

Validated Terminal Review Report of the UNEP-GEF Project
**“Market Policy and legislative development for
mainstreaming the sustainable management of marine and
coastal ecosystems in Lebanon”**

GEF ID 4020

2013 - 2021



UNEP Ecosystems DIVISION

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This report has been prepared by an external consultant (herein refers as reviewer) of 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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Market Policy and legislative development for mainstreaming the sustainable management of marine and coastal ecosystems in Lebanon

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This Terminal Review was prepared for UNEP Ecosystems Division by prof. Suzan Kholeif.

The Reviewer would like to express her gratitude to all persons met and who contributed to this review, as listed in Annex II. The Reviewer consultant would like to sincerely thank the UNEP/ GEF Terminal Review Coordinator, Rastislav Vrbensky; UNEP/GEF Task Manager, Ersin Esen, for giving unstintingly of their time for the Review of this project. The Reviewer would also like to thank Aska Ochiel for the attention and helpfulness in arranging site visits for two countries and other aspects of my work and responsiveness to all requests. Sincere appreciation is also expressed to the project Focal point at the Lebanon Ministry of Environment, Lara Samaha, IUCN ROWA Project Manager, Hany El Shaer, Natalia Boulad and all IUCN-ROWA Project team and other stakeholders and individual who provided valuable input and feedback for this Review.

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

BRIEF CONSULTANT BIOGRAPHY

As an external Reviewer, Professor Suzan Kholeif brings a wealth of academic knowledge and practical experience to the table. With a background in marine geology, education, climate, and environmental changes, she has completed courses in ICZM tools and approaches, sustainable development, and EIA. With over 25 years of experience as an oceanographer, Kholeif specializes in the management of coastal ecosystems, climate change in a marine context, monitoring marine water pollution, Coastal Zone Management (ICZM), EIA, and advancing the application of ecosystem approach to sustainable management of water resources. She has authored over 50 peer-reviewed papers and books on ocean, climate, and SDGs-related topics.

Kholeif is an expert in evaluating and reviewing international reports, programs, strategies, scientific articles, and project proposals, having worked with prestigious organizations such as UNEP/GEF, UNESCO, IOC, Plan Blue, MedECC, EC, and UN. She has managed and coordinated several international projects and consultancies related to ICZM, assessment, and evaluation of marine waters and fisheries in the Mediterranean.

Kholeif is a member of numerous international and national scientific and society committees, including the Egyptian National Council for Women, Executive Planning Group (EPG) for planning the UN Decade for Ocean Science for Sustainable Development, Expert Group & co-chair of Capacity Development of IOC, the advisory board of SDG4Med-Italy, member of the steering committee of "Mediterranean we want" UN Decade endorsed program, MedCC, lead author of Report on Coastal Risks for 2022-2023, Advisory board of SDG4Med-Italy, and Signatory of the Mission Ocean and Light House, Mission Ocean EC.

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Prof. Suzan Kholeif***

ABOUT THE REVIEW

Joint Review: No

Report Language(s): English

Review Type: Terminal Review

Brief Description:

This report is a Terminal Review of a UNEP/GEF “Market Policy and legislative development for mainstreaming the sustainable management of marine and coastal ecosystems in Lebanon” project implemented between 2014 and 2020. The project's overall development goal was to contribute to the sustainable management and protection of the marine and coastal biodiversity in Lebanon and the wide Mediterranean region through mainstreaming of biodiversity conservation and integrated coastal zone management approaches into national policies and legal instruments. The project specific objective is to strengthen the policy and regulatory framework for mainstreaming the conservation and sustainable use of marine and coastal biodiversity in Lebanon.

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 has 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 and the relevant agencies of the project participating countries.

Key words: Biodiversity Development, Biodiversity conservation, marine habitats, coastal habitats, Law,

Primary data collection period: February to June 2023

Field mission dates:

- 1- Amman (IUCN ROWA Staff) 13th to 17th March 2023
- 2- Lebanon, 25th to 29th April 2023

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LIST OF ACRONYMS

APAC	APPOINTED PROTECTED AREAS COMMITTEE
BCS	BIODIVERSITY COUNTRY STUDY
BD	BIODIVERSITY
CAMP	COASTAL AREA MANAGEMENT PROGRAM
CBD	CONVENTION ON BIOLOGICAL DIVERSITY
CC	CLIMATE CHANGE
CDR	COUNCIL FOR DEVELOPMENT AND RECONSTRUCTION
DG	DIRECTOR GENERAL
DGUP	DIRECTORATE GENERAL OF URBAN PLANNING
DMR	DIVERSITY IN THE MEDITERRANEAN REGION
EA	EXPECTED ACCOMPLISHMENT
EIA	ENVIRONMENTAL IMPACT ASSESSMENT
EOU	EVALUATION AND OVERSIGHT UNIT
EOU	EVALUATION OFFICE OF UNEP
FAO GFCM	FOOD AND AGRICULTURAL ORGANIZATION OF THE UNITED NATIONS-GENERAL FISHERIES COMMISSION FOR THE MEDITERRANEAN
FMO	FUND MANAGEMENT OFFICER
GDP	GROSS DOMESTIC PRODUCT
GE	GREEN ECONOMY
GEF	GLOBAL ENVIRONMENT FACILITY
GPA	GLOBAL PROGRAM OF ACTION
ICAM	INTEGRATED COASTAL AND MARINE AREAS MANAGEMENT
ICZM	INTEGRATED COASTAL ZONE MANAGEMENT
IDAL	INVESTMENT DEVELOPMENT AUTHORITY FOR LEBANON
IUCN	INTERNATIONAL UNION FOR CONSERVATION OF NATURE
LEDO	LEBANESE ENVIRONMENT & DEVELOPMENT OBSERVATORY
LFNC	LEBANON'S FIRST NATIONAL COMMUNICATION (UNFCCC)
LME	LARGE MARINE ECOSYSTEMS
MEA	MULTILATERAL ENVIRONMENTAL AGREEMENTS
METAP	MEDITERRANEAN ENVIRONMENTAL TECHNICAL ASSISTANCE PROGRAM
MOA	MINISTRY OF AGRICULTURE
MOE	MINISTRY OF ENVIRONMENT
MOF	MINISTRY OF FINANCE

MOI	MINISTRY OF INDUSTRY
MOIM	MINISTRY OF INTERIOR AND MUNICIPALITIES
MOPH	MINISTRY OF PUBLIC HEALTH
MOPWT	MINISTRY OF PUBLIC WORKS AND TRANSPORT
MOT	MINISTRY OF TOURISM
MOU	MEMORANDUM OF UNDERSTANDING
NBSAP	NATIONAL BIODIVERSITY STRATEGY AND ACTION PLAN
NCSA	NATIONAL CAPACITY NEEDS SELF ASSESSMENT
NCSR	NATIONAL COUNCIL FOR SCIENTIFIC RESEARCH
NGO	NON-GOVERNMENTAL ORGANIZATIONS
NGO	NON-GOVERNMENTAL ORGANISATION
PAP/RAC	PRIORITY ACTIONS PROGRAM/REGIONAL ACTIVITY CENTER
APAC	THE APPOINTED PROTECTED AREAS COMMITTEE
PINR	PALM ISLANDS NATURE RESERVE
PRC	PROJECT REVIEW COMMITTEE (INTERNAL UNEP COMMITTEE THAT APPROVES NEW PROJECTS)
PRODOC	PROJECT DOCUMENT
SAP-BIO BIOLOGICAL	STRATEGIC ACTION PROGRAM FOR THE CONSERVATION OF THE
SAP-MED BASED	STRATEGIC ACTION PROGRAM TO ADDRESS POLLUTION FROM LAND-
SC	SUSTAINABLE CONSUMPTION
SD	SUSTAINABLE DEVELOPMENT
SDG	SUSTAINABLE DEVELOPMENT GOALS
TOC	THEORY OF CHANGE
TOR	TERMS OF REFERENCE
UNEP	UNITED NATIONS ENVIRONMENT PROGRAMME

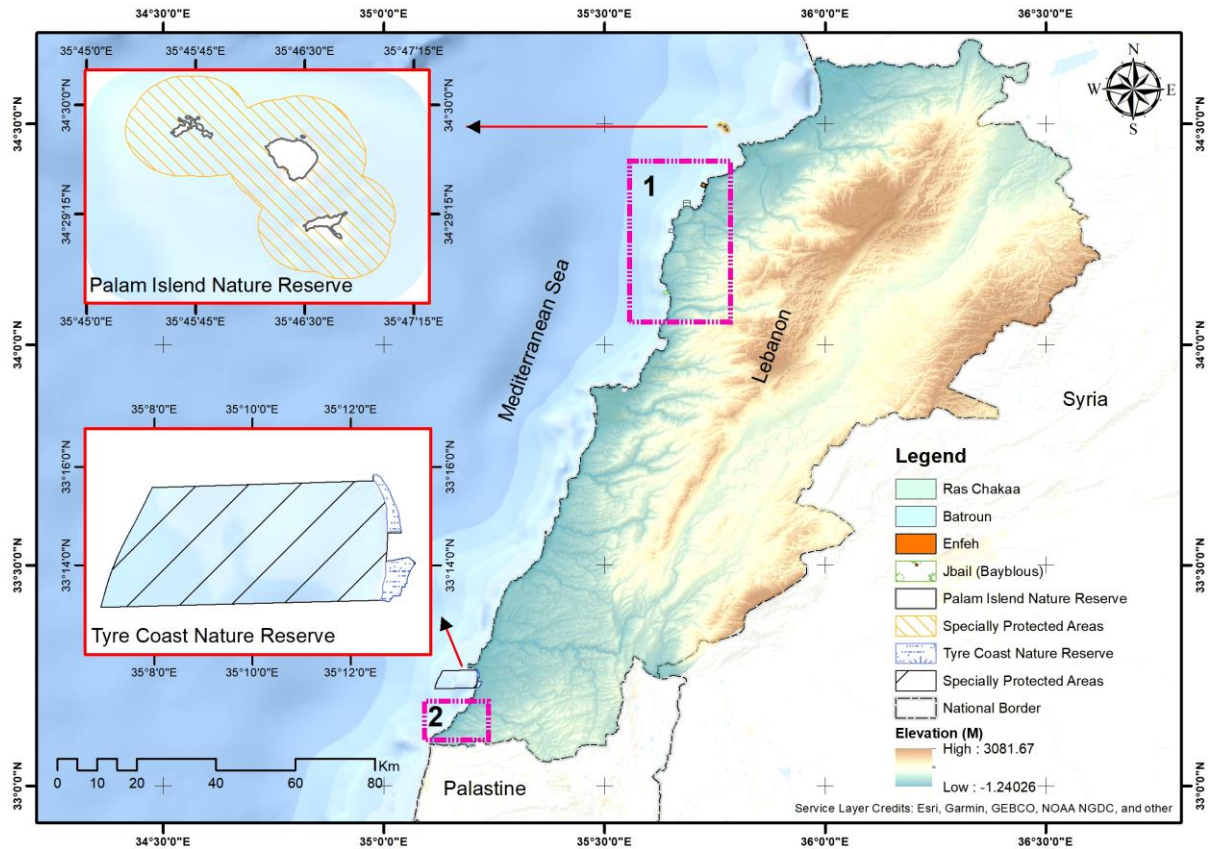


Figure 1: Map displays the locations of Marine Protected Areas (MPAs) in Lebanon that were part of a project implementation. Two of the MPAs, Palm Islands Nature Reserve (PINR) and Tyre Coast Nature Reserve (TCNR), have already been declared and are highlighted in red. The MPAs within the purple frame are those proposed for designation, with the project supporting the preparation of designation files and conducting scientific studies to be presented to the Ministry of Environment (MoE). Rectangle one encompasses four MPAs: Enfeh, Ras Chakaa, Batroun, and Jbail (Bayblous), while rectangle two corresponds to the Al Naqoura site. **[Sources: offered by Eng. Hanna Haddad, IUCN-ROWA, Amman]**

PROJECT IDENTIFICATION TABLE

Table 1. Project Summary

UNEP Sub-programme:	Subprogram 3 – Healthy & Productive Ecosystems	UNEP Division/Branch:	UN Environment Programme Ecosystems Division GEF Biodiversity and Land Degradation Unit Biodiversity and Land Branch
Expected Accomplishment(s):	<p>EA a) The health and productivity of marine, freshwater and terrestrial ecosystems are institutionalized in education, monitoring and cross-sector and transboundary collaboration frameworks at the national and international levels.</p> <p>Indicators: (ii) Increase in the number of countries and transboundary collaboration frameworks that demonstrate enhanced knowledge of the value and role of ecosystem services.</p> <p>iii) Increase in the number of countries and groups of countries that improve their cross-sector and transboundary collaboration frameworks for marine and terrestrial ecosystem management</p> <p>EA b) Policymakers in the public and private sectors test the inclusion of the health and productivity of ecosystems in economic decision-making</p> <p>Indicator: (i) Increase the in number of public sector institutions that test the incorporation of the health and productivity of marine and terrestrial ecosystems in economic decision-making</p>	Programme of Work Output(s):	PoW 2018-19 Subprogramme 3: Healthy and productive ecosystems
SDG(s) and indicator(s)	UNSF 2017 – 2020 (Core Priority 3) SDG 14: Life below water		
GEF Core Indicator Targets (identify these for projects approved prior to GEF-7¹)	N/a, GEF4 project		

¹ This does not apply to Enabling Activities

Dates of previous project phases:	N/a	Status of future project phases:	N/a
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Project details

Identification Table			
		GEF ID.: 4020	Umoja no.: P1-33GFL-001304
Project Title		Market Policy and legislative development for mainstreaming sustainable management of marine and coastal ecosystems in Lebanon	
Duration months	<i>Planned</i>	36	
	<i>Extension(s)</i>	6	n/a
Division(s) Implementing the project		UN Environment Programme Ecosystems Division GEF Biodiversity and Land Degradation Unit Biodiversity and Land Branch	
Name of co-implementing Agency		N/A	
Executing Agency(ies)		Current PCA holder: The International Union for the Conservation of Nature, Regional office for West Asia (IUCN ROWA) First PCA holder: Ministry of Environment, Lebanon	
Names of Other Project Partners		University of Balamand	
		CNRS	
		TCNR	
		PINR	
		MORES	
Project Type		Medium Size Project	
Project Scope		National	
Region		West Asia	
Countries		Lebanon	
Programme of Work		PoW 2018-19, Subprogramme 3 – healthy and productive ecosystems	
GEF Focal Area(s)		Biodiversity	
UNSDCF / UNDAF linkages		UNSF 2017 – 2020 (Core Priority 3)	
Link to relevant SDG target(s) and SDG indicator(s)		SDG 14: Life below water	

GEF financing amount	Total: \$ 950,000 For the Second PCA: 654,265.50 US \$	
Co-financing amount	Total: 1,423,000 US\$ By IUCN: 325,000 US \$	
Date of CEO Endorsement	2/11/2010	
Start of Implementation	1/11/2013 For the 2nd PCA/ IUCN: 20/1/2018	
Date of first disbursement	20/3/2013 For 2nd PCA: 20/2/2018	
Total disbursement as of 30 June 2021	Total (MoEnv)+ 2nd PCA (IUCN): 896372.77 USD	
Total expenditure as of 30 June 2021	Total 1 st PCA (MoEnv): 295,444 USD 2nd PCA (IUCN): 628,824.00 Total (MoEnv & IUCN) = 924,268 USD	
Expected Mid-Term Review Date	30 July 2019 (4th PIR reporting process used as the MTR)	
Completion Date	<i>Planned</i>	31/12/2020
	<i>Revised</i>	30/06/2021
Expected Terminal Evaluation Date	31.12.2021	
Expected Financial Closure Date	31/12/2021	

Project background

1. UNEP/GEF identified priority actions for the further development and implementation of the Strategic Action Program for the Mediterranean, including the twelve GEF-eligible Mediterranean countries, and resulted in a detailed Transboundary Diagnostic Analysis (TDA) in 1997 and Strategic Action Program for the Conservation of Marine and Coastal Biodiversity in the Mediterranean Sea (SAP-BIO). The National Product of Lebanon identified the issues and causes that led to the deterioration of biodiversity in the marine and coastal zone. This analysis was used as the basis for developing the current project.
2. This project aims to generate an integrated enabling framework for the sustainable management and conservation of coastal and marine biodiversity by supporting policies and legal reforms, enhancing stakeholder engagement, and mainstreaming biodiversity priorities and coastal zone management plans into national strategies, with a special focus on the impact of climate change on Marine and coastal biodiversity.
3. The UNEP was the GEF implementing agency, and the International Union for the Conservation of Nature (IUCN) acted as executing agency for the overall project, with all associated responsibilities under the guidance and supervision of the Lebanese Ministry of Environment (MoE).
4. The project was developed in 2010 and 2011 and endorsed by GEF CEO in January 2012 with total budget was \$ 1,423,000 of which \$ 950,000 was from the GEF. The project's Inception Phase officially started with GEF CEO Approval in January 2012 and ended in October 2013. However, it went through complex national challenges, which led to major delay and changes in management arrangements and handing over the execution of the project to the IUCN ROWA in 2018.
5. In line with UNEP Evaluation Policy, the UNEP Evaluation Manual and the Guidelines for GEF Agencies in Conducting Terminal Evaluations (TE). The Terminal Review (TR) of the Project was initiated after completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts stemming from the project, including their sustainability. This Review has 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 and their executing partners.
6. A Theory of Change (TOC) was generated for this Review using the GEF Evaluation Office's approach to reviewing the project's logical framework to assess whether the project design is consistent with and appropriate for delivering the ultimate impact. TOC shows the causal pathways from project objectives to project outcomes to intermediate states and, finally, the project's long-term impact. The ToC identified eight intermediate outcomes between project outcomes and desired impact (Figure 6) resulting from eleven project outputs and identified three impact pathways. Five assumptions given in this analysis were identified along with four other external

factors (Drivers) that, if present, are expected to contribute to realising the ultimate (desired) impacts and can be influenced by the project partners and stakeholders.

Key Findings

7. After reviewing the outputs implemented by the project and the challenges it faced (will be mentioned subsequently), the rating is satisfactory for most of the outcomes because the project was able to adapt and respond to the challenges it faced and was able to accomplish most of the specific activities for each output as intended. Shifting some outcomes according to country needs increased country ownership more than in the project proposal.
8. The project assisted in the development and implementation of legislation relating to the Law for Protected Areas; through promoting environmental protection and effective natural resource management through mainstreaming of marine and coastal biodiversity in the legislative framework in Lebanon; by addressing some gaps and providing decision support tools that would improve the mainstreaming of biodiversity conservation in coastal zone planning; developing six policy documents, legal decrees and regulations containing measures to enhance the sustainable use and management of marine and coastal biodiversity
9. The project is focused on improving the EA (b) indicator (i) through a comprehensive capacity-building program that targets various stakeholders, including the Ministry of Environment staff, relevant ministries, academics, research institutions, and the general public. It has introduced the concept of Red Listing to the research community concerned with marine and coastal biodiversity, as well as the concept of protected area management effectiveness to stakeholders involved in coastal protected area management. Additionally, it raised awareness of the importance of marine birds and the impact of Invasive Alien Species (IAS) on the marine environment.
10. The project also contributed to enhancing the decision-making process bonded to marine and coastal biodiversity by providing a knowledge foundation; such as Guidelines on Mainstreaming Biodiversity Conservation into the Environmental Impact Assessment Process for Development Projects Affecting Marine and Coastal Ecosystems and a Checklist for Inspecting and Monitoring Necessary Environmental Mitigation Measures Related to Conserving and Protecting Biodiversity have been developed to support the Ministry of Environment in mainstreaming biodiversity into the EIA process and to increase the capacity of consulting firms conducting environmental impact assessments. As well as by developing technical publications, reports, maps, guidelines and protocols (IAS Protocol, Modified Protected Area Management Effectiveness Tracking Tools).
11. The project contributed to updating the management plan of two marine protected areas and preparing profiles for declaring deep-sea protected areas. The project also presented an economic valuation study examining ecosystem services and economic benefits, such as tourism potential for the Tire Coast Nature Reserve (TCNR), the Palm Island Nature Reserve (PINR), and Ras Al Shakka.
12. The project enhanced the capacity and awareness of decision-makers and national stakeholders in understanding the concept of conservation and management of protected areas. It provided spatial data and knowledge on marine and coastal

ecosystems (e.g., sea floor and habitat maps, seabirds, the impact of marine invasive species, guidelines, ..) and marine and coastal biodiversity hotspots.

13. The Review found that the project's outreach activities, communication and knowledge transfer interventions contributed significantly to developing important legislative initiatives and updating the policy agendas of relevant governments and decision-makers regarding the conservation and development of coastal and marine biodiversity. Furthermore, strong country ownership of results and interest and commitment among government and other stakeholders indicates continued work to improve further the enabling environment for replication and scaling-up of lessons learned from the project.
14. Overall, the bulk of the project's activity was oriented at increasing awareness and knowledge of biodiversity conservation and development through various knowledge products and activities that targeted each type of stakeholder. The project developed a pilot knowledge-education model for embedding biodiversity conservation principles and the value of restoration into community cogitation. This model covers many sectors of society, including kids, and a series of educational and knowledge tools, materials, and publications were offered.

Figure 2: Some project' publications oriented for enhancing the BD knowledge (E &A)



15. The project collaborated and created networks with non-GEF projects, e.g., “The Blue Solutions Project through the Panorama Solutions Platform” and “Enhancing the Socio-ecological Climate Change Resilience of Marine and Coastal Systems in Lebanon.” Likewise, with the GEF project “Healthy Ecosystems for Grassland Development”, to co-organize an event on the application of the Hima concept in community-managed marine and coastal areas. Furthermore, the project collaborated with the Norwegian project “Enhancing Socio-ecological Climate Change Resilience of Marine and Coastal Systems in Lebanon” to co-finance a seafloor and habitat mapping activity.
16. The Review revealed that the project pursued gender equality to appropriate extent, targeted representatives from various sectors of society in communication and awareness-raising, and picked some training activities. Besides, to a certain extent, the project dedicated some activities to raise the awareness of the fishermen's community. However, this sector that lives or works in project sites needs more and correct knowledge about the concept and objectives of establishing protected areas and should have more attention.

Conclusions

17. The project was ambitious because it set out to undertake meaningful actions to integrate biodiversity development and conservation into national thinking. Its management agencies were able to adapt project activities to current national needs, align with national priorities within the framework of the project work plan and avoid duplication of previously completed activities during the project delay.
18. The quality of project outputs is generally reasonable (Table 8) succeeded in attaining most of the planned outcomes within the approved results framework. The project achieved its intermediate goals and completed the end-of-project milestones, despite the gap between the drafting of the project document and the implementation by IUCN_ROWANA, and other significant challenges in conducting many activities, such as political unrest in 2019 and COVID in 2020-2021, followed by a massive explosion in Lebanon that caused a severe national economic crisis
19. The project is focused on improving the EA (b) indicator through a comprehensive capacity-building program that targets various stakeholders, including the Ministry of Environment staff, relevant ministries, academics, research institutions, and the general public. It has introduced the concept of Red Listing to the research community concerned with marine and coastal biodiversity and the concept of protected area management effectiveness to stakeholders involved in coastal protected area management. Additionally, it raised awareness of the importance of marine birds, the impact of IAS, and impact of climate change on the coastal and marine biodiversity.
20. The project has embraced an integrated approach to implementation, starting by reviewing and enforcing national laws, developing strategies for the conservation and management of marine protected areas, researching the impact of coastal activities on biodiversity, mapping the deep-sea environment, and integrating with other projects related to the study of marine and coastal resources. All of these efforts were then incorporated into national coastal zone management plans and proposals for mitigating the effects of climate change. Although some of the outputs have been partially implemented, the integration of these outputs can be considered as a baseline study for developing national guideline for a National Master plan for the Lebanese coastline and a national strategy for the Integrated Coastal Zone management.
21. According to the Review, the project's outreach activities, communication, and knowledge transfer interventions significantly suggested crucial legislative initiatives and updated policy agendas related to coastal and marine biodiversity for relevant governments and decision-makers. Additionally, the government and stakeholders' strong interest and commitment indicate their willingness to work together to improve the project's results and create a better environment for replicating and scaling-up lessons learned from the project.

Lessons Learned

22. **Lesson Learned 1:** Restoring nature resources doesn't mean halting economic activity in the restored areas; basically what is correct is coexistence and production

together. - Effective integration of biodiversity development and conservation with sustainable livelihoods requires working systematically with local communities.

- 23. Lesson Learned 2:** Sustainable livelihoods requires working systematically with local communities even if the project has skilled and motivated staff. Effective integration of biodiversity development and conservation with sustainable livelihoods requires working steadily with all sectors of the society and leave no one behind.
- 24. Lesson Learned 3:** Raising awareness is a crucial first step towards conservation. It is important for the community to understand the principles of biodiversity conservation and management in order to effectively protect it. Neglecting these principles may result in the inability to practice conservation.
- 25. Lesson Learned 4:** Engagement of a Responsible National Party for project implementation and delivery. This led to more efficient accomplishments and greater ownership of the country than expected.
- 26. Lesson Learned 5:** Make room for both current needs and future aspirations: The economic situation has a major impact on the sustainability of ecosystem conservation. In case of this country, the focus on immediate needs takes precedence over future sustainability.
- 27. Lesson Learned 6:** Law enforcement is crucial for effective conservation efforts and economic growth, and their role cannot be replaced by any other means. Environmental progress may not be immediate as it takes time for the necessary efforts to accumulate and create visible and tangible results. Therefore, it is important to prioritize acquiring strong support from the governments.
- 28. Lesson Learned 7:** For development and conservation of marine and coastal ecosystem, the countries should support the ICZM approach and pay closer attention to the society way of thinking. Shifting in mindset and the misunderstanding of protected areas, especially among fishermen Hence, it's necessary to educate the fundamentals of ICZM in the national education system and ensure that all upcoming projects align and contribute towards the set goals and objectives.
- 29. Lesson Learned 8:** "People usually change." and the same can be said for a country's priorities. Thus, flexible project management plan is crucial to ensure that activities remain realistic and achievable, and indigenous communities and municipalities should be consulted in the project's inception phase to guarantee smooth management and to ensure the sustainability of project results,
- 30. Lesson Learned 9:** Establish a robust risk management plan right from the outset, to attain the desired outcomes particularly when the project is being executed in a politically unstable county. Nothing is guaranteed in this rapidly changing world, and remains the same, even over a short time. Therefore, a robust risk plan should be a component of the project structure to deal with and accept any changes before approving the project.
- 31. Lesson Learned 10:** This Terminal Evaluation/Review should be conducted immediately after project termination to avoid losing interest and losing important details associated with the project outcomes from stakeholders.

Recommendations

The following recommendations are proposed for reflection in the future development of the UNEP/GEF policy and regulatory framework for project interventions to support the sustainable development and conservation of marine and coastal biodiversity. [This report provides detailed recommendations which are briefly summarized below:](#)

31. **Recommendation 1:** Efforts to manage protect coastal-marine marine reserves have offered by the project with significant base-line steps. These actions are vital for the successful execution of Integrated Coastal Zone Management (ICZM) plans and Marine Special Planning (MSP) in all coastal regions. To further strengthen the support for integrated coastal development throughout Lebanon's coast, it is recommended to incorporate these efforts with the most significant national initiatives.
32. **Recommendation 2:** Lebanon's coastal and marine nature reserves offer a promising chance to increase revenue through Friendly ecosystem services. One of the ways to achieve this is by promoting ecotourism.
33. **Recommendation 3:** A nature reserve should have a comprehensive implementation plan with clear terms of reference and a timeline before seeking funding. This execution plan should be the main objective of the project proposal. Funding agencies, such as UNEP/GEP, should verify that this execution plan has not been previously funded to avoid duplication of funding. By doing so, the project will have a greater chance of success and long-term impact.
34. **Recommendation 4:** The midterm evaluation phase is crucial for the project evaluation and executing agency to monitor any repeated, invalid, or modified activities promptly. Without this phase, some project outputs may not be fully utilized, and there may be reallocation without proper investigation. Thus, the intermediate evaluation is essential, even for small to medium projects.
35. **Recommendation 5:** UNEP's Evaluation and Management methodology required an update to encompass the evaluation of not only final reports but also the final products such as; guidelines, strategic planning, and monitoring programs.
36. **Recommendation 6:** Knowledge, education and Communication products that were developed by the project should be accessible to support learning and education, aiding in conserving coastal and marine ecosystems. Additionally, it can facilitate the development of national coastal zone management plan.
37. **Recommendation 7:** For effectively empower women and leverage their expertise in protecting biodiversity within relevant sectors and policies, it is recommended that future projects should embrace activities targeting women's economic empowerment.
38. **Recommendation 8:** In future projects, prioritizing activities that mitigate vulnerabilities and enhance the quality of life of coastal communities is crucial for improving their overall well-being. This is considered a critical bottleneck for the sustainability of the impact of the projects.

Validation

39. The report has been subject to an independent validation exercise performed by UNEP's Evaluation Office. The performance ratings for the 'Market Policy and legislative development for mainstreaming the sustainable management of marine and coastal ecosystems in Lebanon' project, set out in the Conclusions and Recommendations section, have been slightly adjusted as a result. The project was assessed by the Evaluation Office as having a sub-optimal operational context during the period of project implementation. This was captured by the 'Unfavourable' validation rating for the criterion 'Nature of the External Context'. This U rating was taken into consideration in validating the project's performance ratings for effectiveness. The overall project performance is validated at the **Satisfactory** level.

I. PROJECT OVERVIEW

This report is a Terminal Review of the UNEP/GEF project (GEF ID.: 4020; Umoja no.: P1-33GFL-001304) “Market Policy and legislative development for mainstreaming the sustainable management of marine and coastal ecosystems in Lebanon”. The project is Medium-sized Project (MSP) with GEF contributions (\$ 950,000), implemented between 2014 and 2020.

40. The main legal framework for the Project is UNSF 2017 – 2020, (Core Priority 3; GEF Subprogram 3 – Healthy & Productive Ecosystems), although it was prepared and designed before the release of the current United Nations Strategic Framework for Lebanon UNSF 2017 – 2020.
41. The project was developed in 2010 and 2011 and endorsed by GEF CEO in January 2012 with a GEF allocation of \$920K. The UNEP was the GEF implementing agency, and the International Union for the Conservation of Nature (IUCN) acted as executing agency for the overall project, with all associated responsibilities under the guidance and supervision of the Lebanese Ministry of Environment (MoE). The project's Inception Phase officially started with GEF CEO Approval in January 2012 and ended in October 2013. However, it went through complex national challenges, which led to major delays and changes in management arrangements and handing over the execution of the project to the IUCN ROWA in 2018.
42. The project budget was \$ 2,200,000 of which \$ 950,000 was from the GEF, and co-financed by IUCN and Ministry of Environment (MoE) of Lebanon was \$1,250,000 (Table 5)
43. In line with UNEP Evaluation Policy, the UNEP Evaluation Manual and the Guidelines for GEF Agencies in Conducting Terminal Evaluations, the Terminal Review of the Project is being initiated after completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts stemming from the project, including their sustainability. This Review has 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 and their executing partners.
44. UNEP contracted an independent consultant (*referred to herein as the Reviewer*) for a terminal review of the Lebanon project to assess the overall achievements of the project and the challenges faced and engage with project counterparts to overcome the issues. This mission will be undertaken for four months, from March to 30th of June 2023, with a visit by the Reviewer to the project site. During this mission, the Reviewer will interview the Project Execution team, the Steering committee, TM Task Manager, NGOs, Local/national stakeholders (See Annex7),
45. This project is a GEF 4 project and contributes to SDG 14: life under water, 14.2.1, Proportion of national Exclusive Economic Zones managed using ecosystem-based approaches. The project contribution towards this target includes:
 - Enhanced awareness and capacity of local institutions related to on the identification of marine invasive species, which are a major threat to marine and coastal ecosystems in Lebanon.
 - Enhancing the awareness of local communities of the threatened and endangered species through a training program of marine species.
 - Enhancing the capacity towards effective management of marine protected areas, through training on protected area management effectiveness.

46. This Review provides valuable insights and practical suggestions as lessons and recommendations for improving future project development and implementation. It also offers guidance for the continued enhancement and utilization of project Review methodology.

The main target audiences for the Review findings are:

- GEF Secretariat (as the funding entity)
- Implementing Agency (UNEP): Biodiversity and Land Branch of the GEF Biodiversity and Land Degradation Unit of the Ecosystems Division
- Executing Agency (IUCN): International Union for Conservation of Nature - Regional Office for West Asia (IUCN ROWA)
- Co-executing Agency (Lebanon government): Ministry of Environment
Lebanon other ministries
- The Project Steering Committee
- National governmental institutions , including the MoA, MoI, MoT, MoIM, MoWE, MoPH, MoPWT, DGUP, CDR and local municipalities
- Research centres, universities, academics and experts
- Directors and government associations of Lebanon Nature Resources
- Private sector, including landowners, tourist resorts, industrial and infrastructure development entities or any other organization providing services along the coast
- Women's Association
- Association for community and Environment

II. REVIEW METHODS

II.1. Subject and scope of the Review

47. In line with the UNEP Evaluation Policy, the UNEP Programme Manual and the Guidelines for GEF Agencies in Conducting Terminal Evaluations, this TR has been carried out using a set of 9 commonly applied review criteria, which include: (1) Strategic Relevance, (2) Quality of Project Design, (3) Nature of External Context, (4) Effectiveness (*incl. availability of outputs; achievement of outcomes and the likelihood of impact*), (5) Financial Management, (6) Efficiency, (7) Monitoring and Reporting, (8) Sustainability and (9) Factors Affecting Project Performance and Cross-Cutting Issues (see Annex III: Review Matrix for more details on each Review criterion).
48. Most Review criteria are rated on a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability and Likelihood of Impact are rated from Highly Likely (HL) down to Highly Unlikely (HU), and the Nature of External Context is rated from Highly Favourable (HF) to Highly Unfavourable (HU). The ratings against each criterion are 'weighted' to derive the Overall Project Performance Rating. The greatest weight is placed on the achievement of outcomes, followed by dimensions of sustainability.

II.2. Review objectives

49. The Terminal Review of the Project was initiated after completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts 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 learning, feedback, and knowledge sharing through results and lessons learned among UNEP, the GEF and their executing partners.

II.3. Review approach and methodology

50. An review framework was created by the Reviewer, which includes a detailed matrix of Review questions, indicators, and sources of verification (Review Matrix Annex III). These Review questions were refined from the ToR and UNEP's example questions and are arranged around the Review criteria. The main questions from the ToR are categorized under effectiveness. The Reviewer also added more questions under the effectiveness criteria to reflect the reconstructed ToC and project design assessment. Additionally, several other questions were included.
51. It is worth mentioning the review initiation questions/criteria (e.g. project design, preparation, monitoring) are not included in this Review matrix for non-recurrence. Where possible, indicators from the project results framework were included, and where these were not available, new indicators were suggested by the Reviewer.
52. All review indicators were analysed using the project's reporting mechanism, available data and project outcomes validated through the revision of disk top documents and final project reports and products and through interviews with project staff, the Steering Committee, local authorities and key stakeholders. In several cases, the somewhat subjective "perception" will have to be used as an indicator, for instance, for

the adequacy of project management, available resources, and backstopping by UNEP etc.

53. During the review process, the focus was on identifying any challenges and risks that may have impacted the project's implementation and success. Various methods and tools were used to gather qualitative and quantitative data to conduct a comprehensive Review and ensure objectivity based on evidence. The Reviewer undertook a thorough review of the available documents received by the UNEP evaluation office and some from Executing Agency.
54. The UNEP evaluation office, Executing Agency, and other relevant parties provided the Reviewer with various project documents that were thoroughly reviewed. These documents contained information for different Review criteria and indicators The full list of documents to be consulted is included in Annex III
55. The review process involved six phases (as shown in Figure 3), including an initial review of project documents presented in an inception report. Further documents, stakeholder interviews, site visits, and data processing were analysed to create a preliminary finding report and generate a terminal review report.

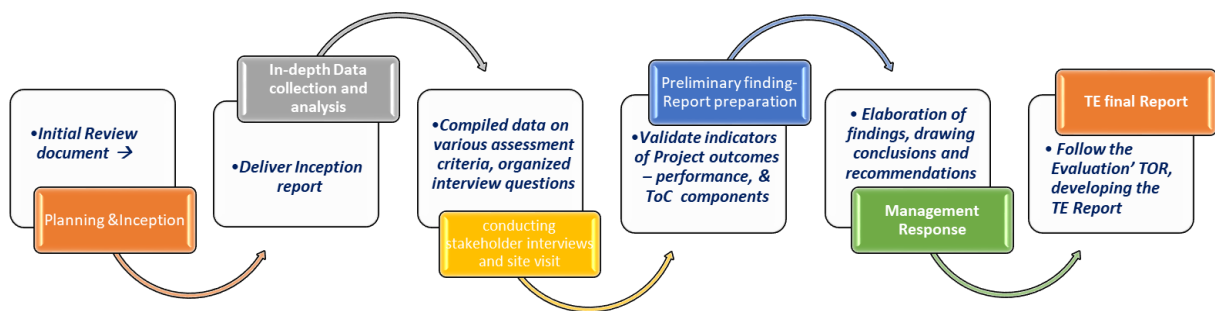


Figure 3: Review methodology 6 phases; inception report, data collection and analysis, conducting stakeholder interviews and site visit, processing information, preliminary finding report, Incorporating all these in a terminal evaluation report

- Inception stage: The Reviewer followed UNEP's evaluation methodology document and terms of reference. A preliminary review of project documents, program implementation reports, and UNEP Evaluation Office review documents were conducted. Also the virtual meetings with the TM, steering committee member and executing agency to discuss the scope of the review and other project implementation issues. The Reviewer prepared a list of names, contact details for the project implementation team and stakeholders, and agreed on a tentative time for site visits (Annex II includes a list of interviewees and documents consulted during the Terminal evolution). A first draft ToC exercise was developed based on the Project Document review, followed by drafting the Inception report that integrated all the information and data collected.
- Review questions are drafted based on the Review terms of reference and organized according to the Review criteria. The Reviewer added further questions and adjusted others to fit the project's specific context, focusing on effectiveness and efficiency criteria (see Question Matrix table, Annex III). However, the Review initiation questions/criteria (e.g. project design, preparation, monitoring) were not included in

this Review matrix due to non-recurrence. The Reviewer utilized the project results framework indicators whenever possible and recommended new indicators when necessary.

- All Review indicators were validated using as much as possible quantitative and qualitative data as possible from a review of project documents and reports, verification of results and through interviews with project staff, partners and key stakeholders. Occasionally, self-perception was used as an indicator to discuss certain issues, such as project management competence, challenges, and available resources. We aimed to use as much data as possible to ensure accuracy in our Review.
- 56. **A Theory of Change (ToC)** was reconstructed during the Inception Phase of the Terminal Review based on an extensive desktop review of all project documentation and initial interviews and virtual meetings (TM and Executing team manager, SC member); this ToC was presented and discussed with the project manager and team members, SC members involved in the Review. Inputs and suggestions for ToC have been taken into account, and the final version can be found in section IV of this report.
- 57. Throughout this Review process and in the compilation of the Final Terminal Report, efforts have been made to represent the views of both mainstream and more marginalised groups. Data were collected with respect to ethics and human rights issues. All pictures were taken, and other information was gathered after prior informed consent from people; all discussions remained anonymous, and all information was collected according to relevant UNEG guidelines and UN standards of conduct.

II.4. Primary Data sources and tools

- ➔ A desk review of key project documentation, reports, publications, dissemination materials produced by the project, and information on relevant websites and social media. among others (Annex 4).
- ➔ Conduct interviews with stakeholders virtually and communicate via email; before the country mission, the Reviewer conducted a number of semi-structured interviews with a small group of essential stakeholders in February and March using the Zoom program. The task manager and executing organization collaborated with the Reviewer to select the interviewed stakeholders.
- ➔ Country visit: The Country Mission was set up by the Reviewer in partnership with the Task Manager, the Lebanese Ministry of Environment, and the IUCN ROWA project team. The project site was visited in April 2023, while the IUCN-ROWA team visited in March of the same year.
- ➔ The list of stakeholder interviews in Annex II was chosen based on their involvement and interest in the project outcomes, as explained in section and table 2. Overall, the Reviewer has interviewed a wide variety of stakeholders from different backgrounds, including project team representatives, Steering Committee members, national Ministries, Nature Reserves Directors, municipality members, NGOs, divers, fishermen, and women's organizations (see Annex). All stakeholders were highly cooperative and provided extensive insight into various project aspects. These included the project's performance against the Theory of Change, as well as future perception and expectation.
- ➔ Validation of data: The data and information gathered through document review are carefully validated by the project manager, a member of the Steering Committee, and the project Focal point at Lebanon's Ministry of Environment. This validation process includes online interviews, emails, in-country interviews, and site visits. In cases where

data from the three sources complement each other, they are used to generate findings. However, if the information and data do not coincide, additional interviews with relevant stakeholders are organized either through mail or zoom meetings.

58. **Preliminary Findings:** After conducting the Review, the Reviewer created preliminary findings. These findings were then incorporated into the first draft of the Terminal Review (TR) report and sent to the project team for review, revision, and finalization of the final TR report.
59. **Code of Conduct:** This Review has adhered to the Ethical Code of Conduct outlined in the UNEP Evaluation policy. This meant that all interviews and information were kept confidential and anonymous, with no possibility of tracing them back to a specific source or individual and agreed on using personal photos for publication in the reports and other issues relevant to this Review. Additionally, all those involved in the Review were given the opportunity to review the findings. Throughout the process, the maintained empathy and sensitivity towards the various contexts and cultures of the stakeholders involved. To ensure inclusivity, separate interviews were conducted with some Reviewer women and indigenous beneficiaries involved in the site activities.

Table 2: Respondents' sample for the Terminal Review of the Lebanon Project

<i>Respondent Category</i>	<i>Entity</i>	<i># people involved (M/F)</i>	<i># people Contacted (M/F)</i>	<i>% respondent</i>
<i>Project team (those with management responsibilities e.g. PMU)</i>	Implementing Agency UNEP/GEF	3 (1/2)	3 (1/2)	100%
<i>Financial and management Agency Task Manager Project Focal point</i>	UNEP/GEF	2	2	100%
<i>Project (implementing/ executing) partners (receiving funds from the project)</i>	IUCN-ROWA MoE	7(3/4)	7(3/4)	100%
<i>Project (collaborating/contributing) partners (not receiving funds from the project)</i>	National governmental institutions (MoA, MoI, MoT, MoIM, MoWE, MoPH, MoPWT, DGUP, CDR and local municipalities,	8(5/3)	8(5/3)	100%
<i>Direct beneficiaries</i>	MoE, NR, Municipality	10(6/4)	10(6/4)	100%
<i>Indirect beneficiaries (Civil society representatives)</i>	Environmental associations, fishermen, Sour society member	22(14/8)	22(14/8)	100%

III. THE PROJECT

A. Context

60. Lebanon observes one of the highest densities of flora diversity in the Mediterranean basin, as it hosts 1.11% of the world's plant species in addition to 2.63% of the mammal, bird and reptile species. Around 8.5% of the terrestrial flora are broad endemics, and 3.5% are strict endemics of Lebanon. However, considered a hotspot for biodiversity in the Mediterranean basin, Lebanon is witnessing unprecedented destruction of its natural habitat. The surge in Lebanon's population because of the unabated influx of Syrian refugees has also compounded unregulated urbanization since 2012 (Bou Dagher-Kharrat et al., 2018). Furthermore, unstable policies leading to a lack of law enforcement significantly negatively influence all coastal and marine sites. Therefore, knowing where the status of biodiversity, the capacity of the country for development and conservation, and stakeholders' perceptions within a country are of high importance for setting priority sites for protection will ultimately contribute to sustainable development efforts undertaken by regional and international organizations.
61. There are two Ramsar sites (MPAs) along the Lebanese coast. The first is Palms Island Nature Reserve (PINR) was established in 1992 in North Lebanon with an area of about 4.2 km². It's a marine reserve lying 5km northwest off the shores of El-Mina in Tripoli. It is a wetland of international importance as a site for migratory birds and an important breeding site for various seabirds. The second is Tyre Coast Nature Reserve (TCNR), established in 1998 in South Lebanon by Law. It comprises the longest remaining sandy beach in Lebanon. The reserve is an Important Bird Areas site for the nesting of Carretta Carretta and Chelonya medas turtles (MoE 2004).
62. The scarcity of scientific knowledge and public awareness are the main threats to Lebanon's marine and coastal biodiversity. During the civil war and the conflict period, very little research was done on marine and coastal biodiversity in Lebanon. This deficiency of scientific knowledge and a reduced awareness among scientists and other stakeholders translated into many environmental cases of abuse.
63. The Project Document lists some gaps that hinder the sustainable development in coastal and marine ecosystems as;
 - The absence of proper regulatory and legislative tools and instruments dealing directly with marine and coastal biodiversity conservation and management.
 - Inconsistencies and contradictions of some policies.
 - There are no policies or laws to organize touristic activities or resorts on the Lebanese coast.
 - Limited efforts in activities directly aiming at marine and coastal biodiversity conservation and management.
 - The absence of an integrated marine and coastal biodiversity management strategy. For example, all policies and regulations relevant to construction and development works or land use in Lebanon do not consider any aspect related to marine and coastal biodiversity but rather stress general health and safety issues. Many of the dwellings on the Lebanese coasts are illegal and were erected during the civil war without authorization.
 - Shortage of expertise in scientific information and inadequate coordination between research institutions, scientists and governmental institutions.

- Limited understanding and lack of knowledge and experience of the private sector and local communities with marine and coastal biodiversity-related issues.
64. This project aims to generate an integrated enabling framework for the sustainable management and conservation of coastal and marine biodiversity by supporting policies and legal reforms, enhancing stakeholder engagement, and mainstreaming biodiversity priorities and coastal zone management plans into national strategies, with a special focus on the impact of climate change on Marine and coastal biodiversity.
 65. It is anticipated that the project will provide an opportunity to harmonize and address gaps in pursue sustainable and economically viable policy and technological performance for the protection of key marine and coastal biodiversity that will be included in coastal management plans, marine protected area (MPA) plans and integrated into national strategies. There was a specific need for the proposed project to synthesize all the outputs of the previous studies as well as highlight the need to fulfil the above-mentioned national and regional goals and international commitments. Hence, project has the potential to offer an opportunity to coordinate with regional initiatives to address gaps in assessments and to pursue sustainable and economically viable policy and technological options for the protection of key marine and coastal biodiversity for inclusion in coastal zone management plans, marine protected area plans, and integrated into national plans.
 66. One of the project target's is Contributing to updating the Lebanon SAP BIO report of 2002, mainly through the implementation of four of the report's priority actions:
 1. Establishing conservation priorities (outputs 1.1.2 and 1.1.3);
 2. Updating legislative tools (component 1);
 3. Raising awareness (component 2); and
 4. Developing monitoring tools (component 4).

B. Objectives and components

67. The project's goal is to contribute to the sustainable management and protection of the marine and coastal biodiversity in Lebanon and the wide Mediterranean region through mainstreaming biodiversity conservation and integrated coastal zone management approaches into national policies and legal instruments. The project specific objective is to strengthen the policy and regulatory framework for mainstreaming the conservation and sustainable use of marine and coastal biodiversity in Lebanon. The achievement of the project objective will entail the following key elements:
 - Review, strengthen and develop policies and legislative frameworks to mainstream sustainable management of marine and coastal biodiversity in Lebanon.
 - Improve and build capacity and collaboration among stakeholders who contribute to the conservation of marine and coastal biodiversity in Lebanon.
 - Achieving a better knowledge and understanding of the current state of marine biodiversity.
 - Establishment of a database and monitoring program for marine and coastal biodiversity.
 - Raising the public's awareness of the importance and values of marine and coastal biodiversity conservation.

68. By focusing on various biodiversity conservation, policy mainstreaming and capacity development, and awareness, the project was clearly responded to national and international priorities when it was formulated. It builds on previous work and valid root causes analysis and includes sufficient institutional expertise in the project's institutional framework.
69. The project was developed in 2010 and 2011 and endorsed by GEF CEO in January 2012. The project's Inception Phase officially started with GEF CEO Approval in January 2012 and ended in October 2013. The main goal of the inception phase was to make all stakeholders and project partners familiar with the project's objectives, activities and deliverables. The project "Roadmap" as an interim step was prepared and included a range of assessments, fact-finding missions, synergy building, assigned jobs and prioritized activities in the project partners' countries and the Mediterranean.
70. The project faced external challenges that have significantly impacted the achievement of project results. These included
- The project experienced various complex phases, resulting in discrepancies between the execution and the originally planned outcomes. According to the first PCA, the project should be completed in 2014. However, MoE faced difficulties receiving funds from the Ministry of Finance due to administrative challenges, so nothing real was implemented in the project until 2015. Consequently, UNEP and MoE agreed on the IUCN Regional Office for West Asia to execute the project. Handing over the execution of the project to the IUCN entailed complex financial procedures that took time until 2018. The time gap between project approval for GEF funding and its execution by IUCN ROWA was about 9 years, which resulted in expiring some deliverables and the planned budget needing for their accomplishment, became insufficient.
 - The IUCN project team attempted to tailor the project activities to meet the current requirements of the Lebanese Ministry of Environment. However, they encountered a challenge in some cases due to inadequate budget allocation for certain consultancies.
 - Beginning in 2019, there have been strikes against the government, and in 2020, the COVID-19 outbreak occurred, following by the explosion of Lebanon Port and the subsequent economic crisis in 2020 and 2021 led to virtual consultations through email and webinars regarding project activities and deliverables.
71. The project includes four main components that will lead to the fulfilling of its aims and objectives (see Table 3: Project components, outcomes and outputs as per approved Project Document).
1. Mainstreaming of marine and coastal biodiversity priorities and hotspots into national planning;
 2. Stakeholder participation, best practices, capacity building and community involvement;
 3. Removal of critical knowledge barriers for protection of marine and coastal biodiversity and for the national implementation of SAP-BIO, CBD, ICZM protocol and CC adaptation;
 4. Development of a database/web-interface and marine biodiversity monitoring program.

Table 3: Project components, outcomes and outputs as per approved Project Document,

Component	Outcomes	Outputs
<p>Component1:</p> <p><i>Mainstreaming of marine and coastal biodiversity priorities and hotspots into national planning;</i></p>	<p><u>Outcome 1.1:</u> Adoption of legal, policy and institutional reforms and changes of practices for improved marine and coastal BD management and improved capacity of national institutions, incl. harmonization of national plans on agreed priorities</p> <p><u>Outcome 1.2:</u> Coastal zone planning and management advanced for Lebanon by integrating BD protection including CC adaptation measures.</p> <p><u>Outcome 1.3:</u> Sustainable finance mechanism developed for protection of marine and coastal BD.</p>	<p>1.1.1 Identification of legal, policy and institutional gaps and policy reforms drafted for marine and coastal BD protection (Y 1).</p> <p>1.1.2 Training and capacity program developed (Y1) and implemented (Y 2-3) for min. 3 national institutions.</p> <p>1.1.3 Integration of agreed protection priorities into national plans (Y 3).</p> <p>1.2.1 Legal and administrative procedures developed for the protection of min. 2 identified sites (Y 2)</p> <p>1.2.2 Coastal priority areas and mechanisms for their protection agreed and included in plans for coastal zone management (Y 2)</p> <p>1.2.3 Coastal zone planning includes adaptation measures for the protection of BD from CC (Y2)</p> <p>1.3.1 Economic valuation of coastal and marine BD, along with analysis of most cost-effective and sustainable potential initiatives, finance mechanisms, tools and technologies for the protection of marine and coastal BD (Y3).</p>
<p>Component 2:</p> <p>Enhanced stakeholder participation in marine and coastal BD conservation through sharing of</p>	<p>2.1 Enhanced coordination among relevant sectors.</p> <p>2.2 Stakeholder engagement, public involvement, participation and awareness raising initiatives</p>	<p>2.1.1 Inter-ministerial committees established and functional, incl. all key sectors (agriculture, urban, industry, tourism etc.) and the private sector (Y1)</p> <p>2.2.1 Stakeholders identified and fully participating in project activities (Y1-</p>

<p>best practices, capacity building and communicating the project and its results to the community</p>	<p>are developed and implemented.</p> <p>2.3 More effective networking for information sharing, enhanced intra- and inter-regional knowledge sharing and learning for long-term marine and coastal BD protection and exchange of best practices and lessons learned established with other relevant regional initiatives (i.e. SP for the MedLME)</p>	<p>3).</p> <p>2.2.2 Partnership with other complementary projects to exchange results and best practices (Y2-3)²</p> <p>2.2.3 Network of international and national partners dealing with BD protection, network of universities, NGOs etc. are engaged in a dialogue on exchange of best practices and lessons learned via regular meeting and web-based discussion forum (Y1-3)³</p> <p>2.3.1 Identified relevant institutions, organizations and public sector informed of project's aims and results through communication strategy (Y2).</p> <p>2.3.2 Web-based platform and project site in place for the dissemination of reports, maps and awareness materials (Y1).</p>
<p>Component 3: Removal of critical knowledge barriers for the protection of marine and coastal BD and for the national implementation of SAP-BIO, CBD, ICZM protocol and CC adaptation</p>	<p>3.1 Environmental assessments and integration of results from related initiatives allow data/information gaps on the status of marine and coastal BD to be filled for the national implementation of SAP-BIO, CBD, ICZM protocol for the protection of marine and coastal BD</p> <p>3.2 Adaptation measures identified for specific CC impacts on marine BD (e.g. invasive species from the Red Sea and migration of native species)</p> <p>3.3 Incorporating results of this, past and ongoing initiatives into a detailed status report of the marine and coastal environment, to be widely disseminated</p>	<p>3.1.1 Baseline database on existing data for marine species, marine habitats and ecological areas (Y1)</p> <p>3.1.2 Sea floor maps, topographic maps, habitat maps, species maps and sensitivity maps available for all identified priority areas (Y2)</p> <p>3.2.1 Climate change adaptation measures are integrated into national planning for the protection of marine and coastal BD, also based on suggestions from the SNC report (Y3)</p> <p>3.3.1 Final report on the status of marine and coastal BD in Lebanon (updating of 2002 SAP, BIO National Report) is widely disseminated (Y3)</p>
<p>Component 4: Database/web interface and</p>	<p>4.1 Unified database incorporating all past and present marine and coastal biodiversity</p>	<p>4.1.1 Database with different user and viewer interfaces accessible for public, private and</p>

² To include the MPA and fisheries component of the Strategic Partnership for the Mediterranean LME, IUCN project on MPA's, and PAP/RAC's activities on ICZM and CAMP, among others.

³ E.g. WWF, UNEP MAP and its RAC's especially PAP/RAC, SPA/RAC, and Blue Plan.

<p>marine biodiversity monitoring program</p>	<p>projects/initiatives developed and maintained, disseminated to and used by a wide range of stakeholders</p> <p>4.2 Development and implementation of a monitoring program (including process, stress reduction and environmental status indicators) for the long term tracking of marine and coastal biodiversity</p>	<p>academic institutions and centralized at MOE, incl. GIS maps (Y3).</p> <p>4.2.1 Marine BD monitoring plan adopted, incl. legal and administrative documents, mechanism for the sustainable financing, administration and management of the monitoring program (Y3)</p> <p>4.2.2 Agreed indicators for long-term tracking of Lebanon’s implementation of the CBD, SAP-BIO, ICZM protocol (Y3)</p> <p>4.2.3 Training of experts in national institutions on monitoring (Y1-3)</p>
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C. Stakeholders

72. The project document has an extensive stakeholder assessment that identifies stakeholders and their role in every outcome and output. The project involved a variety of stakeholders, including Lebanese societies and governments responsible for managing marine and coastal ecosystems and those affected by related activities. Despite the difference in the level of participation of each group and its impact on the project's results, ultimately, every member plays a crucial role in ensuring the sustainability of the project's results. Here are some examples that demonstrate the different categories of stakeholders:

- ⇒ **Governments:** Numerous government agencies of Lebanon are engaged in the preservation and administration of marine and coastal biodiversity. However, only the Ministry of Environment and the Ministry of Agriculture have established policies dedicated to conserving biodiversity and promoting sustainable usage. Through this project, the Ministry of the Environment of Lebanon, with important stakeholders' support, seeks to protect and conserve marine and coastal biodiversity by implementing policy and legal reforms, promoting greater stakeholder participation, and integrating biodiversity priorities into national plans and programmes.
- ⇒ **Private Sector:** Lebanon has over 140 NGOs that play a significant role in executing environmental projects, creating basic environmental studies, raising awareness, educating and building capacity, and producing awareness materials. Among these organizations that actively contribute to biodiversity conservation are; Association for Forest Development and Conservation (AFDC), Green Line, Society for the Protection of Nature in Lebanon (SPNL), Friends of Nature, Amwaj of Environment Association, A Rocha Lebanon, Al Mada, the Lebanese Association of the Maritime and Wildlife Museum, the Environmental Protection Committee, and Indyact, among others. Also, the project also addressed all private companies licensed to practice environmental impact assessment in Lebanon and targeted them in other training workshops.

The Fishermen's Syndicate plays a significant role in the private sector by striving to enhance the economic and industrial conditions of the fishing profession in Lebanon. It aims to safeguard the rights of fishermen and boost their social and financial status by providing affordable fishing equipment, modern fishing training, and marketing their products.
- ⇒ **Academic and research institutions:** Universities and research institutions are key players in providing necessary knowledge and information related to biodiversity development and conservation and promoting relevant research. The main research institutions in the fields of biodiversity in Lebanon are; the National Council for Scientific Research (NCSR): the Lebanese University, which awards bachelor's and master's degrees in biology; The American University of Beirut through three faculties: and the University of Balamand, which awards bachelor's degrees in public health and development sciences.
- ⇒ **Municipalities and Local authorities** provide essential services, such as managing solid waste, overseeing communal lands, and utilizing natural resources found within villages and corresponding communal areas.
- ⇒ The Appointed Protected Areas Committee (APAC), is comprised of volunteers appointed by the Minister of Environment and operates under the direct supervision of MoE. The APAC leads by a management team responsible for developing daily

activities, including work, management, and business plans, as well as awareness programs for the protected area.

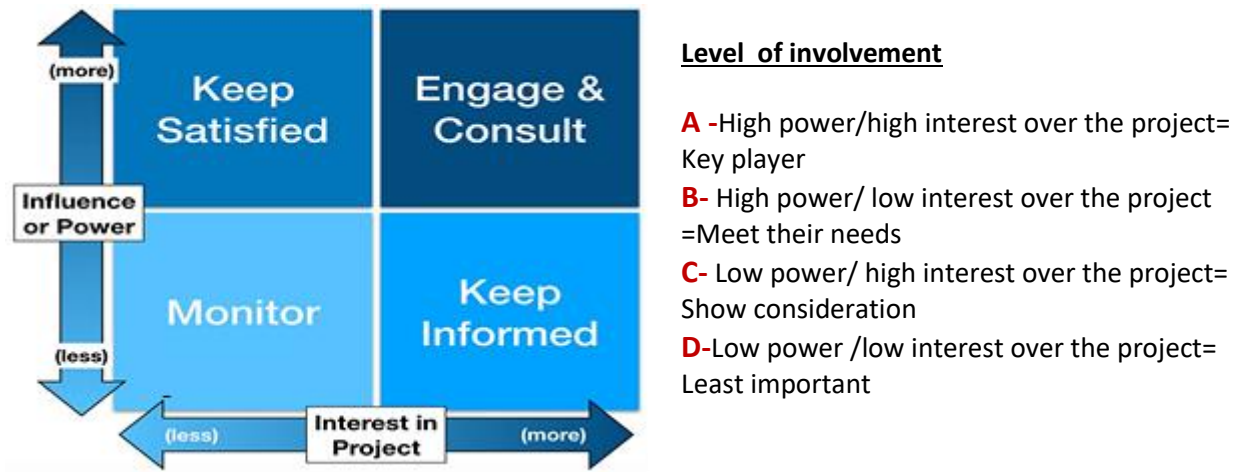


Figure 4a: stakeholders’ involvement and influence (following GEF Guidelines)

73. The project activities involved the active participation of stakeholders from the government, NGOs, private sector and academic institutions. Each project activity carried out were targeted specific types of stakeholders. Below are examples of the kind of engagement of the different types of stakeholders:

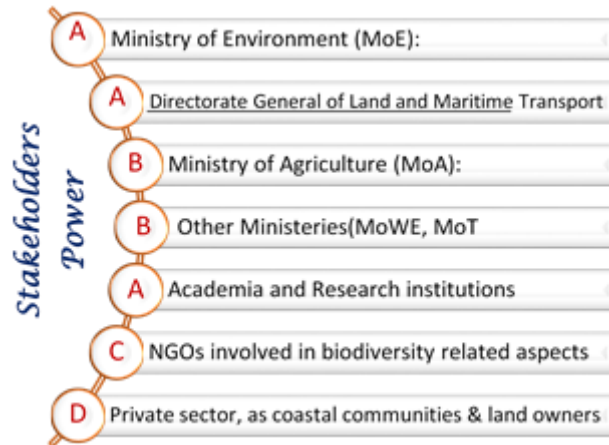


Figure 4b: identification of stakeholder’s involvement in the implementation of the project

- 1- Ministry of Environment (MoE) (**Type A**); is the Project Manager and is responsible for coordinating, monitoring and evaluating all project activities
- 2- UNEP as the GEF Implementing Agency (**Type A**); will provide technical and financial oversight supporting the MoE’s project execution functions and organising external evaluations of the project.
- 3- **The Lebanese governments (Type A)**; will play an important role to the extent that its development agenda is compatible with plans of marine and coastal BD conservation (MoA), will contribute in Component 1.

- 4- **National governmental institutions (Type B)**, including the MoA, MoI, MoT, MoIM, MoWE, MoPH, MoPWT, DGUP, CDR and local municipalities, will provide contributions when possible in activities related to Component 1 and contribute to output 2.1.1.
 - 5- Civil society including local communities (**Type D**), people living on the coast, including fishermen associations will contribute to outputs 2.2.1 and 2.3.1.
 - 6- Private sector, including landowners, tourist resorts, industrial and infrastructure development entities or any other organization providing services along the coast and (**Type C**) will contribute to output 1.3.1, 2.2.1, and 2.3.1.
 - 7- Research Centers, universities, academics and experts constitute another group of essential stakeholders (**Type A &B**). The project anticipates establishing contacts with them to contribute to outputs 2.2.1, 2.2.3, 2.3.1, 2.3.2, 3.1.1 and 3.1.2.
 - 8- National NGOs (**Type C**); will contribute through the development of tools a strategies for the conservation and sustainable use of marine and coastal BD, and through technical assistance and training. They may be also coordinating some activities and possibly provide co-financers. This group will contribute to outputs 2.2.1, 2.2.2, 2.2.3, 2.3.1, 2.3.2 and 3.1.1.
 - 9- Other international organizations (**Type B**); which are considered another important source of support for the development of marine and coastal biodiversity conservation and sustainable management in Lebanon (e.g. WWF MedPO, etc.). They will contribute to outputs 1.1.2, 1.3.1, 2.2.2, 2.2.3, 2.3.1, 3.1.1 and 3.1.2.
74. Additional stakeholder participation and communication channels were evaluated during this review and country visit, focusing on whether the project outputs are adequately maintained and whether the project results can be used sustainably.
75. The project carried out efforts for equal participation and empowerment of women through its activities. Notably, many women took part in the project's awareness and training initiatives. It's worth mentioning that the project's national management leader and the team leader of the executing organization are both women.

D. Implementation Arrangements

Project implementation structure and partners

76. UNEP is the GEF implementing agency, and it handles the overall project supervision to ensure consistency with its policies and procedures. UNEP will monitor the project activities and implementation and transmit the financial and progress reports to GEF. Also, UNEP reviews and approves the substantive and technical reports produced according to the work schedule. The project did not create any new institutions for execution. The International Union for the Conservation of Nature (IUCN-ROWA) acted as an executing agency for the overall project, with all associated responsibilities under the guidance and supervision of the Lebanese Ministry of Environment (MoE).

77. The Ministry of Environment led the project steering committee, which was created as an alternative to the inter-ministerial committee was responsible for project oversight and guidance, reviewing general project progress and monitoring and evaluation activities. The steering committee comprised representatives from several national ministries and academic institutions, national representatives from the following key ministries and academic institutions: MoA, MoPWT/DGUP, MOD, MOT, MOEW, MOJ, MOIM, CNRS-L, Balamand University, and AUB. The Ministry of Environment was also responsible for liaising with project key stakeholders, particularly other ministries and government institutions.
78. The project's management was supported by the collective expertise of UNEP, the International Union for Conservation of Nature, and the Ministry of Environment, which provided valuable scientific and experimental insights. The IUCN conveyed its substantive understanding of international aspects related to marine and coastal BD and its broad experience in project execution and implementation at the international level, as well as cooperating regionally while the UN Environment provided the linkages with major international conventions and international environmental conservation networks and fora.
79. An executing agency agreement was signed between UN Environment and IUCN, through its Regional Office in West Asia (IUCN ROWA). IUCN executed the project's activities either directly through IUCN experts (IUCN Staff and/or Commissions) or through sub-contracting the project's activities to individuals or institutions (Research centers and universities, NGOs and private sector, Regional and international organizations) according to IUCN guidelines. The following figure presents an organizational chart of the project.

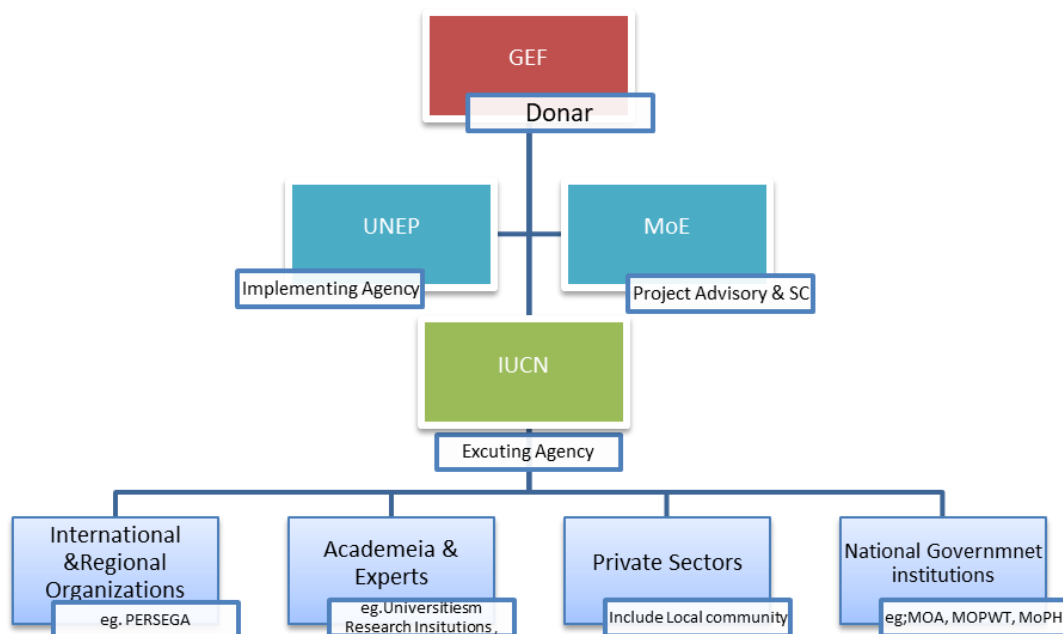


Figure 5: Organizational structure of the Project with key project key stakeholders

E. Changes in design during implementation

80. The project was developed in 2010 and 2011 and endorsed by GEF CEO in January 2012. The project's Inception Phase officially started with GEF CEO Approval in January 2012 and ended in October 2013. However, the project went through several complicated stages, which caused a difference between the intended outcomes and

the actual execution. MoE faced financial challenges due to administrative difficulties, which meant that nothing substantial was done until 2015. Consequently, the UNEP and MoE agreed to let the IUCN Regional Office for West Asia handle the project. This decision involved complicated financial procedures that took until 2018 to complete. As a result of the nine-year gap between the GEF funding approval and the IUCN ROWA's execution, some of the deliverables expired, and the budget allocated for completing them was inadequate.

81. The project management made an effort to adjust project activities that became behind-the-time to meet the current requirements of the Ministry of Environment, considering the time gap between project planning and execution (Please refer to Table 4 for a list of cancelled outputs and activities and their replacements)
82. Due to a series of events mentioned previously, including anti-government strikes in 2019, the COVID-19 outbreak in 2020, and the explosion and economic crisis in 2020 and 2021, project consultations mainly occurred through email and virtual webinars. Strategic partners received key project deliverables to assist with implementing their strategies via mail. In addition, the project steering committee has not met for more than two years, adding a burden to the implementing organization.
83. Periodic project reports often lack critical analysis of progress, implementation issues, and the interconnections between what was accomplished during PCA1 and PCA2.
84. **Project Extension:** The project was granted two extensions. The first one lasted from 30 April 2016 to 30 June 2021, as the original PCA expired on 30 April 2016; based on the Ministry of Environment of Lebanon requested IUCN take over the project's execution, with a remaining cost of US\$ 654,265.50 to fulfil the original PCA's purpose. The second extension allowed for a period of 6 months, until 31 December 2021, after the project's technical completion date of 30 June 2021. This extension was granted at no additional cost to receive all terminal and audit reports.

Table 4: list of cancelled outputs and activities and their replacements.

Outputs as stated in ProDoc	Activities	Modification
Output 2.1.1: The establishment of an Inter-ministerial committee incl. all key sectors (agriculture, urban, industry, tourism etc.) and the private sector who will be fully participating in the project activities	Activity 2.1.1.1: Coordinate with concerned governmental institutions and establish an inter-ministerial committee including representatives of key sectors and the private sector Activity 2.1.1.2: Support MoE in establishing objectives and procedures for the inter- ministerial committee	Replaced by Project Steering Committee
Output 2.3.2: Web-based platform and project site in place for the dissemination of reports, maps and awareness materials.	Activity 2.3.2.1: Establish a web-based platform and a project site and include all reports, maps and awareness materials for dissemination.	substituted with Lebanon CHM.
Output 3.2.1: Climate change adaptation measures are integrated into national planning for the protection of marine and	Activity 3.2.1.1: Coordinate with stakeholders and inform them on the UNFCCC national communication	The Ministry of the Environment has stated in

<p>coastal BD, also based on suggestions from the SNC report (Y3)</p>	<p>process.”</p> <p>Activity 3.2.1.2: Analyse CC impacts in each of the involved sectors and for each stakeholder group”</p> <p>Activity 3.2.1.3: Develop scenarios for CC adaptation measures in each sector and stakeholder group</p>	<p>SC meeting that these activities had already been covered in the country's third National Communication Report, which focuses on managing climate change.</p>
<p>Output 4.2.2: Indicators for long-term tracking of Lebanon's implementation of the CBD, SAP-BIO, ICZM protocol</p>	<p>Activity 4.2.2.1: Identify and developed equate biological and socio-economic indicators to assess the long-term proper implementation of the CBD, SAP-BIO, ICZM protocol and CC adaptation and to evaluate the effectiveness of the adopted management measures via this project.</p> <p>Activity 4.2.2.2: Form a working group to elaborate and validate the set of identified indicators and to select the useful and applicable ones in Lebanon.</p> <p>Activity 4.2.2.3: Convene a workshop to communicate the selected indicators and their objectives to key stakeholders to be able to adopt them.</p> <p>Activity 4.2.2.4: Adopt the agreed indicators, establish a report about them and publish it.</p>	<p>This output was removed based on the needs of the ministry and as discussed within the steering committee meeting,</p>
<p>Output 4.2.3: Training of experts in national institutions on monitoring</p>	<p>Activity 4.2.3.3: Organize workshops to train officials, experts and managers in national institutions on evaluation and monitoring issues.</p> <p>Activity 4.3.3.4: Establish monitoring program for the identified BD hot spots, through an ongoing survey of one or two representative species for each important habitat at different time intervals.</p>	<p>Both activities were replaced with a training on</p> <p>marine and coastal species monitoring and identification which focused on the following: Preliminary diving course including theory and practice, overview of the methodology of monitoring marine species, and identification of key marine species.</p>

F. Project Financing

- 85.** The project's overall expense amounted to US\$2,373,000, with US\$950,000 coming from GEF financing. Total budget disbursement was USD 800,047 32 and total co-financing realized was US\$ = 708
- Cost to the GEF Trust Fund US\$ = 950,000
 - Executing Entity (IUCN) (in kind) US\$= 325,000
 - The Ministry of Environment of Lebanon (cash) US\$= 390,000
 - The Ministry of Environment of Lebanon (in kind) Third Party Co-finance (in kind) US\$ = 200,000
 - Third Party Co-finance (in kind) US\$= 508,000
 - Total Cost of the Project US\$= 2,373,000
- 86.** UNEP has transferred the first payment of US\$295,444 to the Ministry of Environment in Lebanon as part of the initial PCA; and US\$ 654,556 under the second PCA to IUCN. The detailed table displaying the actual co-financing versus planned per partner can be found in Table 5
- 87.** Since there was a delay in project execution, in order to complete the unfinished aspects of the project, some reallocations were applied the budget. IUCN obtained extra funding and technical assistance from other projects and organizations to cover specific activities. For instance, the Coastal Ecosystem Resilience Project CER, funded by Norwegian embassy funds, supported the creation of seafloor maps for important marine areas. In addition, the CNRS also provided some technical resources to complete the mapping of these priority spots.

IV. THEORY OF CHANGE AT REVIEW

88. Different labels refer to a Theory of Change (ToC) as a “blueprint”, “engine of change”, “Impact Pathways”, “Results Chains”, “Intervention logic”, “Causal Pathways”, and “Review of Outcomes to Impacts (ROtI)”. Regardless of synonyms, the Theory of Change is often defined as a process of project planning and Review, which, maps the relationship between a long-term goal of a project and the intermediate and early changes, required to bring it about. ToC emphasizes the scheme and assumptions underlying the pathway of Change from the implementation of selected interventions and activities to intended outcomes.
89. The Project Document (ProDoc) does not include the Theory of Change (ToC). ProDoc Section 3.4 briefly states the intervention log and some key assumptions. As a starting prerequisite of the TE, The ToC was generated as a critical thinking using the GEF Evaluation Office approach, the project document, and the Project Result Framework as a prerequisite for inception report, to ensure the project design is suitable and aligned with the intended impact, and to demonstration a causal relationship between outcomes and impact. It includes assumptions and drivers to identify the Intermediate States (IS) that occur between the project outcomes and the ultimate (desired) impacts. The ToC created is obvious and analytical and distinguishes project outcomes on an objective level from those that might more appropriately be described as drivers of impact.
90. The series of changes required to achieve long-term outcomes from implementing project activities is called the “change pathway”. The change pathway of outputs to outcome through the intermediate state is called the impact Pathway (ToC Figure 6). The “Intermediate states,” as defined by UNEP, are necessary changes expected to occur because of the project outcomes that are expected, in turn, to result into impact. There may be more than one intermediate state between the immediate project outcome and the eventual impact.
91. For assessing the likelihood of impact, the impact pathways were analyzed in terms of the ‘assumptions’ (the significant external factors that, if present, are expected to contribute to the realization of the intended impacts but are largely beyond the control of the project partners and stakeholders). The ‘drivers’ (the significant, external factors that if present is expected to contribute to the realization of the intended impacts and can be influenced by the project/project partners & stakeholders).
92. The first step involves the identification of all outcomes “results from project activities” for reaching the project’s long-term goal(s). Outcomes are changes that must occur before achieving the long-term goal. For example, (output 3.3.1.1) drafting a monitoring program for assessment BD and coastal zone planning and management, the output might include short-term products or processes occurring during the project’s life.
93. The present ToC identified eight intermediate outcomes (developed by the consultant) between project outcomes and desired impact (Figure 6) resulting from eleven project outputs (ProDoc) and identified three impact pathways. The intermediate outcomes identified based on the project tools, methodology, and assessment of countries ‘capacities. The consultant identified five assumptions given in this analysis and four other external factors (Drivers) that, if present, are expected to contribute to the realization of the ultimate (desired) impacts and can be influenced by the project partners and stakeholders. For example, “Data Knowledge and tools are available and open to share between stakeholders and county for BD assessing in marine and coastal area ”.

94. A particular effort was placed on identifying impact pathways (Figure 6), implying the transformation from project outputs (four yellow boxes at the left) to ultimate (desired) impacts (green box) via intermediate impacts (blue and yellow box). The consultant identified the long-term global impact of "Increased health and sustainability of ecosystem services and reduced risk to human communities". A number of pathways are advocated;
95. **Impact pathway one** "Mainstream marine and coastal biodiversity priorities into national planning" (Red arrows). From project **outcome 1**, to project objectives, to produce desired impact; three intermediate states are identified. First, "law enforcement mechanisms are prepared and communicated to stakeholders, and financial instruments to support local, regional and national initiatives for the integrated water" ; and second; "Countries reform their institutional structures, sectoral plans, policy and financing for BD and ICZM" that lead to third intermediate state; "Reducing coastal and marine degradation brings government satisfaction and helps in a profitable economy". These intermediate outcomes required applying assessment process of available national, regional data and information and applying demonstration activities to assess hotspots and vulnerable areas in coastal zones. This assumed that "The national policy and legislative bodies are willing to receive inputs to strengthen the enabling environment for protecting BD"; besides external factor (driver) as catalysts, eg., "awareness and knowledge of the county concerning conservation and development of natural resources".
96. **Impact Pathway two** "Promote stakeholder engagement and capacity building" (blueArrows). From project **outcome 2**, to project objectives, to produce desired impact. Three intermediate states are identifies: First; "Stakeholders recognized the importance of development and conservation of marine and coastal Biodiversity" ; Second; "Private sector integrates sustainable management of marine and coastal ecosystems into their investment plans". Both intermediate **outcomes 1&2** transition to third intermediate state "The community becomes well-informed and establishes a strong foundation of fairness and equity for the mainstreaming of biodiversity conservation at the national and regional levels". These intermediate outcomes required external factor (driver) as catalysts, eg., "Free access of scientific data and Knowledge produced by the project". The Reviewer assume that "Key stakeholders are willing to accept and adopt measures for the sustainable management of marine and coastal biodiversity management", and "Civil society, Women & vulnerable groups are actively participating in all national developing plans and policies", to achieve the desired impact.
97. **Impact pathway three** "Remove critical knowledge barriers for marine and coastal biodiversity protection and Development of a database/web-interface and marine biodiversity monitoring program" (Grey arrows). This pathway generated from project **outcomes 3&4** to project objectives, to produce desired impact, and it led to three types of harvest. 1- Constancy of marine and coastal preservation monitoring is incorporated explicitly and effectively in the national programs", 2- "National coastal zone priorities and CC adaption incorporated into the country's policy led to the entry into force of the ICZM protocol" and 3- "National & local environment allowed for the consolidation, replication and scaling up of the pilot project results". These intermediate states are anticipated to achieve if; (drivers) stakeholder's organizations are willing to share information and use knowledge and tools generated by the project and the government offers incentives for sustainable best practices in the marine and coastal areas. As well as increasing the transboundary collaboration for marine and terrestrial ecosystem management, and whether (assumption) the national institutions are creating tools and training modules to help with the conservation of marine and coastal biodiversity.

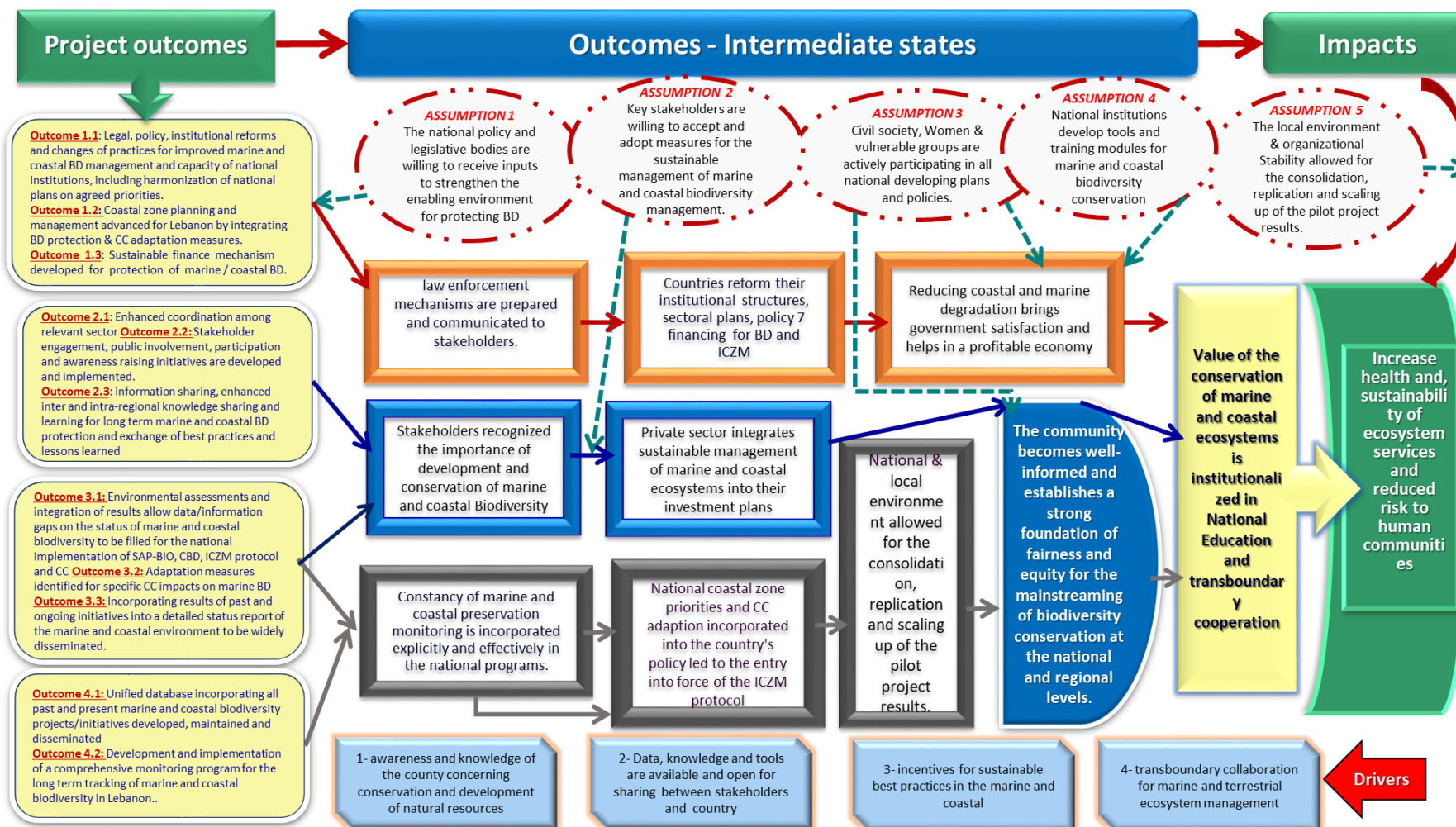
98. **Project final impact pathway** (desired/ultimate impact): From project, objective to project goal and desired impact. This pathway is a collective harvest resulting from integrating and interacting with formerly identified three impact pathways, four drivers, and five assumptions. It defines how the project objectives contribute to producing the project's desired impact "Increase health and, sustainability of ecosystem services and reduced risk to human communities". To ensure that we can reach it, two intermediate states are necessary (Yellow Rectangle and blue delay shape) "Value of the conservation of marine and coastal ecosystems is institutionalized in National Education and expansion of transboundary cooperation". It is assumed that "The local environment & organizational stability allowed for the consolidation, replication and scaling up of the pilot project results" and "the community becomes well-informed and establishes a strong foundation of fairness and equity for the mainstreaming of biodiversity conservation at the national and regional levels".

Validate Theory of Change (ToC) through the country visit

99. As previously mentioned, the Reviewer created a theory of change model for the ProDoc's inception report, which effectively conveys the project's central logic and essential outputs.
100. The Reviewer was eager to discuss ToC with the project manager, execution team, steering committee members and directors of Natural Reserves during a set of interviews. The goal was to review and improve the ToC by clarifying the various levels of output change that occurred during implementation, specifically, to address the limitations in the pathways from program outcomes to the intended impact.
101. The ToC intermediate outputs and impacts addressed by the Reviewer have received agreement from the Project Manager and other interviewed members. The assumptions are met for the three causal pathways. They all actively contributed to the defined intermediate states. The Reviewer has received recommendations by the project team and managers of Nature resources concerning the log-frame impacts, which have been included in the recommendation section. Additionally, some adjustments in monitoring and Review planning and practices have been suggested as well.
102. The alignment of the intermediate outcomes of **Pathway 1** of ToC is further validated by developing and designating a number of policy documents, legal decrees and regulations that include measures to enhance the sustainable use and management of marine and coastal biodiversity generated by the project through implementation of outcomes 1.1.1. Some of these measures have already been adopted, while others are still being finalized. The guidelines offered by the project for implementing legal reforms, designating the Nature Reserves, and integrating them into national programs are exemplary practices that can be replicated in other countries. Additionally, the project provides good experience on maximizing cost-effectiveness, such as utilizing existing channels, other projects, and institutions to overcome management barriers.
103. According to interviews conducted with various stakeholders, including the founder of civil society environmental associations, it was reported that the organization responsible for implementing the project considered their opinions despite the challenges faced within the country. The stakeholders acknowledged that this was a positive step towards highlighting the significance of preserving environmental diversity and promoting civil society engagement. Overall, the stakeholders agreed that the project was a worthwhile undertaking, which supports the validity of **Pathway 2** in the TOC.

- 104.** The project partially achieved some intermediate outcomes outlined in **Pathway 3** of the ToC, such as the "inclusion of national coastal zone priorities and CC adaptation into the country's policy led to implementing the ICZM protocol". As mentioned earlier, the project faced several challenges, including the failure to establish an inter-governmental committee to approve coastal plans and delays in approving laws and regulations by the Cabinet of Ministers and Parliament due to the current political situation. However, the project provided concrete outcomes that can support this issue; Drafting the ICZM law, Drafting the management plans for 2 proposed protected sites and Updating the SAP BIO report
- 105.** Unintended effects can occur along other causal pathways. For example, the focus on providing protection and improvement in the provision of ecosystem services can create a state of general complacency in the local community for fear of affecting the economic return to support their families. However, protecting nature reserves can actually attract more investment and boost the local economy. For instance, increasing fish stocks may lead to growth in the fish packaging and cooling industry, providing additional job opportunities if other forms of livelihood exist. Hence,
- 106.** The impacts of these outcomes will lead to the value of the conservation of marine and coastal ecosystems institutionalized in National Education and transboundary cooperation. Hence, the healthy, sustainable, well-managed coastal and marine biodiversity will be real (see more in recommendations section). Therefore, in order to promote the long-term health and sustainability of our ecosystem, we must prioritize the development of national and sustainable regional financial instruments, open data sharing, and knowledge sharing. Further, nations need to establish a foundation of fairness and equity to ensure the successful integration of biodiversity conservation efforts at national and regional levels.
- 107.** According to the Reviewer's analysis, the project outcomes are expected to positively impact society and the economy, reducing inequality and improving ecosystem resilience in the near future if the political situation is solved.

Figure 6: Theory of Change (ToC) Diagram: Project outcomes from ProDoc are located on the left side; the Intermediate States, impacts, The Reviewer uses the project logic, objectives, and results framework to develop drivers and assumptions



V. REVIEW FINDINGS

A. Strategic Relevance

- 108.** This project is part of the Biodiversity Strategic Objective Number 4, which focuses on strengthening policies and regulations to integrate biodiversity. Its goal is to Review the marine and coastal ecosystems' biodiversity to ensure their protection, sustainable use, and proper management.
- 109.** The project finds the topic of Biodiversity sustainability and mainstreaming into national strategy and legislation currently of major concern globally and touches the needs of all countries that suffered from economic crises and require realistic applicable measures and adaptation plans. The project is robust in clearly showing the project's alignment and relevance to UNEP/GEF/Donor and global/national priorities. The project shows clear linkage with UNEP's global strategy on ecosystem management and work on climate change, including UNEP DEWA's Programme of Research on Climate Change Vulnerability, Impacts and Adaptation (PROVIA), and the United Nations Framework Convention on Climate Change (UNFCCC).
- 110.** The project contributes to the conservation of marine and coastal biodiversity in the Mediterranean by supporting the objectives of the Barcelona Convention, including the SAP-BIO and ICZM protocol. It also aligns with the NBSAP, which provides a framework for the sustainable use and fair sharing of benefits related to biodiversity conservation. Additionally, its objectives align with the priorities of marine and coastal biodiversity protection of the MoE and the CBD's proposed new Strategic Plan and with the UNDAF (UN Development Assistance Framework) for Lebanon.
- 111.** Regarding the UNEP Sub-Programme/GEF Strategic Priority and its expected accomplishments, the project is contributing to EA (b) indicator (i) through a capacity building program which is targeting different types of stakeholders from (Ministry of Environment staff, relevant ministries, academics and research institutions and the general public). The project introduced the concept of Red Listing to the research community concerned with the marine and coastal biodiversity, The project introduced the concept of protected area management effectiveness to stakeholders involved in coastal protected area management, the project contributed in increasing the awareness of the importance of marine birds, and of the impact of IAS on the marine environment. The project also enhanced the capacity and awareness of local stakeholders in understanding the impact of Climate change on marine and coastal environment. The project provided maps and spatial data on marine and coastal ecosystems (sea floor and habitat maps).
- 112.** The project collaborated and created networks with non-GEF projects, e.g., "The Blue Solutions Project through the Panorama Solutions Platform" and "Enhancing the Socio-ecological Climate Change Resilience of Marine and Coastal Systems in Lebanon." Furthermore, the project collaborated with the Norwegian project "Enhancing Socio-ecological Climate Change Resilience of Marine and Coastal Systems in Lebanon" to co-finance a seafloor and habitat mapping activity. Likewise, with the GEF project "Healthy Ecosystems for Grassland Development", to co-organize an event on the application of the Hima concept in community-managed marine and coastal areas.

Rating for Strategic Relevance: **HS**

B. Quality of Project Design (S)

113. The project is technically well designed, presents a clear logic framework from objectives to outputs and outcomes to activities and goals, and is accompanied by a clearly stated problem, gaps and situation analysis, a solid and feasible work plan and budget and clear implementation arrangements.
114. An integrated programme designed around four components will deliver twenty-one outputs in order to achieve eleven results-oriented specified outcomes (for further details, see table 3). Results indicators in the Result framework include both: outputs and outcomes resulting from the activities of the project, which refer to enabling environment that is delivered by the project as a result of the activities undertaken.
115. The Results Framework includes objectively verifiable indicators at the level of outcomes and outputs. Outcomes are realistic. Most outcomes are acquired as governance/policy instruments (component 1); as Stakeholder involvement (Component 2); knowledge, education; and data (Components 3&4).
116. All outcomes have precise indicators, clear and feasible baselines, target values and verification methods. Project outputs are formulated as indicators (concretely described number of products, tools or instruments). A repetition observed of outcomes between components and others indicates redundancy in the project activities plan.
117. The project stakeholder analysis, risk analysis, and M&E plan are relatively complete (see Project Document). This provides a solid basis for project implementation and the achievement of intended results. The design is realistic, and efficient. It provides enough opportunity for stakeholder involvement (See Stakeholders Analysis section).

Rating for Project Design: S

C. Nature of the External Context

118. The Reviewer's valuation of the nature of the external context in which the project was implemented, including any unexpected factors faced, is rated as 'unsatisfied'. While the project design could have improved its risk mitigation by identifying potential issues such as political instability, changes in government, and expected delays in national elections during project implementation (which usually occur in Lebanon). None of these risks was mentioned in the project design document.
119. The project faced significant challenges from external factors that affected its success. These included complex phases and discrepancies between planned and executed outcomes. The Ministry of Environment (MoE) had trouble receiving funds from the Ministry of Finance due to administrative issues, which delayed implementation until 2015. Eventually, the execution of the project was handed over to the IUCN Regional Office for West Asia, which took time to complete complex financial procedures and delayed execution until 2018. This nine-year gap between project approval and execution resulted in some expiring deliverables and an insufficient budget for completion.
120. The IUCN project team tried to meet the current requirements of the Lebanese Ministry of Environment, but inadequate budget allocation for specific consultancies posed a challenge. Strikes, the COVID-19 outbreak, the explosion at the Lebanon Port, and the subsequent economic crisis in 2020 and 2021 led to virtual consultations through email and webinars regarding project activities and deliverables.

Rating for Nature of the external context: MS

D. Effectiveness

Availability of Outputs

The project involved 71 activities aimed at producing 21 outputs contributing to 11 outcomes. The following Table provides an overview of output availability, progress description, and brief explanations for deliverables.

Table 5: availability of project outputs

Outputs/Activities ⁴	Implementation status as of end of the project (%) as pointed in PRs	Availability of outputs, progress description, and short explanations for deliverables	Rating ⁵
Output 1.1.1: Identification of legal, policy and institutional gaps and policy reforms drafted for marine and coastal BD protection.		Completed during the MoEnv execution phase/ 1st PCA	S
Activity 1.1.1.1: Review the existing policies and legislations related to the protection of marine and coastal areas in Lebanon including biodiversity issues, in terms of appropriateness and effectiveness	100%		
Activity 1.1.1.2: Establish coordination with the MoA, particularly with the Department of Fisheries Resources.	100%		
Activity 1.1.1.3: Identify the gaps in existing policies and legislation related to marine and coastal biodiversity based on the report of the SELDAS project.	100%		
Activity 1.1.1.4: Identify and evaluate the measures adopted in Lebanon within the framework of regional conventions, or other MEAs to which Lebanon is a party. Review and update the draft strategy on ICAM developed in 2003 under the CAMP project (or any legal text that MoE and the project see necessary according to the recommendations of the activity 7 stated above).	100%		
Activity 1.1.1.5: Assess the general level of compliance with the current legislation in Lebanon.	100%		
Activity 1.1.1.6: Analyze the root causes of non-compliance and identify the real problems in non-compliance scenarios.	100%		
Activity 1.1.1.7: Provide support for the development of practical and appropriate guidelines for policies on marine and coastal biodiversity conservation and sustainable management.	100%		
Activity 1.1.1.8: Prepare and publicize policy reports on marine conservation aspects.	100%		
Activity 1.1.1.9: Coordinate with all governmental	100%		

⁴ Outputs and activities (or deliverables) as described in the project logframe and PIRs project revision.

⁵ provided by the Reviewer.

Outputs/Activities ⁴	Implementation status as of end of the project (%) as pointed in PRs	Availability of outputs, progress description, and short explanations for deliverables	Rating ⁵
bodies and ministries to prepare a healthy atmosphere for the good understanding and uptake of the prepared policy guidelines and for the realization of the urgent need of enforcement and implementation of the already existing ones.			
Activity 1.1.1.10: Coordinate with the MoIM and encourage the setup of a national police body for the conservation and protection of marine and coastal areas in Lebanon.	100%		
Activity 1.1.1.11: Develop recommendations for law enforcement mechanisms in consultation with local communities and the MoIM.	100%		
Activity 1.1.1.12: Organize a workshop to communicate the results of activities associated to output 1.1.1 to relevant stakeholders.	100%		
Output 1.1.2: Identify the priorities for marine and coastal biodiversity conservation in Lebanon			
Activity 1.1.2.1: Identify the priorities for marine and coastal biodiversity conservation in Lebanon	100%	<i>Priorities identified through consultation workshop and meetings with partners, and based on guidance from MoEnv</i>	S
Activity 1.1.2.2: Communicate these priorities to stakeholders and achieve agreement on them through proper consultations	100%	<i>These priorities are communicated through consultation meetings and other forms of communication. However, regular updates emerge based on recommendations and guidance by MoEnv.</i>	S
Activity 1.1.2.3: Develop a local authority capacity building program and conduct training for at least three national institutions i.e. the MoA, MoPWT and the MoT on the agreed marine conservation priorities and the importance and implementation of identified legal reforms under output 1.1.1.	100%	Ten training programmes/ workshops were conducted: 1. PA management effectiveness. 2. IAS (2 workshops, one of them targeting national institutions including MOA) 3. Workshop on assessment related to marine birds. 4. IUCN Red listing of marine species. 5. Virtual workshop on EIA guidelines was conducted to present the main findings and train stakeholders to use the guidelines. Training was attended by government authorities like MOA and MOT, and private EIA companies. 6. An exchange visit for Agde and Banyus Marine Protected Areas in France was organized as part of the project's capacity-building and regional networking program. The Head of Ecosystem Division in the Lebanese MoE and the manager of Tyre Coast Nature Reserve participated in the exchange visit. 7. A training on developing a "Clearing house mechanism CHM" platform using BioLand	HS

Outputs/Activities ⁴	Implementation status as of end of the project (%) as pointed in PRs	Availability of outputs, progress description, and short explanations for deliverables	Rating ⁵
		<p>software was conducted in November for the Ministry of Environment and local stakeholders from Lebanon participated in the training as part of the project's capacity-building program.</p> <p>8. A Training on marine and coastal species monitoring and identification was conducted for MOE and Tyre Coast staff. The training consisted of several modules that covered the following: Preliminary diving course including theory and practice, Overview of the methodology of monitoring marine species, Identification of key marine species. A training consisting of theory and practice which combines the skills acquired during module 1 and 2.</p> <p>9- A training on participatory species conservation planning was also given to MOE staff and relevant stakeholders including MOAg.</p>	
<p>Activity 1.1.2.4: Provide support for national institutions to prepare for the implementation of necessary legal reforms.</p>	<p>100%</p>	<ul style="list-style-type: none"> - An adapted Protected Area Management effectiveness-tracking tool, to assess and enhance PA management effectiveness. - A Protocol for Marine Invasive Alien species. - Recommendations and measures to conserve coastal and marine birds in Lebanon, and minimize threats to marine and coastal birds including enforcement and legal reforms through "The Atlas of marine birds". - Recommendations and evidence for the designation of Tyre Coast Nature Reserve as an IBA/ KBA was submitted through the "Atlas of Marine Birds Consultancy". - <i>Guidelines on mainstreaming biodiversity conservation in the EIA process for development projects affecting marine and coastal ecosystems, and a checklist for the inspection and monitoring of necessary environmental mitigation measures related to biodiversity conservation and protection</i> was developed to support the 	<p>s</p>

Outputs/Activities ⁴	Implementation status as of end of the project (%) as pointed in PRs	Availability of outputs, progress description, and short explanations for deliverables	Rating ⁵
		<p>Ministry in enhancing the biodiversity mainstreaming of biodiversity in the EIA process, and to increase the capacity of consulting firms conducting EIA's.</p> <p>- The CC adaptation study also included potential mitigation measures and policy recommendations.</p> <p>- The implementation decrees of the National Protected Areas Framework Law" in Lebanon was developed. The decrees were validated and approved by MOE.</p>	
Output 1.1.3: Integration of agreed protection priorities into national plans	100%	Reported as completed by the Lebanese Ministry of Environment during the execution phase/ 1st PCA	S
Activity 1.1.3.1: Coordinate and consult with key stakeholders to set the ground, especially with governmental institutions for harmonization of conservation priorities with national plans and programs.			
Activity 1.1.3.2: Develop, with each involved governmental institution, scenarios how to best incorporate BD conservation priorities into the respective sectoral policy processes (i.e. jointly define appropriate entry points)			
Output 1.2.1: legal and administrative procedures developed for the protection of 2 identified sites			
Activity 1.2.1.1: <i>Identify key sites for marine and coastal protected areas in Lebanon that harbor representative and well-conserved habitats and that are needed to protect endangered species.</i>	100%		
Activity 1.2.1.2: <i>Identify the legal, administrative and decision-support tools needed for the integration of marine and coastal zone management into the management plans of 2 identified pilot sites of the potential identified MPAs</i>	100%	Completed during the MoEnv execution phase/ 1st PCA	S
Activity 1.2.1.3: <i>Prepare suitable and sustainable development and management plans of the two identified pilot sites. (2 first draft management plans, one for each site; including zoning and habitat mapping.)</i>	100%	Completed during the MoEnv execution phase/ 1st PCA	S
Activity 1.2.1.4: <i>Coordinate with relevant governmental bodies and stakeholders to agree on identified areas and adopt the prepared development and management plans.</i>	100%	Completed during the MoEnv execution phase/ 1st PCA	S
Output 1.2.2: Coastal priority areas and mechanisms for their protection agreed and included in plans for coastal	100%	This was covered during the first PCA as indicated by MoEnv as the entire legal framework to	S

Outputs/Activities ⁴	Implementation status as of end of the project (%) as pointed in PRs	Availability of outputs, progress description, and short explanations for deliverables	Rating ⁵
zone management		manage the coastal zone area in Lebanon has been reviewed. All studies, knowledge outputs, protocols and guidelines and GIS database came as a result of this. Several studies were done in the second PCA including an EIA, climate change and economic valuation, sea floor mapping that provide decision support tools and support protection mechanisms.	
<i>Activity 1.2.2.1: Identify the legal, administrative and decision-support tools needed for the integration of coastal zone protection mechanisms into coastal zone management plans.</i>	100%	manage the coastal zone area in Lebanon has been reviewed. All studies, knowledge outputs, protocols and guidelines and GIS database came as a result of this. Several studies were done in the second PCA including an EIA, climate change and economic valuation, sea floor mapping that provide decision support tools and support protection mechanisms.	S
<i>Activity 1.2.2.2: Organize two workshops, the first one to consult with all stakeholders in order to identify the tools and a second one to approve the identified tools and prepare a healthy environment for their adoption.</i>	100%	Several workshops were conducted during the first half of 2021 to present and validate the findings of the EIA guidelines, CC adaptation study, and Economic valuation. Stakeholder consultations was accomplished and recommendations were given.	S
<i>Activity 1.2.2.3: Coordinate with relevant governmental bodies and stakeholders to agree on and adopt the prepared conservation mechanisms and management plans and thus including them into plans of coastal zone management.</i>	100%	This was covered during the consultation held within the workshops throughout the project lifetime.	S
<i>Activity 1.2.2.4: Support and conduct environmental impact assessment (EIA) of development including commercial and land-based activities on marine ecosystems, including the reviewing of current licensing and permissions procedures and mechanisms.</i>	100%	<ul style="list-style-type: none"> - "Guidelines on mainstreaming biodiversity conservation in the EIA process for development projects affecting marine and coastal ecosystems, and a checklist for the inspection and monitoring of necessary environmental mitigation measures related to biodiversity conservation and protection" were developed. - The EIA guidelines were circulated to relevant stakeholders, Steering committee, and all licensed EIA companies with a brief presentation to introduce the guidelines and integrate any additional comments. - An independent legal expert from IUCN commissions has also conducted an independent review for the guidelines. - A training workshop was conducted to relevant government entities and private firms who conduct the EIA to present the guidelines and train them to use the guidelines. 	HS
Output 1.2.3: Coastal zone planning includes adaptation measures for the protection of BD from CC			MS
<i>Activity 1.2.3.1: Identify the impacts of climate change on marine and coastal biodiversity in Lebanon.</i>	100%	The study of "CC impact on the Lebanese Coastal Zone", which covers this activity, was submitted and finalized.	MS

Outputs/Activities ⁴	Implementation status as of end of the project (%) as pointed in PRs	Availability of outputs, progress description, and short explanations for deliverables	Rating ⁵
Activity 1.2.3.2: Identify the adaptation measures to tackle the identified impacts.	100%	The study of "CC impact on the Lebanese Coastal Zone", which covers this activity, was submitted and finalized.	MS
Activity 1.2.3.3: Coordinate with concerned governmental institutions and other stakeholders to have their feedback and to set the ground for the integration the climate change adaptation measures into national plans for marine biodiversity conservation	100%	The study of "CC impact on the Lebanese Coastal Zone", which covers this activity, was submitted and finalized. A stakeholder validation workshop was also conducted and recommendations were given.	MS
Output 1.3.1: Economic valuation of coastal and marine BD, along with analysis of most cost-effective and sustainable potential initiatives, finance mechanisms, tools and technologies for the protection of marine and coastal BD.	100%	An Economic valuation study was done for Tyre Coast Nature Reserve and Palm Island Nature Reserve. An additional site, a proposed MPA, was also examined: Ras El Cheka. In addition to the full study, brief booklets summarising the main findings were produced.	HS
Activity 1.3.1.1: Identify the total economic value of marine and coastal biodiversity in Lebanon including direct and indirect values, option values and non-use existence values. Modified during the steering committee to : "Identify the total economic value of marine and coastal biodiversity in Tyre coast and Palm islands nature reserves. (Steering committee also suggests to extend the economic valuation to one hotspot outside the boundaries of protected areas, and perform transfer of upscaling of values)"	100%	An Economic valuation study was done for Tyre Coast Nature Reserve and Palm Island Nature Reserve. An additional site was also covered as per the suggestion of the steering committee, which was Ras El Cheka proposed MPA . In addition to the full study, brief booklets summarising the main findings were produced with an attractive design as awareness briefs.	HS
Activity 1.3.1.2: Assess the current marine resources use, including activities that are generating income in and around existing and recommended protected areas.	100%		
Activity 1.3.1.3: Identify the needs of key stakeholders related to marine and coastal biodiversity conservation and sustainable management.	100%		
Activity 1.3.1.4: Identify the initiatives that are of highest cost-effectiveness and sustainability potential to determine which measures, at the lowest possible cost, will lead to the protection and conservation of marine and coastal biodiversity in Lebanon.	100%		
Activity 1.3.1.5: Identify and develop potential sustainable financing mechanisms for the sustainable management of marine and coastal biodiversity including activities for sustainable management of marine and coastal protected areas.	100%		
Activity 1.3.1.6: Develop management plans and guidelines for marine eco-tourism activities.	100%		
Output 2.1.1: The establishment of an Inter-ministerial committee incl. all key sectors (agriculture, urban, industry, tourism etc.) and the private sector who will be fully participating in the project activities	N/A	Replaced by Project Steering Committee	US
Activity 2.1.1.1: Coordinate with concerned governmental institutions and establish an inter-ministerial committee including representatives of key sectors and the private sector.			
Activity 2.1.1.2: Support MoE in establishing objectives and procedures for the inter-ministerial committee			

Outputs/Activities ⁴	Implementation status as of end of the project (%) as pointed in PRs	Availability of outputs, progress description, and short explanations for deliverables	Rating ⁵
Output 2.2.1: Stakeholders identified and fully participating in project activities	100%	The key stakeholders were identified in early project phases. Stakeholders were involved in the entire lifetime of the project, from validating deliverables to participating in project activities and events/workshops/trainings.	S
<i>Activity 2.2.1.1: Identify key stakeholders for marine and coastal biodiversity in Lebanon.</i>	100%	Completed during the MoEnv execution phase/ 1st PCA	S
<i>Activity 2.2.1.2: Formulate and implement initiatives to raise awareness about marine and coastal biodiversity in Lebanon, its conservation measures and the project activities and results.</i>	100%	<ul style="list-style-type: none"> - Recommendations for the fishermen and the general public report for the conservation of marine birds. - The production of an Atlas of Marine birds, Arabic & English versions. - Facts on marine birds publication. - Facts on IAS publication. - Project brochure, awareness post cards, and IAS poster. - A leaflet "A checklist of marine birds". - Awareness handbook on the impact of CC on marine and coastal ecosystems. - Non electronic environmental games related to marine and coastal ecosystems were developed for school kids and kids with no access to electronic media. - Stakeholders were involved by participating to the project workshops, were feedback was collected and integrated. 	HS
Output 2.2.2: Partnership with other complementary projects to exchange results and best practices			S
<i>Activity 2.2.2.1: Engage with similar projects being implemented in Lebanon and in the region.</i>	100%	<ul style="list-style-type: none"> - IUCN prepared a list of similar projects and organizations with similar mandate in Lebanon and the Mediterranean for networking purposes. - At least five other projects from Lebanon, the region and Europe are contacted for networking and joint collaboration: 1-The Blue Solutions Project through the Platform "Panorama Solutions" (Non-GEF), 2- "Enhancing socio-ecological climate change 	S

Outputs/Activities ⁴	Implementation status as of end of the project (%) as pointed in PRs	Availability of outputs, progress description, and short explanations for deliverables	Rating ⁵
		<p>resilience of marine and coastal systems in Lebanon" (Non-GEF), , 3- Med 4 EBM (Regional ENI Project). 4- Co-evolve 4BG (ENI Project) 3- The Project "Healthy ecosystems for rangeland development" (GEF) to co-organize an event on application of the Hima concept on marine and coastal community managed areas.</p> <p>- The project management has contacted Cote Bleue Marine Park from France to present a case study from the park to stakeholders in Lebanon, during a joint regional event that was postponed due to COVID 19 crisis.</p> <p>-The project management presented an overview about the Coastal Lebanon Project during IUCN's regional conservation forum, in Kuwait, September 2019. Project brochures, postcards and publications were displayed and distributed to partners from West Asia.</p>	
<p>Activity 2.2.2.2: <i>Collaborate with them and initiate partnership on relevant activities. Agree and develop joint results when possible.</i></p>	<p>100%</p>	<p>-The Lebanon ICZM project has joined forces with the project "Enhancing socio-ecological climate change resilience of marine and coastal systems in Lebanon" funded by Norwegian Ministry of Foreign Affairs, through the Royal Norwegian Embassy in Beirut to conduct sea floor and habitat mapping activity with co-funding from the non-GEF project.</p> <p>- A joint session was organized with the Panorama solutions initiative, which is supported by the "Blue Solutions Project", which aims sharing case studies and success stories in a solution format for a wide range of global audience. The session was planned in the Hima and green list regional workshop which was postponed due COVID 19, the session was held as a virtual webinar.</p>	<p>S</p>
<p>Output 2.2.3: <i>Network of international and national partners dealing with BD protection, network of universities, NGOs etc. are engaged in a dialogue on exchange of best practices and lessons learned via regular meeting and web-based discussion forum</i></p>	<p>100%</p>		<p>S</p>

Outputs/Activities ⁴	Implementation status as of end of the project (%) as pointed in PRs	Availability of outputs, progress description, and short explanations for deliverables	Rating ⁵
<p>Activity 2.2.3.1:</p> <p><i>Coordinate with national and international partners dealing with BD protection and engage in a dialogue for exchange of experiences and lessons via regular meetings or web-based discussion forum</i></p>	100%	<p><i>A list of target regional and international organizations and Universities for networking was prepared (UNDP- Jordan, PERSGA, MedPAN network, Cote Bleue Marine Park, ASEZA, ENI regional office, etc)</i></p> <ul style="list-style-type: none"> - <i>A joint session webinar was organised planned with the "Blue Solutions Project", which aims sharing case studies and success stories in a solution format for a wide range of global audience.</i> - <i>Universities and research institutions invited to project workshops (Red Listing, etc).</i> - <i>Communication is established with the Panorama Solutions initiative to promote and exchange solutions related to marine and coastal BD conservation and management.</i> - <i>Project focal point at MoEnv participated in the second meeting of the Open-Ended Working Group on the Post-2020 Global Biodiversity Framework (OEWG-2) held from 24 to 29 February in Rome, Italy.</i> 	S
<p>Output 2.3.1: Identified relevant institutions, organizations and public sector informed of project's aims and results through communication strategy</p>	100%		S
<p>Activity 2.3.1.1: <i>Coordinate with key stakeholders and with relevant international institutions and establish networking mechanisms including internet based mechanisms, oriented publications, regular meetings and workshops to exchange information and protocols.</i></p>	100%	<ul style="list-style-type: none"> - <i>Project deliverables were communicated by email with relevant stakeholders, however, IUCN communicates these deliverables with International experts and peer reviewers and IUCN's commission members when needed for review and feedback (CC adaptation study, Marine Birds, IAS publication, Atlas for marine birds, EIA guidelines).</i> - <i>Publications were shared on online platforms once their official publication process in concluded.</i> - <i>EIA Guidelines were published on IUCN Library. Several other publications are also in progress to be published online soon. Draft snap shot solutions on the EIA guidelines is in process and will be published on Panorama Solutions Platform.</i> - <i>IUCN ROWA website was updated to share and exchange the project's main deliverables and outputs.</i> - <i>A page on CHM Lebanon was</i> 	S

Outputs/Activities ⁴	Implementation status as of end of the project (%) as pointed in PRs	Availability of outputs, progress description, and short explanations for deliverables	Rating ⁵
		developed for the project to share project's main deliverables and outputs.	
<i>Activity 2.3.1.2: Develop and maintain a register of experts and consultants on marine and coastal biodiversity research, conservation and management.</i>	100%	<i>Completed during the MoEnv execution phase/ 1st PCA</i>	S
<i>Activity 2.3.1.3: Maintain regular consultation with key stakeholders involved in the project activities. Keep all relevant institutions, organizations, public and private sectors well informed about the project's aims, activities and results through a communication strategy.</i>	100%	<i>Completed during the MoEnv execution phase/ 1st PCA</i>	S
Output 2.3.2: Web-based platform and project site in place for the dissemination of reports, maps and awareness materials.	100%		S
<i>Activity 2.3.2.1: Establish a web-based platform and a project site and include all reports, maps and awareness materials for dissemination.</i>	100%	- substituted with Lebanon Clearing House Mechanism, per MoE requested -IUCN has also established a web-page for the project on IUCN ROWA's website which holds data on the project. This page was updated to reflect the project's latest developments.	S
Output 3.1.1 Baseline database on existing data for marine species, marine habitats and ecological areas.	100%		S
<i>Activity 3.1.1.1: Identify and locate existing data on marine and coastal BD.</i>	100%	<i>Completed during the MoEnv execution phase/ 1st PCA</i>	S
<i>Activity 3.1.1.2: Establish registry and database for the identified data.</i>	100%	<i>Completed during the MoEnv execution phase/ 1st PCA</i>	S
<i>Activity 3.1.2.1: Conduct a full survey to have sea floor maps, topographic maps, habitat maps, species maps and sensitivity maps for priority sites.</i>	100%	-Sea floor and marine habitats mapping was conducted in collaboration with CNRS. Sea floor maps, topography maps and sensitivity maps along several others were obtained as a result. - Coastal and marine birds distribution maps have been prepared with species accounts and abundance maps, and are delivered as GIS shapefiles and PDF's. -Recent satellite images for the three priority hotspots are acquired to support the web-based platform.	S
<i>Activity 3.1.2.1: Conduct a full survey to have sea floor maps, topographic maps, habitat maps, species maps and sensitivity maps for priority sites.</i>	100%	<i>Sea floor and marine habitats mapping was conducted in collaboration with CNRS for 6 hotspots. Sea floor maps, topography maps and sensitivity maps along several others were obtained as a result.</i>	S
<i>Activity 3.1.2.2: Include these maps in the established database (in 3.1.1.2) and publish them on the project's website.</i>	100%	These maps are published in the project website and also arrangements and support has been provided to the IT unit at the Ministry to publish them as interactive web maps.	S
Output 3.2.1:	n/a	The activities under this output	N/A

Outputs/Activities ⁴	Implementation status as of end of the project (%) as pointed in PRs	Availability of outputs, progress description, and short explanations for deliverables	Rating ⁵
Climate change adaptation measures are integrated into national planning for the protection of marine and coastal BD, also based on suggestions from the SNC report (Y3)		are cancelled as requested by MoE.	
Activity 3.2.1.1: Coordinate with stakeholders and inform them on the UNFCCC national communication process.	n/a	as they have a separate department dealing with CC and covering this aspect.	N/A
Activity 3.2.1.2: Analyse CC impacts in each of the involved sectors and for each stakeholder group.	n/a		N/A
Activity 3.2.1.3: Develop scenarios for CC adaptation measures in each sector and stakeholder group.	n/a		N/A
Output 3.3.1: Final report on the status of marine and coastal BD in Lebanon (updating of 2002 SAP, BIO National Report) is widely disseminated	100%		S
Activity 3.3.1.1: Establish monitoring program for the identified BD hot spots, through an ongoing survey of one or two representative species for each important habitat at different time intervals.	100%	Completed during the MoEnv execution phase/ 1st PCA	S
Activity 3.3.1.2: Gather all data and information collected and prepared via this project and other relevant ones and develop a final report on the marine and coastal biodiversity in Lebanon.	100%	Completed during the MoEnv execution phase/ 1st PCA	S
Activity 3.3.1.3: Update the 2002 report of the SAP-BIO project.	100%	Completed during the MoEnv execution phase/ 1st PCA	S
Activity 3.3.1.4: Make these reports easily accessible to stakeholders and ensure their wide dissemination.	100%	- Publications were shared on online platforms including IUCN 's website and Lebanon CHM. EIA guidelines (En/AR) are already published on IUCN library. Workshop reports are already published on the project web-page administered by IUCN.	S
Output 4.1.1: Database with different user and viewer interfaces accessible for public, private and academic institutions and centralized at MOE, incl. GIS maps.	100%		S
Activity 4.1.1.1: Conduct survey on different data and accessibility needs for various stakeholder groups.	100%	Completed during the MoEnv execution phase/ 1st PCA	S
Activity 4.1.1.2: Develop tools and materials for local stakeholders without access to electronic media.	100%	<p>- A booklet on marine birds for kids was produced in Arabic language.</p> <p>- Facts on marine birds publication was produced in English and translated into Arabic, in addition to an Atlas of Marine birds.</p> <p>- Facts on invasive alien species publication was produced in English and translated into Arabic.</p> <p>- A simplified poster on marine Invasive alien species was also</p>	S

Outputs/Activities ⁴	Implementation status as of end of the project (%) as pointed in PRs	Availability of outputs, progress description, and short explanations for deliverables	Rating ⁵
		<p>produced.</p> <ul style="list-style-type: none"> - Awareness environmental games for school children and children with no access to electronic media were developed -An awareness handbook on CC is developed. - An awareness booklet on marine and coastal ecosystem services were also developed through the Economic valuation for Tyre and Palm Islands study. - Several publications including: IAS poster, marine birds' leaflet, project's leaflet, TCNR and PINR Economic valuation awareness booklets, and EIA guidelines were also printed and disseminated to the MOE. 	
<p><i>Activity 4.1.1.3: Establish a database for marine and coastal biodiversity in Lebanon in the MoE and provide easy access to information to key stakeholders on the national, regional and international levels.</i></p>	100%	<p>-This was initiated during the first PCA, as discussions were initiated with the CNRS to discuss the types of data to be included. However, the current management faces the challenge of finding proper documentation on what has been achieved. Therefore we established a database through the CHM.</p> <p>- The development of an online dashboard and an interactive map to share the project deliverables, maps and spatial data, is in progress and will be linked to Lebanon's national CHM during the second semester of 2021.</p> <p>-Satellite imagery for the two designated MPA's (PINR, TCNR) and one Proposed MPA (Ras Al Chekaa) in Lebanon were acquired to support the development of the web mapping platform.</p>	S
<p>Output 4.2.1:</p> <p><i>Marine BD monitoring plan adopted, incl. legal and administrative documents, mechanism for the sustainable financing, administration and management of the monitoring programme</i></p>	100%		S
<p><i>Activity 4.2.1.1: Establish adequate monitoring techniques and develop standard monitoring protocols for implementation by the appropriate agencies and stakeholders.</i></p>	100%	Completed during the MoEnv execution phase/ 1st PCA	S
<p><i>Activity 4.2.1.2: Promote the adequate monitoring tools and survey of the effectiveness of marine and coastal protected areas.</i></p>	100%	Completed during the MoEnv execution phase/ 1st PCA	S
<p><i>Activity 4.2.1.3: Coordinate with relevant stakeholders to ensure proper and smooth monitoring implementation processes.</i></p>	100%	Completed during the MoEnv execution phase/ 1st PCA	S

Outputs/Activities ⁴	Implementation status as of end of the project (%) as pointed in PRs	Availability of outputs, progress description, and short explanations for deliverables	Rating ⁵
Activity 4.2.1.4: Evaluate, at the national and regional levels, the effectiveness of the adopted policy and legislative measures in Lebanon and refine them when necessary.	100%	Completed during the MoEnv execution phase/ 1st PCA	S
Output 4.2.2: Indicators for long-term tracking of Lebanon's implementation of the CBD, SAP-BIO, ICZM protocol	N/A	Activities under this output were adapted to the current national needs and the ministry needs.	N/A
Activity 4.2.2.1: Identify and develop adequate biological and socio-economic indicators to assess the long term proper implementation of the CBD, SAP-BIO, ICZM protocol and CC adaptation and to evaluate the effectiveness of the adopted management measures via this project.		This output was removed based on the needs of the ministry and as discussed within the steering committee meeting, and was replaced with a training on marine and coastal species monitoring and identification which focused on the following: Preliminary diving course including theory and practice, overview of the methodology of monitoring marine species, and identification of key marine species.	N/A
Activity 4.2.2.2: Form a working group to elaborate and validate the set of identified indicators and to select the useful and applicable ones in Lebanon.			N/A
Activity 4.2.2.3: Convene a workshop to communicate the selected indicators and their objectives to key stakeholders to be able to adopt them.			N/A
Activity 4.2.2.4: Adopt the agreed indicators, establish a report about them and publish it.			N/A
Output 4.2.3: Training of experts in national institutions on monitoring		The activities under this outputs were replaced with a training on marine and coastal species monitoring and identification which focused on the following: Preliminary diving course including theory and practice, overview of the methodology of monitoring marine species, and identification of key marine species.	S
Activity 4.2.3.1: Conduct survey on monitoring and evaluation training needs and requirements.	100%	- Training on Protected Area Management effectiveness	
Activity 4.2.3.2: Develop appropriate training tools and materials for different stakeholder groups	100%	Tracking Tool.	
Activity 4.2.3.3: Organize workshops to train officials, experts and managers in national institutions on evaluation and monitoring issues.	100%	-Training on IAS monitoring and early detection. -Marine birds assessments. - A Training on marine and coastal species monitoring was conducted for MOE and Tyre Coast staff. The training consisted of several modules that covered the following: Preliminary diving course including theory and practice, Overview of the methodology of monitoring marine species, Identification of key marine species. A training consisting of theory and practice which combines the skills acquired during module 1 and 2.	S
Activity 4.3.3.4: Establish monitoring program for the identified BD hot spots, through an ongoing survey of one or two representative species for each important habitat at different time intervals.	100%	-The development of a monitoring protocol for invasive alien species. -The facts of marine birds and	HS

Outputs/Activities ⁴	Implementation status as of end of the project (%) as pointed in PRs	Availability of outputs, progress description, and short explanations for deliverables	Rating ⁵
		survey of important bird species along the Lebanese Coast contributed in establishing baseline data for monitoring. -The Atlas of marine birds.	

Achievement of Project Outcomes

Outcome 1.1: Identification of legal, policy and institutional gaps and policy reforms drafted for marine and coastal BD protection

121. This output ranked as partially achieved through developed policy reports and recommendations of law enforcement mechanisms to improve sustainable use and management of marine and coastal biodiversity, Such as environmental impact assessment guidelines for development projects affecting marine and coastal ecosystems and formulation of integrated coastal zone management procedures; Design implementing decisions to manage the framework law for protected areas and a checklist for the inspection and monitoring of necessary environmental mitigation measures. Furthermore, set of training is implemented targeting marine and coastal monitoring, conservation, and EIA applications. **The outcome is likely to come with challenges for sustainability.**

Outcome 1.2: Coastal zone planning and management advanced for Lebanon by integrating BD protection including CC adaptation measures. Assessed as partially achieved, however it has a potentiality for sustainability

122. Under this output; two designated MPA's (PINR, TCNR) and one proposed MPA of Ras Al Chekaa in Lebanon were conducted to support mainstreaming Biodiversity into CZM national plans, and drafting ICZM Law. Sea floor and habitat mapping for seven key hotspots. The gaps assessment was conducted regarding the vulnerability of some marine and coastal sites to climate change. **The outcome is expected to have the potential for sustainability.**

Outcome 1.3: Sustainable finance mechanism developed for protection of marine and coastal BD. This outcome is complete is complete achieved, and assessed as likely to sustainability and replicate. The outcome has been successfully accomplished and has the potential for future replication.

123. An economic valuation study was conducted for Tire Coast Nature Reserve TCNR and Palm Island Nature Reserve PINR. An additional proposed MPA site was also examined: Ras Al Shakka. This study dealt with parts of the policy recommendations by finding approaches to generalizing the concept of economic valuation in protecting marine reserves that significantly benefiting local communities and the government for sustainable financing.

Outcome 2.1: Enhanced coordination among relevant sectors. Partially archived.

124. The project has succeeded in building significant cooperation and capacity with national ministries and other relevant stakeholders, however the anti-government strikes in Lebanon end of 2019 and later the COVID-19 outbreak caused all targeted government entities and stakeholders to be actively engaged mainly through virtual means due to the national pandemic lockdown. As well as, several meetings and events were suspended and postponed.

125. The project did not, however, succeed in setting the Inter-Ministerial committee (output 2.1.1). The inter-ministerial committee, which was proposed in the draft ICZM law to coordinate at the national level the awareness among stakeholder groups, was replaced by Project Steering Committee as a decision by MOE because of the political situation in Lebanon and the absence of an active government in most circumstances.

Outcome 2.2: Stakeholder engagement, public involvement, participation and awareness raising initiatives are developed and implemented. The output assessed as fully delivered.

126. The project's execution vision in the field of awareness raising was based on the broad experience of the executing agency in this field. The project benefited from this experience and the tools made available. Thus, the outreach activities were practical and had a sustainable impact, especially by making a large number of project knowledge products open to the public electronically and physically through more than one website, including project reports and studies conducted during the project period.

Outcome 2.3: More effective networking for information sharing, enhanced intra- and inter-regional knowledge sharing and learning for long-term marine and coastal BD protection and exchange of best practices and lessons learned established with other relevant regional initiatives (i.e. SP for the MedLME). Assessed as partially completed, some activities was changed by MoE decision, such as CHM Lebanon Platform replaced the web based platform.

127. A network of MPAs was created in Lebanon with clear TORs; the communication with IUCN's Panorama Solutions Platform was established to communicate solutions related to marine BD. The project results were published on the IUCN social media platforms and the national CHM website for the Ministry of Environment, which represented the project website.

128. Project main deliverables and outputs were communicated through IUCN's website and Lebanon's national "Clearing House Mechanism "CHM" platform, instead of creating a standalone webpage for the project based on the request from MoE.

129. Communication, awareness and training interventions contributed significantly to mainstreaming the coastal and marine biodiversity conservation and development concept on the political agenda, which resulted in the decision-makers consideration of important legislative initiatives. Moreover, strong ownership of results, interest and commitment among government and other stakeholders suggest that the work will be continued, further improving the enabling environment for BD.

130. The project collaborated and created networks with non-GEF projects, e.g., "The Blue Solutions Project through the Panorama Solutions Platform" and "Enhancing the Socio-ecological Climate Change Resilience of Marine and Coastal Systems in Lebanon." Furthermore, the project collaborated with the Norwegian project "Enhancing Socio-ecological Climate Change Resilience of Marine and Coastal Systems in Lebanon" to co-finance a seafloor and habitat mapping activity. Likewise, with the GEF project "Healthy Ecosystems for Grassland Development", to co-organize an event on the application of the Hima concept in community-managed marine and coastal areas.

Outcome 3.1: Environmental assessments and integration of results from related initiatives allow data/information gaps on the status of marine and coastal BD to be filled for the national implementation of SAP-BIO, CBD, ICZM protocol for the protection of marine and coastal BD. This outcomes assessed as completely achieved and likely to come with sustainability and replication potentiality.

131. Briefly, under this outcome, the project developed a monitoring protocol for marine invasive alien species (IAS), specifically adapted to the Lebanese coastal and marine environment, with the support of the Capacity Building Program and outreach materials; Web-based maps of the seafloor habitat were developed for six hotspots and Coastal and marine bird's distribution maps have been delivered as GIS shapefiles. Also, a management effectiveness tracking tool was introduced to train the MPA management team to measure MPA performance and progress.

Outcome 3.2. Adaptation to CC measures identified for specific climate change impacts on marine BD (i.e. invasive species from Red Sea and migration of native species). Not implemented (adapted)

Some activities under this are marked by Lebanese MoE as already covered through the climate change department and through Lebanon's third national communication report on climate change.

132. An assessment report of the impact of climate change on the Lebanese coastal region deals with the assessment of initiatives and projects in Lebanon undertaken by (Ministry of Environment, UNDP) at the Lebanese level concerning climate change within the national liaison to the UNFCCC and NBSAP, was developed as a part of the final deliverables of "Policy measures, Adaptation mechanisms and Actions for the increase of resilience of Lebanon's marine biodiversity and ecosystems to CC" . This report identifies one area of a marine biodiversity hotspot. It proposes a site-specific adaptation analysis covering environmental, social and economic aspects as a component of the action to assess CC in the Coastal area and the marine environment of Lebanon". The report also includes comprehensive site-specific information.

Outcome 3.3; incorporating results of this, past and ongoing initiatives into a detailed status report of the marine and coastal environment, to be widely disseminated. The outcome has been successfully accomplished and has the potential for future sustainability and replication.

133. The project has developed guidelines for mainstreaming biodiversity conservation in the environmental impact assessment process (EIA) for development projects affecting marine and coastal ecosystems, and a checklist for inspecting and monitoring necessary environmental mitigation measures related to biodiversity conservation and protection has been designed to support MOE in promoting the mainstreaming of biodiversity development in the environmental impact assessment process.

134. Recent satellite images for the three priority hotspots are acquired to support the web-based platform. Also, the project modified Protected Area Management Effectiveness Tracking Tool to assess and enhance the effectiveness of protected area management and designed a protocol for Invasive Marine Alien Species and recommendations for the conservation of coastal and marine birds in Lebanon, including the implementation of legal reforms through

135. The 2002 SAP-BIO Report was updated in 2013 and 2020 by MOE, and targeted stakeholder groups received national status report.

136. All project key studies and reports were disseminated for key relevant institutions and others through and through MOE focal point.

Outcome 4.1: Unified database incorporating all past and present marine and coastal biodiversity projects/initiatives developed and maintained, disseminated to and used by a wide range of stakeholders. Assessed as complete achieved

137. The project updated the Lebanon National Clearing-House website using the new Bioland software. The CHW is hosted in the Ministry of Environment and has a database on the Ministry's projects with relevant information and reports. Also, IUCN ROWA website was updated to share and exchange the project's main deliverables and outputs.

138. Training on monitoring marine and coastal species was conducted for the Ministry of Environment and Natural Reserves staff on the coast.

Outcome 4.2: Development and implementation of a monitoring program (including process stress reduction and environmental status indicators) for the long-term tracking of marine and coastal biodiversity. Some activities under this output have been amended to suit the MoE requirements

139. Development of a Monitoring Protocol for Marine Invasive Alien Species (IAS), specially adapted for the Lebanese Coastal and Marine Environment, supported by a capacity building program and with the suitable recommended measures.

140. A seabird atlas was prepared with a GIS database, and maps of the seafloor and marine habitats were designed for six hotspots area.

141. The project trained a number of stakeholders and selected experts from national institutions on monitoring plan and tools for identifying marine and coastal species.

In brief the overall Review findings

1. After reviewing the outputs implemented by the project and the challenges it faced (will be mentioned subsequently), the rating is satisfactory for most of the outcomes because the project was able to adapt and respond to the challenges it faced and was able to accomplish most of the specific activities for each output as intended. Shifting some outcomes according to country needs increased country ownership more than in the project proposal.
2. The project assisted in the development and implementation of legislation relating to the Law for Protected Areas; through promoting environmental protection and effective natural resource management through mainstreaming of marine and coastal biodiversity in the legislative framework in Lebanon; by addressing some gaps and providing decision support tools that would improve the mainstreaming of biodiversity conservation in coastal zone planning; developing six policy documents, legal decrees and regulations containing measures to enhance the sustainable use and management of marine and coastal biodiversity.
3. The project focused on improving the EA (b) indicator (i) through a comprehensive capacity-building plans that targets various stakeholders, including the Ministry of Environment staff, relevant ministries, academics, research institutions, and the general public. It has introduced the concept of Red Listing to the research community concerned with marine and coastal biodiversity, as well as the concept of protected area

management effectiveness to stakeholders involved in coastal protected area management. Additionally, it raised awareness of the importance of marine birds and the impact of IAS on the marine environment.

4. The project also contributed to enhancing the decision-making process bonded to marine and coastal biodiversity by providing a knowledge foundation, such as Guidelines on Mainstreaming Biodiversity Conservation into the Environmental Impact Assessment Process for Development Projects Affecting Marine and Coastal Ecosystems and a Checklist for Inspecting and Monitoring Necessary Environmental Mitigation Measures Related to Conserving and Protecting Biodiversity have been developed to support the Ministry of Environment in mainstreaming biodiversity into the EIA process and to increase the capacity of consulting firms conducting environmental impact assessments. As well as by developing technical publications, reports, maps, guidelines and protocols (IAS Protocol, Modified Protected Area Management Effectiveness Tracking Tools).
5. The project contributed to updating the management plan of two marine protected areas and preparing profiles for declaring deep-sea protected areas. The project also presented an economic valuation study examining ecosystem services and economic benefits, such as tourism potential for the Tire Coast Nature Reserve (TCNR), the Palm Island Nature Reserve (PINR), and Ras Al Shakka.
6. The project also enhanced the capacity and awareness of decision-makers and national stakeholders in understanding the concept of conservation and management of protected areas. It provided spatial data and knowledge on marine and coastal ecosystems (e.g., sea floor and habitat maps, seabirds, the impact of marine invasive species, guidelines, ..) and marine and coastal biodiversity hotspots.
7. The Review found that the project's outreach activities, communication and knowledge transfer interventions contributed significantly to developing important legislative initiatives and updating the policy agendas of relevant governments and decision-makers regarding the conservation and development of coastal and marine biodiversity. Furthermore, strong country ownership of results and interest and commitment among government and other stakeholders indicates continued work to improve further the enabling environment for replication and scaling-up of lessons learned from the project.
8. Overall, the bulk of the project's activity was oriented at increasing awareness and knowledge of biodiversity conservation and development through various knowledge products and activities that targeted each type of stakeholder. The project developed a pilot knowledge-education model for embedding biodiversity conservation principles and the value of restoration into community cogitation. This model covers many sectors of society, including kids, and a series of educational and knowledge tools, materials, and publications were offered.
9. The project collaborated and created networks with non-GEF projects, e.g., "The Blue Solutions Project through the Panorama Solutions Platform" and "Enhancing the Socio-ecological Climate Change Resilience of Marine and Coastal Systems in Lebanon." Likewise, with the GEF project "Healthy Ecosystems for Grassland Development", to co-organize an event on the application of the Hima concept in community-managed marine and coastal areas. Furthermore, the project collaborated with the Norwegian project "Enhancing Socio-ecological Climate Change Resilience of Marine and Coastal Systems in Lebanon" to co-finance a seafloor and habitat mapping activity.

10. The Review revealed that the project pursued gender equality to appropriate extent, targeted representatives from various sectors of society in communication and awareness-raising, and picked some training activities. Besides, to a certain extent, the project dedicated some activities to raise the awareness of the fishermen's community. However, this sector that lives or works in project sites needs more and correct knowledge about the concept and objectives of establishing protected areas and should have more attention.

Achievement of Likelihood of Impact

During the development of a theory of change, it was realized that there was a potential for impact. This theory was reviewed again during interviews with the project team, as previously mentioned. The Reviewer has examined the project outcomes and observed that they have progressed to intermediate states. Based on this, they have presented evidence that confirms the transition to impact.

142. The impacts of these intermediate outcomes will lead to the value of the conservation of marine and coastal ecosystems institutionalized in National Education and transboundary cooperation. Hence, the healthy, sustainable, well-managed coastal and marine biodiversity will be real (see more in recommendations section). Therefore, in order to promote the long-term impact for health and sustainability of the ecosystem, we must prioritize the development of national and sustainable regional financial instruments, open data sharing, and knowledge sharing. Further, nations need to establish a foundation of fairness and equity to ensure the successful integration of biodiversity conservation efforts at national and regional levels.

143. The project's efforts and outcomes have resulted in an improved foundation of ecosystem management experience, biodiversity conservation, legislation and policy, capacity development, knowledge foundation, and awareness for the country, which will enable them to build their capacity for biodiversity conservation further and fully realize the impact of the project.

144. Unintended effects can occur along other causal pathways. For example, the focus on providing protection and improvement in the provision of ecosystem services can create a state of general complacency in the local community for fear of affecting the economic return to support their families. However, protecting nature reserves can actually attract more investment and boost the local economy. For instance, increasing fish stocks may lead to growth in the fish packaging and cooling industry, providing additional job opportunities if other forms of livelihood exist.

Overall, according to the Reviewer's analysis, the project outcomes are expected to positively impact society and the economy, reducing inequality and improving ecosystem resilience in the near future if the political situation is solved.

Rating for Effectiveness: S

E. Financial Management (S)

Adherence to UNEP's Financial Policies and Procedures

145. According to the Review, UNEP's Financial Policies and Procedures were adhered to without deviation. However, there were significant delays in transferring and distributing funds within the country. As well, Consistent with the reviewer's

discussions with the project's financial officer and contracting officer, all contracts and agreements concluded with service providers and experts have adhered to the policies and procedures of the United Nations Environment Program. However, the International Union for Conservation of Nature and Natural Resources -Regional Office for Western Asia faced challenges in contracting with some international experts from outside Lebanon due to delays in obtaining funding distribution within routine operating procedures. This resulted in further stress on the management team

Completeness of Financial Information

146. Due to a delay in project execution, some reallocations were applied to the budget to complete the unfinished aspects of the project. IUCN got extra funding and technical assistance from other projects and organizations to cover specific activities. For instance, the Coastal Ecosystem Resilience Project CER, funded by Norwegian embassy funds, supported the creation of seafloor maps for important marine areas. In addition, the CNRS also provided some technical resources to complete the mapping of these priority spots.

Communication Between Finance and Project Management Staff

147. The Reviewer was provided with all necessary documents, such as financial reports, audit reports, legal agreements, and expert contracts, by the IUCN-ROWA financial officer, who offered detailed evidence of money transfers to the execution organization. The Reviewer received needs more information on the specific activities carried out with co-financing report presented by MoE & IUCN (see Table 5).

Table 6: Financial Tables

	Previous Project Preparation Amount (a)	Project (b)	Total c = a + b	Agency Fee
GEF		A 950,000	950,000	95,000
Co-financing		1,250,000	1,250,000	
Total		2,200,000	2,200,000	95,000
Sources of Co-financing	Type of Co-financing		Amount	
Project Government Contribution	In-cash			200,000
	In-kind			100,000
GEF Agency(ies)	In-kind			
Bilateral Aid Agency(ies)	In-kind			350,000
Multilateral Agency(ies)				350,000
NGO				100,000
Others				150,000
Total co-financing				B 1,250,000

Table 7: Summary of budget reallocations during the project duration to date (Variance equals latest revision minus original budget)

Project personnel	Category	Rev 1	Rev 2	Variance	Variance %	COMMENTS
1199	Project personnel	126,000.00	208,750.00	82,750.00	66%	In order to fund the project team for three years
1399	Admin support	25,000.00	49,490.00	24,490.00	98%	Have administrative and financial support for three years
1699	Travel	11,000.00	14,000.00	3,000.00	27%	Slight increase to cover travel costs to sites
	Sub-total	162,000.00	272,240.00	110,240.00	68%	
Sub-contracts						
2199	Sub-contracts (MOUs/LOAs for cooperating agencies)	563,000.00	451,894.00	-111,106.00	-20%	Some of the works will be conducted by the Project team
2299	Sub-contracts (MOUs/LOAs for supporting organizations)	-	-	-		
2399	Sub-contracts (for commercial purposes)	-	-	-		
	Sub-total	563,000.00	451,894.00	-111,106.00	-20%	
Training						
3299	Group training	98,000.00	139,000.00	41,000.00	42%	Government needs additional training at the national and local level
3399	Meetings/conferences	11,000.00	12,100.00	1,100.00	10%	
	Sub-total	109,000.00	151,100.00	42,100.00	39%	
Equipment & premises						
4199	Expendable equipment	-	-	-		
4299	Non-expendable equipment	8,000.00	18,076.50	10,076.50	126%	GIS and additional equipment
	Sub-total	8,000.00	18,076.50	10,076.50	126%	
Miscellaneous						
5199	Operation & maintenance	-	-	-		
5299	Reporting costs	69,000.00	15,193.50	-53,806.50	-78%	Some of the reporting costs will be funded with co-finance
5399	Sundry	2,000.00	4,496.00	2,496.00		
5499	Audit	10,000.00	10,000.00	-	0%	
5599	Monitoring and Evaluation	27,000.00	27,000.00	-	0%	
	Sub-total	108,000.00	56,689.50	-51,310.50	-48%	
Total		950,000.00	950,000.00	-	0%	

Table 7a : The actual expenditures should be reported in accordance with the specific budget lines of the approved budget (Appendix IV) of the project document in Annex 1

IUCN		Report of planned and actual Co-finance By Budget line								
Project reporting period: From : Jul-2019 To: Jun-2020		US\$	US\$	US\$	US\$	US\$	US\$	US\$	US\$	US\$
		In-kind Co-finance		In-kind Co-finance		In-kind Co-finance		Total for year		Cummulative
		Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Actual Total
	A	B	C	D	E	F	G	H=B+D+F	I=C+E+G	H=A+I
UNEP BUDGET LINE*		2018		2019		2020				
1100	Project personnel	11,000	68,538	11,000	9,034	11,000	20,761	33,000	98,332	98,332
1200	Consultants							-	-	-
1300	Administrative support	19,000	19,921	19,000	18,285	19,000	13,523	57,000	51,729	51,729
1600	Travel on official business (above staff)	10,000	8,124	10,000		10,000		30,000	8,124	8,124
2100	Sub-contracts (UN entities)							-	-	-
2200	Sub-contracts (supporting organizations)	25,000		25,000	20,086	20,000	5,100	70,000	25,186	25,186
2300	Sub-contracts (commercial purposes)							-	-	-
3200	Group training (study tours, field trips, workshops, seminars, etc.)	10,000	52,672	10,000	250	10,000	15,730	30,000	68,652	68,652
3300	Meetings/conferences							-	-	-
4100	Expendable equipment							-	-	-
4200	Non-expendable equipment							-	-	-
4300	Premises (office rent, maintenance of premises, etc.)	20,000	48,626	20,000	16,978	20,000	7,879	60,000	73,483	73,483
5100	Operation and maintenance of equipment	5,000	3,460	5,000	1,434	5,000	412	15,000	5,305	5,305
5200	Reporting costs (publications, maps, newsletters, printing, etc.)	7,000	9,288	7,000	6,390	7,000	34,186	21,000	49,864	49,864
5300	(Communications, postage, freight, clearance charges, etc.)	3,000	3,134	3,000	1,809	3,000	10,338	9,000	15,282	15,282
5400	Hospitality and entertainment							-	-	-

5500	Evaluation (consultants fees/travel/DSA,)							-	-	-
TOTAL COSTS		110,000	213,762	110,000	74,265	105,000	107,929	325,000	395,957	395,957
	-									

Table 7b: actual coast and expenditures of project' components

Component/sub-component/outputs	Estimated cost at design without PMC (US \$)	Estimated cost at design including PMC (US \$)	Actual Cost/ expenditure including PMC (US \$)
Component 1	300,000	323,750	252,002
Component 2	100,000	123,750	172,954
Component 3	285,000	308,750	199,701
Component 4	170,000	193,750	302,221
	855,000	950,000	926,878

Rating for Financial Management: **S**

F. Efficiency

- 148.** Since the project is GEF project and managed by UNEP/GEF, the operational costs as well as personnel costs (i.e. Project Manager, Administrative Assistant) would be jointly shared, thus adopting a cost effective implementation modality. Further, the project has other cost-effectiveness tools and methodologies, in terms of knowledge transfer, application of best practices, and promotion of adoption of necessary policy reforms as well as enhancement of replication of successful pilot activities.
- 149.** The financial reports did not show any serious or significant waste of resources. Although there were phases of implementation delays, primarily due to the length of time needed to receive funding and delayed national administrative processes. The execution agency streamlined the delayed time phases through cooperation with other projects implemented in the country simultaneously, which helped at a high limit to avoid further loss of time and waste of resources.
- 150.** Regarding leveraging the original targeted co-financing support, the actual value of co-financing contributed almost entirely as in-kind support, the co-financing contributions of project implementation (as shown in Table 5). The Execution agency supported the performance of some activities from other resources. From the GEF perspective, this strong leveraging of GEF resources represents a high level of funding efficiency.

Rating for Efficiency: **S**

G. Monitoring and Reporting

Monitoring and Reporting (**MS**)

- 151.** The project's monitoring and evaluation (M&E) plan is consistent with the GEF Monitoring and Evaluation policy. The project results framework includes smart indicators, benchmarks for each expected outcome, and mid-term and end-of-project targets. M&E-related costs are fully integrated into the overall project budget.
- 152.** Reporting done regularly, including quarterly financial reporting and PIRs completion. The project team submitted their reports on time and with good quality.
- 153.** Since the project is a GEF project, it followed UNEP standard monitoring, reporting, evaluation processes, reporting requirements and templates that are integral part to the UNEP legal instrument to be signed by the executing agency (MoE) and UNEP. The Project oversight was the responsibility of the UNEP-GEF Task Manager to ensure that the project meets UNEP and GEF policies and procedures. The task manager is responsible for reviewing the quality of project deliverables through peer review and providing feedback to project partners.
- 154.** The reports assessed by the Reviewer were satisfactory in their comprehensiveness, although there was inadequate employment of gender disaggregation. However, the project management team should put in place a much better monitoring system for the project reporting to be more standardized.

Monitoring of Project Implementation (**S**)

- 155.** All the primary reports have been reviewed, except for the inception report, which is a component of this Review. The project did not undergo a mid-term evaluation; instead, Periodic Reports (PIR) were utilized. The Reviewer believes that a mid-term review would be beneficial for monitoring the project's progress and addressing any urgent issues. It also allows for flexibility in adapting to any changes in the remaining time of the project.
- 156.** As acknowledged by the project execution team, the potentialities of the M&E system were affected by changes in the management structure and delay in the implementation of the project.
- 157.** UNEP's Evaluation and Management methodology required an update to incorporate the assessment and endorsement of project milestones. These milestones include guidelines, strategic planning, and monitoring programs, not only the final reports

Rating for Monitoring and Reporting: MS

H. Sustainability

Socio-political Sustainability (MS)

- 158.** The project aims to ensure the long-term sustainability of its outcomes through various measures. These include integrating project outcomes into existing policies and institutions, establishing practical mechanisms for financing Nature Reserves areas, involving relevant institutions and stakeholders at national and local levels in project management, and building capacity and knowledge for marine and coastal biodiversity in Lebanon.
- 159.** The project implemented through the Ministry of Environment of Lebanon, in collaboration with a number of national government agencies, NGOs and other stakeholders. The Ministry of Environment led the project steering committee, which was responsible for project oversight and guidance, reviewing general project progress and monitoring and evaluation activities. The steering committee comprised representatives from several national ministries, academic institutions, and universities. The Ministry of Environment was also responsible for liaising with project key stakeholders, particularly other ministries and government institutions.
- 160.** The project negatively impacted by a lack of social and political sustainability, which refers to the stability and long-term desirability of a nation's political system. The impact of the national social and political instability persisted throughout the project until its completion. The project's individual capabilities can serve as a valuable model for future sustainability goals, given that the country has adequate financial resources and a stable political situation.

Financial Sustainability (S)

- 161.** In terms of financial sustainability, the mainstreaming of biodiversity management priorities into national sectoral policies can improve financial sustainability since these policies receive funding through budget lines different from core environmental ones. Furthermore, the project will promote the development and establishment of financing mechanisms for targeted biodiversity areas through close partnerships with relevant local stakeholders who will maintain and benefit from the plans in the future. Active participation of civil society and NGOs in project activities is another element for gaining sustainability.

- 162.** The execution organization has set measures to sustain funding for implementing some project activities with limited funding. The importance of Biodiversity development and conservation remains high amongst the project' country' and executing organization. This was demonstrated by a co-financing that MoE and IUCN committed as a part of the project financing. Without such co-financing, the project cannot meet its objectives.
- 163.** As well known, coastal and marine biodiversity, including fish, are among the most essential resources on Earth. However, the development and preservation of the public benefits of these resources will not appear in the project country in an optimal way for sustainable exploitation, which requires continuous cooperation between the government and society. Among the outputs of this project was developing a study of the economic valuation of natural reserves, which is considered a starting point. We hope to draw attention to these issues and some suggestions in the recommendations of this Review.
- 164.** Based on interviews conducted with national and local stakeholders, as well as policy members, it has been determined that the country has suffered a considerable decrease in financial resources due to political instability. To guarantee the sustainability of the project outcomes, financial assistance is necessary, along with improvements in technical and human capacities. Furthermore, during the project site visits local stakeholders expressed interest in a follow-up phase of the project. Institutional Sustainability

Institutional Sustainability (S)

- 165.** This subsection assesses the likelihood that institutional and government structures allow to sustain the project outcomes/benefits. The institutional factors are the necessary conditions or factors that are likely to contribute to or undermine the persistence of benefits after the project ends. Some of these factors might be project outcomes, e.g. more robust institutional capacities or better-informed decision-making.
- 166.** The institutional sustainability of the project outcomes revolves around the involvement of strategic national partners and other key stakeholders in the project, which was discussed earlier. The Ministry of Environment (MoE) in Lebanon, with the support of the International Union for Conservation of Nature (IUCN) as the executing agency and key stakeholders play a significant role in sustainability of the project results.
- 167.** The project's methodology can be applied in neighbouring countries. It involves sharing and increasing knowledge output through a participatory approach that involves various stakeholders, including governmental and private entities. Furthermore, publications generated from the project area are available for free download on the IUCN Library system.
- 168.** Numerous organizations and stakeholders have been granted access to a national report on marine and coastal states, which they have utilized as a point of reference within their particular sectors. Over 80 governmental, non-governmental, and private sector groups have received training through a range of capacity programs and workshops. These events have facilitated the establishment and established partnerships through exchanges, training, and regional and international visits.

Rating for Sustainability: S

I. Factors Affecting Performance and Cross-Cutting Issues

Preparation and Readiness (MS)

169. The project design is technically well designed, presents a clear logic framework from objectives to outputs and outcomes to activities and goals, and is accompanied by a clearly stated problem, gaps and situation analysis, a solid and feasible work plan and budget and clear implementation arrangements.
170. An integrated programme designed around four components were delivered twenty-one outputs in order to achieve eleven results-oriented specified outcomes, but, with some repetition of between outcomes of four components.
171. Results indicators in the Result framework include both: outputs and outcomes resulting from the activities of the project, which refer to enabling environment that is delivered by the project as a result of the activities undertaken
172. The Results Framework includes objectively verifiable indicators at the level of outcomes and outputs (ProDoc & Annex 6). Outcomes are realistic. Most outcomes are acquired as governance/policy instruments (component 1); as Stakeholder involvement (Component 2); knowledge, education; and data (Components 3&4).
173. All outcomes have precise indicators, clear and feasible baselines, target values and verification methods. Project outputs are formulated as indicators (concretely described number of products, tools or instruments). A repetition observed of outcomes between components and others indicates redundancy in the project activities plan.
174. Project stakeholder analysis, risk analysis, and M&E plan are relatively complete (see Project Document). This provides a solid basis for project implementation and the achievement of intended results. The design is realistic, and efficient. It provides enough opportunity for stakeholder involvement (See Stakeholders Analysis paragraph).

Quality of Project Management and Supervision (HS)

175. UNEP is the GEF implementing agency, and it handles the overall project supervision to ensure consistency with its policies and procedures. UNEP will monitor the project activities and implementation and transmit the financial and progress reports to GEF. Also, UNEP reviews and approves the substantive and technical reports produced according to the work schedule. The project did not create any new institutions for execution. The International Union for the Conservation of Nature (IUCN-ROWA) acted as an executing agency for the overall project, with all associated responsibilities under the guidance and supervision of the Lebanese Ministry of Environment (MoE).
176. The project's management was supported by the collective expertise of UNEP, the International Union for Conservation of Nature, and the Ministry of Environment, which provided valuable scientific and experimental insights. The IUCN conveyed its substantive understanding of international aspects related to marine and coastal BD and its broad experience in project execution and implementation at the international level, as well as cooperating regionally while the UN Environment provided the linkages with major international conventions and international environmental conservation networks and fora.

Stakeholders Participation and Cooperation (HS)

177. The project involved a variety of stakeholders, including Lebanese societies and governments responsible for managing marine and coastal ecosystems and those affected by related activities. Despite the difference in the level of participation of each group and its impact on the project's results, ultimately, every member plays a crucial role in ensuring the sustainability of the project's results (for more detail see section III/C)

Responsiveness to Human Rights and Gender Equality (MS)

178. The Reviewer found no adverse effects on these areas during the implementation or in the project reports. However, the project could have strengthened if it had taken a more proactive approach towards women's economic empowerment and recognised the interests of ethnic minority groups in a more specific way.
179. This Review found that the project pursued gender equality to certain extent, targeted representatives from various sectors of society in communication and awareness-raising.

Environmental and Social Safeguards (S)

180. This project address trade-off and challenges for achieving the conservation objectives and measures of biodiversity that comply with the principles of the Convention on Biological Diversity and the United Nations Framework Convention on Climate Change (UNFCCC). these safeguarding measures as; (i) biodiversity conservation; (ii) sustainable use of resources; (iii) the equitable sharing of benefits derived from the use of marine biodiversity; (4) compliance with national and international legislation and agreements; (v) respecting the rights of actors involved in marine and coastal biodiversity; (6) Clarity on land tenure, use, access to natural resources and knowledge.
181. In line with these principles, the project developed a monitoring guidelines as a tracking tool to enable the project's implementing partners to monitor and assess adherence to international principles and sustainable use. To promote the environmental safeguard, the project ensured, while working with relevant local authorities, ministries and beneficiaries, that the social, economic and environmental impacts of project interventions were duly assessed and communicated to stakeholders in a convincing manner.

Country Ownership and Driven-ness (HS)

182. The project was designed in response to the request of the country. The Ministry of Environment chairing the project's steering committee ensured the country's ownership. These have been provided since the preparatory phase when the project steering committee was formed, allowing for direct input into the project document and review and modification of outputs and activities according to ministerial feedback. In addition to involving a massive diversity of stakeholders from all sectors of the society.

Communication and Public Awareness (S)

183. In general, the quality of collaboration and communication among project stakeholders was good despite facing various challenges such as the anti-government strikes starting from 2019, COVID 19 outbreak in 2020, the explosion and economic crisis in 2020 and 2021. These events have resulted in limited physical contact at times.
184. The project primarily focused on raising awareness and educating stakeholders about biodiversity conservation and development. Different knowledge products and activities were used to target each stakeholder group. The project also created a pilot Communication-education model to teach the principles of biodiversity conservation and restoration to the community, including children. This model included various educational tools, materials, and publications.

Rating for Factors Affecting Performance and Cross-Cutting Issues: HS

VI. CONCLUSIONS AND RECOMMENDATIONS

A. Conclusions

- 185.** The project was ambitious because it set out to undertake meaningful actions to integrate biodiversity development and conservation into national thinking. Its management agencies were able to adapt project activities to current national needs, align with national priorities within the framework of the project work plan and avoid duplication of previously completed activities during the project delay.
- 186.** The quality of project outputs is generally reasonable succeeded in attaining most of the planned outcomes within the approved results framework. The project achieved its intermediate goals and completed the end-of-project milestones, despite the gap between the drafting of the project document and the implementation by IUCN_ROWA. As well as other significant challenges in conducting many activities, such as political unrest in 2019 and COVID in 2020-2021, followed by a massive explosion in Lebanon that caused a severe national economic crisis.
- 187.** The project contributed to improve the EA (b) indicator through a comprehensive capacity-building program that targets various stakeholders, including the Ministry of Environment staff, relevant ministries, academics, research institutions, and the general public. It has introduced the concept of Red Listing to the research community concerned with marine and coastal biodiversity and the concept of protected area management effectiveness to stakeholders involved in coastal protected area management. Additionally, it raised awareness of the importance of marine birds, the impact of IAS, and impact of climate change on the coastal and marine biodiversity.
- 188.** The project has embraced an integrated approach to implementation, starting by reviewing and enforcing national laws, developing strategies for the conservation and management of marine protected areas, researching the impact of coastal activities on biodiversity, mapping the deep-sea environment, and integrating with other projects related to the study of marine and coastal resources. All of these efforts were then incorporated into national coastal zone management plans and proposals for mitigating the effects of climate change. Although some of the outputs have been partially implemented, the integration of these outputs can be considered as a baseline study to for developing national guideline for a Master plan for the Lebanese coastline and a national strategy for the Integrated Coastal Zone management.
- 189.** According to the Review, the project's outreach activities, communication, and knowledge transfer interventions significantly suggested crucial legislative initiatives and updated policy agendas related to coastal and marine biodiversity for relevant governments and decision-makers. Additionally, the government and stakeholders' strong interest and commitment indicate their willingness to work together to improve the project's results and create a better environment for replicating and scaling-up lessons learned from the project.

B. Summary of project findings and ratings

The table below provides a summary of the ratings and finding.

The project demonstrates an overall rating of '**Satisfied**'.

UNEP Evaluation Office Validation of Performance Ratings:

The UNEP Evaluation Office formally quality assesses (see Annex XI) 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 Review has been based on a robust Theory of Change, reconstructed where necessary, which reflects UNEP's definitions at all levels of results.
- 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.

The project was assessed by the Evaluation Office as having a sub-optimal operational context during the period of project implementation. This was captured by the 'Unfavourable' validation rating for the criterion 'Nature of the External Context'. This U rating was taken into consideration in validating the project's performance ratings for effectiveness. In this instance the Evaluation Office finds validates the overall project performance rating at the '**Satisfactory**' level.

Table 8: Summary of project 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	The project is relevant to the country, the donor priorities and the higher-level strategies of UNEP.	HS	<i>Aggregated from the sub-categories below.</i>	HS
1. Alignment to UNEP MTS, POW and Strategic Priorities	The project outcomes are likely contributing to UNEPs Expected Accomplishments (EA a and EA b) and programmatic objectives. The project results are in line with some priorities identified in Bali Strategic Plan, particularly; -help countries to comply with international agreements (eg., ICZM protocol and UNFCCC.	HS	This rating is validated.	HS
2. Alignment to Donor/GEF/Partner's strategic priorities	Linked to Consistency with UNEP/GEF priorities and Strategic Programme for GEF IV: BDSP4 GEF, strategic long-term objective BD2 UNEP priority.	HS	This rating is validated.	HS
3. Relevance to global, regional, sub-regional and national environmental priorities	The project relevance to country priorities, outcomes will supporting the conservation of marine and coastal biodiversity in Lebanon through contribution to the SAP-BIO program and align with the NBSAP, which aims to provide a framework for biodiversity conservation, and With the UNDAF (UN Development Assistance Framework) for Lebanon.	S	This rating is validated.	S
4. Complementarity with relevant existing interventions/coherence	The project design and outcomes are alignment with the vision, and values of UNEP and GEF in a certain extent.	MS	This rating is validated.	S
Quality of Project Design	The project is technically well designed, presents a clear logic framework from objectives to outputs and outcomes to activities and goals.	S	This rating is 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
Nature of External Context	The project design should have robust mitigation measures by identifying potential issues such as political instability, changes in government, and expected delays in national elections during project implementation (which usually occur in Lebanon). None of these risks was mentioned in the project design document	MS	The Evaluation Office finds the unexpected conditions faced by the project (para 120) to be at the Unfavourable level. This has been taken into consideration in the validation of performance under Effectiveness.	U
Effectiveness	The project achieved most of its outcomes, with the exception of some of them that expired due to the long delay in implementation. The project was able to adapt and respond to the challenges it faced and was able to accomplish most of the specific activities for each output as intended.	S	<i>Aggregated from the sub-categories below.</i>	MU
1. Availability of outputs	The quality of the output varied, but some were of good quality. It can be said that all outputs meet the criteria and available via the IUCN and MoE websites. Capacity building and awareness programs have been implemented as far as possible	S	The rating is validated.	S
2. Achievement of project outcomes	The project achieved most of its outcomes and some of them are likely to come with challenges for sustainability.	S	The report does not provide sufficient evidence, analysis or reasoning at the outcome level to support a Satisfactory rating. While a large volume of outputs were made available, there is little of a concrete nature to suggest these outputs have yet been taken up. The Evaluation Office notes, in table 5 under Activity 1.1.2.4, that the Reviewer report decrees as having been validated and approved by the MoE, which is considered significant for outcome level results. This is also supported by the Reviewer's report that stakeholders validated deliverables, under Activity 2.2.1, which indicates a level of significant endorsement of the work.	MS
3. Likelihood of impact	The project's efforts and outcomes have resulted in an improved foundation of ecosystem management experience, biodiversity conservation, legislation and policy, capacity development, knowledge foundation, and awareness for the country, which will enable them to build their capacity for biodiversity conservation further and fully realize the impact of the project.	S	The report does not put forwards a convincing case for the likelihood of impact, first with a weak presentation of the case for outcome level changes to have occurred and then with no discussion of assumptions or drivers which could otherwise have signalled that promising change was emerging.	ML

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
Financial Management	Financial management and reporting are generally satisfactory, and adhered to UNEP's Financial Policies and Procedures without deviation	S	<i>Aggregated from the sub-categories below.</i>	S
1. Adherence to UNEP's financial policies and procedures	Financial management was constrained by national regulations, causing delays in delivering some outputs and making it more difficult to hire external consultants.	S	The rating is validated.	S
2. Completeness of project financial information	Generally satisfactory	S	The rating is validated.	S
3. Communication between finance and project management staff	Generally good	S	The rating is validated.	S
Efficiency		S	The rating is validated.	S
Monitoring and Reporting	Generally, the potentialities of the M&R system were affected by changes in the management structure and delay in the implementation of the project.	MS	<i>Aggregated from the sub-categories below.</i>	MS
1. Monitoring design and budgeting	The project's monitoring and budgeting plans are consistent with the GEF Monitoring and Evaluation policy.	S	The formulation of the original outcomes do not conform to the general understanding of outcomes being at the level of the uptake or adoption of outputs.	MS

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
2. Monitoring of project implementation	<p>All the primary reports have been reviewed, except for the inception report, which is a component of this Review. The project did not undergo a mid-term evaluation; instead, Periodic Reports (PIR) were utilized, that would be beneficial for monitoring the project's progress and addressing any urgent issues. It also allows for flexibility in adapting to any changes in the remaining time of the project.</p> <p>The potentialities of the M&E system were affected by changes in the management structure and delay in the implementation of the project.</p>	MS	The rating is validated.	MS
3. Project reporting	Reporting done regularly, including quarterly financial reporting and PIRs completion. The project team submitted their reports on time and with acceptable quality.		The reviewer does not provide a rating for this sub-category but mentions that PIR reports were reviewed. Given the GEF funding requirements, this suggests that reporting requirements were fulfilled.	S
Sustainability	In general, the project's outcomes have the potential for sustainability. Despite they were aligning with national stakeholder priorities, sustainability, which is connected to making a long impact, did not live up to the expectations.	S	<i>Aggregated from the sub-categories below.</i>	ML
1. Socio-political sustainability	The lack of social and political sustainability, which refers to the stability and long-term desirability of a nation's political system. The impact of the national social and political instability persisted throughout the project until its completion.	MS	The report does not present a strong case for the sustainability of benefits achieved at the outcome level.	ML

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
2. Financial sustainability	The project promoted the development and establishment of financing mechanisms for targeted biodiversity areas through close partnerships with relevant local stakeholders who will maintain and benefit from the plans in the future. Active participation of civil society and NGOs in project activities is another element for gaining sustainability. However, the project's individual capabilities can serve as a valuable model for future sustainability goals, given that the country has adequate financial resources and a stable political situation.	S	The report does not present a strong case for the sustainability of benefits achieved at the outcome level.	ML
3. Institutional sustainability	Numerous organizations and stakeholders have been participated in the project activities and they have granted access to project reports, which they have utilized as a point of reference within their particular sectors. Over 80 governmental, non-governmental, and private sector groups have received training through a range of capacity programs and workshops.	S	The report does not present a strong case for the sustainability of benefits achieved at the outcome level.	ML
Factors Affecting Performance	An integrated programme designed around four components were delivered twenty-one outputs in order to achieve eleven results-oriented specified outcomes, but, with some repetition of between outcomes of four components.	MS	<i>Aggregated from the sub-categories below.</i>	HS
1. Preparation and readiness	The project design is technically well designed, presents a clear logic framework from objectives to outputs and outcomes to activities and goals, and is accompanied by a clearly stated problem, gaps and situation analysis, a solid and feasible work plan and budget and clear implementation arrangements.	S	The report describes the considerable effort, flexibility and continued liaison shown by the Implementing Agency, the Executing Agency and the in-country partners despite several set backs.	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
2. Quality of project management and supervision	The project's management was supported by the collective expertise of UNEP, the Ministry of Environment, and IUCN which provided valuable scientific and experimental insights, experience in project execution and implementation at the international level, as well as cooperating regionally.	HS	As above, the project team showed resilience in the face of adversity.	HS
2.1 UNEP/Implementing Agency:	UNEP provided technical support and offered the linkages with major international conventions and international environmental conservation networks and fora.	HS	As above, the project team showed resilience in the face of adversity.	HS
2.2 Partners/Executing Agency:	IUCN provided valuable scientific and experimental support during the project execution and implementation and positively response to most of the challenges.	HS	The project benefited from the IUCN regional presence.	HS
3. Stakeholders' participation and cooperation	The project involved a variety of stakeholders, including Lebanese societies and governments responsible for managing marine and coastal ecosystems and those affected by related activities, every member plays a crucial role in ensuring the sustainability of the project's results,	S	The reviewer assesses this at the Highly Satisfactory level within the report text and the Evaluation Office validates it at that level.	HS
4. Responsiveness to human rights and gender equality	The Reviewer found no adverse effects on human right during the implementation of the project. However, The project could have been more effective in promoting women's role if it had taken a proactive approach towards women's economic empowerment and recognized the interests of ethnic minority groups in a more specific manner.	MS	The rating is validated.	MS
5. Environmental and social safeguards	This project address trade-off and challenges for achieving the conservation objectives and measures of biodiversity that comply with the principles of the Convention on Biological Diversity and the United Nations Framework Convention on Climate Change (UNFCCC).	S	The rating is 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
6. Country ownership and driven-ness	The project was designed in response to the request of the country. The Ministry of Environment chairing the project's steering committee ensured the country's ownership. These have been provided since the preparatory phase when the project steering committee was formed, allowing for direct input into the project document and review and modification of outputs and activities according to ministerial feedback. In addition to involving a massive diversity of stakeholders from all sectors of the society.	HS	The rating is validated.	HS
7. Communication and public awareness	In general, the quality of collaboration and communication among project stakeholders was good despite facing various challenges such as the anti-government strikes starting from 2019, COVID 19 outbreak in 2020, the explosion and economic crisis in 2020 and 2021. These events have resulted in limited physical contact at times.	S	The rating is validated.	S
Overall Project Performance Rating	Overall the project performance rating is “satisfactory”	S		S

C. Lessons learned

Lesson Learned #1:	Restoring nature resources doesn't mean halting economic activity in the restored areas
Context/comment:	Basically what is correct is coexistence and production together. - Effective integration of biodiversity development and conservation with sustainable livelihoods requires working systematically with local communities
Lesson Learned #2:	Sustainable livelihoods requires working systematically with local communities even if the project has skilled and motivated staff.
Context/comment:	Effective integration of biodiversity development and conservation with sustainable livelihoods requires working systematically with all sector of the community and leave no one behind.
Lesson Learned #3:	Raising awareness is a crucial first step towards conservation.
Context/comment:	It is important for the community to understand the principles of biodiversity conservation and management in order to effectively protect it. Neglecting these principles may result in the inability to practice conservation.
Lesson Learned #4:	Engagement of a Responsible National Party for project implementation and delivery
Context/comment:	This led to more efficient accomplishments and greater ownership of the country than expected.
Lesson Learned #5:	Make room for both current needs and future aspirations
Context/comment:	The economic situation has a major impact on the sustainability of ecosystem conservation. In case of this country, the focus on immediate needs takes precedence over future sustainability
Lesson Learned #6:	Law enforcement is crucial for effective conservation efforts and economic growth, and their role cannot be replaced by any other means.
Context/comment:	Environmental progress may not be immediate as it takes time for the necessary efforts to accumulate and create visible and

	tangible results. Therefore, it is important to prioritize acquiring strong support from the governments.
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Lesson Learned #7:	For development and conservation of marine and coastal ecosystem, the countries should support the ICZM approach and pay closer attention to the society way of thinking
Context/comment:	Shifting in mindset and the misunderstanding of protected areas, especially among fishermen Hence, it's necessary to educate the fundamentals of ICZM in the national education system and ensure that all upcoming projects align and contribute towards the set goals and objectives.

Lesson Learned #8:	People usually change." and the same can be said for a country's priorities.
Context/comment:	Thus, flexible project management plan is crucial to ensure that activities remain realistic and achievable, and indigenous communities and municipalities should be consulted in the project's inception phase to grantee smooth management and to ensure the sustainability of project results,

Lesson Learned #9:	Establish a robust risk management plan right from the outset, to attain the desired outcomes particularly when the project is being executed in a politically unstable counties
Context/comment:	Nothing is guaranteed in this rapidly changing world, and remains the same, even over a short time. Therefore, a robust risk plan should be a component of the project structure to deal with and accept any changes before approving the project.
Lesson Learned #10:	This Terminal Evaluation/Review should be conducted immediately after project termination to avoid losing interest and losing important details associated with the project outcomes from stakeholders.
Context/comment:	This terminal Review was conducted long after the project's termination which led to some difficulties in communicating with some stakeholders due to loss of interest and forgetting important details associated with the project results. To ensure a smooth Review process and effective communication with stakeholders, it is essential to conduct the terminal evaluation/review soon after the project ends and before final official closure. This will help prevent any complications and maintain interest in the Review results

D. Recommendations

Recommendation #1:	Efforts to manage protect coastal-marine marine reserves have offered by the project with significant base-line steps. These actions are vital for the successful execution of Integrated Coastal Zone Management (ICZM) plans and Marine Special Planning (MSP) in all coastal regions. To further strengthen the support for integrated coastal development throughout Lebanon's coast, it is recommended to incorporate these efforts with the most significant national initiatives.
Challenge/problem to be addressed by the recommendation:	<ul style="list-style-type: none"> - The project has embraced an integrated approach during the implementation, beginning by reviewing and enforcing relevant national laws, preparing national strategies for MPAs conservation and management, researching the impacts of a coastal activity on biodiversity development, mapping deep-sea environment, and integrating with projects activities that are being implemented in the same period and linked to the marine and coastal resources study in the same area. - Some of these outputs have been implemented to a certain extent. However, integrating these outputs can be a base-line for developing a National Master Plan for the Lebanese coastline and a crucial component of ICZM's national strategy. - Many coastlines consist mainly of sandy structures and have narrow continental shelves. Coastal vegetation serves as the first line of defence in many places along the coast, such as Enfa and Jables Papillons, against the risks of climate change, including rising sea level and coastal erosion. However, these plants are also vulnerable to the impacts of climate change, which could put coastal urbanization and natural reserves at significant risk. Therefore, it is crucial to continuously monitor for coastal risks and status of nature reserves conservation, implement national land use planning, and establish a national organization to protect beaches. All of these measures highlight the importance of Integrated Coastal Zone Management (ICZM). - <u>The project has set some foundational steps towards thinking about integrated coastal zone management in the context of developing and conserving coastal and marine nature reserves. However, it did not benefit from incorporating it with national efforts and strategies for climate change to mitigate risks. It needed to be moved to the appropriate extent as an integrated project output.</u> <p>Therefore, I suggest that the United Nations Environment Program (UNEP) endorse this integrated approach as the project's second phase.</p>
Priority Level:	High level
Type of Recommendation	Project and Partners
Responsibility:	MoE, UNEP, IUCN, other ministries
Proposed implementation time-frame	UNEP, GEF, others funding programs new phase for follow-on project
Recommendation #2:	Lebanon's coastal and marine nature reserves offer a promising chance to increase revenue through Friendly ecosystem services. One of the ways to achieve this is by promoting ecotourism.
Challenge/problem to be addressed by the recommendation:	<p>Ecotourism is vital for preserving natural resources and promoting stewardship of both natural and cultural resources. Not only does it help with economic growth.</p> <p>To begin, the initial step should be focused on clearing marine litter and plastics from the marine bottom, and increase national efforts for restoring the shore and marine environment.</p>

	Educating the community about ecotourism principles is essential, and civil society organizations in Lebanon can assist in accomplishing this goal.
Priority Level:	High
Type of Recommendation	Partners
Responsibility:	MoE, IUCN, APAC, National NGOs, Municipalise,
Proposed implementation time-frame	New project for Three –four years
Recommendation #3:	A nature reserve should have a comprehensive implementation plan with clear terms of reference and a timeline before seeking funding. This execution plan should be the main objective of the project proposal. Funding agencies, such as UNEP/GEP, should verify that this execution plan has not been previously funded to avoid duplication of funding. By doing so, the project will have a greater chance of success and long-term impact.
Challenge/problem to be addressed by the recommendation:	<p>During the visit to the project site, the Reviewer interviewed various stakeholders, such as managers of two nature reserves (TYRE & PLMI), environmental protection NGOs, divers, and a group of fishermen. The reviewers learned about the negative impacts of plastic waste, old fishing nets, and boats still in the water, which pollute the environment and affect fishing activity and economic return. Members of civil society in the city of Saida expressed concerns about the failure to enforcement of environmental laws, which led to an increase in unregulated activities in the marine and coastal areas.</p> <p>The director of the two reserves also mentioned that there is no integrated methodology for the projects implemented in the nature reserves. Each project has a specific goal, regardless of its integration with the activities implemented in the NR, and the urgent necessities of the NR are not considered.</p> <p>A comprehensive national action plan for each nature reserve should be developed; This plan should include terms of reference and a detailed work plan that spans five years. All projects seeking funding for the nature reserves must adhere to the guidelines outlined in this plan. The NGOs and civil society organizations should remain informed and regularly updated with this plan to increase their momentum and contribution.</p>
Priority Level:	High
Type of Recommendation	Project and partners
Responsibility:	UNEP, MoE, The Appointed Protected Areas Committee (APAC)
Proposed implementation time-frame:	Future projects and national plans
Recommendation #4:	It is crucial to conduct a project midterm evaluation, even for short to medium-term projects.
Challenge/problem to be addressed by the recommendation:	<p>The midterm evaluation phase is crucial for the management agency to monitor any repeated, invalid, or modified activities promptly. Without this phase, some project outputs may not be fully utilized, and there may be reallocation without proper investigation. Thus, the intermediate evaluation is essential, even for small to medium projects.</p> <p>While conducting country visits, the Reviewer observed that one organization received multiple funds for the same project activities in the same country and time. It is recommended to comprehensively review project proposals and develop a robust monitoring and evaluation system to address this issue. Conducting preliminary assessments, particularly for projects funded by UNEP, is also advisable to prevent such problems.</p>

Priority Level:	High
Type of Recommendation	Project
Responsibility:	UNEP/GEF
Proposed implementation time-frame:	Before end of the first year
Recommendation #5:	UNEP's Evaluation and Management methodology required an update to encompass the Review of not only final reports but also the final products such as; guidelines, strategic planning, and monitoring programs..
Challenge/problem to be addressed by the recommendation:	The UNEP's evaluation and management methodology should include reviewing and approving the project milestones, such as guidelines, strategic planning, or monitoring programs, ensuring they are concrete and beneficial. These milestones can be incorporated into future projects allowing them to complete, update, or supplement plans. However, it's essential to consider this in the TOR of Terminal Evaluation, considering that it is a double effort of the reviewer.
Priority Level:	Medium
Type of Recommendation	Project
Responsibility:	UNEP/GEF
Proposed implementation time-frame:	Future projects' valuation
Recommendation #6:	Updated laws and regulations related to the conservation of nature reserves and biodiversity in national legislation, such as environmental impact assessment mechanisms should be modernised in upcoming environmental projects that protect critical habitats.
Challenge/problem to be addressed by the recommendation:	<p>The project help in developing decisions and executive decisions to implement the framework law for protected areas. It contributed to promoting environmental protection and effective natural resource management through mainstreaming of marine and coastal biodiversity in the legislative framework in Lebanon; by addressing some gaps and providing decision support tools that would improve the mainstreaming of biodiversity conservation in coastal zone planning; six policy documents, legal decrees and regulations containing measures were formulated to enhance the sustainable use and management of marine and coastal biodiversity.</p> <p>The project also contributed to enhancing the decision-making process bonded to marine and coastal biodiversity by providing a knowledge foundation, such as Guidelines on Mainstreaming Biodiversity Conservation into the Environmental Impact Assessment Process for Development Projects Affecting Marine and Coastal Ecosystems and a Checklist for Inspecting and Monitoring Necessary Environmental Mitigation Measures Related to Conserving and Protecting Biodiversity have been developed to support the Ministry of Environment in mainstreaming biodiversity into the EIA process and to increase the capacity of consulting firms conducting environmental impact assessments. As well as by developing technical publications, reports, maps, guidelines and protocols (IAS Protocol, Modified Protected Area Management Effectiveness Tracking Tools).</p> <p>Furthermore, five new nature reserves, including designation files and scientific studies submitted to the Ministry of Environment for consideration, still need to be officially approved or officially endorsed as of this writing. The unstable political situation puts these achievements at risk, losing progress and efforts, and the Ministry of Environment must provide continued support for endorsing this file. Likewise, as an outcome of the project, guidelines for environmental impact assessments (EIA) are being developed, an essential tool for protecting the environment. This presents an opportunity to replace the current environmental impact assessment method with a more</p>

	comprehensive approach called Strategic Environmental Assessment (SEA). For such, EIA mechanisms should be incorporated into upcoming environmental projects and plans in order to safeguard critical habitats and act as a driving force for legislation in national planning “catalysts” in national planning. These outcomes should be connected to other legal processes that are pertinent to the preservation of biodiversity and the coastal and marine ecosystem.
Priority Level:	High level
Type of Recommendation	Project and partners
Responsibility:	MoE, MoA, other national ministries, UNEP
Proposed implementation time-frame:	Near future
Recommendation #7:	Knowledge, education and Communication products that were developed by the project should be accessible to support learning and education, aiding in conserving coastal and marine ecosystems. Additionally, it can facilitate the development of national coastal zone management plan.
Challenge/problem to be addressed by the recommendation:	<p>The project enhanced the capacity and awareness of decision-makers and national stakeholders in understanding the concept of conservation and management of protected areas. It provided spatial data and knowledge on marine and coastal ecosystems (e.g., sea floor and habitat maps, seabirds, the impact of marine invasive species, guidelines, ..) and marine and coastal biodiversity hotspots.</p> <p>In general, the bulk of the project's activity was oriented at increasing awareness and knowledge of biodiversity conservation and development through various knowledge products and activities that targeted each type of stakeholder. The project developed a pilot knowledge-education model for embedding biodiversity conservation principles and the value of restoration into community cogitation. This model covers many sectors of society, including kids, and a series of educational and knowledge tools, materials, and publications were offered.</p> <p>Reaching these milestones can enhance the awareness of important stakeholders and the general public, leading to better networks and a stronger foundation of information. For such, communities with Civil society should continue to receive technical and other forms of support. Creating solid partnerships with NGOs and other private sector organizations can enhance peer-to-peer capacity, strengthen project resilience, and replication lessons learned and project results,</p>
Priority Level:	High
Type of Recommendation	Partners
Responsibility:	MoE, IUCN, Lebanon NGOs
Proposed implementation time-frame:	Present to future
Recommendation #8:	To effectively empower women and leverage their expertise in protecting biodiversity within relevant sectors and policies, it is recommended that future projects should embrace activities targeting women's economic empowerment
Challenge/problem to be addressed by the recommendation:	Although the project's national management leader and the team leader of the executing organization are both women, women in the project country still experience inequality in decision-making. Despite this, they continue to play a vital role in preserving and developing coastal and marine natural resources, as well as managing climate change risks that affect their families. Therefore, it is crucial to encourage dialogue amongst national authorities to address this issue and give women a leading role in future project implementation strategies.

	<p>Many projects still view the percentage of women attending workshops and training as a measure of achieving equality and empowering women. Therefore, it is crucial to address this issue in the project 'objectives plus give women a leading role in future project implementation strategies.</p> <p>During the interview, many women shared valuable experiences in preserving the ecosystem. They emphasized that despite their experiences, their society still prefers men in decision-making positions, despite the need for their expertise. They stressed the importance of handling this issue in future projects.</p>
Priority Level:	High
Type of Recommendation	Project and partners
Responsibility:	National Government ministries, national policy makers and authorities
Proposed implementation time-frame:	Present and future projects
Recommendation #9	In future projects, prioritizing activities that mitigate vulnerabilities and enhance the quality of life of coastal communities is crucial for improving their overall well-being. This is considered a critical bottleneck for the sustainability of the impact of the projects.
Challenge/problem to be addressed by the recommendation:	The project document should address the vulnerability and needs of coastal communities living near nature reserves. These communities are at a higher risk of facing various dangers in their daily lives, especially women who heavily rely on local natural resources for their livelihood. For example, fisherman's wives engage in fish processing and marketing in coastal areas.- Therefore, it's important for projects to also address economic concerns in order to gain community support for conservation efforts, for example identify fishermen's needs and priorities and reflect them in the project design.
Priority Level:	medium
Type of Recommendation	Project and partners
Responsibility:	UNEP, GEF, and other funding agencies.
Proposed implementation time-frame:	Future projects

ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS

The project involved various stakeholders, such as the Lebanese communities, government entities in charge of managing marine and coastal ecosystems, and civil society members who may be impacted by the related. The Reviewer interviewed a large group of stakeholders involved in the project (Annex II) through site visits and other communication tools.

All stakeholder comments have been discussed, and an agreement has been reached between the evaluator and key stakeholders. The outcomes and feedback from stakeholders and civil society were sorted and delivered as recommendations and lessons learned. The final report was distributed to the executing agency, the national implementation ministry, Steering committee members, and representatives from all types of stakeholders listed in Annex II. No comments were received from any of the recipients.

ANNEX II. PEOPLE CONSULTED DURING THE REVIEW

Table 8: People consulted during the Review;

Please be noted that; due to the prolonged Review process after the project's completion, Steering committee members have moved out of their positions and are now working in other countries. The project Focal Point at the Lebanese Ministry of Environment and the project's Execution team at IUCN exerted all possible efforts to secure an interview with the mentioned Stakeholders and Civil Society in the table.

Name	Organisation	Position	Gender
Rastislav Vrbensky	UNEP/ GEF	Terminal Reviews Coordinator	M
Ersin Esen	GEF	Task Manager	M
Lara Samaha	Ministry of Environment, Lebanon	Ministry, SCM Project Focal Point	F
Hany El Shaer	IUCN-ROWA	IUCN-ROWA Director &Project Manager	M
Natalia Boulad	IUCN-ROWA	Project Manager	F
Hanna Haddada	IUCN-ROWA	Project knowledge outputs process	M
Roaa MOHAISEN	IUCN-ROWA	Technical (Contract process)	F
Ola Mallah	IUCN-ROWA	Regional Director Office (communication)	F
Muatsem AL SAWA'I	IUCN-ROWA	Financial	M
Ragy Masee	AmwaJ Al Beaa & Morys company for Waste pollution	Director	M
Eng. Mlek Ghandour	Amwaj Associations	president	M
Fadia Ghomaa	Media & women advocacy	private	F
Soumaya Ayadi-Maasrl	Association for community and Environmental	President	F
Yara Khalaf	Association for community and Environmental	member	F
Major Hassan Bachouch	X Ministry of Defence Consultant	Amwaj Associations	M
Sara Hassab Alla	Socioeconomic	Private	F
Hassan Ramal	Lawyer	UNICEF	M
Maged Bawab	fisherman	Sour Municipal	M
Belal Kahwagy	Diver	Tyre NR (Lebanon Dining Canter)	M
Yusuf Gendi	Diver	Tyre NR (Lebanon Dining Canter)	M
Hassan Hamza	Diver	Tyre NR (Lebanon Dining Canter)	M
Ali Kalache	Municipal	Nature reserve	M
Mohamed Fakeh	Environment protection Association	Member	M
Ali Dawoud	LIDA Association	Director	M
Mohamed Hashem	Blue Tyre Association	Director	M

Name	Organisation	Position	Gender
Abdall El Madswy	Regional Center for Civil Defense Sour	Director	M
Gamal El Din	Regional Center for Civil Defense Sour	Head	M
Jana Abdall Doouk	Tyre NR	member	F
Ahmed Farag	Environment Protection Association	Member	M
Hassan Suror	Sour Municipal	employee	M
Kawther Katesh	Sour Municipal	employee	F
Maya Satfa	Lebanon Unicersity	Student	F
Hassan Daklla	Environment Consultant	Private Environment Consultant	M
Bahaa El Fahl	Sour Mothers Association	Head of Administration	M
Somyaa Ayadi	ACE	Member	F
Gaby Khalaf	National Center for Marine Sciences, CNRS	Professor of Marine Geology CNRS	M
Manal Nader	University of Balamand	Director Steering Committee member Project ICZM&CC consultant	M
Rania Abd El Samad	Ministry of Tourism (Coastal projects)	Ministry, SCM	F
Ali Badreddine	Tyre Coast Nature Reserve	local BD authority	M
Nahed Msayleb	Tyre Coast Nature Reserve	local BD authority, SCM	F
Ghassan Jaradi	Palm Islands Nature Reserve	local BD authority & consultant Former Director of Palm Island	M
Peter Baraket	Horsch Ehdn Nature Reserve	local BD authority	M
Milad Fakhry	National Center for Marine Sciences, CNRS	Research institute & University, SCM	M

ANNEX III. KEY DOCUMENTS CONSULTED

Management-led Review of GEF projects

- TOR_Terminal Review_GEF_09.08.21.docx
- 00_TR GEF_Tools Description and Mapping_25.08.21.docx
- 00a_UNEP Glossary of results definitions_April 2021.pdf
- 00b_TR GEF_List of Documents needed for Reviews_29.07.21.docx
- 01_TR GEF_Review_Criteria_29.07.21.doc
- 02_TR GEF_Criterion_rating_descriptions_matrix_29.07.21.docx
- 03_TR GEF_Review_Project Performance Ratings Table_ONLY_29.07.21.docx
- 04_TR_Weighted Ratings Table_03.08.21.xlsx
- 05_TR GEF_Project_Identification_Table_ONLY_29.07.21.docx
- 06_TR GEF_Inception Report_Structure & Contents 02.09.21.doc
- 07_TR GEF_Main Review Report_Structure & Contents_14.09.21.docx
- 08_TOC Reformulation Justification Table ONLY_29.07.21.docx
- 09_TR GEF_Quality_of_Project_Design_Assessment_31.08.22.docx
- 09a_TR GEF_Quality_of_Project_Design_Assessment_Template_31.08.22.xlsx
- 10_TR GEF_Stakeholder Analysis_Guidance Note_29.07.21.doc
- 11_TR_GEF_Gender_Methods_Note_for_Consultants_03.08.21.docx
- 12_TR GEF_Safeguards Assessment at Review_29.07.2021.docx
- 13_TR GEF_Use_of_Theory_of_Change_in_Project_Reviews_29.07.21.docx
- 14_TR GEF_Financial Tables 29.07.21.docx
- 15_TR GEF_Likelihood of impact 29.07.21.xlsm
- 15a_TR GEF_Likelihood of impact 29.07.21_Test Case.xlsm
- 16_TR GEF_Recommendations Quality Guidance Note_29.07.21.docx
- 16a_TR GEF_In Report Template_Presenting_Recs and LL_29.07.21.docx
- 17_TR GEF_Recommendation_Impl_Plan_Template_29.07.21.docx
- 18_TR_GEF_Cover Page Prelims and Style Sheet Main Review Report 05.08.21.doc
- 19_TR GEF_Review_Assessment_Quality of the Terminal Review Report 04.08.21.docx
- 20_TR GEF_Review Methodology_Structure 19.10.22.docx
- 21_GEF Portal Annex Template_03.06.22.doc

Project Documents sent by the Evaluation Office of Nairobi

- TOR_Terminal Review_GEF_4020 Lebanon_final_090822 (1)
- 09-15-10 CEO approval request for MSP FINAL
- 09-15-10 Project document PAD FINAL
- 4020_PIR_FY15_UNEP_Lebanon Market policy
- 4020_2016_PIR_UNEP_Lebanon
- 4020_2017_PIR_UNEP_Lebanon
- 4020_2018_PIR_UNEP_Lebanon
- 4020_2019_PIR_UNEP_Lebanon
- 4020_2020_PIR_UNEP_Lebanon
- 4020_2021_PIR_UNEP_Lebanon
- Countersigned PCA_AD1_4C02 Lebanon_02 Oct 2012

- Annex 12_Final Report_Rev2_clean copy_fully signed Countersigned PCA_AD1_4C02 Lebanon
- Appendix 4 - results framework - REVISED Oct 14
- Lebanon CZM UNEP ProDoc - REVISED_FINAL
- PCA no cost extension amendment Lebanon project_Revised 18 Dec 2020 fully signed
- Second PCA Lebanon_counter-signed
- work plan and time table-1 july 2014-

Document provided during the country visit

Financial Reports

- Annex 8B - Non Expendable Equipment transfer letter template.doc
- Annex 12_Final Report_Rev2_clean copy_fully signed
- Equipment report Coastal 2018 , Signed
- GFL-2328-2712-4C02 - Co-Financing Report to Dec 2018
- GFL-2328-2712-4C02 - Co-Financing Report to Dec 2019
- GFL-2328-2712-4C02 - Co-Financing Report to Dec 2020
- GFL-2328-2712-4C02 - Co-Financing Report to Dec 2021
- GFL-2328-2712-4C02 - QUARTERLY EXPENDITURE STATEMENT Q2 2021 Coastal FINAL.xlsx
- MOE - co-financing
- TMAAppendix 5 - workplan timetable - REVISED Oct 11
- Birds of Lebanon Leaflet
- Economic valuation PINR – Ar &EN
- Economic valuation TCNR – Ar &EN
- EIA guidelines – Ar &EN
- Project leaflets and posters
- Guidelines _EIA
- Lebanon MPA strategy
- Link for all project publications and events

Annex IV. REVIEW FRAMEWORK/ MATRIX

Review matrix containing the primary Review questions, indicators, and verification methods. To ensure their accuracy, they will validate with other documents and through interviews of project staff, the Steering Committee, local authorities, and key stakeholders.

REVIEW CRITERIA	REVIEW INDICATORS	MEANS OF VERIFICATION
Strategic relevance		
Were the objectives and implementation strategies were consistent with: i) Sub-regional environmental issues and needs; ii) the UNEP mandate and policies at the time of design and implementation; and iii) the GEF Ecosystem Management focal area, strategic priorities and operational program(s).	<ul style="list-style-type: none"> – Level of alignment with (contribution of results to) sub-regional environmental issues, UNEP mandate and policies at the time of design and implementation; and the GEF Ecosystem Management focal 	<ul style="list-style-type: none"> – Comparison of project document and annual reports and policy and strategy papers of local-regional agencies, GEF and UNEP – Interviews with UNEP staff, project staff and governmental agencies
Were project objectives realistic, given the time and budget allocated to the project, the baseline situation and the institutional context in which the project was to operate?	<ul style="list-style-type: none"> – Level of achievement of objectives (main evaluation questions) 	<ul style="list-style-type: none"> – Analysis of factors of success of failure of project objectives – Interviews with UNEP and project staff
Did the (political, environmental, social, institutional) context change during project implementation and how did the project adapt to this?	<ul style="list-style-type: none"> – Reported adaptive management measures in response to changes in context 	<ul style="list-style-type: none"> – Annual project implementation reports (PIRs) – Interviews with project staff and key stakeholders
Achievement of outputs		
Was the project successful in producing the programmed outputs, both in quantity and quality, as well as their usefulness and timeliness?	<ul style="list-style-type: none"> – Output level indicators of Results Framework 	<ul style="list-style-type: none"> – Annual project implementation reports – Project' products (publications, awareness, guidance, etc.) – Interviews with execution team, project' Steering Committee and project stakeholders
Effectiveness: attainment of objectives and planned results		
How and to what extent did the project succeed in mainstreaming biodiversity conservation into natural resource management and integrating coastal and marine	<ul style="list-style-type: none"> – policies and regulations governing sectoral activities in- and outside the marine and coastal environment include measures to developed and 	<ul style="list-style-type: none"> – Project management information system – Annual project implementation reports – Interviews with project stakeholders

biodiversity and related ecosystem services into the decision-making in the Lebanon	conserve and sustainably use biodiversity	<ul style="list-style-type: none"> – established tool or methodology by project to monitor and mainstreaming BD considerations in national policies and planning – Baseline studies and monitoring of key indicators of biodiversity and ecosystem health carried out in outputs 1.2 and 1.3
To what extent is the project contributing to the overall goal of increasing biodiversity and ecosystem services conservation in Lebanon?	<ul style="list-style-type: none"> – Examples of uptake of project results at government levels – Replication of project practices and lessons learned 	<ul style="list-style-type: none"> – Annual project implementation reports – Interviews with governmental agencies and steering committee
To what extent was the project successful in developing the knowledge base for BD valuation and their interaction with land uses among key stakeholders at the marine and coastal areas?	– Information scope on links between local land use patterns , Climate changes and policies, on the one hand, and BD valuation, on the other hand, by representative pilot studies for the project area	<ul style="list-style-type: none"> – Interviews with project executing staff that developed knowledge – guidelines and pilot studies about key indicators of BD status in the project area – Reports and published studies about links between ICZM, BD and Climate change in the project area
To what extent is the developed knowledge base leading to increased understanding of Biodiversity development and conservation	– understanding of interactions between and BD and conservation are documented by comparative studies	<ul style="list-style-type: none"> – Reports on assessment of current status of climate changes risks and coastal zone management – Interviews with monitoring institutions and project stakeholders
To what extent has knowledge been made available to project key stakeholders, public and other institutions in the region?	– Quantity and quality of knowledge products (data, publications, workshops) and outreach to key stakeholders	<ul style="list-style-type: none"> – Interviews with key stakeholders – Project final products
Is more general awareness created on BD values, among and other similar initiatives in Lebanon?	– Knowledge products outreach (data, publications, workshops, training) to stakeholders.	<ul style="list-style-type: none"> – Communication and dissemination products – interviews with some civil society in the project site
To what extent did the project contribute to the mainstreaming of ecosystem services and biodiversity into national policies, planning and to the promotion by other key government agencies?	<ul style="list-style-type: none"> – Number of key ministries/organizations that have systematically integrated ES and BD considerations into their marine and coastal policies and planning – Number of key institutions that have adopted project recommendations for integrating BD considerations into their marine and coastal policies and planning 	<ul style="list-style-type: none"> – Annual project implementation reports – Interviews with key institutions and coastal community – Minutes of awareness and capacity building sessions, by project staff – Written evidence of validation of recommendations by stakeholder institutions – Interviews with members of natural conservation local

	<ul style="list-style-type: none"> - Number of implementing coordinated plans with other institutions/projects to reinforce BD and restoration activities - Improved status of monitoring BD/ES by indicators (as monitored by output 1.3) 	<ul style="list-style-type: none"> residents - Interview with Steering Committee members - Monitoring studies under output 1.3 (for indicator status)
To what extent was the project successful in providing the required training and capacity building to local stakeholders and to ensure that it would benefit local community on the long term after completion the project	<ul style="list-style-type: none"> - Number of capacity building experts/advisors visits and other specialists to project site and pilot areas to help integrating ES and BD considerations into marine and coastal activities - Number of institutions and other stakeholders in the project region - involved in coordinated capacity building activities 	<ul style="list-style-type: none"> - Annual project implementation reports - Interviews with project stakeholders and other key institutions - Reports on capacity building activities produced by the project staff and follow up activities
Is the established monitoring and EIA guidelines process functioning effectively, with key stakeholders and it would benefit NGOs community	<ul style="list-style-type: none"> - Number of monitoring activities, diversity of issues, data - Number of the key NGOs participating in the training and Workshop - Participation of key monitoring institutions and business organizations 	<ul style="list-style-type: none"> - Annual project implementation report - Reports on monitoring - EIA reports - Interviews with monitoring institutions
Are recommendations of law enforcement mechanisms and policies effectively implemented, Is there evidence that it will sustain over time and be monitored?	<ul style="list-style-type: none"> - Recommendations of project are actually included in policies and plans - Number of new policies and plans that include BD, CC, considerations 	<ul style="list-style-type: none"> - Documentation on policies and plans of governmental institutions - Interviews with key ministries and governmental institutions - Project implementation reports
To what extent did the project put in place adequate measure to ensure Improve sustainable use and management of marine and coastal biodiversity, in short and long term?	<ul style="list-style-type: none"> - improved capacity of Public organization for mainstreaming BD in their plan - number of public sector institutions that test the incorporation of the health and productivity of marine and terrestrial ecosystems in economic decision-making - The existence of an incentive-based system for organizations whose EIA is reflected in the projects development - Existence of contribution to strengthening the policy and regulatory framework for mainstreaming 	<ul style="list-style-type: none"> - Interviews with key stakeholders and NGOs - Interviews with ministries - Report on and studies - Annual project implementation report - Project final products

	<p>biodiversity in Lebanon</p> <ul style="list-style-type: none"> – The number of policy documents, legal decrees and regulations (adopted or in process of adoption) that incorporate measures to improve the sustainable use and management of marine and coastal BD.N° of new partnerships (contracts) with buyers of PES instruments – Number of new partnerships (projects) with NGOs of – Escalation in capital for financing coastal protected area management by government organizations 	
What is the overall likelihood of impact	<ul style="list-style-type: none"> – Level of mainstreaming of BD and ES in policies, plans and programs – Sustainable Financial and operational of BD mainstreaming and valuation 	<ul style="list-style-type: none"> – Annual project reports – Interviews with project staff, key stakeholders – Analysis of project results
Did the main project assumptions hold?	<ul style="list-style-type: none"> – Level of compliance of assumptions 	<ul style="list-style-type: none"> – Annual project implementation reports – Interviews with project staff, key stakeholders – Analysis of project results
Sustainability and replication		
Are there any social or political issues that may influence positively or negatively the sustenance of project results and progress towards impacts?	<ul style="list-style-type: none"> – Key aspects positively or negatively impact project results (in relation to stated assumptions) 	<ul style="list-style-type: none"> – Interviews with project staff, key stakeholders – Annual project implementation reports
Is the level of ownership by the national key stakeholders sufficient to allow for the project results to be sustained?	<ul style="list-style-type: none"> – Key national stakeholders participate actively in implementation and replication of project activities and results 	<ul style="list-style-type: none"> – Interviews with key stakeholders – Documentation of project activity implementation – Documentation on activities of key stakeholders
Are there sufficient awareness, interests, commitment and incentives of government and stakeholders to implement, enforce and follow up the programmes, plans, agreements, studies and guidelines that have been prepared and agreed upon within the framework of the project?	<ul style="list-style-type: none"> – Number and content of agreements and strategies to execute and enforce programs, plans and other project results 	<ul style="list-style-type: none"> – Accomplishment and collaboration agreements – Interviews with key stakeholders

What is the likelihood that adequate financial resources will be or will become available to continue implementation the programs, plans, agreements, monitoring, EIA systems etc. prepared and agreed upon under the project?	<ul style="list-style-type: none"> – Estimations on financial requirements – Estimations of future budget of key stakeholders 	<ul style="list-style-type: none"> – Studies on financial sustainability – Documented estimations of future budget – Interviews with project staff and key stakeholders
To what extent is the sustenance of the results and onward progress towards impact dependent on issues relating to institutional frameworks and governance?	<ul style="list-style-type: none"> – Key institutional frameworks that may positively or negatively influence project results (in relation to stated assumptions) 	<ul style="list-style-type: none"> – Interview with government for find out existing institutional framework – Interviews with project staff and key stakeholders
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?	<ul style="list-style-type: none"> – The level of commitment, demonstrated by the relevant ministries, and included recommendations and declarations in the governance structures that maintain project results 	<ul style="list-style-type: none"> – Interview with key ministries – Documentation (agreements, declarations, meeting minutes) of governance systems
Are lessons and experiences coming out of the project that are replicated or scaled up? What are the factors that may influence replication and scaling up of project experiences and lessons?	<ul style="list-style-type: none"> – Documented examples of replication or up-scaling 	<ul style="list-style-type: none"> – Interviews with stakeholders and civil society at different levels or scales – Interviews with project staff – Reports and publications
Efficiency		
Did the project build adequately on existing institutions, lessons of other initiatives, and ongoing projects?	<ul style="list-style-type: none"> – Level of inclusion of preexisting initiatives, investigations and institutions 	<ul style="list-style-type: none"> – Project document – PIRs report – Interviews with key stakeholders
Were financial resources adequate to deliver project outputs?	<ul style="list-style-type: none"> – Budget vs. outcome completion 	<ul style="list-style-type: none"> – Financial reports of project (incl. audit reports) – Interviews with project staff
Were human and material resources adequate (number, skills)?	<ul style="list-style-type: none"> – Composition of project staff and involved key stakeholders 	<ul style="list-style-type: none"> – Interviews with project staff and key stakeholders
How was the operational execution vs. original planning (time wise)?	<ul style="list-style-type: none"> – Level of compliance with project planning / annual plans 	<ul style="list-style-type: none"> – Annual project implementation reports – Interviews with project staff
How was the operational execution vs. original planning (budget wise)?	<ul style="list-style-type: none"> – Level of compliance with project financial planning / annual plans 	<ul style="list-style-type: none"> – Annual project financial reports – Interviews with project staff
What have been the main	<ul style="list-style-type: none"> – List of reasons, validated by 	<ul style="list-style-type: none"> – Interviews with project staff

reasons for delay/changes in implementation?	project staff	
Did the team and partners work in an effective work environment?	– Personal perceptions	– Interviews with project staff
Was adaptive management applied adequately?	– Measures taken to improve project implementation based on project monitoring and evaluation	– SC report and management response – Interview with project staff and UNEP task manager
Factors and processes affecting project performance		
Was the project implementation structure ready to start on the first day (staff, financial resources, infrastructure, inter-institutional arrangements)?	– Level of execution of project activities during first years	– Annual project implementation report – SC report – Interviews with project staff
Was the project management arrangement adequate? (skills, leadership, coordination)	– Level of satisfaction (among partners and project staff) of management	– Interviews with project staff and partner organizations
Was UNEP/GEF backstopping adequate?	– Documented backstopping actions	– Interview with TM, PM – Interviews with program staff and partners
Did the Project Steering Committee provide adequate oversight, institutional coordination and information exchange?	– Perception of functioning of PSC	– Meeting minutes – Interviews with PSC members
Was the execution organization facilitating coordination between governmental and non-governmental actors in the project area?	– Perception of functioning of TC	– Interview with ministries members – Interviews with PSC members
How did project manager and staff respond to suggestions from PSC and TM	– Inclusion of indications in program management	– Annual project implementation reports – Interviews with PSC, project manager and TM
How effective is collaboration and interaction between the various project partners and stakeholders during project implementation?	– Documented participation of stakeholders in project activities, outputs and projects	– Report of PSC – Interviews with key stakeholders – Annual project implementation reports – Project products
To what extent have the national partners assumed responsibility for the project and provided adequate support for the implementation of the project received from the	– involvement of governmental agencies – Provide corresponding financing	– Interviews with national partners, UNEP and project staff – Annual project implementation reports – co-financing reports

various public institutions involved in the project?		
How responsive were the national partners to UNEP's Guidance and supervision?	– Perception of responsiveness to UNEP coordination and guidance	– PSC meeting minutes – Interviews with PSC members and other key stakeholders
How satisfactorily are the standards (clarity, transparency, and auditing) of financial and operational planning (expert contracts, staff recruitment, secondary conditions) and timely preparation of financial reports for the project and its partners	• Quality of standards for financial and operative management	• Interviews with administrative staff • Financial reports and audit reports • Interview with UNEP staff.
To what extent has co-financing materialized as expected at project approval?	– Level of co-financing, related to original planning	– Financial reports of project – Interviews with project administrative staff and UNEP task manager
What resources has the project leveraged and how have these resources contributed to the project's ultimate objective.	– Other leveraged resources by project partners	– Financial reports – Reports of other organizations – Interviews with project partners and other institutions
What was the effectiveness of supervision and administrative and financial support provided by UNEP	– Perception of effectiveness	– Interviews with UNEP staff and project manager – Review, communication, reports on visits, etc.

ANNEX V. PROJECT BUDGET AND EXPENDITURES

Table 8: Expenditure by Outcome/Output

COMPONENT/OUTPUT	Services to be procured*	Est. working months	Est. cost to GEF (US\$)
Component 1: Mainstreaming of marine and coastal biodiversity priorities and hotspots into national planning. Policy guidelines, law enforcement recommendations and policy reports. 1.2. Management plans for 2 pilot sites 1.3. Economic valuation and EIA 1.4. Training of MoA, MoT, MoPWT 1.5. Mainstreaming approaches, PA management	MAT(meetings, reporting costs, travel communication material, workshops)	36	15,000
	NCC		45,000
	NCC		15,000
	NCC		35,000
	NCC		20,000
	NCC		170,000
Component 2: Enhanced stakeholder participation in marine and coastal BD conservation through sharing of best practices, capacity building and communicating the project and its results to the community. 2.1. steering committee (with procedures) and reports 2.2. Data management and project website 2.4. Information management and networking 2.5. Training for local stakeholders	MAT (training material, meetings, survey, travel, communication material, workshops)	36	31,000
	NCC		3,000
	ICC		16,000
			40,000
			10,000
Component 3: Removal of critical knowledge barriers for the protection of marine and coastal BD and for the national implementation of SAP- BIO, CBD, ICZM protocol and CC adaptation 3.1. BD data and BD reporting 3.2. CC adaptation and compliance with international protocols 3.3. BD mapping 3.4. Data management 3.5. Capacity development and stakeholder training 3.6. Administrative support 3.7. Mid term evaluation (organized and procured by UNEP EOU)	MAT (GIS material, meetings, visits, communication material, publications, maps, reports)	36	32,000
	NCC		42,000
	ICC		70,000
	NCC		20,000
	NCC		28,000
	NCC		70,000
	ICC		8,000
	15,000		
Component 4: Database/web interface and marine biodiversity monitoring programme 4.1. Biological and socio-economic indicators 4.2. Training of experts and officials on monitoring and evaluation tools 4.3. Capacity development, stakeholder involvement 4.4. Training for local stakeholders 4.5. End-term evaluation (organized and procured by UNEP EOU) 4.6. Data management 4.7. Administrative support	MAT (meetings, reports, workshops, surveys, training)	18	63,000
			12,000
	NCC		28,000
	ICC		5,000
	ICC		5,000
	ICC		20,000
	ICC		22,000
	NCC		15,000

* EQ = Equipment (specified); MAT = Materials (specified); ICC = International Consultancy Contract (specified with est. working weeks); NCC = National Consultancy Contract (specified with est. working weeks); SC = Sub-contractors

ANNEX VI. FINANCIAL MANAGEMENT

Table 9: Financial Management Table

Financial management components:		Rating	Evidence/ Comments
1. Adherence to UNEP's policies and procedures:		HS	
Any evidence that indicates shortcomings in the project's adherence ⁶ to UNEP or donor policies, procedures or rules		No	
2. Completeness of project financial information⁷:		S	
Provision of key documents to the reviewer (based on the responses to A-H below)		S	
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes	Yes, well outlined at Project Document
B.	Revisions to the budget	Yes	Received by IUCN-ROWA during Reviewer visit
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes	PCA1, PCA2
D.	Proof of fund transfers	Yes	Received by UNEP evaluation office
E.	Proof of co-financing (cash and in-kind)	Yes	Received Bu IUCN_ROWA financial officer
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	Yes, budget lines, 6months report and annual reports; and budget of each project components
G.	Copies of any completed audits and management responses (<i>where applicable</i>)	N/A	Detailed
H.	Any other financial information that was required for this project (list):	N/A	
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	Strong level of awareness
Fund Management Officer's knowledge of project progress/status when disbursements are done.		S	No real issues notices to be addressed, and budget revisions considered Cleaning
Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.		S	
Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.		N/A	The TE started after finishing the project by long time
Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the review process		S	Comments on insufficient funding for implementation of some activities
Overall rating		S	

⁶ If the review raises concerns over adherence with policies or standard procedures, a recommendation maybe given to cover the topic in an upcoming audit, or similar financial oversight exercise.

⁷ See also document 'Criterion Rating Description' for reference

ANNEX VII. GEF PORTAL INPUT-LEBANON PROJECT TE

The following table contains text to be uploaded to the GEF Portal. **It will be drawn from the Review Report, either as copied or summarised text.** In each case, references should be provided for the paragraphs and pages of the report from which the responses have been copied or summarised.

Table II: GEF portal inputs

Question: What was the performance at the project's completion against Core Indicator Targets? (For projects approved prior to GEF-7⁸, these indicators will be identified retrospectively and comments on performance provided⁹).

Response: *(Might be drawn from Monitoring and Reporting section)*

- The project is a GEF-4 project that supports SDG 14 (life under water) by working towards target 14.2.1 - promoting ecosystem-based approaches to managing national Exclusive Economic Zones. The project achieves this goal through capacity development of local communities on the effectiveness of protected area management and increase their knowledge and awareness of biodiversity development and conservation.

- The project followed UNEP standard monitoring, reporting, evaluation processes, reporting requirements and templates that are integral part to the UNEP legal instrument. The project results framework includes smart indicators, benchmarks for each expected outcome, and end-of-project targets. Reporting done regularly, including quarterly financial reporting and PIRs completion. The project team submitted their reports on time and with good quality.

- All outcomes have precise indicators, clear and feasible baselines, target values and verification methods. Project outputs are formulated as indicators (concretely described number of products, tools or instruments). A repetition observed of outcomes between components and others indicates redundancy in the project activities plan.

- The Results Framework includes objectively verifiable indicators at the level of outcomes and outputs. Outcomes are realistic. Most outcomes are acquired as governance/policy instruments (component 1); as Stakeholder involvement (Component 2); knowledge, education; and data (Components 3&4).

- The project developed a monitoring guidelines as a tracking tool to enable the project's implementing partners to monitor and assess adherence to international principles and

⁸ The GEF is currently operating under the seventh replenishment period of the GEF Trust Fund covering the period July 1, 2018 to June 30, 2022. The GEF Portal Reporting Guide for FY20 Reporting Process indicates that GEF-6 projects that have yet to map existing indicators to GEF-7 Core Indicators need to do so at MTR stage or (if already there) at the time of the TE. (i.e. not GEF projects approved before GEF-6)

⁹ This is not applicable for Enabling Activities

sustainable use. To promote the environmental safeguard, the project ensured, while working with relevant local authorities, ministries and beneficiaries, that the social, economic and environmental impacts of project interventions were duly assessed and communicated to stakeholders in a convincing manner.

Question: 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)*

Response: *(Might be drawn from Factors Affecting Performance section).*

This project is small-medium type, so the MTR was not applied following UNEP/GEF evaluation regulations.

- The project involved a variety of stakeholders, including Lebanese societies and governments responsible for managing marine and coastal ecosystems and those affected by related activities. Despite the difference in the level of participation of each group and its impact on the project's results, ultimately, every member plays a crucial role in ensuring the sustainability of the project's results **(for more detail see section III/C)**.
- The project primarily focused on raising awareness and educating stakeholders about biodiversity conservation and development. Different knowledge products and activities were used targeting each stakeholder group. The project also created a pilot Communication-education model to teach the principles of biodiversity conservation and restoration to the community, including children. This model included various educational tools, materials, and publications.
- In general, the quality of collaboration and communication among project stakeholders was good despite facing various challenges such as the anti-government strikes starting from 2019, COVID 19 outbreak in 2020, the explosion and economic crisis in 2020 and 2021. These events have resulted in limited physical contact and replaced by virtual communication.

Question: 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)*

Response: (Might be drawn from Factors Affecting Performance section)

- The project carried out efforts for equal participation and empowerment of women through its activities. Notably, many women took part in the project's awareness and training initiatives. However, the project could have been more effective in promoting women's role if it had taken a proactive approach towards women's economic empowerment and recognized the interests of ethnic minority groups in a more specific manner.
- Although the project's national management leader and the team leader of the executing organization are both women, women in the project country still experience inequality in decision-making. Despite this, they continue to play a vital role in preserving and developing coastal and marine natural resources, as well as managing climate change risks that affect their families.
- Many projects still thinking that the percentage of women attending workshops and training is a measure of achieving equality and empowering women. However, they should also consider other ways to support women and utilize their unique experiences and energy.

Therefore, it is crucial to address this issue in the project 'objectives plus give women a leading role in future project implementation strategies.

Question: 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)

Response: (Might be drawn from Factors Affecting Performance section)

Throughout the project, the overall risk has been estimated to decrease. The project's main objective was to provide tools that promote marine biodiversity conservation, such as guidelines, EIA guidelines, protocols, policy recommendations, and drafting implementation decrees. These deliverables were developed in close collaboration with the Ministry of Environment to ensure their long-term sustainability and minimize overall risk. **FOR**

EXAMPLE:

1. This project address trade-off and challenges for achieving the conservation objectives and measures of biodiversity that comply with the principles of the Convention on Biological Diversity and the United Nations Framework Convention on Climate Change (UNFCCC).
2. **The risk of political and economic instability.** The political instability starting from the second half of 2019 has caused delays in project implementation. However, this instability caused delays in the work plan, but the project management succeeded in proceeding in **maintaining continuity** and finding alternative modalities for project

activities. Actions taken include:

- Focusing on developing tools with long-term impacts like producing (guidelines, protocols, maps, databases, and knowledge outputs)
- Adapting the activities to the current national needs considering the political and economic challenges.
- regularly consulting with national stakeholders and adjusting activities to meet current national needs.

3. For the risk of Stakeholders participation

Throughout the project, efforts were made to engage with stakeholders despite the risk of their limited involvement. The Ministry of Environment tailored its activities to meet current and relevant needs and organized workshops to present consultation results. Feedback was consolidated, and relevant stakeholders received the outputs through the Ministry of Environment.

4. **The risk was inherent to the lack of interest of the project's beneficiaries in the long term.** This risk is kept to a minimum through the mitigation measures reported at CEO endorsement, like a participatory approach in the design of project consultancies and sharing knowledge outputs and lessons learned.

Question: 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)*

Response: *(Might be drawn from Factors Affecting Performance section)*

The project faced significant challenges from external, including complex phases and discrepancies between planned and executed outcomes that included complex financial procedures and delayed execution until 2018. The nine-year gap between project approval and execution resulted in some expiring deliverables and an insufficient budget for completion. In addition to Strikes, the COVID-19 outbreak, the explosion at the Lebanon Port, and the subsequent economic crisis in 2020 and 2021 led to virtual consultations through email and webinars regarding project activities and deliverables.

Completeness of Financial Information (Para 147)

Due to a delay in project execution, some reallocations were applied to the budget to complete the unfinished aspects of the project. IUCN got extra funding and technical assistance from other projects and organizations to cover specific activities. For instance, the Coastal Ecosystem Resilience Project CER, funded by Norwegian embassy funds, supported the creation of seafloor maps for important marine areas. In addition, the CNRS also provided some technical resources to complete the mapping of these priority spots.

The Executing agency of the project successfully created a network for sharing information, improved sharing and learning of knowledge within and between regions to ensure long-term protection of marine and coastal biodiversity, and established a platform for exchanging best practices and lessons learned with other similar regional initiatives, such as the SP for the MedLME. The CHM Lebanon Platform replaced the project website.

The communication, awareness and training interventions contributed significantly to mainstreaming the coastal and marine biodiversity conservation and development concept on the political agenda, which resulted in the decision-makers consideration of important legislative initiatives. Moreover, strong ownership of results, interest and commitment among government and other stakeholders suggest that the work will be continued, further improving the enabling environment for BD.

A network of MPAs was created in Lebanon with clear TORs; the communication with IUCN's Panorama Solutions Platform was established to communicate solutions related to marine BD. The project results were published on the IUCN social media platforms and the national CHM website for the Ministry of Environment, which represented the project website.

Question: *What are the main findings of the evaluation?*

Response:

Lebanon observes one of the highest densities of flora diversity in the Mediterranean basin, as it hosts 1.11% of the world's plant species in addition to 2.63% of the mammal, bird and reptile species. Around 8.5% of the terrestrial flora are broad endemics, and 3.5% are strict endemics of Lebanon. However, considered a hotspot for biodiversity in the Mediterranean basin, **Lebanon is witnessing unprecedented destruction of its natural habitat**. The scarcity of scientific knowledge and public awareness are the main threats to Lebanon's marine and coastal biodiversity. During the civil war and the conflict period, very little research was done on marine and coastal biodiversity in Lebanon. **This deficiency of scientific knowledge** and a **reduced awareness among scientists and other stakeholders** translated into many environmental cases of abuse.

Accordingly, the aim of the project was to **generate an integrated enabling framework for the sustainable management and conservation of coastal and marine biodiversity** by supporting policies and legal reforms, enhancing stakeholder engagement, and mainstreaming biodiversity priorities and coastal zone management plans into national strategies.

After reviewing the outputs implemented by the project and the challenges it faced (that mentioned before), the rating is satisfactory for most of the outcomes because the project was able to adapt and respond to the challenges it faced and was able to accomplish most of the specific activities for each output as intended. Shifting some outcomes according to country needs increased country ownership more than in the project proposal.

In brief the overall Review findings

- 190.** The project assisted in the development and implementation of legislation relating to the Law for Protected Areas; through promoting environmental protection and effective natural resource management through mainstreaming of marine and coastal biodiversity in the legislative framework in Lebanon; by addressing some gaps and providing decision support tools that would improve the mainstreaming of biodiversity conservation in coastal zone planning; developing six policy documents, legal decrees and regulations containing measures to enhance the sustainable use and management of marine and coastal biodiversity.
- 191.** The project focused on improving the EA (b) indicator (i) through a comprehensive capacity-building plan that targets various stakeholders, including the Ministry of Environment staff, relevant ministries, academia, research institutions, and the general public. It has introduced the concept of Red Listing to the research community concerned with marine and coastal biodiversity, as well as the concept of protected area management effectiveness to stakeholders involved in coastal protected area management. Additionally, it raised awareness of the importance of marine birds and the impact of IAS on the marine environment.
- 192.** The project also contributed to enhancing the decision-making process bonded to marine and coastal biodiversity by providing a knowledge foundation; such as Guidelines on Mainstreaming Biodiversity Conservation into the Environmental Impact Assessment Process for Development Projects Affecting Marine and Coastal Ecosystems and a Checklist for Inspecting and Monitoring Necessary Environmental Mitigation Measures Related to Conserving and Protecting Biodiversity have been developed to support the Ministry of Environment in mainstreaming biodiversity into the EIA process and to increase the capacity of consulting firms conducting environmental impact assessments. As well as by developing technical publications, reports, maps, guidelines and protocols (IAS Protocol, Modified Protected Area Management Effectiveness Tracking Tools).
- 193.** The project contributed to updating the management plan of two marine protected areas and preparing profiles for declaring deep-sea protected areas. The project also presented an economic valuation study examining ecosystem services and economic benefits, such as tourism potential for the Tire Coast Nature Reserve (TCNR), the Palm Island Nature Reserve (PINR), and Ras Al Shakka.
- 194.** The project enhanced the capacity and awareness of decision-makers and national stakeholders in understanding the concept of conservation and management of protected areas. It provided spatial data and knowledge on marine and coastal ecosystems (e.g., sea floor and habitat maps, seabirds, the impact of marine invasive species, guidelines,) and marine and coastal biodiversity hotspots.
- 195.** The Review found that the project's outreach activities, communication and knowledge transfer interventions contributed significantly to developing important legislative initiatives and updating the policy agendas of relevant governments and decision-makers regarding the conservation and development of coastal and marine biodiversity. Furthermore, strong country ownership of results and interest and

commitment among government and other stakeholders indicates continued work to improve further the enabling environment for replication and scaling-up of lessons learned from the project.

196. Overall, the bulk of the project's activity was oriented at increasing awareness and knowledge of biodiversity conservation and development through various knowledge products and activities that targeted each type of stakeholder. The project developed a pilot knowledge-education model for embedding biodiversity conservation principles and the value of restoration into community cogitation. This model covers many sectors of society, including kids, and a series of educational and knowledge tools, materials, and publications were offered.

197. The project collaborated and created networks with non-GEF projects, e.g., "The Blue Solutions Project through the Panorama Solutions Platform" and "Enhancing the Socio-ecological Climate Change Resilience of Marine and Coastal Systems in Lebanon." Likewise, with the GEF project "Healthy Ecosystems for Grassland Development", to co-organize an event on the application of the Hima concept in community-managed marine and coastal areas. Furthermore, the project collaborated with the Norwegian project "Enhancing Socio-ecological Climate Change Resilience of Marine and Coastal Systems in Lebanon" to co-finance a seafloor and habitat mapping activity.

198. The Review revealed that the project pursued gender equality to appropriate extent, targeted representatives from various sectors of society in communication and awareness-raising, and picked some training activities. Besides, to a certain extent, the project dedicated some activities to raise the awareness of the fishermen's community. However, this sector that lives or works in project sites needs more and correct knowledge about the concept and objectives of establishing protected areas and should have more attention.

Based on a project analytical Theory of Change (ToC) approach (refer to Section IV)

The impacts of the project outcomes will lead to the value of the conservation of marine and coastal ecosystems institutionalized in National Education and transboundary cooperation. Hence, the healthy, sustainable, well-managed coastal and marine biodiversity will be real (see more in recommendations section). Therefore, in order to promote the long-term health and sustainability of our ecosystem, we must prioritize the development of national and sustainable regional financial instruments, open data sharing, and knowledge sharing. Further, nations need to establish a foundation of fairness and equity to ensure the successful integration of biodiversity conservation efforts at national and regional levels.

According to the Reviewer's analysis, the project outcomes are expected to positively impact society and the economy, reducing inequality and improving ecosystem resilience in the near future if the political situation is solved.

ANNEX VIII. BRIEF CV OF THE REVIEWER

Abbreviated Curriculum Vitae of Prof. Suzan E. A. Kholeif

Contact	Prof. Suzan E,A.Kholeif suzankholeif@gmail.com +2 01006635389
Profession	An accomplished Oceanographer with over 25 years of experience managing coastal ecosystems and addressing climate change in marine contexts. Specializes in monitoring marine water pollution, Coastal Zone Management (ICZM), and advancing the application of ecosystem approaches to sustainable water resource management.
Strengths, Interest and Experiences	<ul style="list-style-type: none"> ▪ Professional experience in managing coastal ecosystems, climate change in a marine context, monitoring of marine and coastal resources conservation, Coastal Zone Management (ICZM), EIA and advancing the ecosystem approach to sustainable management of water resources. ▪ Skills in managing and coordinating international and national projects and consultancies with solid skills in achieving sustainable development Goals. ▪ Reputable experience in evaluating and reviewing international reports, programmes, strategies, programs scientific papers, and project proposals, e.g., for UNEP/GEF, IASON, MIRA, ERAMEDNET, ECAP-med, MYTIOR, IMP-MED, Wageningen, Netherland; Geolmaging Ltd, Cyprus, Plan Blue, SDG4Med; UfM, and IOC/UNESCO for UN Decade of Ocean Science programs and UN Decade Satellite activities laboratories), and ATKINS, England. ▪ Experienced scientist in developing and implementing capacity development strategies and Plans, institutional relations, for work and dialogue with government executives, authorities, and scientific and civil society. ▪ Author for over 50 peer-reviewed papers and books on Ocean, climate and SDGs-related topics. ▪ Member of numerous international and national scientific and society committees, such as; the Egyptian National Council for Women, Executive Planning Group (EPG) for planning the UN Decade for Ocean Science for Sustainable Development; Expert Group & co-chair of Capacity Development of IOC; the advisory board of SDG4Med, Italy; member of the steering committee of "Mediterranean we want" UN Decade endorsed
Nationality	Egypt
Country experience (Eg.)	<ul style="list-style-type: none"> • Europe: Germany, Netherlands, Belgium, France, Italy, Austria, Portugal, • Africa: all North Africa countries South Africa, Ghana, Kenya, Nigeria, Comoros, • Americas: USA, • UK • Asia: Saudi Arabia, Lebanon, Japan, • Australia
Education	<ul style="list-style-type: none"> • Ph.D

Short biography of Prof. Suzan E.A. Kholeif, an independent Consultant/Reviewer

Key specialties and capabilities cover

- 30 years of professional experience with national, regional, and international organizations focusing on managing marine and coastal resources, climate change mitigation/adaptation, fisheries and aquaculture management, and sustainable development of marine ecosystems.
- 30 years of professional experience in sustainable development and management of the coast-ocean environment, which includes marine resources, assessment of coastal-marine waters, including lagoons and estuaries, land-Sea interface changes, climate change, marine waters pollution monitoring, and sea level changes, ICZM as well as Environment Impact Assessment (EIA) and capacity development.
- 25 years' experience in strategic planning and leadership for community-based organizations. I have managed and coordinated international, regional, and national scientific projects and consultancies for private foundations and individuals. This includes designing and establishing sustainable financing mechanisms.
- 25 years of experience in strategic planning and leadership in a community-based organization, as well as, in institutional relations, for work and dialogue with government executives, authorities, and scientific and civil society
- 25 experience in overseeing large-scale processes to build strong scientific evidence on the status of and pressures on the marine environment and in carrying out holistic and thematic environmental assessments, as well as in supporting national implementation processes and in organizing robust follow-up on the agreed measures. Furthermore, my involvement in these projects enabled me to understand the various international environmental directives and conventions such as; Marine Framework Strategic Directives; Ecosystem Approach, Good Environmental Status; Barcelona Convention, Low of the Sea, etc.
- 20 years reputable experience in evaluating and reviewing international reports, strategies, programmes, project proposals, and scientific papers for national, regional, and international organizations. Allied to ICZM, Environmental Impact Assessment, Sustainable Development Goals for water resources, as well as monitoring and evaluation of marine waters, climate change in the coastal and marine context, guidelines for sustainable use, innovation methodology for managing wild resources, capacity development agenda, as well as R&I strategies, youth and women empowerment strategies. e.g., for UNEP, UNESCO/IOC, IASON, MIRA, ERAMEDNET, ECAP, MEDECC, MYTIOR, IMP-MED & SME as; Wageningen, Netherland; Geolmaging Ltd, Cyprus, Blue, SDG4Med; UfM,

NIRAS; and UNEP/GEF Projects and IOC/UNESCO for UN Decade of Ocean Science programs and UN Decade Labs).

- *Member of numerous national and international scientific associations and committees such as, the Egyptian National Council for Women; Executive Planning Group (EPG) for planning the UN Decade for Ocean Science for Sustainable Development; Steering Committee for reviewing and assessing the final scientific coherence of the State of the Environment and Development in the Mediterranean report (SoED 2019); Expert Group member of Capacity Development of IOC; advisory board member of SDG4Med, Italy; steering committee of “Mediterranean we want” UN Decade endorsed program 2022-2025; MedECC Special Report on Coastal Risks member for 2022, and Scientific Committee Member of SDG4MED, Italy.*
- *30 years skills in managing and coordinating several national and international projects relating to the marine environment, climate change, capacity development, ocean cleaning up, fisheries and aquaculture management and integrated coastal zone management.*
- *Academic supervisor for academic staff members, managing department and administrative work, planning and implementing the annual Research Strategy and following up on the research work.*
- *30 years as an advocate for gender and vulnerable communities for promoting their rights.*

Selected assignments and experiences

Independent reviews/evaluations:

- 10/9/2022-30/12/2024: Consultant/Reviewer for ATKINS, England, on “Green City Action Plan, for the City of Alexandria project”.
- Reviewer of MedECC MAR1 (2020) and Special Report on Coastal Risks for 2022
- 30/6/2022 - 1/1/2023: Regional consultant on climate change to support UNEP/MAP-GEF Med-programme project. The aim purposes: undertake in-depth casual analysis and to provide the Contracting Parties with region-wide transboundary climate change environmental concerns arising from current socioeconomic models to support TDA processes and define priorities for action
- 2021- 2023: Consultant of “LIFE4MEDECA project, funded within the LIFE 2020. The assigned job is assessment of med countries policy and regulation for maritime gases emission aims to build consensus and awareness about the creation of an Emission Control Area (ECA) in the Mediterranean.
- 1/1/2021-1/12/2021 Reviewer of UNESCO/IOC for UN Decade of Ocean Science for Sustainable Development submitted programs for endorsement for first call of proposal in accordance with the Decade Implementation Plan.
- As a member of the evaluation panel for the Satellite Activities within the Ocean Decade Laboratories of the United Nations Decade of Ocean Science for Sustainable

Development (2021-2030), Reviewer of seven Ocean Decade Laboratories (7 projects for each laboratories) took place between July 2021 and June 2022.

- Reviewer of State of Report on the State of the Environment and Development in the Mediterranean 2019 (SoED 2019) for Plan Blue.
- 15/11/2015-30/10/2016: Independent Consultant at UNEP in Conducting Terminal Evaluation of the UNEP/GEF Project "Integration of climatic variability and change into national strategies to implement the ICZM Protocol in the Mediterranean"; to assess project performance (in terms of relevance, effectiveness, and efficiency), and determine outcomes and impacts stemming from the project, including their sustainability.
- 2011-2012: Consultant for Environment Impact assessment of the Egyptian wetlands (EIA) for Centre for the Development and Innovation Wageningen, the Netherlands; the assignment was; Environmental Impact Assessment, stakeholders analysis, management planning of natural resources, legislations and future planning of Mediterranean Wetlands.
- 2021 until present: Reviewer for Springer "Communications Earth & Environment journal" orcid.org/0000-0002-3948-6074.
- 1/01/2014-30/12/2015: Consultant/Reviewer for Research & Development at GEO Imaging LTD, Nicosia Cyprus, (Part time), to Review the results of research projects relating to marine management, water resources planning, sustainable development of marine resources , - build knowledge platforms, networking and uptake of research results for more strategic international R&I cooperation in Black and Mediterranean Seas.
- 20/10/2010-1/03/ 2012: Consultant/Reviewer of FP7 project MIRA "Mediterranean Innovation and Action Research. Assigning job was; review task for H2020 new EC program" review the water resources and programmes and define pollution hot-spot areas, gaps and weaknesses in past 20 years of Mediterranean countries - Recommending on propose future action planning for de- pollution and Good Environmental status in Mediterranean Sea, -enhancing institutional relations, with national policy makers". The pool of experts provides the draft of de-pollution of the Mediterranean research program, as an input for H2020 program.

ANNEX IX. REVIEW TORS (WITHOUT ANNEXES)

TERMS OF REFERENCE Terminal Review of the UNEP project “Project Title” and “Project ID Number”

Section 1: PROJECT BACKGROUND AND OVERVIEW

(This section describes what is to be reviewed. Key parameters are: project timeframe, funding envelope, results framework and geographic scope)

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 GEF Biodiversity and Land Degradation Unit Biodiversity and Land Branch
Expected Accomplishment(s):	<p>EA a) The health and productivity of marine, freshwater and terrestrial ecosystems are institutionalized in education, monitoring and cross-sector and transboundary collaboration frameworks at the national and international levels.</p> <p>Indicators: (ii) Increase in the number of countries and transboundary collaboration frameworks that demonstrate enhanced knowledge of the value and role of ecosystem services.</p> <p>iii) Increase in the number of countries and groups of countries that improve their cross-sector and transboundary collaboration frameworks for marine and terrestrial ecosystem management</p> <p>EA b) Policymakers in the public and private sectors test the inclusion of the health and productivity of ecosystems in</p>	Programme of Work Output(s):	PoW 2018-19 Subprogramme 3: Healthy and productive ecosystems

	economic decision-making Indicator: (i) Increase the in number of public sector institutions that test the incorporation of the health and productivity of marine and terrestrial ecosystems in economic decision-making		
SDG(s) and indicator(s)	UNSF 2017 – 2020 (Core Priority 3) SDG 14: Life below water		
GEF Core Indicator Targets (identify these for projects approved prior to GEF-7¹⁰)	N/a, GEF4 project		
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:	Market policy and legislative development for mainstreaming sustainable management of marine and coastal ecosystems in Lebanon
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Executing Agency:	The International Union for the Conservation of Nature, Regional office for West Asia (IUCN ROWA)
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Project partners:	University of Balamand CNRS TCNR PINR MORES
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Geographical Scope:	National, West Asia
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¹⁰ This does not apply to Enabling Activities

Participating Countries:	Lebanon
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GEF project ID:	5352	IMIS number*¹¹:	P1-33GFL-001304
Focal Area(s):	Biodiversity	GEF OP #:	BD 1 Improving the sustainability of protected areas systems BD 2 mainstream biodiversity conservation and sustainable use into production landscapes/seascapes and sectors
GEF Strategic Priority/Objective:	BD SP-4	GEF approval date*:	2/11/2010
UNEP approval date:		Date of first disbursement*:	20/3/2013 For 2nd PCA: 20/2/2018
Actual start date¹²:	1/11/2013 For the 2nd PCA/ IUCN: 20/1/2018	Planned duration:	36 months, 6 months extension
Intended completion date*:	31/12/2020	Actual or Expected completion date:	30/06/2021
Project Type:		GEF Allocation*:	Total: \$ 950,000 For the Second PCA: 654,265.50 USD
PPG GEF cost*:		PPG co-financing*:	
Expected MSP/FSP Co-financing*:	Total: 1,423,000 USD By IUCN: 325,000 USD	Total Cost*:	
Mid-term Review/eval. (planned date):		Terminal Review (planned date):	31/12/2021
Mid-term Review/eval. (actual date):	30/7/2019 (4th PIR reporting process used as the MTR)	No. of revisions*:	
Date of last Steering Committee meeting:		Date of last Revision*:	
Disbursement as of 30 June 2021*:	Total (MoEnv) + 2nd PCA (IUCN): 896372.77	Date of planned financial closure*:	31/12/2021

¹¹ Fields with an * sign (in yellow) should be filled by the Fund Management Officer

¹² Only if different from first disbursement date, e.g., in cases were a long time elapsed between first disbursement and recruitment of project manager.

	USD		
Date of planned completion^{13*}:	30/06/2021	Actual expenditures reported as of 30 June 2021¹⁴:	Total 1 st PCA (MoEnv): 295,444 USD 2nd PCA (IUCN): 628,824.00 Total (MoEnv & IUCN) = 924,268 USD
Total co-financing realized as of 31 June 2021:	USD 10 056 200 (63.29%)	Actual expenditures entered in IMIS as of 31 December [year]*:	
Leveraged financing:¹⁵			

2. Project Rationale¹⁶

The proposed project aimed to create an enabling integrated framework for coastal and marine biodiversity management and protection, and to mainstream marine and coastal biodiversity into national plans and coastal zone management plans, with particular focus on the impact of climate change on biodiversity. It should provides an opportunity to coordinate with past and new initiatives in the region to address gaps in assessments, and seek sustainable and economically viable policy and technological options for the protection of key marine and coastal biodiversity to be included in coastal zone management plans, Marine Protected Area (MPA) plans and integrated into national plans. There was an identified need for the proposed project to compile all outputs of previous studies as well as highlight the need to fulfill the above stated national and regional objectives and international obligations. As such, this project's objectives are in line and complement the objectives of the completed or ongoing projects and plans. This project represented a national necessity as it contributes to national development through its environmental protection and management components. It is essential to the proper management of the marine ecosystem in Lebanon, and was in line with the previous and ongoing plans and efforts to identify and limit the threats and harassments on the shoreline and protect the ecosystem.

3. Project Results Framework

Project Objective is sustainable management of marine and coastal biodiversity and habitats through policy and legislative development and mainstreaming in Lebanon.

The project set to achieve the above through the following components:

Component 1. Mainstreaming of Marine and Coastal biodiversity priorities and hotspots into National Planning will use the results of the assessments and consolidated information from all other

¹³ If there was a "Completion Revision" please use the date of the revision.

¹⁴ Information to be provided by Executing Agency/Task Manager

¹⁵ See above note on co-financing

¹⁶ Grey =Info to be added

national and regional projects and initiatives, and undertake additional analysis of policy plans and legislation to propose policy and management options for integration into coastal zone management plans, MPA plans and national plans, including proposals for their sustainable financing to address the key issues identified in the Strategic Action Plan for marine and coastal biodiversity report (SAP-BIO 2006). This will assist Lebanon in meeting its obligations to the Convention on Biological Diversity. In addition specific attention will be given to adaptation options for the protection of coastal and marine biodiversity from climate change. It should be noted that this mainstreaming is critical as no single institution or ministry is solely in charge of managing the coast. Coastal management forms an integral part of the functions attributed to several ministries: Ministry of the Environment, Ministry of Tourism, Ministry of Agriculture, Ministry of Public works and Transport (Directorate General for Urban Planning (DGUP)). The project will also work towards facilitating the signature from Lebanon of the ICZM protocol under the Barcelona Convention, should signature be still pending once the project begins implementation.

Component 2. Stakeholder Participation, best practices, capacity building and Communicating the project and results to the community will ensure that coordination and exchange of results and best practices will be established with national and international partners for the lifespan of the project and beyond. Critical to the coordinated management of the marine and coastal management and harmonization of national plans is the establishment of interministerial committees, broad stakeholder involvement including the private sector, as well as the coordination between complimentary projects cited below. An awareness raising and capacity building programme will be implemented at the national level involving key institutions, NGO's and the local community.

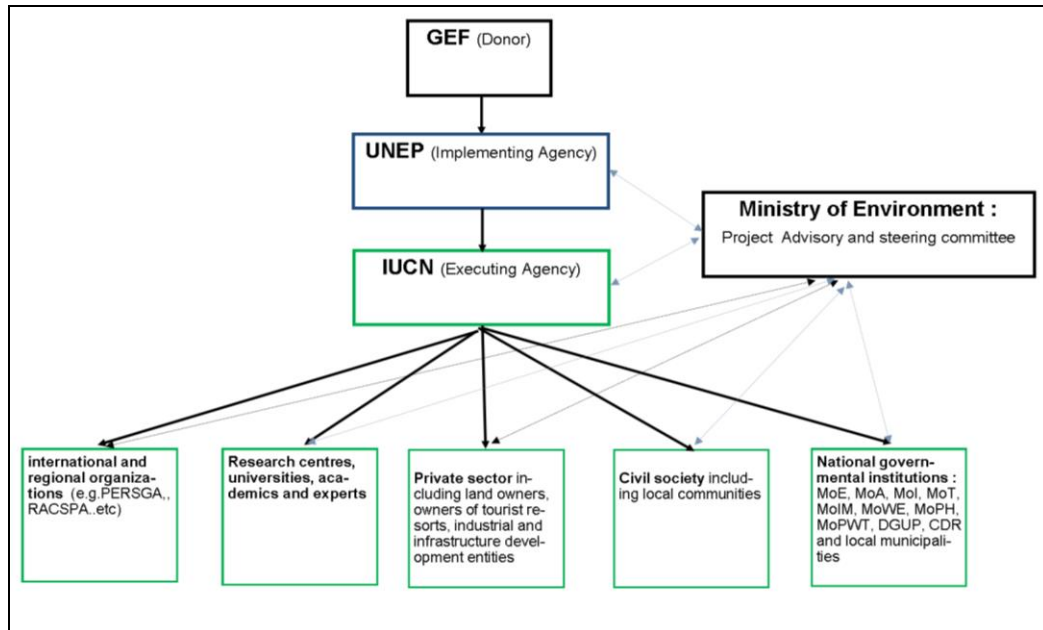
Component 3. Removal of critical knowledge barriers for protection of marine and coastal biodiversity and for the national implementation of SAP-BIO, CBD, ICZM protocol and CC adaptation. Specific assessments in identified hotspots will be undertaken to fill in critical information gaps in terms of marine species and mapping in order to update and expand on the Lebanon National Report. Emphasis will be given to identifying impacts of climate change to the marine and coastal zone, and will complement existing and future projects.

Component 4. Database/web-interface and marine biodiversity monitoring program will address the need for a unified database incorporating all past and present marine and coastal biodiversity projects, research studies etc to be made available to all stakeholders. Based on analysis of data and stakeholder consultations, key process, stress reduction and environmental status indicators will be defined and a national monitoring plan will be developed, adopted and implemented in order to track agreed targets from the CBD, SAP-BIO, ICZM protocol.

4. Executing Arrangements

The project did not create any new institutions for execution. UN Environment was the GEF implementing agency, and the International Union for the Conservation of Nature (IUCN) acted as executing agency for the overall project, with all associated responsibilities under the guidance and supervision of the Lebanese Ministry of Environment (MoE). The country ownership was ensured through having the Ministry of Environment chairing the Project Steering Committee. The Steering Committee included national representatives from the following key ministries and academic institutions: MoA, MoPWT/DGUP, MOD, MOT, MOEW, MOJ, MOIM, CNRS-L, Balamand University, and AUB. The Terms of Reference of the Project Steering Committee can be found in Appendix 11 of the project document. Together, the UN Environment, IUCN and the MoE combined a body of scientific and empirical experience of critical relevance to the objectives of the project. The IUCN brought its substantive knowledge on international aspects related to marine and coastal BD and its wide experience in project execution and implementation at the international level, as well as cooperating regionally while UN Environment provided the linkages with major international conventions and international environmental conservation networks and fora. An executing agency agreement was

signed between UN Environment and IUCN, through its Regional Office in West Asia (IUCN ROWA). IUCN executed the project's activities either directly through IUCN experts (IUCN Staff and/or Commissions) or through sub-contracting the project's activities to individuals, or institutions (Research centers and universities, NGOs and local communities, Regional and international organizations. Private consultancy firms) according to IUCN Procurement Guidelines. The following figure presents an organizational chart of the project.



5. Project Cost and Financing

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

	Previous Project Preparation Amount (a)	Project (b)	Total c = a + b	Agency Fee
GEF		A 950,000	950,000	95,000
Co-financing		1,250,000	1,250,000	
Total		2,200,000	2,200,000	95,000

1.

Sources of Co-financing	Type of Co-financing	Amount
Project Government Contribution	In-cash	200,000
	In-kind	100,000
GEF Agency(ies)	In-kind	
Bilateral Aid Agency(ies)	In-kind	350,000
Multilateral Agency(ies)		350,000
Private Sector		Unknown
NGO		100,000
Others		150,000
Total co-financing		B 1,250,000

As stated in 2021 PIR, obtaining co-financing reports from the Ministry of Environment and third parties was challenging due to partial/complete lock downs, also the fact the Lebanon had no government made the acquisition of formal communication regarding co-financing challenging.

MOE co-financing until June 2016 - 234,940 USD (16.5%) of the total co-financing

(40% of the MoE committed co-financing).

Total IUCN's co-financing until June 2021 - 623,961 USD (43%) of the total co-financing

(191% of IUCN's committed co-financing).

The total reported co-financing - 858,901 USD

2. (60% of the total committed co-financing).

6. Implementation Issues

3. N/a

Section 2. OBJECTIVE AND SCOPE OF THE REVIEW

7. Objective of the Review

In line with the UNEP Evaluation Policy¹⁷ and the UNEP Programme Manual¹⁸, 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, the International Union for the Conservation of Nature, Regional office for West Asia (IUCN ROWA) and the Ministry of Environment in Lebanon. Therefore, the Review will identify lessons of operational relevance for future project formulation and implementation.

8. Key Review principles

4. 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.

5. **The “Why?” Question.** As this is a Terminal Review and a 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.

6. **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

¹⁷ <https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies>

¹⁸ <https://wecollaborate.unep.org>

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

7. In addition to the review criteria outlined in Section 10 below, the Review will address the **strategic questions**¹⁹ 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:

8.

- Q1: To what extent has the project enhanced the conservation of key threatened, endemic and economically valuable species? What impact has been achieved to improve health and productivity of targeted ecosystems?
- Q2: To what extent has the 4 components of the project been successful in mainstreaming biodiversity, capacity building and knowledge management.
- Q3: What changes were made to adapt to the effects of COVID-19 and how might have any changes affected the project's performance?

9.

10. 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**:

11.

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

12. 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 provided*²⁰).

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

13. 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;

¹⁹ The strategic questions should not duplicate questions that will be addressed under the standard review criteria described in section 10.

²⁰ This does not apply to Enabling Activities

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

14. 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.

15. 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:

i. **Alignment to the UNEP's Medium-Term Strategy²¹ (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 Building²² (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

²¹ 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>

²² <http://www.unep.fr/ozonaction/about/bsp.htm>

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/Coherence**²³

An assessment will be made of how well the project, either at design stage or during the project inception or mobilization²⁴, 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

16. 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 rating²⁵ 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

C. Nature of External Context

17. At review inception stage a rating is established for the project's external operating context (considering the prevalence of conflict, natural disasters and political upheaval²⁶). 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

²³ This sub-category is consistent with the new criterion of 'Coherence' introduced by the OECD-DAC in 2019.

²⁴ 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.

²⁵ 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.

²⁶ 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.

i. Availability of Outputs²⁷

18. 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 supervision²⁸

ii. Achievement of Project Outcomes²⁹

19. The achievement of project outcomes is assessed as performance against the outcomes as defined in the reconstructed³⁰ 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

iii. Likelihood of Impact

20. 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

²⁷ 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).

²⁸ 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.

²⁹ 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)

³⁰ 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.

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.

21. 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.

22. The Review will consider the extent to which the project has played a catalytic role³¹ 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.

23. 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 all donors. 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:

³¹ 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.

- Preparation and readiness
- Quality of project management and supervision

F. Efficiency

24. 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.

25. 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.

26. 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 complementarities³² with other initiatives, programmes and projects etc. to increase project efficiency.

27. 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

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

i. Monitoring Design and Budgeting

29. Each project should be supported by a sound monitoring plan that is designed to track progress against SMART³³ 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.

ii. Monitoring of Project Implementation

30. 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

³² Complementarity with other interventions during project design, inception or mobilization is considered under Strategic Relevance above.

³³ SMART refers to results that are specific, measurable, achievable, relevant and time-oriented. Indicators help to make results measurable.

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.

iii. Project Reporting

31. UNEP has a centralised project information management system (Anubis) in which project managers upload six-monthly progress reports against agreed project milestones. This information will be provided to the Review Consultant(s) 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.

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

32. Sustainability³⁴ 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.

i. Socio-political Sustainability

33. 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.

ii. Financial Sustainability

34. 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.

³⁴ 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*)

iii. Institutional Sustainability

35. 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

36. 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 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

37. 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.

38. 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

39. 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.

40. 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

41. 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 Environment³⁵.

42. 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.

43. 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 requirements³⁶ 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, 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

³⁵The 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

[Gender_equality_and_the_environment_Policy_and_strategy-2015Gender_equality_and_the_environment_policy_and_strategy.pdf.pdf?sequence=3&isAllowed=y](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)

³⁶ 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.

44. 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

45. 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

46. 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.)

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

48.

(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);
- Project management team;
- UNEP Fund Management Officer (FMO);
- Portfolio Manager and Sub-Programme Coordinator, where appropriate;
- Project partners based on stakeholder analyses;
- Relevant resource persons;
- Representatives from civil society and specialist groups (such as women's, farmers and trade associations etc).

(c) **Surveys;**

(d) **Field visits;**

(e) **Other data collection tools**, all as appropriate for the terminal review and elaborated in the inception report.

11. Review Deliverables and Review Procedures

49. 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.

50. 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.

51. **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.

52. 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.

53. 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**.

12. The Review Consultant

54. The Review Consultant will work under the overall responsibility of the Task Manager in consultation with the Fund Management Officer, the Head of Unit/Branch, the Portfolio Manager and the Sub-programme Coordinators of the relevant UNEP Sub-programmes as appropriate.

55.

56. 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 logistical support (introductions, meetings etc.) allowing the consultants to conduct the Review as efficiently and independently as possible.

The Review Consultant will be hired for 40 workdays over a period of 4 months (1 September 2022 to 31 December 2022) and should have the following: 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 7 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 marine and coastal ecosystems management issues is desired. For this consultancy, fluency in oral and written English is required and in Arabic is an asset. The work will be home-based with possible field visits.

57.

58. 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.

59.

13. Schedule of the Review

60. 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

14. Contractual Arrangements

61. 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:

62. Schedule of Payment:

63. Deliverable	64. Percentage Payment
65. Approved Inception Report (as per Annex I document #9)	66. 30%
67. Approved Draft Main Review Report (as per Annex I document #10)	68. 30%
69. Approved Final Main Review Report	70. 40%

71.

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

73. 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.

74. 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.

75. 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.

			2018				2019				2020				2021	
	Output and Activities Description	Current situation	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 5	Quarter 6	Quarter 7	Quarter 8	Quarter 9	Quarter 10	Quarter 11	Quarter 12	Quarter 13	Quarter 14
	sustainable management.															
1.1.1.8	Prepare and publicize policy reports on marine conservation aspects.	completed														
1.1.1.9	Coordinate with all governmental bodies and ministries to prepare a healthy atmosphere for the good understanding and uptake of the prepared policy guidelines and for the realization of the urgent need of enforcement and implementation of the already existing ones.	completed														
1.1.1.10	Coordinate with the MoIM and encourage the set up of a national police body for the conservation and protection of marine and coastal areas in Lebanon.	completed														
1.1.1.11	Develop recommendations for law enforcement mechanisms in consultation with local communities and the MoIM.	completed														
1.1.1.12	Organize a workshop to communicate the results of activities associated to output 1.1.1 to relevant stakeholders.	completed														
1.1.2 Training, exchange visits and capacity program developed (2017/2018) and implemented for min. 3 national institutions (2018/2019)																
1.1.2.1	Identify the priorities for marine and coastal biodiversity conservation in Lebanon.	completed														
1.1.2.2	Communicate these priorities to stakeholders and achieve agreement on them through proper consultations.	completed														
1.1.2.3	Develop a local authority capacity building program, exchange visits and conduct training for at least three national institutions i.e. the MoA, MoPWT and the MoT on the agreed marine	Partially completed														

			2018				2019				2020				2021	
	Output and Activities Description	Current situation	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 5	Quarter 6	Quarter 7	Quarter 8	Quarter 9	Quarter 10	Quarter 11	Quarter 12	Quarter 13	Quarter 14
	conservation priorities and the importance and implementation of identified legal reforms under output 1.1.1.															
1.1.2.4	Provide support for national institutions to prepare for the implementation of necessary legal reforms and relevant strategies.	Partially completed														
1.1.3 Integration of agreed protection priorities into national plans (Y3)																
1.1.3.1	Coordinate and consult with key stakeholders to set the ground, especially with governmental institutions for harmonization of conservation priorities with national plans and programs. Proposed Amendment: Delete this activity as it was covered during the first PCA	Completed														
1.1.3.2	Develop, with the ministry of environment and coordinate with relevant governmental institution, scenarios how to best incorporate BD conservation priorities into the respective sectoral policy processes (i.e. jointly define appropriate entry points). Proposed Amendment: Delete this activity as it was covered during the first PCA	completed														
1.2.1 Legal and administrative procedures developed for the protection of min. 2 identified sites (Y2)																
1.2.1.1	Identify key sites for marine and coastal protected areas in Lebanon that harbor representative and well-conserved habitats and that are needed to protect endangered species.	completed														

			2018				2019				2020				2021	
	Output and Activities Description	Current situation	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 5	Quarter 6	Quarter 7	Quarter 8	Quarter 9	Quarter 10	Quarter 11	Quarter 12	Quarter 13	Quarter 14
1.2.1.2	Identify the legal, administrative and decision-support tools needed for the integration of marine and coastal zone management into the management plans of 2 identified pilot sites in 1.2.1.1.	completed														
1.2.1.3	Prepare suitable and sustainable development and management plans of two pilot sites of the identified ones.	completed														
1.2.1.4	Coordinate with relevant governmental bodies and stakeholders to agree on identified areas and adopt the prepared development and management plans.	completed														
1.2.2 Coastal priority areas and mechanisms for their protection agreed and included in plans for CZM (Y2)																
1.2.2.1	Identify the legal, administrative and decision-support tools needed for the integration of coastal zone protection mechanisms into coastal zone management plans Proposed Amendment: Delete this activity as it was covered during the first PCA	MoE indicated that this is complete and not needed														
1.2.2.2	Organize two workshops, the first one to consult with all stakeholders in order to identify the tools and a second one to approve the identified tools and prepare a healthy environment for their adoption. Proposed Amendment: Delete this activity as it was covered during the first PCA	MoE indicated that this is complete and not needed, one confirmation workshop can be held														

			2018				2019				2020				2021	
	Output and Activities Description	Current situation	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 5	Quarter 6	Quarter 7	Quarter 8	Quarter 9	Quarter 10	Quarter 11	Quarter 12	Quarter 13	Quarter 14
1.2.2.3	Coordinate with relevant governmental bodies and stakeholders to agree on and adopt the prepared conservation mechanisms and management plans and thus incorporating them into plans of coastal zone management, incl. for the identified BD hot spots and their monitoring (see also outcomes 3.3 and 4.2).	MoE indicated that this is complete and not needed, follow up for confirmation can take place														
1.2.2.4	Support and conduct environmental impact assessment of development including commercial and land-based activities on marine ecosystems, including the reviewing of current licensing and permissions procedures and mechanisms.	Completed														
1.2.3 Coastal zone planning includes adaptation measures for the protection of BD from CC (Y2)																
1.2.3.1	Identify the impacts of climate change on marine and coastal biodiversity in Lebanon.	Partially completed														
1.2.3.2	Identify the adaptation measures to tackle the identified impacts.	Partially completed														
1.2.3.3	Coordinate with concerned governmental institutions and other stakeholders to have their feedback and to set the ground for the integration the climate change adaptation measures into national plans for marine biodiversity conservation	Partially completed														
1.3.1 Economic valuation of coastal and marine BD, along with analysis of most cost-effective and sustainable potential initiatives, finance mechanisms, tools and technologies for the protection of marine and coastal BD (Y3)																

			2018				2019				2020				2021	
	Output and Activities Description	Current situation	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 5	Quarter 6	Quarter 7	Quarter 8	Quarter 9	Quarter 10	Quarter 11	Quarter 12	Quarter 13	Quarter 14
1.3.1.1	Identify the total economic value of marine and coastal biodiversity in Lebanon including direct and indirect values, option values and non-use existence values. Proposed amendment: Identify the total economic value of marine and coastal biodiversity in Tyre coast and Palm islands nature reserves. (Steering committee also suggests to extend the economic valuation to one hotspot outside the boundaries of protected areas, and perform transfer of upscaling of values)	Partially completed														
1.3.1.2	Assess the current marine resources use, including activities that are generating income in and around existing and recommended protected areas.	Partially completed														
1.3.1.3	Identify the needs of key stakeholders related to marine and coastal biodiversity conservation and sustainable management.	Partially completed														
1.3.1.4	Identify the initiatives that are of highest cost-effectiveness and sustainability potential to determine which measures, at the lowest possible cost, will lead to the protection and conservation of marine and coastal biodiversity in Lebanon.	Partially completed														
1.3.1.5	Identify and develop potential sustainable financing mechanisms for the sustainable management of marine and coastal biodiversity including activities for sustainable management	Partially completed														

			2018				2019				2020				2021	
	Output and Activities Description	Current situation	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 5	Quarter 6	Quarter 7	Quarter 8	Quarter 9	Quarter 10	Quarter 11	Quarter 12	Quarter 13	Quarter 14
	of marine and coastal protected areas.															
1.3.1.6	Develop management plans and guidelines for marine eco-tourism activities.	Partially completed														
2.1.1 Interministerial committees established and functional, incl. all key stakeholders (agriculture, urban, industry, etc.) and the private sector (Y1)																
2.1.1.1	Coordinate with concerned governmental institutions and establish an inter-ministerial committee including representatives of key sectors and the private sector.	Completed														
2.1.1.2	Support MoE in establishing objectives and procedures for the inter-ministerial committee	Completed														
2.2.1 Stakeholders identified and fully participating in project activities (Y1-3)																
2.2.1.1	Identify key stakeholders for marine and coastal biodiversity in Lebanon.	completed														
2.2.1.2	Formulate and implement initiatives to raise awareness about marine and coastal biodiversity in Lebanon, its conservation measures and the project activities and results.	Partially completed														
2.2.2 Partnership with other complementary projects to exchange results and best practices (Y2-3)																
2.2.2.1	Engage with similar projects being implemented in Lebanon and in the region.	Partially completed														
2.2.2.2	Collaborate with them and initiate partnership on relevant activities. Agree and develop joint results when possible.	Partially completed														

			2018				2019				2020				2021	
	Output and Activities Description	Current situation	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 5	Quarter 6	Quarter 7	Quarter 8	Quarter 9	Quarter 10	Quarter 11	Quarter 12	Quarter 13	Quarter 14
	2.2.3 Network of international and national partners dealing with BD protection, network of universities, NGOs etc. are engaged in a dialogue on exchange of best practices and lessons learned via regular meeting an web-based discussion forum (Y1-3)															
2.2.3.1	Coordinate with national and international partners dealing with BD protection and engage in a dialogue for exchange of experiences and lessons via regular meetings or web-based discussion forum	Partially completed														
	2.3.1 Identified relevant institutions, organisations and public sector informed of project's aims and results through communication strategy (Y2) Proposed Amendment: Develop a knowledge management and updated strategy or other alternative activity as seen needed by the ministry															
2.3.1.1	Coordinate with key stakeholders and with relevant international institutions and establish networking mechanisms including internet based mechanisms, oriented publications, regular meetings and workshops to exchange information and protocols.	Partially completed														
2.3.1.2	Develop and maintain a register of experts and consultants on marine and coastal biodiversity research, conservation and management.	completed														
2.3.1.3	Maintain regular consultation with key stakeholders involved in the project activities. Keep all relevant institutions, organizations, public and private sectors well informed about the project's aims, activities and results through a communication strategy.	completed														
	2.3.2 Web-based platform and project site in place for the dissemination of reports, maps and awareness materials (Y1)															
2.3.2.1	Establish a web-based platform and a project site and include all reports, maps and awareness materials for dissemination (to be included in the	Partially completed, the ministry														

			2018				2019				2020				2021	
	Output and Activities Description	Current situation	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 5	Quarter 6	Quarter 7	Quarter 8	Quarter 9	Quarter 10	Quarter 11	Quarter 12	Quarter 13	Quarter 14
	CHM of Lebanon as obligation under CBD). Proposed Amendment: Update the Ministry's Clearing house mechanism CHM and upload project deliverables	wants to update the CHM instead of establishing the web based platform														
3.1.1 Baseline database on existing data for marine species, marine habitats and ecological areas (Y1)																
3.1.1.1	Identify and locate existing data on marine and coastal BD.	completed														
3.1.1.2	Establish registry and database for the identified data.	completed														
3.1.1.3	Increase the availability and access to this data															
3.1.2 Sea floor maps, topographic maps, habitat maps, species maps and sensitivity maps available for all identified priority areas (Y3)																
3.1.2.1	Conduct a full survey to have sea floor maps, topographic maps, habitat maps, species maps and sensitivity maps for priority sites.	Partially completed														
3.1.2.2	Include these maps in the established database (in 3.1.1.2) and publish them on the project's website. Proposed amendment: Utilize existing infrastructure of IUCN and UNEP if possible	Partially completed														

			2018				2019				2020				2021	
	Output and Activities Description	Current situation	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 5	Quarter 6	Quarter 7	Quarter 8	Quarter 9	Quarter 10	Quarter 11	Quarter 12	Quarter 13	Quarter 14
3.2.1 Climate change adaptation measures are integrated into national planning for the protection of marine and coastal BD, also based on suggestions from the SNC report (Y3) Proposed Amendment: The activities under this output are not needed and are already taken over by the Climate change department, and through the third national communication.																
3.2.1.1	Coordinate with stakeholders and inform them on the UNFCCC national communication process.	The Ministry says that this activity is not needed as they have a separate department dealing with CC														
3.2.1.2	Analyze CC impacts in each of the involved sectors and for each stakeholder group.															
3.2.1.3	Develop scenarios for CC adaptation measures in each sector and stakeholder group.															
3.3.1 Final report on the status of marine and coastal BD in Lebanon (Updating of 2002 SAP-Bio National Report) is widely disseminated (Y3)																
3.3.1.1	Establish monitoring program for the identified BD hot spots, through an ongoing survey of one or two representative species for each important habitat at different time intervals.	completed														
3.3.1.2	Gather all data and information collected and prepared via this project and other relevant ones and develop a final report on the marine and	completed														

			2018				2019				2020				2021	
	Output and Activities Description	Current situation	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 5	Quarter 6	Quarter 7	Quarter 8	Quarter 9	Quarter 10	Quarter 11	Quarter 12	Quarter 13	Quarter 14
	coastal biodiversity in Lebanon.															
3.3.1.3	Update the 2002 report of the SAP-BIO project.	completed														
3.3.1.4	Make these reports easily accessible to stakeholders and ensure their wide dissemination.															
4.1.1 Database with different user and viewer interfaces accessible for public, private and academic institutions and centralized at MoE, incl. GIS maps (Y3)																
4.1.1.1	Conduct survey on different data and accessibility needs for various stakeholder groups.	Completed														
4.1.1.2	Develop tools and materials for local stakeholders without access to electronic media.	Partially completed														
4.1.1.3	Establish a database for marine and coastal biodiversity in Lebanon in the MoE and provide easy access to information to key stakeholders on the national, regional and international levels. Proposed amended: Integrated under the CHM	What is the difference with 3.1.1.1 ?														
4.2.1 Marine BD monitoring plan adopted, incl. legal and administrative documents, mechanism for the sustainable financing, administration and management of the monitoring program (Y3)																
4.2.1.1	Establish adequate monitoring techniques and develop standard monitoring protocols for implementation by the appropriate agencies and stakeholders, including those for species monitoring in the identified hot spots (Output 3.3.1),	completed														
4.2.1.2	Promote the adequate monitoring tools and survey of the effectiveness of marine and coastal	Completed														

			2018				2019				2020				2021	
	Output and Activities Description	Current situation	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 5	Quarter 6	Quarter 7	Quarter 8	Quarter 9	Quarter 10	Quarter 11	Quarter 12	Quarter 13	Quarter 14
	protected areas.															
4.2.1.3	Coordinate with relevant stakeholders to ensure proper and smooth monitoring implementation processes.	completed														
4.2.1.4	Evaluate, at the national and regional levels, the effectiveness of the adopted policy and legislative measures in Lebanon and refine them when necessary.															
4.2.2 Agreed indicators for long-term tracking of Lebanon's implementation of the CBS, SAP-BIO, ICZM protocol (Y3) Proposed amendment: Activities under this output will be adapted to the current national and Ministry's needs.																
4.2.2.1	Identify and develop adequate biological and socio-economic indicators to assess the long term proper implementation of the CBD, SAP-BIO, ICZM protocol and CC adaptation and to evaluate the effectiveness of the adopted management measures via this project.															
4.2.2.2	Form a working group to elaborate and validate the set of identified indicators and to select the useful and applicable ones in Lebanon.															
4.2.2.3	Convene a workshop to communicate the selected indicators and their objectives to key stakeholders to be able to adopt them.															
4.2.2.4	Adopt the agreed indicators, establish a report about them and publish it.															
4.2.3 Training of experts in national institutions on monitoring (Y3)																

			2018				2019				2020				2021	
	Output and Activities Description	Current situation	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 5	Quarter 6	Quarter 7	Quarter 8	Quarter 9	Quarter 10	Quarter 11	Quarter 12	Quarter 13	Quarter 14
4.2.3.1	Conduct survey on monitoring and evaluation training needs and requirements.	completed														
4.2.3.2	Develop appropriate training tools and materials for different stakeholder groups	completed														
4.2.3.3	Organize workshops to train officials, experts and managers in national institutions on evaluation and monitoring issues and other issues related to marine environment															

ANNEX XI. PRESENTATION

No Formal presentations were made during the Review.

Nevertheless, following each group interview during the country visit, the Reviewer discussed the assessment of the results with the key SC involved and the project Focal point at MoE and Key Civil Society Associations. During country visits, meetings were arranged with the focal government agency, project manager, and Project team members. The Reviewer highlighted the project's strengths and weaknesses in the host country and welcomed feedback. This process often elicited further information, leading to a better understanding of local perspectives and allowing the Reviewer to incorporate relevant issues into the Final Recommendations. The ToC was presented to guide the discussion and assessment of the likelihood of achieving desired outcomes. It proved an effective tool, stimulating enthusiastic debate among the Project Team and other stakeholders.



Selected Photos of Tyre Natural Reserve and project stakeholders and civil society (photos by Suzan Kholeif)

ANNEX XII. QUALITY ASSESSMENT OF THE REVIEW REPORT (PROVIDED BY THE UNEP EVALUATION OFFICE)

Review Title: Market Policy and legislative development for mainstreaming the sustainable management of marine and coastal ecosystems in Lebanon.

Consultant: Suzan Kholeif

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		
<p>Quality of the Executive Summary:</p> <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>Final report:</p> <p>The purpose of the Executive Summary, being the provision of a holistic overview of the report and its findings, is undermined by the weak writing style of the Reviewer. While the Evaluation Office appreciates that English may not be the first language for all reviewers and technical expertise may be of primary value, editorial proofreading is a skillset that can be easily secured to strengthen final reports.</p> <p>Some sentences in the Executive Summary are difficult to understand easily and key abbreviations are not introduced and/or are missing in the abbreviations list. Paras 9 and 19 are repeated.</p> <p>The Executive Summary represents a fair summary of the report.</p>	4
<p>I. Introduction</p> <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>Final report:</p> <p>This section is missing. The section entitled Project Overview does cover some of the material expected in an Introduction.</p> <p>It does not, however: confirm the institutional context of the project (some of this is provided in the Project Identification Table); identify the Expected Accomplishment that the project contributes, although (EA (b) is mentioned in the Executive Summary and the text for that EA is provided in the Project Identification Table); the section does not mention whether a mid-term performance assessment was</p>	2

	undertaken, although one of the recommendation 4 refers to the critical role a mid-term assessment plays in project management.	
<p>II. Review Methods</p> <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>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>Final report:</p> <p>This is a detailed section, although the referencing of annexes is inconsistent.</p>	4
<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> 	<p>Final report:</p> <p>A relevant description of the context is provided, along with the results framework and a description of key stakeholder groups. The Evaluation Office assumes that all stakeholders mentioned in para 72 were actually involved in the project. It would have been helpful if the list of stakeholders and the outputs to which they contributed, had been presented in a diagrammatic or tabular form (items 1-9, pgs 32/33).</p> <p>The implementation structure is well described, changes in implementation</p>	4

<p>Any key events that affected the project's scope or parameters should be described in brief in chronological order</p> <ul style="list-style-type: none"> • <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>provided and the project financing presented.</p> <p>This section draws heavily on the project document and, as such, has a mixture of verb tenses that readers may find confusing. The writing style of the Reviewer is difficult, in parts, to understand and the report would have benefited from an editorial review. The report uses abbreviations without any introduction within the text which makes it difficult for the reader to follow especially when the acronyms are not in the abbreviations list (e.g. PCA1 and PCA 2, para 83 and CHM in Table 4).</p>	
<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>³⁷ 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) 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>Final report:</p> <p>The section contains and detailed description of the reconstructed TOC development process and the causal pathways. The reconstruction of the outcomes does not provide a clear basis for assessing the uptake of outcomes (e.g. use of verbs such as 'developed', 'knowledge sharing' and 'disseminated do not reach an outcome level.</p> <p>It does, however go beyond presenting and the TOC and includes findings about the performance of the project which are more appropriately addressed under Findings and Effectiveness. An understanding of the causal pathways is supported by the TOC diagram.</p>	3.5
<p>V. Key Findings</p> <p>A. Strategic relevance:</p> <p>This section should include an assessment of the</p>	<p>Final report:</p> <p>Strategic Relevance is assessed</p>	4

³⁷ 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>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/mobilisation³⁸) 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> <ul style="list-style-type: none"> v. Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities vi. Alignment to Donor/Partner Strategic Priorities vii. Relevance to Regional, Sub-regional and National Environmental Priorities viii. Complementarity with Existing Interventions 	<p>appropriately.</p>	
<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: The summary of the assessment of the project quality focuses heavily on the results framework and makes only passing reference to other important aspects of design.</p>	<p>3.5</p>
<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 upheaval³⁹) and how they have affected performance, should be described.</p>	<p>Final report: The rating should be formulated as a 'favourability' scale (i.e. MS = Moderately Favourable). The difficulties faced were significant, as described here and earlier in the report, which led to a 9-year gap between project approval and execution and then other crises (COVID, explosion at the Lebanon Port and economic crises in 2020/21). The Evaluation Office validates this rating as Moderately Unfavourable.</p>	<p>4</p>
<p>D. Effectiveness (i) Outputs and Project Outcomes: How well does the report present a well-reasoned, complete and evidence-based assessment of the a) availability of outputs, and b) achievement of project outcomes? How convincing is the discussion of attribution and contribution, as well as the constraints to attributing effects to the intervention. The effects of the intervention on differentiated groups, including those with specific needs due to gender, vulnerability or marginalisation, should be discussed explicitly.</p>	<p>Final report: <u>OUTPUTS:</u> The untitled table on page 35 sets out the Reviewer's findings against each activity and output. The text does not always explain the differences between Highly Satisfactory, Satisfactory and Moderately Satisfactory ratings. The Evaluation Office tools prompt reviewers to consider the quality, timing and utility to beneficiaries when assessing the provision of outputs. Several entries refer to 'completed during the MoEnv execution phases/1st PCA' with no</p>	<p>2.5</p>

³⁸ 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.

³⁹ 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>further detail. As the 1st PCA, which the Evaluation Office understands ended as this project began. The volume of outputs is substantial in relation to the size of the grant. The Evaluation Office validates this rating as Satisfactory.</p> <p><u>OUTCOMES:</u>The formulation of the outcomes is varied in their use of action verbs such that the ‘uptake of outputs’ needed for outcome level results is not always clear. In addition, the text is referring to outputs and activities and does not assess uptake. References to strong outreach activities which benefited from the IUCN office experience and reference to strong country ownership are the only two features that support a claim to outcome level effectiveness. There is no discussion of the adoption of legal and policy reforms or stronger coastal zone management etc. Based on the evidence presented, the Evaluation Office validates this rating as Moderately Satisfactory.</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:</p> <p>Despite an assertion that outcomes have progressed to intermediate states, no evidence or examples are provided. The status of assumptions and drivers, which are vital to change taking place, is not discussed. Based on the report contents, the Evaluation Office validates this rating as Moderately Likely, taking the raised awareness and country ownership as signs that impact may be realized.</p>	2
<p>E. Financial Management</p> <p>This section should contain an integrated analysis of all dimensions evaluated under financial management and include a completed ‘financial management’ table.</p> <p>Consider how well the report addresses the following:</p> <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>Final report:</p> <p>This section is brief but raises no issues with regard to adherence to policies, completeness of financial information and communication between financial and project staff. It is supported by a Table in the Annex. The Evaluation Office notes that variation between planned and actual expenditure is recorded at the budget line and component levels.</p>	4

<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: This section is appropriately addressed and the reasons for delays have already been described in earlier sections.</p>	4
<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: This section is brief and does not separate monitoring of project implementation from reporting.</p>	3
<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: Under socio-political sustainability the reviewer mentions a lack of social and political sustainability (p160). This runs counter to the Reviewer’s assertion that strong country interest will lead to impact. The section on financial sustainability is broad and also casts doubt on the likelihood that the financial resources needed to sustain the benefits the project has achieved at outcome level will be forthcoming. The section on institutional sustainability does not present a strong case for the likelihood of sustained benefits from the project. The weighted ratings approach of the Evaluation Office aggregates the three sub-categories of sustainability to the lowest of the three – this is because they are considered to be mutually limiting.</p>	3
<p>I. Factors Affecting Performance These factors are not 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>	<p>Final report: These sections are addressed with brief summaries. Preparation and readiness is largely a repeat of the section on project design.</p>	3.5

<ul style="list-style-type: none"> • Preparation and readiness • Quality of project management and supervision⁴⁰ • 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:</p> <p>No strategic questions are addressed.</p> <p>The conclusion section provides a summary of the main findings, some of which is derived from other parts of the report.</p>	3.5
<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:</p> <p>The lessons are at a rather broad level but do provide some comments that could help the reader to draw some learning from them.</p>	4
<p>iii) Quality and utility of the recommendations:</p> <p>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. Recommendations should represent a measurable performance target in order that the Evaluation Office can monitor and assess compliance with the</p>	<p>Final report:</p> <p>The recommendations are formulated as per UNEP's guidance. The formulation may need some adapting in order for an actionable point to be made clear.</p>	4

⁴⁰ 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.</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>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:</p> <p>The Evaluation Office needed to make some adjustments to the structure of the report in order to be entered into the validation process. The up-to-date templates should always be used and are found here: https://communities.unep.org/display/EOU/MANAGEMENT-LED+REVIEW+TOOLS</p>	<p>4</p>
<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:</p> <p>The writing is weak in its grammar and expression, which often obscures the meaning. Readers will need to exert themselves to capture all the sense. This detracts from the work the reviewer has put into the report. The report should have been strengthened by engaging the services of a proof reader for the final report.</p>	<p>3</p>
<p>OVERALL REPORT QUALITY RATING</p>		<p>3.5</p>