type: none"> • Quality and realism of data for MOE PROJECT TEAM and PROJECT PARTNERS production of plans and reports 	<ul style="list-style-type: none"> • Project Document • Results Framework • M&E system and tracking tools • Review of project design (Annex C) • Meeting Memos for PSC • Baseline study • Work plans and budgets

			<ul style="list-style-type: none"> • PIRs • Individual consulting reports • Country statistics (Internet) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners
17	Has the project made full use of opportunities for collaboration with other projects and programmes including with those not mentioned in the Stakeholder analysis of the Project Document?	<ul style="list-style-type: none"> • Number of projects and programmes not mentioned in ProDoc that the projects collaborated with • Characteristics and value added from these projects and programmes 	<ul style="list-style-type: none"> • Project Document • Review of project design (Annex C) • UNEP Policies, MTS and POW • Stakeholder analysis (Annex F) • Work plans and budgets • PIRs • Meeting Memos for PSCs • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners
18	Have geographic or thematic complementarities been sought, synergies been optimized and duplications avoided?	<ul style="list-style-type: none"> • List of geographic and thematic complementarities sought between the project and other stakeholders/projects • Synergies obtained based on these efforts • Duplications detected (maintained or avoided) 	<ul style="list-style-type: none"> • Project Document • Review of project design (Annex C) • UNEP Policies, MTS and POW • Stakeholder analysis (Annex F) • Baseline study • Work plans and budgets • PIRs • Mid-term Review Report • Meeting Memos for PSCs • Individual consulting reports • Project website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials • Local workshops and interviews with local stakeholders
19	What was the effectiveness of collaboration and interactions between the various project partners and stakeholders during implementation of the project (disaggregated for the main stakeholder groups identified in the Stakeholder Analysis)?	<ul style="list-style-type: none"> • Effectiveness of project outputs and outcomes achieved based on interactions with project partners and main stakeholders 	<ul style="list-style-type: none"> • Project Document • Review of project design (Annex C) • Stakeholder analysis (Annex F) • Work plans and budgets • PIRs • Mid-term Review Report • Meeting Memos for PSCs • Individual consulting reports • Project website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials

20	To what extent has the project used opportunities for joint activities, pooling of resources or common training activities/seminars with other organizations and networks?	<ul style="list-style-type: none"> List of joint activities carried out with other organizations and networks (on international and national levels) Budget (US\$) from other organizations for seminars and other common activities 	<ul style="list-style-type: none"> Project Document Review of project design (Annex C) Stakeholder analysis (Annex F) Work plans and budgets PIRs Mid-term Review Report Meeting Memos for PSCs Individual consulting reports Project website and websites for main partners Signed agreements with partners (collaboration and financing) Interviews with UNEP TM and staff Interviews with MOE PROJECT TEAM Interviews with Main international/national partners Interviews with Government and other public officials
21	How useful are partnership mechanisms and initiatives to build stronger coherence and efficiency between participating organisations?	<ul style="list-style-type: none"> Results achieved from partnership mechanisms 	<ul style="list-style-type: none"> Project Document Review of project design (Annex C) Stakeholder analysis (Annex F) Work plans and budgets PIRs Meeting Memos for PSCs Project website and websites for main partners Signed agreements with partners (collaboration and financing) Interviews with UNEP TM and staff Interviews with MOE PROJECT TEAM Interviews with Main international/national partners Interviews with Government and other public officials
22	Do the results of the project promote participation of local stakeholders, including beneficiaries, in decision-making regarding certification of BD conservation or ES?	<ul style="list-style-type: none"> Decisions on BD/ES certification taken in PSC and other entities with participation of local stakeholder 	<ul style="list-style-type: none"> Project Document Review of project design (Annex C) Stakeholder analysis (Annex F) Work plans and budgets PIRs Meeting Memos for PSC Individual consulting reports Project website and websites for main partners Signed agreements with partners (collaboration and financing) Interviews with MOE PROJECT TEAM Interviews with Main international/national partners Interviews with Government and other public officials Local workshops and interviews with local stakeholders Observations during field visits
Financial management			
23	Did the project financial management follow proper standards (clarity, transparency, audit etc.) and timeliness of financial planning, management and reporting (to be verified by Consultant on international and national level)?	<ul style="list-style-type: none"> Financial management standards required for MOE PROJECT TEAM Financial management standards required for project partners Audited financial statements and auditor comments to the statements 	<ul style="list-style-type: none"> Financial statements and audits for the international project Financial statements and audits on national level Meeting Memos for PSC Interview with MOE PROJECT TEAM Interview with MOE and PMU financial officer(s) Work plans and budgets

24	Did any new cooperation agreements negotiated and signed after approval influence project performance?	<ul style="list-style-type: none"> • Number and specification of new cooperation agreements signed after project approval • Project outputs and outcomes achieved based on these agreements 	<ul style="list-style-type: none"> • Signed agreements with partners (collaboration and financing) • Project Document • M&E system and tracking tools • Stakeholder analysis (Annex F) • PPG Report • Work plans and budgets • Meeting Memos for PSC • PIRs • Project website and websites for main partners • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials
25	Did staff recruitment follow transparent routines, and did staff get sufficient supervision/training, to assure the most qualified and efficient staff members (on international and national level)?	<ul style="list-style-type: none"> • Approved rules for staff recruitment in MOE PROJECT TEAM and their compliance • Supervision mechanisms for staff in PMU • Training activities carried out for staff in PMU 	<ul style="list-style-type: none"> • Review of project design (Annex C) • UNEP Policies, MTS and POW • Meeting Memos for PSC • PPG Report • Baseline study • PIRs • Mid-term Review Report • Individual consulting reports • Project publications • Training materials and tools • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM +individual staff meetings • Interviews with consultants and service providers
26	Did procurement of goods and services (including consultancies) follow transparent routines, and were there any irregularities or intents/pressure from external agents to influence the results of the procurement processes?	<ul style="list-style-type: none"> • Approved procurement rules for PMU PROJECT TEAM • Degree of compliance with these rules • Irregularities or external pressure detected in regards to project procurement processes 	<ul style="list-style-type: none"> • Review of project design (Annex C) • UNEP Policies, MTS and POW • Meeting Memos for PSC • M&E system and tracking tools • PIRs • Project publications • Training materials and tools • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM +procurement staff • Interviews with consultants and service providers
27	Have there been any measures taken by UNEP to prevent or correct irregularities in procurement or financial management? (and were the adequate measures taken?)	<ul style="list-style-type: none"> • Measures taken by UNEP to prevent or correct irregularities in the project's procurement or financial management 	<ul style="list-style-type: none"> • Review of project design (Annex C) • UNEP Policies, MTS and POW • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM +procurement staff • Interviews with consultants and service providers • Meeting Memos for PSC • PIRs
28	To what extent has co-financing materialized compared with what was promised at project approval?	<ul style="list-style-type: none"> • % of co-finance disbursed compared with promises at the moment of project approval 	<ul style="list-style-type: none"> • Project Document • Review of project design (Annex C) • CEO Endorsement documents

			<ul style="list-style-type: none"> • PPG Report • Memos from workshops during PPG • Work plans and budgets • Financial statements and audits • PIRs • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM and financial officer • Interviews with Main international/national partners
29	What are the resources the project has leveraged since approval (financial and in-kind) and how do these resources contribute to the project's goals?	<ul style="list-style-type: none"> • Leverage of funds (US\$) since project approval and its contribution to project goals • Additional in-kind support since project approval and its contribution to project goals 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C) • CEO Endorsement documents • PPG Report • Baseline study • Work plans and budgets • Financial statements and audits • PIRs • Project website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM +financial and procurement staff • Interviews with Government and other public officials
30	Is the Financial Information on international and national level complete and adequately updated?	<ul style="list-style-type: none"> • Completeness and updating of financial information in PROJECT 	<ul style="list-style-type: none"> • Project Document • Work plans and budgets • Financial statements and audits • PIRs • Meeting Memos for PSCs • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM +financial officer(s)
31	Has the project complied with UNEP Standards and Procedures for financial management?	<ul style="list-style-type: none"> • Degree of compliance with UNEP Standards and any observations during project implementation 	<ul style="list-style-type: none"> • UNEP Policies, MTS and POW • UNEP Standards and procedures for financial management • Financial statements and audits • PIRs • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM financial manager(s)
32	Have the procedures for storage and traceability of accounting documentation been followed, according to institutional rules and requirements of UNEP, GEF and MOE, including reporting and verification?	<ul style="list-style-type: none"> • Degree of compliance with rules of UNEP, GEF and MOE for storage and traceability of accounting documents (for MOE PROJECT TEAM) 	<ul style="list-style-type: none"> • UNEP Policies, MTS and POW • UNEP Standards and procedures for financial management • GEF Standards and procedures for financial management • MOE Standards and procedures for financial management • Financial statements and audits • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM financial manager(s)
33	Have there been any budget adjustments, and what were the criteria to carry them out?	<ul style="list-style-type: none"> • Budget adjustments carried out during project implementation and their characteristics (from/to components) 	<ul style="list-style-type: none"> • Project Document with original budget • Any adjusted global budgets (if applicable) • Work plans and budgets

		<ul style="list-style-type: none"> • Reasons for carrying out the budget adjustments 	<ul style="list-style-type: none"> • PIRs • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM and financial manager(s)
34	Have the project financial statements been annually audited (on international and national level) and were there any observations or corrections to be made?	<ul style="list-style-type: none"> • Confirmation of annual audits of project funds for MOE PROJECT TEAM (and reasons, in case they were not carried out) • Observations or corrections made by the auditor to the annual financial statements 	<ul style="list-style-type: none"> • Financial statements with audits for global project • Meeting Memos for PSC • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM financial manager(s) • Interviews with PROJECT PARTNERS' financial managers
Awareness raising and public information			
35	What has been the effectiveness of the project's public awareness activities to communicate objectives, progress, results and lessons learned? (Disaggregated by stakeholder groups)	<ul style="list-style-type: none"> • Effectiveness of project's public awareness campaigns, measured through the different stakeholder groups' knowledge about the project objectives, results and lessons 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C) • PIRs • Individual consulting reports • Project publications • Training materials and tools • Project website and websites for main partners • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM and staff in charge of outreach • Interviews with partners' staff in charge of outreach • Interviews with Government and other public officials • Interviews with some MOE members
36	Did the project identify and make use of existing communication channels and networks of the MOE, Main key stakeholders?	<ul style="list-style-type: none"> • Project's use of MOE communication channels that existed before project approval 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C) • TOC • PIRs • Individual consulting reports • Project publications • Training materials and tools • Project website and websites for main partners • Publications/bulletins of MOE mentioning the project • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM and staff in charge of outreach • Interviews with some Project partners
37	Did the project provide feedback channels?	<ul style="list-style-type: none"> • Which channels exist for stakeholder feedback or grievance, and have they been used? 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C) • TOC • Work plans and budgets • Meeting Memos for PSC • PIRs • Mid-term Review Report • Project website and websites for main partners • Interviews with UNEP TM and staff

			<ul style="list-style-type: none"> • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials
F	Efficiency		
1	Which components have been most efficient (considering % progress in outputs divided by % of original budget used), at planned end date and the effective end date?	<ul style="list-style-type: none"> • Indicator of efficiency (outputs/budget) for each component 	<ul style="list-style-type: none"> • Project Document with original budget • Any adjusted global budgets • Results Framework (and new versions, if any) • M&E system and tracking tools • Review of project design (Annex C) • TOC • Work plans and budgets • Financial statements and audits • PIRs • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM and financial manager(s)
2	Which pilot sites have been most efficient (with same calculation as above), at effective end date?	<ul style="list-style-type: none"> • Indicator of efficiency (outputs/budget) for each pilot site 	<ul style="list-style-type: none"> • Project Document with original budget • Any adjusted global budgets • Results Framework (and new versions, if any) • M&E system and tracking tools • Review of project design (Annex C) • TOC • Work plans and budgets • Financial statements and audits • PIRs • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM and financial manager(s)
3	What are the explanations for the different efficiency between components and pilot sites (time, human resources, equipment, budget, etc.)?	<ul style="list-style-type: none"> • Reasons for different efficiency between components and pilot sites 	<ul style="list-style-type: none"> • Project Document with original budget • Any adjusted global budgets • Results Framework (and new versions, if any) • M&E system and tracking tools • Procurement system (planning and tracking) • Review of project design (Annex C) • TOC • Work plans and budgets • Financial statements and audits • PIRs • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM and financial manager(s)
4	What has been the efficiency of resource use in relation to number of direct and indirect beneficiaries (incl. training)?	<ul style="list-style-type: none"> • Project cost (US\$) per direct and indirect beneficiaries • Project cost (US\$) per person trained 	<ul style="list-style-type: none"> • Project Document with original budget • Any adjusted global budgets • Results Framework (and new versions, if any) • M&E system and tracking tools • Procurement system (planning and tracking) • Review of project design (Annex C) • TOC

			<ul style="list-style-type: none"> • Work plans and budgets • Financial statements and audits • PIRs • Memos from workshops and seminars • Training materials and tools • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM and financial manager(s)
5	Have project funds been transferred and used in time to comply with the work plans?	<ul style="list-style-type: none"> • Timeliness of fund transfers for planned project activities 	<ul style="list-style-type: none"> • Project Document with original budget • Any adjusted global budgets • Results Framework (and new versions, if any) • M&E system and tracking tools • Procurement system (planning and tracking) • Review of project design (Annex C) • TOC • Work plans and budgets • Financial statements and audits • PIRs • Meeting Memos for PSC • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM and financial manager(s)
6	Which factors have improved or reduced the execution efficiency?	<ul style="list-style-type: none"> • List of factors that have improved and reduced project execution efficiency 	<ul style="list-style-type: none"> • Project Document with original budget • Any adjusted global budgets • Results Framework (and new versions, if any) • M&E system and tracking tools • Procurement system (planning and tracking) • Review of project design (Annex C) • TOC • Work plans and budgets • Financial statements and audits • PIRs • Meeting Memos for PSC • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM and financial manager(s)
7	Are the project results reasonable in relation to the financial resources invested?	<ul style="list-style-type: none"> • Comparison with other projects on relation between costs and results 	<ul style="list-style-type: none"> • Project Document with original budget • Any adjusted global budgets • Results Framework (and new versions, if any) • M&E system and tracking tools • Procurement system (planning and tracking) • Review of project design (Annex C) • TOC • Work plans and budgets • Financial statements and audits • PIRs • Meeting Memos for PSCs • Signed agreements with partners (collaboration and financing)

			<ul style="list-style-type: none"> • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM and financial manager(s) • Interviews with MOE Board members
G	Monitoring, Evaluation and Reporting		
1	When was the project M&E system operational to track outputs and outcomes?	<ul style="list-style-type: none"> • Date for approval of M&E system and resources available for monitoring 	<ul style="list-style-type: none"> • Project Document • Results Framework • M&E system and tracking tools • PPG Report • Baseline study • PIRs • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM
2	How were the project activities planned and monitored (to assure relation with outputs)?	<ul style="list-style-type: none"> • Activities included in MOE PROJECT TEAM work plans • Monitoring of activity realization by MOE PROJECT TEAM • Relation between activities and outputs in the M&E system 	<ul style="list-style-type: none"> • Results Framework • M&E system and tracking tools • PPG Report • Baseline study • Work plans and budgets • PIRs • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners
3	Were the targets in the PIR reports realistic, considering the results reported in the following PIR reports?	<ul style="list-style-type: none"> • Realism of targets in PIR reports based on compliance 	<ul style="list-style-type: none"> • Results framework • Work plans and budgets • M&E system and tracking tools • Procurement system (planning and tracking) • PIRs • Risk matrix • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners
4	Were the half-yearly Progress & Financial Reports complete, accurate and on time?	<ul style="list-style-type: none"> • Completeness and accuracy of progress- and financial reports • Timeliness of finalization (date) for progress and financial reports 	<ul style="list-style-type: none"> • Results Framework • Review of project design (Annex C) • Work plans and budgets • PIRs • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM
5	Were the risks regularly and appropriately monitored and documented, mitigation measures taken, and (if necessary) the Risk Matrix updated?	<ul style="list-style-type: none"> • Regularity of indicator monitoring, in accordance with defined methods • Mitigation measures taken, in accordance with risk matrix and/or other measures • No of risk matrix updates and the reasons 	<ul style="list-style-type: none"> • Project Document • Results framework • M&E system and tracking tools • Review of project design (Annex C) • TOC • PIRs • Risk matrix • Country statistics (Internet) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners

6	Was the information provided by the M&E system used to improve project performance and adapt to changing needs?	<ul style="list-style-type: none"> • Improvements in project results based on information from the M&E system, giving adaptation of project management 	<ul style="list-style-type: none"> • Interviews with Government and other public officials • Results Framework • M&E system and tracking tools • Review of project design (Annex C) • TOC • Baseline study • Work plans and budgets • PIRs • Risk matrix • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners
7	To what extent did the project engage key stakeholders (identified in the inception report) in the implementation of monitoring and reporting, and what were their roles?	<ul style="list-style-type: none"> • Stakeholders participating in monitoring and reporting, and their roles 	<ul style="list-style-type: none"> • Project Document • Results Framework • M&E system and tracking tools • Review of project design (Annex C) • Stakeholder analysis (Annex F) • TOC • PPG Report • Baseline study • Work plans and budgets • PIRs • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with consultants and service providers for M&E • Interviews with Government and other public officials
8	If any stakeholder groups did not participate in the project monitoring, what was the reason for this?	<ul style="list-style-type: none"> • Stakeholder groups not participating in the monitoring, and reasons for this 	<ul style="list-style-type: none"> • Project Document • Results Framework • M&E system and tracking tools • Review of project design (Annex C) • Stakeholder analysis (Annex F) • TOC • PPG Report • Baseline study • Work plans and budgets • PIRs • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners
9	Was sufficient information collected on specific indicators to measure progress on Human Rights, Ethnic minorities empowerment and Gender Equality (including gender-disaggregated data)?	<ul style="list-style-type: none"> • Quantity and quality of indicators for project progress on Human Rights, Ethnic minorities and Gender Equality, and frequency of measurements • Degree of gender-disaggregated data for Human Rights, Ethnic minorities and Equality 	<ul style="list-style-type: none"> • Project Document • Results Framework • M&E system and tracking tools • Review of project design (Annex C) • Stakeholder analysis (Annex F) • TOC

			<ul style="list-style-type: none"> • PPG Report • Baseline study • Work plans and budgets • PIRs • Mid-term Review Report • Risk matrix • Individual consulting reports • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Local workshops and interviews with local stakeholders
10	Did the M&E system track positive and negative social, economic and environmental impacts, and did the project (if necessary) take measures to mitigate potential negative impacts?	<ul style="list-style-type: none"> • Positive and negative impacts tracked by the M&E system • Measures taken to mitigate potential negative impacts 	<ul style="list-style-type: none"> • Project Document • Results Framework • M&E system and tracking tools • Review of project design (Annex C) • Stakeholder analysis (Annex F) • TOC • EIAs or screening of potential environmental / social impacts • Baseline study • Work plans and budgets • PIRs • Risk matrix • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners
H Sustainability			
Technical Sustainability			
1	Are the technologies, tools and methods introduced by the project appropriate, considering technical skills, knowledge, gender-aspects and local culture?	<ul style="list-style-type: none"> • Appropriateness of technologies, tools and methods introduced by the project, considering skills and culture of potential user groups • Appropriateness of technologies, tools and methods introduced, considering gender mainstreaming and women's participation 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C) • Stakeholder analysis (Annex F) • TOC • PPG Report • Baseline study • Memos from workshops and seminars • Work plans and budgets • PIRs • Individual consulting reports • Project publications • Training materials and tools • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Local workshops and interviews with local stakeholders

2	Are the technologies, tools and methods introduced by the project used by the target groups and expected to last (or increase in use) beyond the project period?	<ul style="list-style-type: none"> • The target groups' current and potential future use of technologies, tools and methods introduced by the project 	<ul style="list-style-type: none"> • Project Document • Results Framework • M&E system and tracking tools • Review of project design (Annex C) • Stakeholder analysis (Annex F) • TOC • PPG Report • Baseline study • Work plans and budgets • PIRs • Risk matrix • Individual consulting reports • Training materials and tools • Memos from workshops and training activities • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Local workshops and interviews with local stakeholders • Observations during field visits
Social and Socio-political Sustainability			
3	Are local communities, ethnic minorities, rural organizations, women and youth integrated in the project implementation?	<ul style="list-style-type: none"> • Estimated % participation of ethnic minorities, rural organizations, women, and youth in the project activities, disaggregated by stakeholder group and pilot area 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C) • UNEP Policies, MTS and POW • GEF policies and strategies • CEO Endorsement documents • GEF STAP Reviews • PPG Report • Baseline study • Work plans and budgets • PIRs • Mid-term Review Report • Risk matrix • Individual consulting reports • Project publications • Training materials and tools • Project website and websites for main partners • Country statistics (Internet) • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials • Local workshops and interviews with local stakeholders • Observations during field visits
4	Were processes of FPIC conducted during design, project planning or intervention in new areas?	<ul style="list-style-type: none"> • FPIC processes conducted during design, planning and implementation 	<ul style="list-style-type: none"> • Project Document • Results Framework

			<ul style="list-style-type: none"> • Review of project design (Annex C) • TOC • Stakeholder analysis (Annex F) • UNEP Policy on IP and FPIC • GEF policy on IP and FPIC • Report(s) on project FPIC processes • PPG Report • Baseline study • Work plans and budgets • Meeting Memos for PSCs • PIRs • Risk matrix • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with ethnic minorities organizations
5	Do local communities, ethnic minorities, rural organizations, women and youth support the project outcomes and consider them in their plans for the future?	<ul style="list-style-type: none"> • Plans of local communities and their community enterprises, ethnic minorities organizations, women groups and youth groups that consider certification of biodiversity conservation or other ecosystems services (both formal plans and informal plans by stakeholder leaders to be considered) 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C) • Stakeholder analysis (Annex F) • TOC • PPG Report • Baseline study • Work plans and budgets • PIRs • Individual consulting reports • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Local workshops and interviews with local stakeholders
6	What is the degree of political support for the results of the project in the country, and is it expected to last (or increase) beyond the project period?	<ul style="list-style-type: none"> • Support for the results of the project expressed on political level 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C) • Stakeholder analysis (Annex F) • TOC • UNEP Policies, MTS and POW • Policies and political priorities in the country (Internet) • GEF Focal point endorsement letter • PPG Report • PIRs • Risk matrix • Project website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners

			<ul style="list-style-type: none"> • Interviews with Government and other public officials
7	Are there any social or political factors that may influence positively or negatively the sustainability of project results and progress towards impacts?	<ul style="list-style-type: none"> • Definition of social and political factors that may impact the process from outcomes to impacts, positively (drivers) or negatively (risks) 	<ul style="list-style-type: none"> • Results Framework • Review of project design (Annex C) • TOC • Stakeholder analysis (Annex F) • PIRs • Risk matrix • Project website and websites for main partners • Country statistics (Internet) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials • Local workshops and interviews with local stakeholders • Observations during field visits
8	Is the level of ownership by the main stakeholders sufficient to allow for the project results to be sustained?	<ul style="list-style-type: none"> • Degree of ownership felt by main stakeholder groups 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C) • Stakeholder analysis (Annex F) • PPG Report • Baseline study • PIRs • Project website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials • Local workshops and interviews with local stakeholders • Observations during field visits
9	Are there sufficient government and other key stakeholder awareness, interests, commitment and incentives for certification of ecosystems conservation and other environmental services?	<ul style="list-style-type: none"> • Degree of awareness, interest, commitment and incentives for certification of ecosystems conservation and other environmental services 	<ul style="list-style-type: none"> • Project Document • Review of project design (Annex C) • Stakeholder analysis (Annex F) • TOC • PPG Report • Baseline study • PIRs • Project website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials • Local workshops and interviews with local stakeholders
10	Did the project conduct 'succession planning' and promote this to sustain the results of the project after implementation?	<ul style="list-style-type: none"> • Use of 'succession planning' for capacity building on the project topics within MOE, Main partners 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C) • Stakeholder analysis (Annex F)

			<ul style="list-style-type: none"> • TOC • Work plans and budgets • PIRs • Project publications • Training materials and tools • Project website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with MOE Board members • Interviews with Main international/national partners
11	Has the project's training and capacity building activities resulted in improved capacity for key stakeholders?	<ul style="list-style-type: none"> • Knowledge and capacity on certification of biodiversity and other ecosystems services among key stakeholders at the time of the review compared with the PPG period 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C) • Stakeholder analysis (Annex F) • TOC • PPG Report • Baseline study • PIRs • Project publications • Training materials and tools • Memos from workshops • Project website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials • Workshops
12	To what degree did main participating partners change their policies or practices during the implementation, thereby leading to the fulfilment of Human Rights, Ethnic minorities and Gender Equality principles?	<ul style="list-style-type: none"> • Degree of change of policies and practices on Human Rights, Ethnic minorities and Gender Equality among main partners during implementation (and mention of type of changes that occurred) 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C) • Stakeholder analysis (Annex F) • TOC • M&E system and tracking tools • PPG Report • Baseline study • PIRs • Project website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials
13	To what extent has the integration of Human Rights, Ethnic minorities and Gender Equality led to an increase in the likelihood of sustainability of project results?	<ul style="list-style-type: none"> • Degree of increased sustainability of project outcomes and impacts based on integration of Human Rights, Ethnic minorities and Gender Equality 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C) • Stakeholder analysis (Annex F)

			<ul style="list-style-type: none"> • TOC • Work plans and budgets • PIRs • Project website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials
14	What were the approaches and mechanisms used by the project to engage stakeholders at critical stages during the project implementation? (and the strengths and weaknesses of these approaches?)	<ul style="list-style-type: none"> • Strengths and weaknesses of project approaches and mechanisms to increase stakeholder engagement at critical stages of the implementation 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C) • Stakeholder analysis • TOC • PPG Report • PIRs • Risk matrix • Project website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials
15	Has the project contributed to policy changes, (formally approved and/or in practice)?	<ul style="list-style-type: none"> • Project contributions to formal and informal policy changes 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C) • Stakeholder analysis • TOC • UNEP Policies, MTS and POW • GEF policies and strategies • PIRs • Project publications • Project website and websites for main partners • Country statistics (Internet) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials
Environmental Sustainability			
16	Have any EIA's, environmental assessments, or environmental screening reports of the project been carried out, and if so what were the results?	<ul style="list-style-type: none"> • Results of EIA's, environmental assessments, or environmental screening reports 	<ul style="list-style-type: none"> • Project Document • PPG Report • Baseline study • PIRs • Risk matrix • EIA's, environmental assessments and environmental screening reports • Individual consulting reports (incl. environmental studies) • Project website and websites for main partners

			<ul style="list-style-type: none"> • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials • Observations during field visits
17	Have any positive or negative environmental impacts of the project or main partners been observed during the field trips in the pilot areas?	<ul style="list-style-type: none"> • Environmental positive and negative impacts of the project or main partners observed during field 	<ul style="list-style-type: none"> • Observations during field trips to pilot areas
18	Are there any environmental factors, positive or negative, that may influence the future flow of project benefits?	<ul style="list-style-type: none"> • Positive and negative environmental factors that may affect the future flow of project benefits 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C) • M&E system and tracking tools • EIA's, environmental assessments and environmental screening reports • PIRs • Risk matrix • Project website and websites for main partners • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials • Observations during field visits
19	Are there any project outputs or higher-level results that are likely to affect the environment, which, in turn, might affect sustainability of project benefits?	<ul style="list-style-type: none"> • Project outputs or outcomes that may affect the environment 	<ul style="list-style-type: none"> • Project Document • Results Framework • M&E system and tracking tools • EIA's, environmental assessments and environmental screening reports • PIRs • Risk matrix • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials • Observations during field visits
20	Are there any foreseeable negative environmental impacts that may occur, as the project results are being up-scaled?	<ul style="list-style-type: none"> • Foreseeable negative environmental impacts as results of up-scaling of the project results 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C) • TOC • M&E system and tracking tools • EIA's, environmental assessments and environmental screening reports • PIRs • Risk matrix • Project website and websites for main partners • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials

Institutional Sustainability			
21	What is the degree of participation and ownership of the Main partner organisations in the project implementation process?	<ul style="list-style-type: none"> • Partner organizations' degree of participation and ownership of the project implementation process 	<ul style="list-style-type: none"> • Project Document • Review of project design (Annex C) • Stakeholder analysis (Annex F) • TOC • PPG Report • Baseline study • PIRs • Websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials • Local workshops and interviews with local stakeholders
22	What is the capacity of the Main partner organisations to continue the activities and progress of appropriation and maintenance?	<ul style="list-style-type: none"> • Institutional capacity of the Main partners to continue and maintain the project activities 	<ul style="list-style-type: none"> • Project Document • Review of project design (Annex C) • Stakeholder analysis (Annex F) • TOC • PIRs • Risk matrix • Websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials
23	To what extent is the sustainability of the results and onward progress towards impact dependent on issues relating to institutional frameworks and governance?	<ul style="list-style-type: none"> • Institutional frameworks and governance of MOE, MOE members and main partners to progress towards sustainable impacts based on project outcomes 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C) • Stakeholder analysis (Annex F) • TOC • PIRs • Project website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials
24	How robust are the institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. required to sustaining project results and to lead those to impact on human behaviour and environmental resources, goods or services?	<ul style="list-style-type: none"> • Institutional achievements as result of the project that would impact on human behaviour and environmental resources, goods and services 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C) • Stakeholder analysis (Annex F) • TOC • Project website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM

			<ul style="list-style-type: none"> • Interviews with Main international/national partners • Interviews with Government and other public officials
25	To what degree did the main government and public sector agencies participate or collaborate with the project? (review to be made for main public agencies mentioned in the stakeholder analysis)	<ul style="list-style-type: none"> • Degree of public sector participation or collaboration with the project 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C) • Stakeholder analysis (Annex F) • TOC • Project website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials
26	How and how well did the project achieve country ownership of project outputs and outcomes?	<ul style="list-style-type: none"> • Strength of country ownership of project outputs and outcomes 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C) • Stakeholder analysis (Annex F) • TOC • Project website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials
27	To what extent have Government and public institutions assumed responsibility for the project results, providing adequate support during project implementation?	<ul style="list-style-type: none"> • Financial (US\$), technical and political support from the public sector to project implementation 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C) • Stakeholder analysis (Annex F) • TOC • Project website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials
28	Has the project contributed to long-term institutional changes, e.g. uptake of project-demonstrated tools, practices or management approaches?	<ul style="list-style-type: none"> • Long-term institutional changes (beyond implementation period) as a result of project contribution 	<ul style="list-style-type: none"> • Project Document • Results Framework • Review of project design (Annex C) • Stakeholder analysis (Annex F) • TOC • Project website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials
Economic-financial Sustainability			

29	What are the costs and benefits of the project outcomes and impacts within a long-term perspective?	<ul style="list-style-type: none"> • Cost/benefit of project outcomes in a long-term perspective, considering expected ex-post benefits 	<ul style="list-style-type: none"> • Project Document and all appendixes • Results Framework • Review of project design (Annex C) • TOC • Work plans and budgets • PIRs • Project website and websites for main partners • Country statistics (Internet) • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with MOE Board members • Interviews with Main international/national partners • Interviews with Government and other public officials
30	Would certification of biodiversity and other ecosystems services be economically sustainable in the future from the land owners point of view without project donations?	<ul style="list-style-type: none"> • Future economic/financial sustainability of certification of biodiversity and other ecosystems services 	<ul style="list-style-type: none"> • Project Document • Review of project design (Annex C) • Stakeholder analysis (Annex F) • TOC • PIRs • Project website and websites for main partners • Country statistics (Internet) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with MOE Board members • Interviews with Main international/national partners • Interviews with Government and other public officials
31	Do the partners have sustainable financing strategies, or are they very dependent on donation funds?	<ul style="list-style-type: none"> • Content of partners' existing sustainable financing strategies 	<ul style="list-style-type: none"> • Project Document • Review of project design (Annex C) • Stakeholder analysis (Annex F) • TOC • PIRs • Project website and websites for main partners • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials
32	What is the likelihood that adequate financial resources would become available to use capacities built by the project?	<ul style="list-style-type: none"> • Likelihood of adequate financial resources being available to use capacities built by the project 	<ul style="list-style-type: none"> • Project Document • Review of project design (Annex C) • TOC • PIRs • Project website and websites for main partners • Country statistics (Internet) • Websites for major financing agencies • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with MOE Board members • Interviews with Main international/national partners • Interviews with Government and other public officials

33	Are there any financial risks that may jeopardize sustainability of project results and onward progress towards impact?	<ul style="list-style-type: none"> Financial risks that may jeopardize sustainability of project results between outcomes and impacts 	<ul style="list-style-type: none"> Project Document Results Framework Financial statements and audits Review of project design (Annex C) TOC PIRs Project website and websites for main partners Country statistics (Internet) Interviews with UNEP TM and staff Interviews with MOE PROJECT TEAM Interviews with MOE Board members Interviews with Main international/national partners Interviews with Government and other public officials
34	Has the project contributed to sustained follow-on financing from government, private sector, donors etc.?	<ul style="list-style-type: none"> Sustainable financing for scaling up of project activities after project termination 	<ul style="list-style-type: none"> Project Document and budget Results Framework Review of project design (Annex C) TOC PIRs Project website and websites for main partners Country statistics (Internet) Signed agreements with partners (collaboration and financing) Interviews with UNEP TM and staff Interviews with MOE PROJECT TEAM Interviews with MOE Board members Interviews with Main international/national partners Interviews with Government and other public officials
Replication and scaling up			
35	What is the approach adopted by the project to promote replication effects?	<ul style="list-style-type: none"> Approach to promote replication of project results 	<ul style="list-style-type: none"> Project Document Review of project design (Annex C) Stakeholder analysis (Annex F) TOC Meeting memos for PSCs PIRs Project publications Project website and websites for main partners Signed agreements with partners (collaboration and financing) Interviews with UNEP TM and staff Interviews with MOE PROJECT TEAM Interviews with MOE Board members Interviews with Main international/national partners Interviews with Government and other public officials
36	What are the factors that may influence replication and scaling up of project results and lessons learned?	<ul style="list-style-type: none"> Factors that may influence replication and scaling up of results and lessons learned from the project implementation 	<ul style="list-style-type: none"> Project Document Review of project design (Annex C) Stakeholder analysis (Annex F) TOC Meeting memos for PSCs PIRs Project website and websites for main partners

			<ul style="list-style-type: none"> • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with MOE Board members • Interviews with Main international/national partners • Interviews with Government and other public officials
37	Has replication partly occurred already, or is likely to occur in the near future?	<ul style="list-style-type: none"> • Examples of replication of project results that have already occurred or would occur soon 	<ul style="list-style-type: none"> • Project Document • Review of project design (Annex C) • Stakeholder analysis (Annex F) • TOC • Meeting memos for PSCs • PIRs • Project publications • Project website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with MOE Board members • Interviews with Main international/national partners • Interviews with Government and other public officials
38	Is the project expected to play a catalytic role in terms of use and application of tools and methods produced, and capacities developed?	<ul style="list-style-type: none"> • Examples of the project's catalytic role through the use of tools, methods and capacities developed 	<ul style="list-style-type: none"> • Project Document • Review of project design (Annex C) • Stakeholder analysis (Annex F) • TOC • Meeting memos for PSCs • PIRs • Project website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with MOE Board members • Interviews with Main international/national partners • Interviews with Government and other public officials
39	What are the incentives (social, economic, market based, competencies etc.) provided by the project to contribute to catalysing changes in stakeholder behaviour?	<ul style="list-style-type: none"> • Project incentives to changes in stakeholder behaviours 	<ul style="list-style-type: none"> • Project Document • Results Framework • Financial statements and audits • M&E system and tracking tools • Review of project design (Annex C) • Stakeholder analysis (Annex F) • TOC • Meeting memos for PSCs • PIRs • Project publications • Project website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with MOE Board members

			<ul style="list-style-type: none"> • Interviews with Main international/national partners • Interviews with Government and other public officials
I	Coordination, Coherence and Complementarity		
1	What is the degree of ownership of the knowledge and tools developed and disseminated through the project (considering geographic, thematic and institutional differences)?	<ul style="list-style-type: none"> • Degree of ownership of knowledge and tools developed through the project, by topic and partner agency 	<ul style="list-style-type: none"> • Project Document • Review of project design (Annex C) • Stakeholder analysis • TOC • PPG Report • PIRs • Project publications • Training materials and tools • Memos from workshops and seminars • Project website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials
2	Have the Main participating actors been empowered through the knowledge and tools they have obtained through the project?	<ul style="list-style-type: none"> • Degree of empowerment of Main actors through knowledge and tools obtained through the project 	<ul style="list-style-type: none"> • Project Document • Review of project design (Annex C) • Stakeholder analysis • TOC • PPG Report • PIRs • Project publications • Training materials and tools • Memos from workshops and seminars • Project website and websites for main partners • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials
3	Did the collaborative structure of many organizations in the project strengthen the project implementation and results?	<ul style="list-style-type: none"> • Areas of strengthened project results due to collaboration with partner organizations 	<ul style="list-style-type: none"> • Project Document • Review of project design (Annex C) • Stakeholder analysis • TOC • PPG Report • PIRs • Project publications • Training materials and tools • Memos from workshops and seminars • Project website and websites for main partners • Websites of major donor agencies (UNDP, WB) • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners

4	Has there been any form of national donor coordination for forestry, climate change and biodiversity, and did the project or partners participate in these efforts?	<ul style="list-style-type: none"> • National donor coordination for forestry, climate change and biodiversity and the roles of the project partners in these initiatives 	<ul style="list-style-type: none"> • Interviews with Government and other public officials • Project Document • Review of project design (Annex C) • Stakeholder analysis • TOC • PPG Report • PIRs • Project publications • Training materials and tools • Memos from workshops and seminars • Project website and websites for main partners • Websites of major donor agencies (UNDP, WB) • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials
5	Are there any indications that national donor coordination in the sector improved effectiveness and efficiency and reduced transaction costs?	<ul style="list-style-type: none"> • Indicators of improved effectiveness or efficiency due to national donor sector coordination 	<ul style="list-style-type: none"> • Project Document • Review of project design (Annex C) • Stakeholder analysis • TOC • PPG Report • PIRs • Project publications • Training materials and tools • Memos from workshops and seminars • Project website and websites for main partners • Websites of major donor agencies (UNDP, WB) • Signed agreements with partners (collaboration and financing) • Interviews with UNEP TM and staff • Interviews with MOE PROJECT TEAM • Interviews with Main international/national partners • Interviews with Government and other public officials

ANNEX V. PROJECT BUDGET AND EXPENDITURES

Table IV: Expenditure by Outcome/Output

Component/sub-component/output All figures as USD	Estimated cost at design	Actual Cost/ expenditure
Component 1 / Outcome 1		
Component 2 / Outcome 2		
Component 3 / Outcome 3		

NOTE:

The UNEP Financial Management Officer concludes that it is not possible to complete this table based on the available information.

The reason is that from the time of the deployment of the new UN Secretariat/UNEP ERP software system in mid-2015, there was limited understanding on how to set up the budgets/cost collectors in order to determine final expenditures by output/component. While this capability has since evolved and improved in UNEP for newer / recent projects – the data is not available for other projects including CAMPAS.

ANNEX VI. FINANCIAL MANAGEMENT

NON-GEF AND GEF PROJECTS			
Financial management components:		Rating	Evidence/ Comments
1. Adherence to UNEP's/GEF's policies and procedures:		S	Delays in required financial reporting by agreed deadlines, including significant delays for annual audits
Any evidence that indicates shortcomings in the project's adherence ¹³ to UNEP or donor policies, procedures or rules		Yes/No	No
2. Completeness of project financial information¹⁴:			
Provision of key documents to the evaluator (based on the responses to A-H below)		S	
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes	Provided
B.	Revisions to the budget	Yes	Provided
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes	Provided
D.	Proof of fund transfers	Yes	Provided
E.	Proof of co-financing (cash and in-kind)	Yes/No or N/A	Provided
F.	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	Yes	Provided
G.	Copies of any completed audits and management responses (where applicable)	Yes	Provided

¹³ If the evaluation raises concerns over adherence with policies or standard procedures, a recommendation may be given to cover the topic in an upcoming audit, or similar financial oversight exercise.

¹⁴ See also document 'Criterion Rating Description' for reference

H.	Any other financial information that was required for this project (list): Inventory report	Yes	Provided
3. Communication between finance and project management staff		HS	
Project Manager and/or Task Manager's level of awareness of the project's financial status.		HS	Yes
Fund Management Officer's knowledge of project progress/status when disbursements are done.		HS	Yes
Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.		HS	Yes
Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.		HS	Yes
Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the evaluation process		HS	Yes
Overall rating		S	

ANNEX VII. BRIEF CV OF THE REVIEWER

Name: Trond Norheim

Profession	Manager, Environment & Climate Change, Scanteam AS trondn@scanteam.no trondn@dimes-global.com
Nationality	Norwegian
Country experience	<ul style="list-style-type: none"> • Europe: Belgium, Denmark, Finland, Germany, Italy, Norway, Slovenia, Sweden, Russia, Ukraine • Africa: Algeria, Comoros, Eritrea, Ethiopia, Ghana, Guinea-Bissau, Ivory Coast, Kenya, Mauritius, Mozambique, Seychelles, Sierra Leone, Tanzania, Tunisia, Uganda • Americas: Argentina, Belize, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, St. Vincent & the Grenadines, Suriname, Trinidad & Tobago, Uruguay, USA, Venezuela • Asia & Pacific: Bangladesh, Bhutan, Cambodia, China, Fiji, India, Indonesia, Jordan, Kiribati, Korea, Maldives, Myanmar, Nepal, Pakistan, Philippines, Samoa, Solomon Islands, Sri Lanka, Thailand, Tonga, Tuvalu, Vanuatu, Vietnam.
Education	PhD Forest Ecology; Postgrad Meteorology and Rural Sociology; MSc Forestry.

Short biography

Dr Trond Norheim is an environmental specialist with main strengths on project design, implementation, monitoring & evaluation. He has 30+ years' international experience in 77 countries on all continents, for the UN, development banks and bilateral agencies. Accredited expert for UNFCCC.

Key specialties and capabilities cover Climate Change Adaptation and Mitigation, Land Use Planning, Forestry, Energy, Biodiversity, Environment, Protected Areas, Disaster Risk Management, Sustainable Agriculture, Soil & Water Conservation, Watershed Management, Small Island Development States, Gender, and Indigenous Peoples.

Independent reviews/evaluations (from 2017 only):

UNEP: (i) MTR of 'Transitioning to sustainable food systems for sustainable lifestyles and food security and nutrition' component 3; (ii) MTR of 'Caribbean Biological Corridor'; (iii) Terminal Evaluation of the GEF project 'Mainstreaming agrobiodiversity conservation and use in Sri Lankan agro-ecosystems for livelihoods and adaptation to climate change'; (iv) Terminal Evaluation of the GEF project 'Mainstreaming Sustainable Management of Tea Production Landscapes in Asia'; (v) Terminal Evaluation of the GEF global project 'Expanding Rainforest Alliance certification at landscape level through incorporating additional ecosystem services'.

UNDP: (i) Terminal Evaluation, GEF project 'Sustainable, renewable biomass-based charcoal for the iron and steel industry in Brazil'; (ii) Team leader MTR, GEF project 'Mainstreaming Natural Resource Management and Biodiversity

Conservation Objectives into Socio-Economic Development Planning and Management of Biosphere Reserves, Vietnam’; (iii) Team leader MTR, GEF project ‘Facilitation of the Achievement of Sustainable National Energy Targets in Tuvalu’; (iv) Terminal Evaluation, GEF project ‘Enhancing Capacity to Develop Global and Regional Environmental Projects in the Pacific’; (v) MTR, GEF project ‘Economy-wide Integration of Climate Change Adaptation & Disaster Risk Management to Climate Vulnerability of Communities in Samoa’; (vi) Terminal Evaluation of the GEF project ‘Capacity for Implementing the Rio Conventions in Samoa’.

World Bank-GEF Evaluation Office: Senior Consultant, SIDS strategic country cluster evaluations, Pacific, Indian Ocean, Africa, Caribbean, with review of 45 projects in 7 countries. In charge of writing draft study report to GEF Council.

World Bank-FCPF: Technical Advisory Panel (TAP) Expert for review of the Colombia and Uruguay REDD+ Readiness Packages.

EU: Team Leader, Ex-post Evaluation, ‘Support to the Global Climate Change Alliance (GCCA) through Capacity Building, Community Engagement and applied Research in the Pacific’, Phases I and II.

Norad/MFA Norway: (i) Team Leader, End review of ‘Support to the Asian Disaster Preparedness Centre for Disaster Risk Reduction Initiatives on National and Regional Level’; (ii) MTR of ‘Strengthening the Environment Component of Oil for Development Program’ through UNEP agreement; (iii) Team Leader, Review of the Organization of Indigenous Peoples of the Colombian Amazon (OPIAC); (iv) Team Leader, Appraisal of Global Green Growth Institute (GGGI); (v) Team Leader, MTR of Norwegian Forestry Group Program “Forest Landscape Restoration in Amhara”, Ethiopia; (vi) Team leader, Consequences of the corona pandemic on value chains in agriculture, ocean-based industries, finance and energy in developing countries; (vii) Team Leader, Partner Assessment of Blue Planet and project proposal “African fish farmers go digital”; (viii) Team Leader, Review of GRID-Arendal’s cooperation with Norad and UNEP; (ix) Institutional assessments of two Colombian CSOs: Foundation for Conservation & Sustainable Development and Gaia Amazonas.

MFA Finland: NIRAS Senior Evaluator: Ex-post Evaluation, International Cooperation Instrument (ICI) projects in Afghanistan, Bhutan, India and Nepal. In charge of two environment projects in India, one in Bhutan and one in Nepal.

ANNEX VIII. REVIEW TORS (WITHOUT ANNEXES)

TERMS OF REFERENCE

Terminal Review of the UNEP/GEF project

“Strengthening national biodiversity and forest carbon stock conservation through landscape-based collaborative management of Cambodia’s Protected Areas System as demonstrated in the Eastern Plain Landscape (CAMPAS)”
GEF ID Number - 4905

Section 1: PROJECT BACKGROUND AND OVERVIEW

1. Project General Information

Table 1. Project summary

UNEP Sub-programme:	Subprogram 3 – Healthy & Productive Ecosystems	UNEP Division/Branch:	UN Environment Programme Ecosystems Division/ Biodiversity and Land Branch/ GEF Biodiversity and Land Degradation Unit Biodiversity and Land Branch
Expected Accomplishment(s):	EA (a): The health and productivity of marine, freshwater and terrestrial ecosystems are institutionalized in education, monitoring and cross-sectoral and transboundary collaboration frameworks at the national and international levels. Indicator (iii): The number of countries and groups of countries that improve their cross-sectoral and	Programme of Work Output(s):	PoW 2020/2021 Subprogramme 3 - Healthy productive Ecosystems (EA. a-1)- “Methodologies, partnerships and tools to maintain or restore ecosystem services and integrate the ecosystem management approach

	transboundary collaboration frameworks for marine and terrestrial ecosystem management with the assistance of UNEP		with the conservation and management of critical ecosystems”
SDG(s) and indicator(s)	<ul style="list-style-type: none"> ▪ SDG 1.4.2 Proportion of total adult population with secure tenure rights to land, with legally recognized documentation and who perceive their rights to land as secure, by sex and by type of tenure. ▪ SDG 2.5.1 Number of plant and animal genetic resources for food and agriculture secured in either medium- or long-term conservation facilities. ▪ SDG 3.9.2 Mortality rate attributed to unsafe water, unsafe sanitation and lack of hygiene (exposure to unsafe WASH services). ▪ SDG 4.7.1 Extend to which (i) global citizenship education and (ii) education for sustainable development, including gender equality and human rights, are mainstreamed at all levels in (a) national education policies, (b) curricula, (c) teacher education and (d) student assessment. ▪ SDG 13.2.1 Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emission development in a manner that does not threaten food production (including a national adaptation plan, nationally determined contribution, national communication, biennial update report or other). ▪ SDG 14.1.1 Index of Coastal Eutrophication (ICEP) and Floating Plastic debris Density. ▪ SDG 15.2.1 Progress towards sustainable forest management. ▪ SDG 15.7.1 Proportion of traded wildlife that was poached or illicitly trafficked. ▪ SDG 15.9.1 Progress towards national targets established in accordance with Aichi Biodiversity Target 2 of the Strategic Plan for Biodiversity 2011-2020. 		
GEF Core Indicator Targets (identify these for projects approved prior to GEF-7¹⁵)	N/A, GEF 5		
Dates of previous project phases:	N/A	Status of future project phases:	N/A

FROM THE PROJECT’S PIR REPORT (use latest version):

Project Title:	Strengthening national biodiversity and forest carbon stock conservation through landscape-based collaborative management of Cambodia’s Protected Areas System as demonstrated in the Eastern Plain Landscape (CAMPAS)
Executing Agency:	General Secretariat of National Council for Sustainable Development/ Ministry of Environment
Project partners:	National: Ministry of Environment – General Department of Local Community, General Department of Administration for Nature Conservation and Protection, Department of Biodiversity, Fisheries Administration NGO Consortium – BirdLife, Live & Learn, ERECON, WWF, WCS and ADB-BCC Subnational: Monduliri Provincial Hall, Monduliri Provincial Department of Environment, Monduliri Provincial Department of Women’s Affairs
Geographical Scope:	National
Participating Countries:	Cambodia

¹⁵ This does not apply to Enabling Activities

GEF project ID:	4905	IMIS number*¹⁶:	SB-006045
Focal Area(s):	Biodiversity; Climate Change & Sustainable Forest Management (top-up)	GEF OP #:	BD 1 Improve Sustainability of Protected Area Systems BD 2 Mainstream Biodiversity Conservation and Sustainable Use into Production Landscapes/Seascapes and Sectors
GEF Strategic Priority/Objective:	BD 1, 2	GEF approval date*:	25 August 2015
UNEP approval date:	28 June 2016	Date of first disbursement*:	4 August 2016
Actual start date¹⁷:	August 2016	Planned duration:	60 months (planned completion August 3, 2021)
Intended completion date*:	3 August 2021	Actual or Expected completion date:	30 June 2022
Project Type:	FSP	GEF Allocation*:	USD 4,718,182
PPG GEF cost*:	USD 100,000	PPG co-financing*:	N/A
Expected FSP Co-financing*:	USD 14,570,590	Total Cost*:	USD 19,288,772
Mid-term Review/eval. (planned date):	4 February 2019	Terminal Evaluation (planned date):	Early 2023
Mid-term Review/eval. (actual date):	1 February 2020 (start)	No. of revisions*:	1 NCE with 11 months up to 30 June 2022
Date of last Steering Committee meeting:	17 April 2020	Date of last Revision*:	2 September 2021
Disbursement as of 30 June 2021*:	USD 2,396,418	Date of planned financial closure*:	June 2023
Date of planned completion¹⁸*:	30 June 2022	Actual expenditures reported as of 30 June 2021¹⁹:	USD 2,368,909
Total co-financing realized as of 31 December 2021:	USD 3,742,413.50 (June 2021)	Actual expenditures entered in IMIS as of 31 December 2021*:	USD 2,368,909
Leveraged financing:²⁰	N/A		

2. Project Rationale²¹

CAMPAS, short for ‘strengthening national biodiversity and forest carbon stock conservation through landscape-based collaborative management of Cambodia’s protected area system as demonstrated in the Eastern Plains Landscape, is a project of collaboration between the Ministry of Environment and the Ministry of Agriculture, Forestry, and Fisheries. As its title suggests, the project holds the interconnected aim to improve the sustainability of Cambodia’s national system of protected areas, with the complementary objectives to mainstream biodiversity into production forests and promoting conservation of carbon stocks.

The CAMPAS project is directly in line with the GEF biodiversity focal area aiming to improve the sustainability of protected area systems—improving management effectiveness of over 4.5 million hectares of protected areas by reinforcing Cambodia’s national law enforcement system, and by developing and demonstrating coordinated planning, information management, institutional and financial arrangements around a unified national protected area vision, which is currently administered by three agencies with limited coordination and information-sharing. Cambodia is recognized as one of the

¹⁶ Fields with an * sign (in yellow) should be filled by the Fund Management Officer

¹⁷ Only if different from first disbursement date, e.g., in cases where a long time elapsed between first disbursement and recruitment of project manager.

¹⁸ If there was a “Completion Revision” please use the date of the revision.

¹⁹

²⁰ See above note on co-financing

²¹ Grey = Info to be added

priority countries for biodiversity conservation, holding four global eco-regions: Lower Mekong Dry Forests, Mekong River with the Tonle Sap floodplain, Cardamom Mountains Moist Forests, and Gulf of Thailand. The country's unique natural riches include the world's largest natural freshwater lake fish, the Greater Mekong forests and river complex, and the largest contiguous block of natural forest remaining on the Asian continent's mainland. Cambodia is sanctuary to about 1.6% of globally threatened species on the IUCN's Red List, which includes 2.5% of globally threatened mammals, 2% of globally threatened birds, and 5% of globally threatened reptiles.

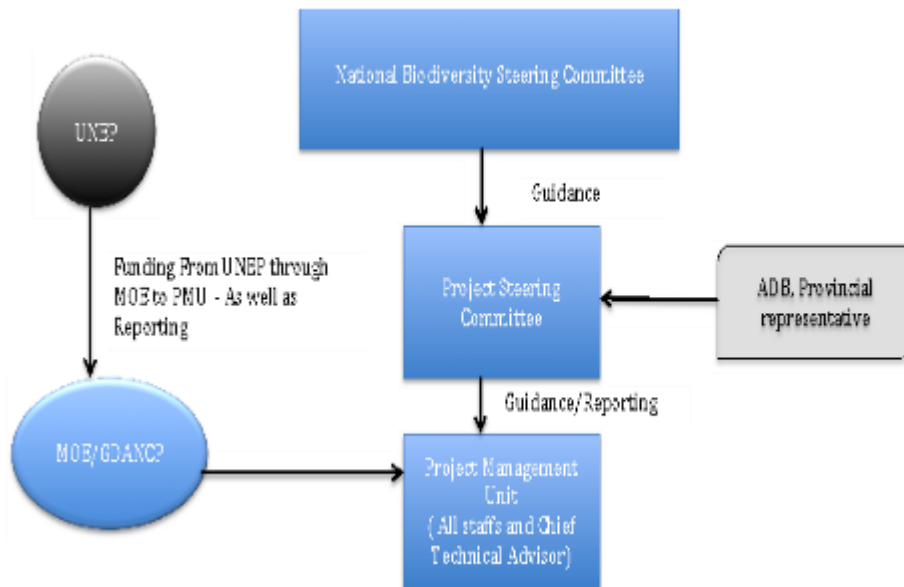
With a total budget of USD 19,288,772 of which USD 14,570,590 is co-financing by a partner alliance of international non-government organizations and USD 4,718,182 financed through GEF/UNEP, on a global basis the CAMPAS alternative will help ensure increased protection of biodiversity values in Cambodia's rich protected area landscapes, increasing their governance and management effectiveness. It will also help reduce present land-conversion trends, restoring the connectivity of protected area landscapes and recovering wildlife populations in the Eastern Plains Landscape. Through investing in forest protection and rehabilitation measures and more effective involvement of stakeholders in sustainable forest management and conservation, the project will help ensure improved forest cover and conservation of biodiversity, which also supports to maintain carbon stock enhancement of sequestration. At the national scale, the project will strengthen the effectiveness of inter-sectoral coordination, mainstreaming biodiversity conservation within national protected area landscapes, which in turn will result in synergy of investments in biodiversity and conservation management. It will increase efficiency in protection of biodiversity and ecosystem services inside protected areas and surrounding connecting forests in the landscape. This will result in the reduction of unfavourable land conversion activities in the greater landscapes of protected areas with a direct benefit to biodiversity.

3. Project Results Framework

The project design comprises two major outcomes, one at the national level budgeted at USD 2,980,730 (from UNEP/GEF) and a supportive outcome at the demonstration site level, budgeted at USD 1,501,542 (from UNEP/GEF). At the national level CAMPAS comprises three specific outputs, all oriented to strengthen unity and support for landscape-based protected area and forest management that explicitly addresses national system level issues through measures that include establishing the enabling environment at national level, through communications and awareness, strengthening protected area governance involving inter-agency cooperation, and demonstrating sustainable financing options. At the demonstration site level, the CAMPAS's four outputs will deliver a sub-regional planning approach for the Eastern Plains Landscape that integrates protected areas and biodiversity conservation into sustainable development – with specific focus on forested landscape connectivity. At this level it also focuses on integrating forest conservation with sub-regional economic development planning, trying to resolve issues presented by economic land concessions that often ignore and impact upon protected areas, and harnessing integration opportunities with other landscape-level initiatives like those of the Asian Development Bank Biodiversity Conservation Corridors and United Nations Environmental Program Adaptation Fund projects. Detailed project outcomes, outputs, deliverables, and activities are provided in the section 3 and Appendix 5 of the project document.

4. Executing Arrangements

The project's management structure is based on strong government ownership, and aligned to the existing government institutional arrangements, to ensure sustainability and replication of project outcomes. The project reported to the National Biodiversity Steering Committee (NBSC) as the government-designated body for high-level biodiversity coordination in Cambodia. The National Secretariat for Biodiversity have been established in 2001 to coordinate the implementation of the NBSAP, including monitoring, reviewing and reporting as well as providing recommendations for NBSAP revision, the latter aspect which is currently ongoing. The project was largely based in the General Department for the Administration of Nature Conservation and Protection (GDANCP) within the MoE, which also functions as the Secretariat in MoE for the National Biodiversity Steering Committee.



5. Project Cost and Financing

Total Budget as indicated in the Project Document (US\$):

Cost to the GEF Trust Fund:	4,718,182 (24.5%)
Co-financing total:	14,570,590 (75.5%)
Total project cost:	19,288,772

Co-finance summary:

Planned Co-finance

Total: 14,518,310

Actual to date: 3,742,413.50 (26% of total Co-financing) as of 30 June 2021

Co-finance delivery is significantly behind the agreed target. The main reasons for this are e.g. collaboration under the ADB BCC program did not take off as agreed – leading to significant reduction in co-finance for e.g. landscape forest restoration.

6. Implementation Issues

The Terminal Review should pay special attention to the implementation issues identified in the section 5 – Conclusions, Lessons Learned and Recommendations – of Mid-term Evaluation from September 2020; in addition to the various issues identified and dealt with by the UNEP TM such as long delays related to pushing up budget costs on annual audits as well as equipment procurement (e.g. # of motor bikes way beyond what agreed at project design), expanding the number of PMU staff and related costs beyond the set PMC ceiling by GEFSEC, delaying audits and submitting non-signed audit reports (all project audits outstanding), lack of transparency by PMU team, CAMPAS project Director creating an environment of fear where partner NGOs could not fully speak out or object to matters against contractual agreements and international funding obligations; PMU contesting and/or not accepting the independent MTR findings (in any form critical of the facts); and informing UNEP not being able to provide UNEP with outstanding reports (including reports already due for several years) as well as be able to conduct the TE until latest CAS of USD 500,000 paid - which has been withheld held by UNEP until these PCA requirements have been met, and other related issues.

Also, as indicated in 2021 PIR, with significant progress, there are also many challenges. Late LOA signing and late grant release due deadlock in approval of revised GEF projects, brought the delay of activities implementation. COVID-19 community outbreak in February 2021 affected life in Cambodian cities and provinces, staffs have been ordered to work temporarily from home or limited staffs are allowed to work at the office. Phnom Penh was locked down from February to May 2021. After that travel to the province has been allowed. Notwithstanding this, COVID has seriously affected operation on the CAMPAS project, including field monitoring project activities. Every meeting, consultation, and workshop must comply with government guidelines and follow the MoH direction. If possible, meeting, consultation, and workshops were to be conducted online – by Zoom, Microsoft Team, Skype and other means of communication. Unfortunately, internet connection is poor, especially in the province, and as a result this technology discouraged the participation from stakeholders, particularly local authorities, and

CPA members. Notwithstanding the COVID impact the project did reasonably well in continuing its field operations, especially through its NGO consortium members.

Due to sustained delays on the project a proposal was developed and already approved by UNEP, for an 11 months no-costs extension (NCE), to enable the key outputs to be completed by 30 June 2022, and with the desired quality of work.

Section 2. OBJECTIVE AND SCOPE OF THE REVIEW

7. Objective of the Review

In line with the UNEP Evaluation Policy²² and the UNEP Programme Manual²³, the Terminal Review (TR) is undertaken at operational completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The Review 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 General Secretariat of National Council for Sustainable Development/ Ministry of Environment. Therefore, the Review will identify lessons of operational relevance for future project formulation and implementation, especially for future phases of the project, where applicable.

8. Key Review principles

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

The “Why?” Question. As this is a Terminal Review and a follow-up project is likely or similar interventions are envisaged for the future, particular attention will be given to learning from the experience. Therefore, the “why?” question should be at the front of the consultant(s) minds all through the review exercise and is supported by the use of a theory of change approach. This means that the consultant(s) 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 (i.e. what contributed to the achievement of the project’s results). This should provide the basis for the lessons that can be drawn from the project.

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

Communicating Review Results. A key aim of the Review 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 review process and in the communication of review findings and key lessons. Clear and concise writing is required on all review deliverables. Draft and final versions of the main Review Report will be shared with key stakeholders by the Task Manager. There may, however, be several intended audiences, each with different interests and needs regarding the report. The consultant will plan with the Task Manager which audiences to target and the easiest and clearest way to communicate the key review findings and lessons to them. This may include some, or all, of the following: a webinar, conference calls with relevant stakeholders, the preparation of a review brief or interactive presentation.

9. Key Strategic Questions

²² <https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies>

²³ <https://wecollaborate.unep.org>

In addition to the review criteria outlined in Section 10 below, the Review will address the **strategic questions**²⁴ listed below. These are questions of interest to UNEP and to which the project is believed to be able to make a substantive contribution. Also included are five questions that are required when reporting in the GEF Portal and these must be addressed in the TR:

Q1: To what extent has the project interventions strengthened national biodiversity and forest carbon stock conservation through landscape-based collaborative management of Cambodia's Protected Areas System?

Q2: What changes were made to adapt to the effects of COVID-19 and how might any changes have affected the project's performance?

Q3: How effectively has the project addressed MTR recommendations?

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

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

What was the performance at the project's-completion against Core Indicator Targets? (For projects approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided²⁵).

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

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

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

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

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

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

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

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

10. Review Criteria

All review criteria will be rated on a six-point scale. Sections A-I below, outline the scope of the review criteria. The set of review criteria are grouped in nine categories: (A) Strategic Relevance; (B) Quality of Project Design; (C) Nature of External Context; (D) Effectiveness, which comprises assessments of the availability of outputs, achievement of outcomes and likelihood of impact; (E) Financial Management; (F) Efficiency; (G) Monitoring and Reporting; (H) Sustainability; and (I) Factors Affecting Project Performance.

Annex 1 of these Terms of Reference provides a table with a list of various tools, templates and guidelines that can help Review Consultant(s) to follow a thorough review process that meets all of UNEP's needs.

A. Strategic Relevance

The Review will assess the extent to which the activity is suited to the priorities and policies of the donors, implementing regions/countries and the target beneficiaries. The Review 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:

²⁴ The strategic questions should not duplicate questions that will be addressed under the standard review criteria described in section 10.

²⁵ This does not apply to Enabling Activities

i. Alignment to the UNEP's Medium-Term Strategy²⁶ (MTS), Programme of Work (POW) and Strategic Priorities

The Review should assess the project's alignment with the MTS and POW under which the project was approved and include, in its narrative, reflections on the scale and scope of any contributions made to the planned results reflected in the relevant MTS and POW. UNEP strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building²⁷ (BSP) and South-South Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. S-SC is regarded as the exchange of resources, technology and knowledge between developing countries.

ii. Alignment to Donor/GEF/Partner Strategic Priorities

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

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

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

iv. Complementarity with Relevant Existing Interventions/Coherence²⁸

An assessment will be made of how well the project, either at design stage or during the project inception or mobilization²⁹, took account of ongoing and planned initiatives (under the same sub-programme, other UNEP sub-programmes, or being implemented by other agencies within the same country, sector or institution) that address similar needs of the same target groups. The Review will consider if the project team, in collaboration with Regional Offices and Sub-Programme Coordinators, made efforts to ensure their own intervention was complementary to other interventions, optimized any synergies and avoided duplication of effort. Examples may include work within UNDAFs or One UN programming. Linkages with other interventions should be described and instances where UNEP's comparative advantage has been particularly well applied should be highlighted.

Factors affecting this criterion may include:

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

B. Quality of Project Design

The quality of project design is assessed using an agreed template during the review inception phase. Ratings are attributed to identified criteria and an overall Project Design Quality rating is established. The complete Project Design Quality template should be annexed in the Review Inception Report. Later, the overall Project Design Quality rating³⁰ should be entered in the final review ratings table (as item B) in the Main Review Report and a summary of the project's strengths and weaknesses at design stage should be included within the body of the Main Review Report.

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

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

²⁶ UNEP's Medium Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes. <https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents>

²⁷ <http://www.unep.fr/ozonaction/about/bsp.htm>

²⁸ This sub-category is consistent with the new criterion of 'Coherence' introduced by the OECD-DAC in 2019.

²⁹ A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

³⁰ In some instances, based on data collected during the review process, the assessment of the project's design quality may change from Inception Report to Main Review Report.

C. Nature of External Context

At review inception stage a rating is established for the project's external operating context (considering the prevalence of conflict, natural disasters and political upheaval³¹). This rating is entered in the final review ratings table as item C. Where a project has been rated as facing either an *Unfavourable* or *Highly Unfavourable* external operating context, and/or a negative external event has occurred during project implementation, the ratings for Effectiveness, Efficiency and/or Sustainability may be increased at the discretion of the Review Consultant and Task Manager together. A justification for such an increase must be given.

D. Effectiveness

iv. Availability of Outputs³²

The Review will assess the project's success in producing the programmed outputs and making them available to the intended beneficiaries as well as its success in achieving milestones as per the project design document (ProDoc). Any formal modifications/revisions made during project implementation will be considered part of the project design. Where the project outputs are inappropriately or inaccurately stated in the ProDoc, reformulations may be necessary in the reconstruction of the Theory of Change (TOC). In such cases a table should be provided showing the original and the reformulation of the outputs for transparency. The availability of outputs will be assessed in terms of both quantity and quality, and the assessment will consider their ownership by, and usefulness to, intended beneficiaries and the timeliness of their provision. It is noted that emphasis is placed on the performance of those outputs that are most important to achieve outcomes. The Review will briefly explain the reasons behind the success or shortcomings of the project in delivering its programmed outputs available and meeting expected quality standards.

Factors affecting this criterion may include:

- Preparation and readiness
- Quality of project management and supervision³³

v. Achievement of Project Outcomes³⁴

The achievement of project outcomes is assessed as performance against the outcomes as defined in the reconstructed³⁵ Theory of Change. These are outcomes that are intended to be achieved by the end of the project timeframe and within the project's resource envelope. Emphasis is placed on the achievement of project outcomes that are most important for attaining intermediate states. As with outputs, a table can be used to show where substantive amendments to the formulation of project outcomes is necessary to allow for an assessment of performance. The Review should report evidence of attribution between UNEP's intervention and the project outcomes. In cases of normative work or where several actors are collaborating to achieve common outcomes, evidence of the nature and magnitude of UNEP's 'substantive contribution' should be included and/or 'credible association' established between project efforts and the project outcomes realised.

Factors affecting this criterion may include:

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

vi. Likelihood of Impact

³¹ Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management of the project team. From March 2020 this should include the effects of COVID-19.

³² Outputs are the availability (for intended beneficiaries/users) of new products and services and/or gains in knowledge, abilities and awareness of individuals or within institutions (UNEP, 2019).

³³ For GEF funded projects 'project management and supervision' will refer to the project management performance of the Executing Agency and the technical backstopping provided by UNEP, as Implementing Agency.

³⁴ Outcomes are the use (i.e. uptake, adoption, application) of an output by intended beneficiaries, observed as changes in institutions or behavior, attitude or condition (UNEP, 2019)

³⁵ UNEP staff are currently required to submit a Theory of Change with all submitted project designs. The level of 'reconstruction' needed during a review 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 review.

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

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

The Review will consider the extent to which the project has played a catalytic role³⁶ or has promoted scaling up and/or replication as part of its Theory of Change (either explicitly as in a project with a demonstration component or implicitly as expressed in the drivers required to move to outcome levels) and as factors that are likely to contribute to greater or long lasting impact.

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

Factors affecting this criterion may include:

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

E. Financial Management

Financial management will be assessed under three themes: *adherence* to UNEP's financial policies and procedures, *completeness* of financial information and *communication* between financial and project management staff. The Review will establish the actual spend across the life of the project of funds secured from GEF and all co-financing donors, especially the degree the Government kept to its promised as stated in the co-financing confirmation letters. This expenditure will be reported, where possible, at output/component level and will be compared with the approved budget. The Review will verify the application of proper financial management standards and adherence to UNEP's financial management policies. Any financial management issues that have affected the timely delivery of the project or the quality of its performance will be highlighted. The Review will record where standard financial documentation is missing, inaccurate, incomplete or unavailable in a timely manner. The Review 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.

Factors affecting this criterion may include:

- Preparation and readiness
- Quality of project management and supervision

F. Efficiency

³⁶ *The terms catalytic effect, scaling up and replication are inter-related and generally refer to extending the coverage or magnitude of the effects of a project. Catalytic effect is associated with triggering additional actions that are not directly funded by the project – these effects can be both concrete or less tangible, can be intentionally caused by the project or implied in the design and reflected in the TOC drivers, or can be unintentional and can rely on funding from another source or have no financial requirements. Scaling up and Replication require more intentionality for projects, or individual components and approaches, to be reproduced in other similar contexts. Scaling up suggests a substantive increase in the number of new beneficiaries reached/involved and may require adapted delivery mechanisms while Replication suggests the repetition of an approach or component at a similar scale but among different beneficiaries. Even with highly technical work, where scaling up or replication involves working with a new community, some consideration of the new context should take place and adjustments made as necessary.*

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

Focusing on the translation of inputs into outputs, *cost-effectiveness* is the extent to which an intervention has achieved, or is expected to achieve, its results at the lowest possible cost. *Timeliness* refers to whether planned activities were delivered according to expected timeframes as well as whether events were sequenced efficiently. The Review 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 Review will describe any cost or time-saving measures put in place to maximise results within the secured budget and agreed project timeframe and consider whether the project was implemented in the most efficient way compared to alternative interventions or approaches.

The Review will give special attention to efforts made by the project teams during project implementation to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities³⁷ with other initiatives, programmes and projects etc. to increase project efficiency.

The factors underpinning the need for any project extensions will also be explored and discussed. Consultants should note that as management or project support costs cannot be increased in cases of 'no cost extensions', such extensions represent an increase in unstated costs to UNEP and Executing Agencies.

Factors affecting this criterion may include:

- Preparation and readiness (e.g. timeliness)
- Quality of project management and supervision
- Stakeholders participation and cooperation

G. Monitoring and Reporting

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

iv. Monitoring Design and Budgeting

Each project should be supported by a sound monitoring plan that is designed to track progress against SMART³⁸ results towards the achievement of the project's outputs and outcomes, including at a level disaggregated by gender, marginalisation or vulnerability, including those living with disabilities. In particular, the Review will assess the relevance and appropriateness of the project indicators as well as the methods used for tracking progress against them as part of conscious results-based management. The Review will assess the quality of the design of the monitoring plan as well as the funds allocated for its implementation. The adequacy of resources for Mid-Term and Terminal Evaluation/Review should be discussed, where applicable.

v. Monitoring of Project Implementation

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

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

vi. Project Reporting

Project reports and records available with the TM and FMO team will be provided to the Review Consultant(s) through coordination by the Task Manager. Some projects have additional requirements to report regularly to funding partners, which will be supplied by the project team (e.g. the Project Implementation Reviews and Tracking Tool for GEF-funded projects). The Review will assess the extent to which both UNEP and GEF reporting commitments have been fulfilled. Consideration will be given as to whether reporting has been carried out with respect to the effects of the initiative on disaggregated groups.

³⁷ *Complementarity with other interventions during project design, inception or mobilization is considered under Strategic Relevance above.*

³⁸ *SMART refers to results that are specific, measurable, achievable, relevant and time-oriented. Indicators help to make results measurable.*

Factors affecting this criterion may include:

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

H. Sustainability

Sustainability³⁹ is understood as the probability of the benefits derived from the achievement of project outcomes being maintained and developed after the close of the intervention. The Review will identify and assess the key conditions or factors that are likely to undermine or contribute to the endurance of achieved project outcomes (i.e. 'assumptions' and 'drivers'). Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention. Where applicable an assessment of bio-physical factors that may affect the sustainability of direct outcomes may also be included.

v. Socio-political Sustainability

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

vi. Financial Sustainability

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

vii. Institutional Sustainability

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

Factors affecting this criterion may include:

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

I. Factors Affecting Project Performance and Cross-Cutting Issues

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

i. Preparation and Readiness

This criterion focuses on the inception or mobilisation stage of the project (i.e. the time between project approval and first disbursement). The Review 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 Review will consider the nature and quality of engagement with stakeholder groups by the project team, the

³⁹ As used here, 'sustainability' means the long-term maintenance of outcomes and consequent impacts, whether environmental or not. This is distinct from the concept of sustainability in the terms 'environmental sustainability' or 'sustainable development', which imply 'not living beyond our means' or 'not diminishing global environmental benefits' (GEF STAP Paper, 2019, Achieving More Enduring Outcomes from GEF Investment)

confirmation of partner capacity and development of partnership agreements as well as initial staffing and financing arrangements. (*Project preparation is included in the template for the assessment of Project Design Quality*).

ii. Quality of Project Management and Supervision

For GEF funded projects ‘project management and supervision’ may refer to the project management performance of the Executing Agency and the technical backstopping and supervision provided by UNEP as Implementing Agency. The performance of parties playing different roles should be discussed and a rating provided for both types of supervision (UNEP/Implementing Agency; Partner/Executing Agency) and the overall rating for this sub-category established as a simple average of the two.

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

iii. 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, target users of project outputs and any other collaborating agents external to UNEP and the executing partner(s). The assessment will consider the quality and effectiveness of all forms of communication and consultation with stakeholders throughout the project life and the support given to maximise collaboration and coherence between various stakeholders, including sharing plans, pooling resources and exchanging learning and expertise. The inclusion and participation of all differentiated groups, including gender groups should be considered.

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

iv. Responsiveness to Human Rights and Gender Equality

The Review 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 Review will assess to what extent the intervention adheres to UNEP’s Policy and Strategy for Gender Equality and the Environment⁴⁰.

The report should present the extent to which the intervention, following an adequate gender analysis at design stage, has implemented the identified actions and/or applied adaptive management to ensure that Gender Equality and Human Rights are adequately taken into account. In particular the Review will consider to what extent project-, implementation and monitoring have taken into consideration: (i) possible inequalities (especially those related to gender) in access to, and the control over, natural resources; (ii) specific vulnerabilities of disadvantaged groups (especially women, youth and children and those living with disabilities) to environmental degradation or disasters; and (iii) the role of disadvantaged groups (especially women, youth and children and those living with disabilities) in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation.

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

v. Environmental and Social Safeguards

UNEP projects address environmental and social safeguards primarily through the process of environmental and social screening at the project approval stage, risk assessment and management (avoidance, minimization, mitigation or, in exceptional cases, offsetting) of potential environmental and social risks and impacts associated with project and programme activities. The Review will confirm whether UNEP requirements⁴¹ were met to: *review* risk ratings on a regular basis; *monitor* project implementation for possible safeguard issues; *respond* (where relevant) to safeguard issues through risk avoidance,

⁴⁰ *The Evaluation Office notes that Gender Equality was first introduced in the UNEP Project Review Committee Checklist in 2010 and, therefore, provides a criterion rating on gender for projects approved from 2010 onwards. Equally, it is noted that policy documents, operational guidelines and other capacity building efforts have only been developed since then and have evolved over time.* https://wedocs.unep.org/bitstream/handle/20.500.11822/7655/-Gender_equality_and_the_environment_Policy_and_strategy-2015Gender_equality_and_the_environment_policy_and_strategy.pdf.pdf?sequence=3&isAllowed=y

⁴¹ *For the review of project concepts and proposals, the Safeguard Risk Identification Form (SRIF) was introduced in 2019 and replaced the Environmental, Social and Economic Review note (ESERN), which had been in place since 2016. In GEF projects safeguards have been considered in project designs since 2011.*

minimization, mitigation or offsetting and *report* on the implementation of safeguard management measures taken. UNEP requirements for proposed projects to be screened for any safeguarding issues; for sound environmental and social risk assessments to be conducted and initial risk ratings to be assigned are reviewed above under Quality of Project Design).

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

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

vi. Country Ownership and Driven-ness

The Review will assess the quality and degree of engagement of government / public sector agencies in the project. While there is some overlap between Country Ownership and Institutional Sustainability, this criterion focuses primarily on the forward momentum of the intended projects results, i.e. either: a) moving forwards from outputs to project outcomes or b) moving forward from project outcomes towards intermediate states. The Review 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 (e.g. representatives from multiple sectors or relevant ministries beyond Ministry of Environment). This factor is concerned with the level of ownership generated by the project over outputs and outcomes and that is necessary for long term impact to be realised. Ownership should extend to all gender and marginalised groups.

vii. Communication and Public Awareness

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

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

Section 3. REVIEW APPROACH, METHODS AND DELIVERABLES

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

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

- (a) A **desk review** of:
- Relevant background documentation, inter alia biodiversity and natural resource management strategies, other substantive documents prepared by the projects and others;
 - Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), the logical framework and its budget;
 - Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence and including the Project Implementation Reviews and Tracking Tool and others;
 - Project deliverables (e.g. publications, reports, assessments, surveys);
 - Mid-Term Review or Mid-Term Evaluation of the project;
 - Evaluations/Reviews of similar projects.
- (b) **Interviews** (individual or in group) with:

- UNEP Task Manager (TM);
 - Project Manager (PM) or coordinator;
 - PMU project management team;
 - UNEP Fund Management Officer (FMO);
 - Portfolio Manager and Sub-Programme Coordinator, where appropriate;
 - Head of UNEP Evaluation Office (ref. to past EO - TM talks regarding financial mismanagement and non-adherence to UNEP and GEF requirements)
 - Project partners based on stakeholder analyses;
 - Relevant resource persons;
 - Representatives from the NGO Partner Consortium (EAs) including WWF Cambodia, WCS Cambodia, Birdlife Cambodia, Life and Learn and other partners and specialist groups (such as women's, farmers and trade associations etc).
- (c) **Surveys;**
- (d) **Field visits** to the project sites and targeted PAs in the Eastern Forest Plain landscape (Monduliri Province);
- (e) **Other data collection tools**, all as appropriate for the terminal review and elaborated in the inception report.

A. Review Deliverables and Review Procedures

The Review Consultant will prepare:

- **Inception Report:** (see Annex 1 for a list of all templates, tables and guidance notes) containing an assessment of project design quality, a draft reconstructed Theory of Change of the project, project stakeholder analysis, review framework and a tentative review 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.
- **Draft and Final Review Report:** containing an executive summary that can act as a stand-alone document; detailed analysis of the review findings organised by review criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.

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

Review of the Draft Review Report. The Review Consultant will submit a draft report to the Task Manager and revise the draft in response to their comments and suggestions. The Task Manager will then forward the revised draft report to other project stakeholders, for their review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions as well as providing feedback on the proposed recommendations and lessons. Any comments or responses to draft reports will be sent to the Task Manager for consolidation. The Task Manager will provide all comments to the Review Consultant for consideration in preparing the final report, along with guidance on areas of contradiction or issues requiring an institutional response.

The final version of the Terminal Review report will be assessed for its quality by the UNEP Evaluation Office using a standard template and this assessment will be annexed to the final Terminal Review report.

At the end of the review process, the Task Manager will prepare a **Recommendations Implementation Plan** in the format of a table, to be completed and updated at regular intervals, and circulate the **Lessons Learned**.

A. The Review Consultant

The Review Consultant will liaise with the Task Manager on any procedural and methodological matters related to the Review. It is, however, the consultant's individual responsibility (where applicable) to arrange for their visas and immunizations as well as to plan meetings with stakeholders, organize online surveys, obtain documentary evidence and any other logistical matters related to the assignment. The UNEP Task Manager and project team will, where possible, provide coordination on logistical support by the CAMPAS project team (introductions, suggested meetings etc.) allowing the consultants to conduct the Review as efficiently and independently as possible.

The Review Consultant will be hired for 59 workdays over a period of 4 months (1 September 2022 to 31 December 2022) and should meet the following requirements: a university degree in environmental sciences, international development or other relevant political or social sciences area is required and an advanced degree in the same areas is desirable; a minimum of 10 years of technical / evaluation experience is required, preferably including evaluating large, regional or global programmes and using a Theory of Change approach. A good/broad understanding of biodiversity and land management

issues in the Asia and Pacific region is desired. For this consultancy, fluency in oral and written English is required. The work will be home-based with mission and field visits to Cambodia (suggested two trips, total 20 days).

The Review Consultant will be responsible, in close consultation with the Task Manager, for overall quality of the review and timely delivery of its outputs, described above in Section 11 Review Deliverables, above. The Review Consultant will ensure that all review criteria and questions are adequately covered.

Proposed budget of the assignment:

- 59 fee days at USD 550/day;
- 2x international ticket - USD 3,000;
- 2 missions with total of 20 DSA days, including visa costs (180/day) - USD 3,600;
- local transport - USD 950;

Total USD 40,000

B. Schedule of the Review

The table below presents the tentative schedule for the Review over 4 months since start of the assignment.

Table 3. Tentative schedule for the Review

Milestone	Tentative Dates
Inception Report	3 weeks from starting date
Review Mission	6 weeks from starting date
E-based data collection through interviews, surveys and other approaches.	8 weeks from starting date
PowerPoint/presentation on preliminary findings and recommendations	8 weeks from starting date
Draft Review Report to Task Manager (and Project Manager)	12 weeks from starting date
Draft Review Report shared with wider group of stakeholders	13 weeks from starting date
Final Review Report	16 weeks from starting date
Final Review Report shared with all respondents	16 weeks from starting date

C. Contractual Arrangements

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

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

Schedule of Payment:

Deliverable	Percentage Payment
Approved Inception Report (<i>as per Annex I document #9</i>)	30%
Approved Draft Main Review Report (<i>as per Annex I document #10</i>)	30%
Approved Final Main Review Report	40%

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

In case the consultant is not able to provide the deliverables in accordance with these guidelines, and in line with the expected quality standards by UNEP, payment may be withheld at the discretion of the Head of Branch or Portfolio Manager until the consultants have improved the deliverables to meet UNEP's quality standards.

If the consultant fails to submit a satisfactory final product to the Project Manager in a timely manner, i.e. before the end date of their contract, UNEP reserves the right to employ additional human resources to finalize the report, and to reduce the consultant's fees by an amount equal to the additional costs borne by the project team to bring the report up to standard or completion.

ANNEX IX. QUALITY ASSESSMENT OF THE REVIEW REPORT

Review Title: “Strengthening national biodiversity and forest carbon stock conservation through landscape-based collaborative management of Cambodia’s Protected Areas System as demonstrated in the Eastern Plain Landscape”

Consultant: Trond Norheim

All UNEP Reviews are subject to a quality assessment by the UNEP Evaluation Office. This is an assessment of the quality of the review product (i.e. Main Review Report).

	UNEP Evaluation Office Comments	Final Review Report Rating
Substantive Report Quality Criteria		
Quality of the Executive Summary:	Final report:	
<p>The Summary should be able to stand alone as an accurate summary of the main review product. It should include a concise overview of the review object; clear summary of the review objectives and scope; overall project performance rating of the project and key features of performance (strengths and weaknesses) against exceptional criteria (plus reference to where the review ratings table can be found within the report); summary of the main findings of the exercise, including a synthesis of main conclusions (which include a summary response to key strategic review questions), lessons learned and recommendations.</p>	<p>Overall, a good summary although there is no mention that this is a Full-Size Project (USD 4,718,182), no reference to where the reader can find the performance ratings table (Conclusions) and no reference to any strategic questions. Lessons and recommendations while included, lack some background information (even if abridged) to place them into context and recommendations are not obviously actionable.</p>	4.5
I. Introduction	Final report:	
<p>A brief introduction should be given identifying, where possible and relevant, the following: institutional context of the project (sub-programme, Division, regions/countries where implemented) and coverage of the review; date of PRC approval and project document signature); results frameworks to which it contributes (e.g. Expected Accomplishment in POW); project duration and start/end dates; number of project phases (where appropriate); implementing partners; total secured budget and whether the project has been reviewed/evaluated in the past (e.g. mid-term, part of a synthesis evaluation, evaluated by another agency etc.)</p> <p>Consider the extent to which the introduction includes a concise statement of the purpose of the review and the key intended audience for the findings?</p>	<p>The project’s local context, rationale and geographical scope and well described. However, the Institutional context of the project and, importantly, the project’s contribution to UNEP’s Programme of Work is not provided. The completion of a Mid Term Review is not mentioned.</p>	4
II. Review Methods	Final report:	
<p>A data collection section should include: a description of review methods and information sources used, including the number and type of respondents; justification for methods used (e.g. qualitative/quantitative; electronic/face-to-face); any selection criteria used to identify respondents, case studies or sites/countries visited; strategies used to increase stakeholder engagement and consultation; details of how data were verified (e.g. triangulation, review by stakeholders etc.). Efforts to include the voices of different groups, e.g. vulnerable, gender, marginalised etc) should be described.</p> <p>Methods to ensure that potentially excluded groups (excluded by gender, vulnerability or marginalisation) are reached and their experiences captured effectively, should be made explicit in this section.</p>	<p>A lot of descriptive detail is provided, including the interpretation of the review criteria and how sites were selected for visiting. However, while the types of respondent are given, there are no counts of available/contributing respondents. The list of people consulted during the Review is available as Annex II. There is no discussion of limitations encountered (other than a delay in the field mission).</p>	5

<p>The methods used to analyse data (e.g. scoring; coding; thematic analysis etc.) should be described.</p> <p>It should also address review limitations such as: low or imbalanced response rates across different groups; gaps in documentation; extent to which findings can be either generalised to wider review questions or constraints on aggregation/disaggregation; any potential or apparent biases; language barriers and ways they were overcome.</p> <p>Ethics and human rights issues should be highlighted including: how anonymity and confidentiality were protected and strategies used to include the views of marginalised or potentially disadvantaged groups and/or divergent views. E.g. <i>‘Throughout the review process and in the compilation of the Final Review Report efforts have been made to represent the views of both mainstream and more marginalised groups. All efforts to provide respondents with anonymity have been made’</i></p>		
<p>III. The Project</p> <p>This section should include:</p> <ul style="list-style-type: none"> • <i>Context:</i> Overview of the main issue that the project is trying to address, its root causes and consequences on the environment and human well-being (i.e. synopsis of the problem and situational analyses). • <i>Results Framework:</i> Summary of the project’s results hierarchy as stated in the ProDoc (or as officially revised) • <i>Stakeholders:</i> Description of groups of targeted stakeholders organised according to relevant common characteristics • <i>Project implementation structure and partners:</i> A description of the implementation structure with diagram and a list of key project partners • <i>Changes in design during implementation:</i> Any key events that affected the project’s scope or parameters should be described in brief in chronological order • <i>Project financing:</i> Completed tables of: (a) budget at design and expenditure by components (b) planned and actual sources of funding/co-financing 	<p>Final report:</p> <p>The project context and results framework are described and the stakeholder analysis sub-section is comprehensive. Implementation structure and changes over time have been described in sufficient detail, and a discussion on the status of MTR recommendations is provided. A summary of project financing, including cash and in-kind co-financing is very well presented.</p>	6
<p>IV. Theory of Change</p> <p>The reconstructed TOC at Review should be presented clearly in both diagrammatic and narrative forms. Clear articulation of each major causal pathway is expected, (starting from outputs to long term impact), including explanations of all drivers and assumptions as well as the expected roles of key actors.</p> <p>This section should include a description of how the <i>TOC at Review</i>⁴² was designed (who was involved etc.) and applied to the context of the project? Where different groups (e.g. vulnerable, gender, marginalised etc) are included in, or affected by the project in different ways, this should be reflected in the TOC.</p> <p>Where the project results as stated in the project design documents (or formal revisions of the project design)</p>	<p>Final report:</p> <p>The TOC narrative includes an explanation of the reconstruction and achieves better clarity on the project’s [expected] causal pathways than what was presented in the original Results Framework. The review identifies TOC drivers and assumptions, as well as the roles of key actors, although a more detailed narrative on these would have been beneficial and no driver/assumption is included on human rights and equality.</p> <p>The outputs lack, in some cases, verbs and indications of the intended users/beneficiaries, which would</p>	4.5

⁴² During the Inception Phase of the review process a *TOC at Design* is created based on the information contained in the approved project documents (these may include either logical framework or a TOC or narrative descriptions). During the review process this TOC is revised based on changes made during project intervention and becomes the *TOC at Review*.

<p>are not an accurate reflection of the project's intentions or do not follow UNEP's definitions of different results levels, project results may need to be re-phrased or reformulated. In such cases, a summary of the project's results hierarchy should be presented for: a) the results as stated in the approved/revised Prodoc logframe/TOC and b) as formulated in the TOC at Review. <i>The two results hierarchies should be presented as a two column table to show clearly that, although wording and placement may have changed, the results 'goal posts' have not been 'moved'.</i> This table may have initially been presented in the Inception Report and should appear somewhere in the Main Review report.</p>	<p>have helped establish the cause and effect relationship between the outputs and outcomes. The Project Outcomes also lack verbs to make the ambition of the project clear (strengthened' and 'integrated'). UNEP typically requires the identification of Intermediate States in its TOC, which highlight the expected pathway towards impact (absent in this TOC).</p>	
<p>V. Key Findings</p> <p>A. Strategic relevance: This section should include an assessment of the project's relevance in relation to UNEP's mandate and its alignment with UNEP's policies and strategies at the time of project approval. An assessment of the complementarity of the project at design (or during inception/mobilisation⁴³) with other interventions addressing the needs of the same target groups should be included. Consider the extent to which all four elements have been addressed:</p> <ol style="list-style-type: none"> 1. Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities 2. Alignment to Donor/Partner Strategic Priorities 3. Relevance to Regional, Sub-regional and National Environmental Priorities 4. Complementarity with Existing Interventions 	<p>Final report: All required sections included and very good section on complementarity with existing interventions. Sub-criteria are not rated here. Could have had more detail on the scale and scope of contributions in relation to some elements, such as to the MTS.</p>	5
<p>B. Quality of Project Design To what extent are the strength and weaknesses of the project design effectively <u>summarized</u>?</p>	<p>Final report: Section presents a satisfactory summary of the quality of design under the various criteria as well as their scores. It is possible to identify the weaknesses and strengths of the design from the summary presented.</p>	5.5
<p>C. Nature of the External Context For projects where this is appropriate, key external features of the project's implementing context that may have been reasonably expected to limit the project's performance (e.g. conflict, natural disaster, political upheaval⁴⁴) and how they have affected performance, should be described.</p>	<p>Final report: The Review includes discussions that are better suited under the contextual background of the project (Section III A) or under the assessment of Sustainability and/or Effectiveness (refer to para 94). The effects of COVID on performance are identified as the main reason behind an 'unfavourable' rating but are not sufficiently described for the thought process to be clear. It appears that the main impact of COVID was to delay implementation, which was compensated for through a no cost extension.</p>	4
<p>D. Effectiveness</p>	<p>Final report:</p>	4.5

⁴³ A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

⁴⁴ Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management of the project team.

<p>(i) Outputs and Project Outcomes: How well does the report present a well-reasoned, complete and evidence-based assessment of the a) availability of outputs, and b) achievement of project outcomes? How convincing is the discussion of attribution and contribution, as well as the constraints to attributing effects to the intervention.</p> <p>The effects of the intervention on differentiated groups, including those with specific needs due to gender, vulnerability or marginalisation, should be discussed explicitly.</p>	<p>The two tables of tables are used to record the availability of outputs and achievement of outcomes. There is, however, an absence of people within the discussion which leaves some of a 'how' elements of the change process unexamined. (There is a useful table of project beneficiaries under Efficiency, Box II). There are also few examples of either the quality or utility of the work.</p> <p>The Evaluation Office notes the Reviewers' report (para 103) of the reduction from 2000 ha restored agroforests to 500 ha and indication that this contributed to a shift of emphasis from reforestation to ecosystem restoration. The Reviewer also notes in para 60 that this change in the target was not included in the no cost extension agreement. Given the seemingly unjustified nature of the reduction and ambiguity around this change in a core environmental target, the Evaluation Office does not validate the Highly Satisfactory rating at outcome level and awards a Satisfactory rating to this sub-category.</p>	
<p>(ii) Likelihood of Impact: How well does the report present an integrated analysis, guided by the causal pathways represented by the TOC, of all evidence relating to likelihood of impact?</p> <p>How well are change processes explained and the roles of key actors, as well as drivers and assumptions, explicitly discussed?</p> <p>Any unintended negative effects of the project should be discussed under Effectiveness, especially negative effects on disadvantaged groups.</p>	<p>Final report: Section indicates that the intended impact is likely to be achieved however, the discussion on the supporting evidence (e.g. status of rTOC Drivers, Assumptions, and Intermediate States) is not sufficiently strong; cross references to the causality described in the TOC section is also missing.</p> <p>The consideration of gender and people with disability is included in the analysis. Also, unintended effects from the initiative are included in the analysis.</p> <p>While the Reviewer provides an analysis of the likelihood of impact drawing on a range of sources of information, more information about how the project has ensured the likelihood of impact would have strengthened the report. For example, there is reference to the replication and scale-up of local success stories from the project area (Table 12) but there is no description or discussion of this pilot work within the discussion of Effectiveness, beyond the table of outputs (table 10)</p>	5
<p>E. Financial Management This section should contain an integrated analysis of all dimensions evaluated under financial management and include a completed 'financial management' table. Consider how well the report addresses the following:</p>	<p>Final report: A detailed description and analysis of the financial performance of the project is provided. However, given that project partners and the PMU are reported to be waiting for disbursements despite the project</p>	5

<ul style="list-style-type: none"> • <i>adherence</i> to UNEP's financial policies and procedures • <i>completeness</i> of financial information, including the actual project costs (total and per activity) and actual co-financing used • <i>communication</i> between financial and project management staff 	<p>having reached operational completion, the Evaluation Office validates the rating for adherence to UNEP's procedures as Moderately Satisfactory. (Financial tables are difficult to read)</p>	
<p>F. Efficiency To what extent, and how well, does the report present a well-reasoned, complete and evidence-based assessment of efficiency under the primary categories of cost-effectiveness and timeliness including:</p> <ul style="list-style-type: none"> • Implications of delays and no cost extensions • Time-saving measures put in place to maximise results within the secured budget and agreed project timeframe • Discussion of making use during project implementation of/building on pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. • The extent to which the management of the project minimised UNEP's environmental footprint. 	<p>Final report: An extensive discussion of efficiency, although the computation of the efficiency ratio should be read with caution as the availability of outputs and achievement of outcomes do not lend themselves to an easy quantification (%). Figure 5 is mentioned in error, meaning Figure 7. The poor relations between UNEP and the PMU should be reflected under the performance rating for Project Management and Supervision.</p>	5.5
<p>G. Monitoring and Reporting How well does the report assess:</p> <ul style="list-style-type: none"> • Monitoring design and budgeting (<i>including SMART results with measurable indicators, resources for MTE/R etc.</i>) • Monitoring of project implementation (<i>including use of monitoring data for adaptive management</i>) • Project reporting (<i>e.g. PIMS and donor reports</i>) 	<p>Final report: The required aspects of monitoring and reporting have been assessed in a satisfactory manner, including strengths and weaknesses observed, and their consequences to implementation. The review report does not comment on the project's data collection methods and frequency, nor on the completeness of PIMs reports. It is not made clear if/how the amounts budgeted for M&E consultants did translate into individuals being responsible for collecting data against indicators etc.</p>	5
<p>H. Sustainability How well does the review identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of achieved project outcomes including:</p> <ul style="list-style-type: none"> • Socio-political Sustainability • Financial Sustainability • Institutional Sustainability (<i>including issues of partnerships</i>) 	<p>Final report: The section on socio-political sustainability discusses gender equity and the involvement of indigenous communities, while an analysis of political factors is limited. For financial sustainability, the Reviewer does not speak to the presence or absence of secured funding, only of potential sources. Given the varied picture presented, the 'Likely' rating is found to be on the optimistic side.</p>	5
<p>I. Factors Affecting Performance These factors are <u>not</u> discussed in stand-alone sections but are integrated in criteria A-H as appropriate. Note that these are described in the Evaluation Criteria Ratings Matrix. To what extent, and how well, does the review report cover the following cross-cutting themes:</p> <ul style="list-style-type: none"> • Preparation and readiness 	<p>Final report: The report covers all the required aspects under this section to varying levels of detail, given that some topics (E.g. human rights and gender equality) have been addressed in more detail within the report. All seem to be anchored on findings presented throughout the report</p>	5

<ul style="list-style-type: none"> • Quality of project management and supervision⁴⁵ • Stakeholder participation and co-operation • Responsiveness to human rights and gender equity • Environmental and social safeguards • Country ownership and driven-ness • Communication and public awareness 		
<p>VI. Conclusions and Recommendations</p> <p>Quality of the conclusions: The key strategic questions should be clearly and succinctly addressed within the conclusions section.</p> <p>It is expected that the conclusions will highlight the main strengths and weaknesses of the project, and connect them in a compelling story line. Human rights and gender dimensions of the intervention (e.g. how these dimensions were considered, addressed or impacted on) should be discussed explicitly. Conclusions, as well as lessons and recommendations, should be consistent with the evidence presented in the main body of the report.</p>	<p>Final report: The report has presented mixed findings, with occasional references to contributions from respondents that give pause for thought. The report needed a conclusion that brought these varying findings together in a compelling narrative that clarifies and supports the overall project performance findings. There is, however, no substantive conclusions section.</p> <p>The three key strategic questions included in the TOR are not addressed in the conclusions section. While the material is within the report in different places, UNEP expects a summary/concluding answer to these questions in this section.</p>	2
<p>ii) Quality and utility of the lessons: Both positive and negative lessons are expected and duplication with recommendations should be avoided. Based on explicit review findings, lessons should be rooted in real project experiences or derived from problems encountered and mistakes made that should be avoided in the future. Lessons are intended to be adopted any time they are deemed to be relevant in the future and must have the potential for wider application (replication and generalization) and use and should briefly describe the context from which they are derived and those contexts in which they may be useful.</p>	<p>Final report: 5 lessons are recorded. Either more context for each lesson or a cross reference back to the text where the issue was discussed, would have helped any reader wanting to apply these lessons in another project.</p>	4
<p>iii) Quality and utility of the recommendations: To what extent are the recommendations <u>proposals for specific action to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results?</u> They should be feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when.</p> <p>At least one recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions, should be given.</p>	<p>Final report: Recommendations address many of the challenges found in the report. However, the prescribed actions are not sufficiently defined in a way that can guide their implementation. For example: Rec #2 is: Improve national coordination, especially with MAFF. It is unclear which agencies should increase coordination with MAFF and how.</p>	4

⁴⁵ 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 overall supervision/technical backstopping provided by UNEP, as the Implementing Agency. Comments and a rating should be provided for both types of supervision and the overall rating for this sub-category established as a simple average of the two.

<p>Recommendations should represent a measurable performance target in order that the Evaluation Office can monitor and assess compliance with the recommendations.</p> <p>In cases where the recommendation is addressed to a third party, compliance can only be monitored and assessed where a contractual/legal agreement remains in place. Without such an agreement, the recommendation should be formulated to say that UNEP project staff should pass on the recommendation to the relevant third party in an effective or substantive manner. The effective transmission by UNEP of the recommendation will then be monitored for compliance.</p> <p>Where a new project phase is already under discussion or in preparation with the same third party, a recommendation can be made to address the issue in the next phase.</p>	<p>There could also be better elaboration on the challenge/problem being addressed.</p> <p>Finally, there is no recommendation to strengthen the human rights or gender dimension.</p>	
<p>VII. Report Structure and Presentation Quality</p>		
<p>i) Structure and completeness of the report: To what extent does the report follow the Evaluation Office guidelines? Are all requested Annexes included and complete, including a gender disaggregation total for respondents.</p>	<p>Final report: The report is largely complete and follows the Evaluation Office guidelines. The required annexes are provided apart from the Annex on GEF Portal Questions. The UNEP GEF team are directed to para 204 where the Reviewer indicates where these questions have been addressed.</p> <p>Annex V. project budget and expenditures by component was not provided by the evaluand hence not included but comment on matter provided.</p>	5
<p>ii) Quality of writing and formatting: Consider whether the report is well written (clear English language and grammar) with language that is adequate in quality and tone for an official document? Do visual aids, such as maps and graphs convey key information? Does the report follow UNEP Evaluation Office formatting guidelines?</p>	<p>Final report: The report follows UNEPs guidance on structure. In some cases the Evaluation Office has requested an adjustment in tone as befits evaluative reporting. Some sentence formulations could have been improved with another round of editing.</p>	5
<p>OVERALL REPORT QUALITY RATING</p>		4.7

A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1. The overall quality of the review report is calculated by taking the mean score of all rated quality criteria.