



United Nations Environment Programme

## Mainstreaming ecosystem services into country's sectoral and macroeconomic programmes



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## List of Acronyms and Abbreviations

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AUI	Al Akhawayn University in Ifrane
BIOECON	Biodiversity and Economics for Conservation
CAREC	Central Asia Regional Economic Cooperation Program
COP CBD	Conference of the Parties of the Convention on Biological Diversity
CSIR	Council of Scientific and Industrial Research
DEPI ESE	Division of Environmental Policy Division Ecosystem Services and Economics Unit
ELD	Economics of Land Degradation
GDP	Gross Domestic Product
GEF	Global Environment Facility Scientific
GEF PIF	Global Environment Facility Project Identification Form
GIZ	Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH (German agency for International cooperation)
HCP	Higher Planning Commission in Morocco
IFAS	The International Fund for saving the Aral Sea
INRH	National Institute of Fisheries Research Morocco
IPBES	Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services
PEI	Poverty Environment Initiative
ROtI	Review of Outcomes to Impacts
SDGs	Sustainable Development Goals
SGA	Sub-global Assessment Network
SSFA	Small Scale Funding Agreement
TE	Terminal Evaluation
TEEB	The Economics of Ecosystem Services and Biodiversity
TOC	Theory of Change
MEWR	Ministry of Environment and Water Resources, Kazakhstan
M&E	Monitoring and Evaluation
NGOs	Non-governmental Organisations
UMN	University of Minnesota
UNDA	UN Development Account
UNDP CO	United Nations Development Programme Country Office
UNEP	United Nations Environment Programme
UNEP's PoW	UNEP Programme of Work
UNFCCC COP-22	United Nations Framework Convention on Climate Change 22nd Conference of the Parties
UNON	United Nations Office at Nairobi
VANTAGE	Strengthening decision-making through Valuation and Accounting of Natural Capital for Green Economy
WAVES	Wealth Accounting and the Valuation of Ecosystem Services

## Project Identification Table

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<b>UNEP PIMS ID:</b>	01592	<b>IMIS number:</b>	ROA 1578
<b>Sub-programme:</b>	Subprogramme 3: Ecosystem Management	<b>Expected Accomplishment(s):</b>	PoW 2012/2013: EA 3a. PoW 2014/2015: EA 3c
<b>UNEP approval date:</b>	16 July 2013	<b>PoW Output(s):</b>	PoW 2012/2013 #311 PoW 2012/2013 #312 PoW 2012/2013 #333 PoW 2014/2015 # 332
<b>Expected Start Date:</b>	July 2013	<b>Actual start date:</b>	July 2013
<b>Planned completion date:</b>	June 2015	<b>Actual completion date:</b>	December 2015
<b>Planned UNDA 8<sup>th</sup> Tranche allocation:</b>	US\$ 542,000.00	<b>Actual UNDA 8<sup>th</sup> Tranche expenditures reported as of July 2016</b>	USD 520,420.22
<b>Planned project budget at approval:</b>	US\$ 542,000.00	<b>Total expenditures reported as of July 2016</b>	USD 520,420.22
<b>No. of revisions:</b>	One	<b>Date of last revision:</b>	30 January 2015
<b>Terminal Evaluation (actual date):</b>	August 2016	<b>Date of financial closure:</b>	31 March 2016

## Executive Summary

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### A. Introduction

1. The UNDA 8th Tranche funded initiative 'Mainstreaming ecosystem services into countries' sectoral and macroeconomic policies and programmes' was implemented through the Ecosystem Services and Economics Unit of UNEP's Division of Environmental Policy Implementation (DEPI). The project was delivered in collaboration with the Regional Centre for Central Asia in Kazakhstan, the University of Al Akhawayn in Morocco, and the University of Minnesota in the United States of America. Project implementation began in mid-2013 and ended in December 2015, with the final project meeting taking place in February 2016. The project was implemented in two countries: Morocco and Kazakhstan.
2. The UNDA 8<sup>th</sup> Tranche funded project is a substantial component of UNEP's Green Growth project, 'Strengthening ecosystems and development linkages through innovative economic approaches for green growth' which was operational from March 2013 to Jan 2016.
3. The overall objective of the project was to **develop national capacity to integrate ecosystem services considerations into macroeconomic policies and programmes of Kazakhstan and Morocco**. The project developed a tool for mainstreaming ecosystem service valuation that helps understand (and measure) the impact of policies on national natural asset wealth, and illustrates how to use the tool and interpret the results.
4. A Terminal Evaluation of this project, as well as the overall Green Growth umbrella project, was conducted after project closure, as is the requirement of all UNEP projects. The aim of this evaluation was to assess project performance, determine its outcomes and impacts as well as their sustainability, and identify valuable lessons learnt and next steps of the UNDA 8th Tranche project.

### B. Evaluation Findings and Conclusions

5. *Strategic relevance:* The project's objectives were consistent with global environmental needs. The project also aligns well with various facets to the UNEP Medium Term Strategy (2010-2013) with direct contributions made to environmental management. The project's design referred directly to the UNEP's Programme of Work 2012-2013, and the outcomes and achievements of the project were aligned to the Bali Strategic Plan, mainly with regard to capacity building. Gender considerations were not integrated into the project as they should have been. Some sharing between countries took place, and stakeholder engagement was appropriate. Strategic relevance was rated as *Satisfactory*.
6. *Achievement of outputs:* Generally, all the outputs were achieved and were of high quality. Workshops and policy dialogues took place, consultations and the building of the network/National Advisory Board took place in both countries, and the studies conducted were of excellent quality. Capacity building was too short, according to some respondents, in Kazakhstan. Generally, achievement of outputs was rated as *Satisfactory*.
7. *Effectiveness - Attainment of Objectives and Planned Results:*
8. The purpose of the project was to develop national capacity to integrate ecosystem services considerations into macroeconomic policies and programmes of Kazakhstan and Morocco. The aim for the project, in terms of realising long term impact, was that methodologies and tools developed through the project would be used to integrate ecosystem services into national accounting systems.

9. The project, to an extent, did deliver on its objective or purpose, and understanding, capacity and interest was enhanced through the project activities. Certainly there are next steps needed to attain impact (including e.g. more capacity building in Kazakhstan).<sup>1</sup>

10. For the purpose of the evaluation and as part of the development of the Theory of Change, the project outcomes were re-formulated into the following, which is also consistent with the overall framework of the Green Growth umbrella project:

- (i) Ecosystem services' tools are applied to improve the evidence base of ecosystem management contribution to human wellbeing, development and poverty alleviation
- (ii) Policy-makers, resource users and practitioners have enhanced knowledge on ecosystem services tools and their relevance to developing innovative policies
- (iii) Policy-makers, resource users and practitioners have enhanced capacity on how to apply ecosystem services tools for the achievement of development objectives

11. The project's intended outcomes were delivered and there is evidence that a process was initiated through these outcomes that would lead to Intermediate States.<sup>2</sup> The driver (wide sharing through national networks, particularly in Morocco) of both Outcome 1 and Outcome 2 to their Intermediate States definitely improved the ability of the project to create greater awareness and understanding among policy makers and existing data and methodologies to integrate these into national planning.<sup>3</sup> The assumption (awareness of economic valuation and application of assessment tools enhances demand for improved data and knowledge (e.g. through further economic analysis), especially in study sites, seems to have held for the Intermediate State 2 to be met.<sup>4</sup> Outcome 3's pathway to Intermediate State 3 necessitated that the assumption (enhanced capacity and enabling environment will drive behaviour for integration of ecosystem services accounting into national policy) would hold<sup>5</sup>, as well as the assumption in the 'soft' pathway from the Intermediate State of Outcome 2 to the Intermediate State of Outcome 3 the (improvement in easy access to new data supports enabling environment) would also hold. Despite there being some evidence of uptake and presentation of results at higher level, the evaluator is not entirely convinced that these assumptions held.<sup>6</sup>

12. Overall long term impact depends mostly on the continuation of further economic analyses, social experimentation as to what would be the best fit for resource users in terms of sustainability, and the decision-making process at policy level. Certainly capacity has been built and understanding of the importance of water value to the economy has been achieved through the project, with knock on effects in various facets (described in sections above), but these few steps need to have continuation for there to be real integration of environmental concerns into national development planning processes, policy planning and implementation, and that ecosystem services are integrated

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<sup>1</sup> Indicators for understanding as well as enhanced capacity included 'Number of stakeholders that have reported better knowledge of ecosystem assessments, highlighting links to poverty alleviation' - most measurable - and 'Number of references made to the link between ecosystem services and poverty alleviation in national development strategies and policies' - this indicator was not entirely measurable as it is not possible in two years to expect national development strategies to be rewritten. This said, there certainly have been mainstreaming tools developed that have been used by the stakeholders who participated.

<sup>2</sup> As per TOC diagram, see page 24 for the TOC diagram.

<sup>3</sup> See page 24 for the TOC diagram.

<sup>4</sup> Evaluator opinion based on several interviews with government officials in Morocco 18-22 July, questionnaire responses from Kazakhstan.

<sup>5</sup> See TOC diagram on page 24.

<sup>6</sup> Certainly some moves have taken place, but it seems more needs to be done to create a more conducive implementation of the policy the level necessary for change to occur - it also seemed, from the various interviews, that more economic analysis and social experimentation needs to be done for stronger uptake [Interviews in Morocco 18-22 July, interviews and questionnaire responses in Kazakhstan].



into national accounting systems in Morocco and Kazakhstan. There has definitely been sustainability of project results in both countries, and both countries are moving in the direction of a green economy/inclusive wealth economy,<sup>7</sup> but as mentioned more needs to still be done in a strategic manner. The assumption that funding will be available to support Intermediate States held, as funding has been committed in both countries, mainly from government and research institutions, but also through external funding arrangements (e.g a GEF PIF application for funding for downscaling results in Morocco). The rating for overall likelihood of impact achievement is *Likely (BB)*. The Review of Outcomes to Impacts analysis is presented in Table 1 in the main body of the report.

13. Workshops and consultations took place as was planned in the logframe of the Project Document, and all respondents who participated in this Terminal Evaluation highlighted the importance of these workshops and that they had benefitted greatly from being there towards their understanding of ecosystem services importance (particularly with regard to the water sector).<sup>8</sup>

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

15. *Sustainability and Replication*: There has been follow-on financing of various project activities post-closure of the project. Both countries have political environments conducive to sustaining project results. The project had a strong catalytic role and there have been various follow on activities (e.g. Piloting Committee action plan in Morocco, testing of Scenario 2 in Kazakhstan in one community). Rated *Likely*.

16. *Efficiency*: The project was cost-efficient given its results, however remaining funds at project closure lead the evaluator to believe, given the need for more capacity building, that these funds could have been disbursed during project implementation. Delays to starting implementation caused project extensions, but results were achieved in an appropriate time frame. It would have been more efficient had the project found the appropriate implementation partners at design phase. Rated as *Satisfactory*.

17. *Factors affecting project performance*: The project was generally appropriate in its design and management planning was strong. Implementation was well regarded by project partners. The project had strong elements of stakeholder engagement and participation. Communication and awareness was good with regard to outreach in the two countries. Supervision and technical backstopping was highly regarded by project partners. The project had an appropriate, but not well budgeted,<sup>9</sup> monitoring and evaluation process. Rated as *Satisfactory*.

### C. Conclusions

18. The project was novel in that it looked at how to bring the ecosystem services approach into macro-economic thinking. It targeted the theme of bringing ecosystem services closer to development design. Indeed if we want sustainable development nationally (and globally) we need to bring natural assets into development design. The two countries chosen, with their emerging economies, were both in an appropriate space of interest to test this approach, and both had a great dependence on water as a critical service to focus on.

19. The project, especially the studies, were designed to be pilots. Because the same entity (UNEP DEPI ESE) is leading VANTAGE, this would be assumed to be the natural next step in terms of scaling up the findings to other countries. This said, the evaluator did not see evidence of a specific strategy on scaling up these results, other than country-specific (Morocco and Kazakhstan) discussions on how to sustain results and move forward.

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<sup>7</sup> Interviews and questionnaire responses in both countries, July 2016.

<sup>8</sup> Interviews with stakeholders in Morocco (in-country) and Kazakhstan (through skype).

<sup>9</sup> This is a handicap in the UNDA 8 project template process (it does not have a budget class for M&E, only for the terminal evaluation), the evaluator has made recommendations to improve this for future projects.



20. In terms of the two key components of the project, (i) the focus on tools and methodologies to integrate ecosystem services at the macroeconomic level, and (ii) the capacity development and awareness raising approach of the importance of ecosystem services to wellbeing and economic development, the project generally achieved in laying these foundations.

21. The partners chosen (UMN, AUI for Morocco and CAREC for Kazakhstan) were highly appropriate and key to achieving the success that the project did. In both cases, this was due to the reach that the country partners had to get the right people on board for the project and creating the platform for the sense of ownership that ensued as a result of the National Advisory Boards in either country.

22. In Morocco, the AUI had the highly developed capacity to take on this project, and this institution and other research institutions took it on board to champion the results and create diversified sharing opportunities through the meetings that were organised. In Kazakhstan, the CAREC team had extremely strong links to get the right stakeholders (at a high level) on board to engage them in the level of thinking that was needed to understand the importance of ecosystem services to economic development.

23. Both studies conducted in the two countries under the leadership of UMN were of high quality, and have been used as examples for how other countries strategies on green growth and integrate ecosystem services into their economic planning.

24. Morocco, through the project, brought a great interface between academics and governmental officials, which the evaluator believes will be sustained through the relationships that have been made and the piloting committee that has been set up.<sup>10</sup> The study here was immensely useful and important to respondents who were interviewed and there was a strong enthusiasm to pull the project forward towards impact. A variety of different activities have taken up the results (e.g. from the circular economy through UNDP CO, Ministry of Agriculture, as well as the work conducted on the ground with farmers communicating the results, results being shared with the Economic, Social and Environmental Council for policy uptake) of the project post closure, ensuring that there are certainly strong elements of sustainability.

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

26. Laying the foundation through the novel studies<sup>11</sup> and capacity building approaches, the project had a catalytic effect through its outputs into next step action plans for both countries, which were outlined in quite some detail in the project's final meeting in Geneva in February 2016.

27. Capacity has been developed in both countries despite the one training session being quite short in terms of time. In Morocco, respondents felt that capacity was enhanced among peers and institutions on the importance of water value to the economy, and how to integrate it into decision making processes. In Kazakhstan, respondents generally felt that capacity was low at the beginning with regard to understanding the results and the model, and one day was not sufficient to create sufficient understanding. The project did make an effort to communicate the results in a more targeted manner by hiring a national economist to support translations in Russian. This helped understanding and respondents participating in the evaluation did generally highlight the understanding of ecosystem services and its role in the economy. However, most respondents did

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<sup>10</sup> From evaluator interviews and discussions during country visit to Morocco, July 2016.

<sup>11</sup> Bringing ecosystem services into macro-economy (most previous work has been at the micro-level), the studies in Morocco and Kazakhstan were at the frontier of this type of research. (Interview with UNEP DEPI ESE, July 2016)

say that further capacity building was necessary, especially if any one institution were to be able to further develop the model.

28. Communication and awareness was particularly strong in this project, with both country partners developing an outreach strategy in-country on how to disseminate the results of the study. Particularly Morocco had a large media presence during its meetings and media has continued to follow stories on the continuation of the project.

29. The project was efficient in producing its outputs given the resources and time it had available, even including the delay that took place in initiating the project implementation necessitating a project extension. In addition, the terminal evaluation was commissioned within a good timeline of project closure.

30. As mentioned briefly already through the partners in-country, the participation of appropriate stakeholders and partners within in-country is to be commended. Both countries had a strong participation and interest coming from a diversity of stakeholders, all of which took on roles and responsibilities to make the project a success.

31. Kazakhstan would have benefitted from a prolonged initial visit from UMN experts before the project launch, as well as more effective engagement in the development of the theory of the project results.<sup>12</sup> The lack of initial capacity, coupled with the translation difficulties, may have had an influence on the overall understanding of participants of the results. That more capacity building was necessary was certainly mentioned by most Kazakh respondents.

32. In both countries, while there seems to have been an importance placed on water and generally on ecosystem services, there still seems to be a general understanding that this is an environmental issue. This might seem obvious, but it must be stated that environmental issues, even if highlighted as important, are not generally prioritised. This is a risk in this project too (e.g. in Morocco, the presentation of the economic model was presented by the environmental committee of the Economic, Social and Environmental Council, although it may have been more appropriate to place it in the economic committee argument; the idea that desalinisation might save farmers from running out of water also has downplayed some of the prioritisation that water is critical and a non-renewable resource when it comes to overexploitation of aquifers). This may fall under a more general perception of environment by non-environmentalists, and is not unique to this project, but it is still a risk worth mentioning when it comes to finding solutions and sustaining project results for decision-making.

33. The overall rating for the UNDA 8th Tranche Component project under the Green Growth umbrella is *Satisfactory*. The ratings for the individual criteria are given in Table 1. Most of the administrative elements and achievement of outputs were very strong given the limited resources and time available. The sustainability of the project is visible but a higher level plan is needed for impact to be reached.

**Table 1.** Summary assessment and ratings by evaluation criterion for the UNDA 8th Tranche Project of the Green Growth Umbrella Project

Criterion	Summary Assessment	Evaluator's Rating	EOU Comments	EOU Rating
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<sup>12</sup> This was highlighted by both UMN and CAREC during skype interviews.

Criterion	Summary Assessment	Evaluator's Rating	EOU Comments	EOU Rating
<b>A. Strategic relevance</b>	The project objective is consistent with global environmental needs. Both countries showed demand for the project to be executed there. The project is directly linked to UNEP's PoW for the period 2012-2013, as well as 2014-2015 (under MTS 2010-2013, and MTS 2014-2017), and is linked strongly to the Bali Strategic Plan. Its gender component could have been stronger.	<b>S</b>	EOU concurs with the evaluator's assessment. With regard to UNEP strategies <sup>13</sup> , there was low responsiveness to gender concerns.	<b>S</b>
<b>B. Achievement of outputs</b>	All outputs were achieved, the studies generated were of high quality, outreach strategies were developed for both countries, more capacity development should have been conducted in Kazakhstan (one day was too short).	<b>S</b>	EOU concurs with the evaluator's assessment.	<b>S</b>
<b>C. Effectiveness: Attainment of project objectives and results</b>		<b>S</b>	EOU concurs with the evaluator's assessment.	<b>S</b>
1. Achievement of direct outcomes	The outcomes of the project intended to enhance understanding and capacity on integrating ecosystem services into macroeconomic policies. To this end it generally enhanced capacity and understanding, but whether this has led to behaviour change among policy makers is not certain.	<b>S</b>	EOU concurs	<b>S</b>
2. Likelihood of impact	Overall long term impact depends mostly on the continuation of further economic analyses, social experimentation for resource user uptake and decision making at policy level. There is evidence of some sustainability in both countries but more needs to be done in a holistic and strategic manner to get to impact (especially as this was seen as a pilot, but no real strategy was developed post project other than recommendations in-country), although there are plenty of ad hoc processes ongoing that could lead to impact in the two countries.	<b>Likely</b>	EOU concurs	<b>L</b>
3. Achievement of project goal and planned objectives	The project, to a considerable extent, did deliver on its objective or purpose, and understanding, capacity and interest was enhanced through the project activities.	<b>S</b>	EOU concurs	<b>S</b>
<b>D. Sustainability and replication</b>		<b>L</b>	EOU concurs with the evaluator's assessment.	<b>L</b>
1. Financial	There has been follow on financing of various project activities post-closure.	<b>L</b>	EOU concurs	<b>L</b>

<sup>13</sup> Refer to the UNEP Gender Action Plan which states that UNEP will promote the involvement of stakeholders, in particular women in defining ecosystem needs and developing and implementing broad-based sustainable solutions

Criterion	Summary Assessment	Evaluator's Rating	EOU Comments	EOU Rating
2. Socio-political	Both countries have a political environment conducive to sustaining project results.	L	EOU concurs	L
3. Institutional framework	Institutional framework, generally, is conducive to sustaining project results.	L	EOU concurs	L
4. Environmental	Project results being sustained can only benefit the environment.	HL	EOU concurs	HL
5. Catalytic role and replication	The project had a strong catalytic role and there have been various follow on activities, although not much replication so far (this was not really appropriate in the context and timing of the project within the countries), there was no real strategy of pulling the pilot studies into other countries (although VANTAGE might take up the activities).	S	EOU concurs	S
<b>E. Efficiency</b>	Generally well executed given the time and resources of the project.	S	EOU concurs with the evaluator's assessment.	S
<b>F. Factors affecting project performance</b>				
1. Preparation and readiness	Generally well planned, with risk and safeguards presented. Implementing agents not identified at design phase, gender not a strong component. Project management and partnership arrangements in place.	S	EOU concurs with the evaluator's assessment.	S
2. Project implementation and management	Project was generally well implemented, country partners highly appropriate.	HS	EOU concurs but with reservations on account of the lack of a robust monitoring system to reinforce adaptive management	HS
3. Stakeholders participation and public awareness	Very good stakeholder participation and public awareness, outreach strategy in each country well thought out, media present, good dissemination, good platform for inter-institutional cooperation.	HS	EOU concurs with the evaluator's assessment.	S
4. Country ownership and driven-ness	In both countries appropriate government stakeholders involved. There has been some stimulation of country ownership, strategy needed for full integration.	S	EOU concurs with the evaluator's assessment.	S
5. Financial planning and management	Reporting done according to standard (although not aligned to activities instead to object lines), no co-financing reported for project.	S	EOU concurs with the evaluator's assessment.	S
6. UNEP supervision and backstopping	UNEP supervision and guidance very strong.	HS	EOU concurs with the evaluator's assessment.	HS

Criterion	Summary Assessment	Evaluator's Rating	EOU Comments	EOU Rating
7. Monitoring and evaluation		<b>MS</b>	EOU concurs. M&E is a critical activity for any project. It goes beyond submission of reports. Monitoring is a systematic and long-term process that gathers information in regards to the progress made by an implemented project. Evaluation is time specific and it's performed to judge whether a project has reached its goals and delivered what expected according to its original plan. M&E helps to build strong evidence for accountability, lessons learning, adaptive management, and organisational improvement.	<b>MS</b>
a. M&E Design	Some elements missing (e.g. baseline information, although this was in the Green Growth ProDoc), indicators proposed satisfactory.	<b>S</b>	EOU concurs but with strong reservations because the M&E design was not [financially and therefore operationally] feasible.	<b>S</b>
b. Budgeting and funding for M&E activities	Not fully planned for the M&E - only for the terminal evaluation (which is mandatory at project design phase). There was no budget class for M&E given in the UNDA tranche project template for the project team to plan for such a budget. However, the evaluator believes that the project team could have subsumed M&E budget into operating costs.	<b>MS</b>	In consideration of the importance of Monitoring and Evaluation in project implementation, the absence of a budget for Monitoring is regrettable.	<b>MU</b>
c. M&E plan implementation	Not really half-yearly reporting as per ProDoc, although evaluator saw yearly reporting for two years. Progress reports outlined separately per SSFA.	<b>MS</b>	EOU concurs	<b>MS</b>
<b>Overall project rating</b>		<b>S</b>	EOU concurs	<b>S</b>

#### D. Lessons Learnt

34. There are a few lessons learned from the process of this project that would be helpful for future UNEP (and other) projects, or projects that are already under implementation, such as the VANTAGE project, which has many similar outputs as the Green Growth and UNDA 8th Tranche projects (e.g. developing economic tools, enhancing knowledge sharing, providing training workshops).

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

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

**Lesson 2: Communicating technical results to non-economists, especially policy-makers, needs its own communication strategy**

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

**Lesson 3: Engaging the right partners is key to attaining the intended project results**

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

**Lesson 4: Using existing opportunities and platforms of communication to share results that might promote change and replication - taking a systems thinking approach**

38. Especially the Unit Chief of UNEP DEPI ESE (but also other project stakeholders) took every opportunity to share the results on various platforms, which has shown quite some success in terms of uptake. This had some impact on replicating results (e.g. Vietnam requesting for the studies for its own green growth strategy). It is particularly important for project stakeholders to link initiatives together in a strategic way, and through sharing of results there are plenty of opportunities to create alliances, synergies and further uptake into other avenues. The studies themselves warrant uptake into other country strategies, and through sharing of the study on platforms like, as an example, to

policy dialogues taking place in VANTAGE, as well as trainings in VANTAGE), as well as through conferences.

## **E. Recommendations**

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

### **(A) Continue engaging stakeholders and supporting the sustainability of results in-country**

40. The piloting committee in Morocco has already taken forward steps through its action plan to share results with the farming community, and use the results of decision-making processes. During the evaluation country visit, it seems that many stakeholders are still involved in these processes outlined in the action plan, but a few felt that they could be involved more. In Kazakhstan, the Water Committee and other institutions are slowly taking results forward, such as piloting one of the scenarios (water rights and trading) in one community. In both countries there needs to be continued engagement with stakeholders on bringing the results forward in an effective manner. **Who?** Piloting Committee in Morocco, National Advisory Team in Kazakhstan. **When?** Continuous and over next five years, to reach impact.

### **(B) Using UNFCCC COP-22 to Morocco's advantage for ecosystem services and circular economy**

41. There is a lot of hype around the upcoming COP-22 in Marrakesh at the end of 2016, and certainly project stakeholders are already planning for presentations of the study at a high level. It seemed to the evaluator that a lot of the sharing of results is more of a showcasing of the project results than a strategy to further this agenda. There needs to be a strategic use of the opportunities that come with hosting the COP-22. Morocco, while being right to want to have a successful COP, should also use the platform to strategise how it can benefit the furthering of the project's agenda (both in terms of replication into other countries, but also in terms of leveraging funding to sustain project results in-country, e.g. through awareness campaigns, further economic analyses, etc). It would be advisable that the Piloting Committee sits with the Economic, Social and Environmental Council to do some strategising and effective planning to not only showcase the results, but also find what is needed to move the project forward, and how this platform could help this, and then align the showcasing and other activities around this strategy. **When?** Up to COP-22, immediately start planning. **Who?** Piloting Committee to coordinate.

### **(C) Aligning the lessons of this project to the outputs of VANTAGE**

42. This has two facets to it. Firstly, the use of the models could be used for the VANTAGE project depending on the level of interest and uptake of the countries involved (it is assumed that this has already been done through the UNEP DEPI ESE). Due to the interest in and quality of the study (according to UNEP DEPI ESE, many experts and practitioners in the field of economics of ecosystem services highlighted the quality of the studies), such modelling could help other countries assess their ecosystem services.

43. Secondly, there are lessons about the communication of models and results from this project, particularly from Kazakhstan, that should be absorbed into the training sessions of VANTAGE. It is extremely important to have the best economists on board especially when new frontiers are being challenged, as they were in this project. It is just as important to communicate the results in an effective and strategic manner so that it leads to behaviour change in policy makers necessary to integrate ecosystem services into development planning. **Who?** VANTAGE project team, i.e. UNEP DEPI ESE. **When?** To be integrated into implementation as deemed necessary (depending on how far along the project is).

### **(D) Continue sharing project results on different platforms**



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

## 1. Introduction in 2016

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### A. The UNDA 8th Tranche-funded Component of Green Growth

45. The project 'Mainstreaming ecosystem services into country's sectoral and macroeconomic policies and programmes' (United Nations Development Account (UNDA) 8th Tranche Project) was implemented through the Ecosystem Services Economics (ESE) Unit DEPI UNEP, in collaboration with the Regional Centre for Central Asia in Kazakhstan, the Al Akhawayn University in Morocco, and the University of Minnesota in the United States of America. Project implementation began mid-2013.

46. The project was implemented in two countries, Morocco and Kazakhstan, with project partners as outlined above.

47. The overall objective of this project was to **develop national capacity to integrate ecosystem services considerations into macroeconomic policies and programmes of Kazakhstan and Morocco**. The project developed a tool for mainstreaming ecosystem service valuation that helps understand (and measure) the impact of policies on natural asset wealth, and illustrates how to use the tool to interpret the results.

48. The project constitutes an important component of the umbrella project entitled 'Strengthening ecosystems and development linkages through innovative economics approaches for green growth' (Green Growth).

49. A Terminal Evaluation of this project, as well as the Green Growth overall, was conducted after project closure, as is the requirement of all UNEP projects. The aim of this evaluation was to assess project performance, determine its outcomes and impacts as well as their sustainability, and identify valuable lessons learnt and next steps of the UNDA 8th Tranche. The key target audience of this evaluation include the project implementing partners, the United Nations Environment Programme Ecosystem Services and Economics Unit of the Division of Environmental Policy Division (UNEP DEPI ESE), and institutions involved in the economics of ecosystem services.

### B. The UNDA 8th Tranche Project Terminal Evaluation

#### Objective and Scope of Evaluation

50. In line with the UNEP Evaluation Policy<sup>14</sup>, the UNEP Programme Manual and the UNEP Evaluation Manual<sup>15</sup>, a terminal evaluation is an important element that is conducted after a project is completed. This is usually to assess project performance (looking at relevance, effectiveness and efficiency) and determine outcomes and impacts stemming from the project and their sustainability. Elaborations on the evaluation principles can be found in Annex 1 (Terms of Reference for this terminal evaluation).

51. The UNDA 8th Tranche Terminal Evaluation has two main objectives:

- (i) To provide evidence of results to meet accountability requirements, and
- (ii) To promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and its main project partners (e.g. UNEP regional offices, Central Asia Regional Economic Cooperation Program (CAREC), University of Al Akhawayn, national ministries and focal points of Morocco and Kazakhstan (and beyond), UNDP country offices, etc).

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<sup>14</sup> <http://www.unep.org/eou/StandardsPolicyandPractices/UNEPEvaluationPolicy/tabid/3050/language/en-US/Default.aspx>

<sup>15</sup> <http://www.unep.org/eou/StandardsPolicyandPractices/UNEPEvaluationManual/tabid/2314/language/en-US/Default.aspx>

52. The Terminal Evaluation will focus on a set of key questions, based on the projects' intended outcomes:

- a) How relevant was the UNDA 8th Tranche to the beneficiary needs and UNEP's mandate and Programmes of Work? How coherent was the project with the Green Growth's project's objectives and proposed interventions strategies; did the UNDA 8th Tranche complement the Green Growth project?
- b) To what extent and how efficiently did the project deliver on its intended outputs? How well did the project contribute to strengthening linkages between ecosystem services and poverty alleviation, and the capacity of the two countries to increasingly integrate ecosystem management approaches into development policies and processes?
- c) What were the internal and external factors that most affected the project in delivering the planned outputs and expected achievements? What management measures were taken to make full use of opportunities and address obstacles to enhance performance?

### Overall Approach of the Evaluation

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

54. In line with the TOR (Annex 1), the UNDA 8th Tranche Project was assessed with respect to a minimum set of evaluation criteria grouped into five categories:

- (i) **Strategic Relevance:** focuses on whether the project objectives are consistent with the global, regional and national priorities.
- (ii) **Achievement of Outputs:** assessing, for each component, the project success in producing the programme outputs and milestones as per the logical framework.
- (iii) **Effectiveness: Attainment of Objectives and planned Results:** covers project preparation and readiness, implementation approach and management, stakeholder participation, cooperation and partnerships, communication and public awareness, and country ownership and driven-ness, financial planning and management, supervision and backstopping, and monitoring and evaluation.

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

56. As per UNEP guidance, the evaluation ratings are on a six-point scale.<sup>16</sup>

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

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

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<sup>16</sup> Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability is rated from Highly Likely (HL) down to Highly Unlikely (HU).

- Country visit to Morocco and Face to Face meetings: Of the two participating countries, Morocco was visited in person. Face to face meetings were conducted with several respondents with varying involvement in the project, including government officials, research institutions, and others (see Annex 3 for a full list).
- Questionnaire distribution: A questionnaire was tailored for the policy-makers who were part of the Advisory Team as well as those who attended workshops and policy dialogues in the two countries. In Kazakhstan, two questionnaires out of three were translated and returned to the evaluator. In Morocco, one questionnaire was received out of four sent out. Two questionnaires were developed (one per country). These can be found in Annex 4.
- Feedback mechanisms: Feedback was conducted during the country visit in Morocco to gauge results collected, as well as get feedback on the Reconstructed Theory of Change with the core project team.

### **Limitations to the Evaluation**

58. Generally, this evaluation was not limited significantly. However, there were a few limitations to the evaluation that could have hindered more detailed information, such as:

59. **Not visiting Kazakhstan in person:** Generally, terminal evaluation budgets only allow for a small sample of countries to be visited. Understandably, considering the limited budget available, Kazakhstan could not be visited in person. However, this does have an element of handicapping the evaluation as generally face to face consultations are much more informative and well-rounded than any other form.

60. **Timing of the visit to Morocco:** Because July and August are summer months that are used for vacation, it was difficult for the project team to secure meetings in person with some of the respondents, including at policy-level. The University of Al Akhawayn project team did their very best despite this handicap, and the evaluator does not think that this limited the evaluation significantly. However, some Ministry staff who were not available may have added value to the evaluation.

61. **Not all questionnaires were returned** by the respondents which of course further limited the evaluation.

## 2. The Project

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### A. Context

62. The project, in its design, attempted to address the low degree of compliance to the Millennium Development Goal 1 and 7 at both local and national levels – as a result of the low capacity of governments in integrating ecosystem services considerations into macroeconomic policies and programmes. Moreover, it aimed to address the lack of capacity of governments in integrating ecosystem services into development planning processes due to limited capacity in identifying the environmental impacts of development policies as well as understanding the links between ecosystem services and human well-being.

63. As such, the project intended to enhance/develop capacity in both Morocco and Kazakhstan to understand and strengthen the existing institutional mechanisms for inter-sectoral coordination in planning, finance, environment and natural resource-based sectors. An economic valuation of ecosystems and their services in relation to development and poverty alleviation is critical for the project to support the promotion of better sectoral coordination as well as the integration of ecosystem management in national development planning processes such as policies, plans, budgets and monitoring systems.

64. This project, as mentioned previously, was part of a wider project, Green Growth. The project chose the two countries to work with based on country demand and interest. Priority was given based on the completion of the Sub-global Assessment Network (SGA) through the previous assessments. The countries were chosen based on three pillars: responding to direct requests from countries, continuing and building on prior work and fostering synergies with related initiatives. In addition, both had emerging economies with strong interests in natural asset wealth.

65. UNEPs comparative advantage in relation to the project was based on its position at the nexus of scientific research, policy advice and pilot implementation of novel ecosystem service approaches. In particular, its active involvement in related key initiatives in the field such as TEEB, WAVES and IWR, as well as its active role in strengthening the science policy interface such as in the SGA network and IPBES gave unique opportunity for UNEP to undertake activities described in the project document.

66. The project was to be implemented by UNEP DEPI ESE, a unit of UNEP in close collaboration with the World Bank, UN Statistics Division, as well as scientific institutions and networks such as BIOECON (Biodiversity and Economics for Conservation Conference). The unit was very appropriate given its positioning within various networks and its previous and continuing expertise and experience with testing and piloting novel systems such as these.

67. The implementation arrangement was relatively simple and roles were clearly defined through Small-Scale Funding Agreements (SSFAs) between project partners, with University of Minnesota taking on the responsibility of leading the studies and tool development as leading economists in this field, CAREC and Al Akhawayn University in Ifrane (AUI) were country implementers in Kazakhstan and Morocco respectively. The capacity of the implementation partners was appropriate.

### B. Objectives and Components

68. The objective of the UNDA 8th Tranche Project was **to contribute to a better integration of environmental concerns into national development processes, policy planning and decision-making, particularly in Morocco and Kazakhstan**. The project thus focused on providing policy-makers and resource users with applied research cases and training opportunities so that these

target groups could gain an increased capacity to apply ecosystem services tools and to integrate them in decision-making processes.

69. The project document does not clearly outline the components, outcomes and outputs of the project, and uses these interchangeably. This is rectified in the reconstructed Theory of Change outlined in Section I of this document. For the sake of better understanding of what would constitute components of this project, the evaluator has reworded the 'components' as written in the 'Stakeholder Analysis' section of the project document (which are actually written as activities), which are outlined in the table below (and also derived from the Project Strategy outlined for the UNDA 8 specific part of the project document).

**Table 2.** Components reworded from the project document of the UNDA 8th Tranche Project for the purpose of the Terminal Evaluation

<b>Component 1</b>	Identification of National Advisory Group to guide the process in each country, Morocco and Kazakhstan
<b>Component 2</b>	Identification and research conducted on ecosystem services in one area in Morocco and Kazakhstan
<b>Component 3</b>	Development of tools for ecosystem services to be integrated into macroeconomic policies and national accounting systems in each country for the areas identified
<b>Component 4</b>	Capacity-building and policy dialogues on ecosystem services and their integration into macroeconomic policies

### C. Target Areas/Groups

70. This project (as part of the larger umbrella Green Growth) had a specific country focus. For the implementation of the project, the two countries were selected based on (a) a response to direct requests received from countries, (b) the continuation and building on prior work conducted, and (c) to foster synergies with related initiatives.

71. In Morocco: This country was selected for the UNDA 8th Tranche based on the interests expressed by the Ministry of Finance, and also in consultation with the World Bank, with whom UNEP had been implementing the WAVES initiatives. Morocco is one of the pilot countries under WAVES, and it was agreed that while the World Bank's efforts will focus on a field based pilot project on ecosystem accounting, UNEP will provide capacity building opportunities to train practitioners and national experts to effectively contribute to the development of ecosystem accounting in Morocco. Prior to implementation, and based on visits in-country by the Unit Chief of UNEP DEPI ESE, it was found (through the network of the University of Minnesota) that the Al Akhawayn University and the University of Minnesota (with various country partners) were more appropriate for the field research and modelling.<sup>17</sup> The area to focus the research on was chosen at the Inception Meeting of the project; two areas were chosen, namely the Souss-Massa and the Tadmra-Azilal.

72. In Kazakhstan: This country expressed strong interest to be involved through its Ministry of Environmental Protection and the Ministry of Energy and Mineral Resources for examining a prototype market for ecosystem services. It was envisaged in the project document that UNDP would be a key partner in implementing the initiative in Kazakhstan, and would be responsible for engaging with the policy community, and providing logistical and administrative support for the implementation of the project. Prior to implementation, and through country visits by the Unit Chief of UNEP DEPI ESE,

<sup>17</sup> Based on interviews with UNEP DEPI ESE, July 2016. It seems from these interviews that WAVES was not aligned to the research prioritised for this project.

it was agreed that CAREC was the more appropriate implementing partner for the project, with University of Minnesota leading the research.<sup>18</sup> The area chosen by the country at the Inception Meeting was the Syr Darya River Basin (which drains into the Aral Sea).

73. The key target groups of the project are outlined in the table below per activity. The key partners were not identified at project design phase (not mentioned in the project document).

**Table 3.** Key partners and target groups engaged through the UNDA 8th Tranche Project

Activity	Key Partners	Target Groups
Morocco (UNDA-8): Field Project on Valuation of Ecosystem Services in Morocco (Area: Souss Massa; Tadla-Azilal) including workshops and policy dialogues	Al Akhawayn University University of Minnesota	National Advisory Board, which consisted of: Al Akhawayn University, UMN, DEPF Ministry of Economy and Finance, Regional Centre for Agricultural Research, National Institute for Agricultural Research, HCP, INRH, Euro-Africa Association for Development, IAV Hassan II, Ministry of Agriculture, Fisheries and Maritime, HCEFLCD - Forestry, Water and Prevention of Desertification, Ministry of Energy, Water, Mines, Environment, UNDP CO, Ministère De l'Artisanat et de l'Economie Solidaire Workshop Participants and Policy-makers: same as above, Media
Kazakhstan (UNDA-8): Field Project on Valuation of Ecosystem Services (Area: Syr Darya River Basin) including workshops and policy dialogues	CAREC University of Minnesota  [UNDP CO - as per ProDoc]	National Advisory Board/List of Experts: CAREC, UMN, IFAS, Ministry of Environment and Water Resources, Agency on Statistics  Workshop participants and Policy-makers: Ministry of Environment and Water, Committee on Water Resources (MEWR), Committee on Forestry and Hunting (MEWR), Committee on Fisheries (MEWR), Ministry of Agriculture, Agency on Statistics, Ministry of Economy and Budget Planning, Ministry of Industry and New Technologies, OSCE, GIZ, Media

## D. Milestones/Key dates in project design and implementation

**Table 4.** Major milestones and dates in project design and implementation of the UNDA 8th Tranche Project

Milestone	Date
Approval date	July 2013
Actual start date	Early 2014
Intended completion date	June 2015
Planned duration	2 years
Project Inception Meeting Morocco	11-13 August 2014
Project Inception Meeting Kazakhstan	4-5 August 2014
Final Workshop for Morocco and Kazakhstan	20-25 February 2016
Date of completion	March 2016
Terminal Evaluation (Completion)	August 2016

## E. Implementation arrangements

**Table 5.** Implementation arrangements for the UNDA 8<sup>th</sup> Tranche Project

Role	Participants
Project Implementation and Coordination	Ecosystem Services Economics Unit of the Division (DEPI) of UNEP

<sup>18</sup> Interviews with UNEP DEPI ESE (July 2016), two reasons for this (a) CAREC had a strong network and ability to reach high level policy makers, and (b) CAREC was more affordable and appropriate in terms of venue and logistics.



Role	Participants
Expert Advisors and Researchers (responsible for research and capacity-building in both countries and supporting implementation)	University of Minnesota
Implementation in Morocco	Al Akhawayn University [as per ProDoc: World Bank/WAVES] <sup>19</sup>
Implementation in Kazakhstan	Central Asia Regional Economic Cooperation Program [as per ProDoc: UNDP CO] <sup>20</sup>
General Advice and Consultation at Project Design Phase (and implementation)	UNEP Regional Office for Africa UNEP Regional Office for Asia PEI (with regard to work being done in Tajikistan) <sup>21</sup>

## F. Project Financing

74. The total project budget was USD 542,000.00<sup>22</sup>, of which the total sum was allocated from the UN Development Account (UNDA) 8th tranche, which focused on 'supporting member states to accelerate progress towards achieving internationally agreed development goals, including MDGs, in the context of the multiple and interrelated development challenges'. No co-financing was reported for this project.

## G. Changes in design during implementation

75. The only change that is significant to the project results (and in fact was instrumental to the progress of the project and sustaining the results) was the change in key in-country implementation partners. The project coordinator (Unit Chief of UNEP DEPI ESE) visited the countries on various occasions and had many discussions with key respondents about the appropriateness of country implementing partners. Through this evolving process, the AUI was chosen as the most appropriate for Morocco (they have a strong standing as experts and advisors, had strong capacity and had a relationship with the experts from UMN). The CAREC was chosen to implement in Kazakhstan due mostly to their strong networks and reach at policy level.<sup>23</sup> The evaluator believes that the success of the project stems from the choice of appropriate project partners in-country.

## H. Reconstructed Theory of Change of the project

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

77. The TOC (for the broader Green Growth project) in the project document gives only a diagrammatic representation of the logframe and does not make assumptions nor outline drivers, nor does it describe the long term impact the project intends to make.

78. The TOC of the UNDA 8th Tranche component was drafted as part of the overall Green Growth evaluation process. A preliminary reconstruction of the TOC, based on the provided project documentation, was reviewed in preparation of the Evaluation Inception Report. This was further

<sup>19</sup> Implementation partners were chosen based on appropriateness (CAREC had very strong links at policy level, AUI had strong capacity technically) - WAVES was not aligned directly to the implementation and so provided a lesser role.

<sup>20</sup> CAREC was much more appropriate in terms of getting the right people around the table, and thus were chosen at the beginning of implementation.

<sup>21</sup> This was described in the Project Document, but did not come to fruition as the fit was not appropriate as was thought (Interviews with CAREC, and UNEP DEPI ESE).

<sup>22</sup> As per Project Document, Annex 3: Results based Budget.

<sup>23</sup> Interviews with UNEP DEPI ESE, Interviews with CAREC, AUI, UMN, as well as evaluator opinion based on these interviews (June and July 2016).

reviewed by a variety of stakeholders.<sup>24</sup> The reconstructed TOC was subsequently edited as a result of the comments received by the key stakeholders and partners of the project.

79. The project outcome and its respective outputs (of the Green Growth, of which the UNDA 8th Tranche was part of), as presented in the Logframe in the ProDoc, are placed verbatim in the table below (Table 6). The project outcome used the wording of the PoW 2012-2013 Expected Accomplishment 3.a. For the reconstructed Theory of Change, it was necessary to overhaul the use of the terminologies. The Project Outcome reads like a long-term outcome or intermediate state. The project outputs, as they stand in the project document, and copied in Table 6, read more as project outcomes. Table 7 below illustrates the reconstruction of the outcomes and outputs. It is necessary to outline this in terms of the broader Green Growth project to better understand the contribution the UNDA 8th Tranche Project made. The outputs in dark red bold font are those that are direct outputs of the UNDA-8th Tranche component.

80. The Theory of Change for the UNDA 8th Tranche project is provided as a stand-alone below. The Green Growth Theory of Change, and how the UNDA 8th Tranche fits within it, is provided in Annex 5.

**Table 6.** Project Outcome (as per PoW 2012-2013 EA3a and project outputs for the Green Growth and the UNDA 8th Tranche Project

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

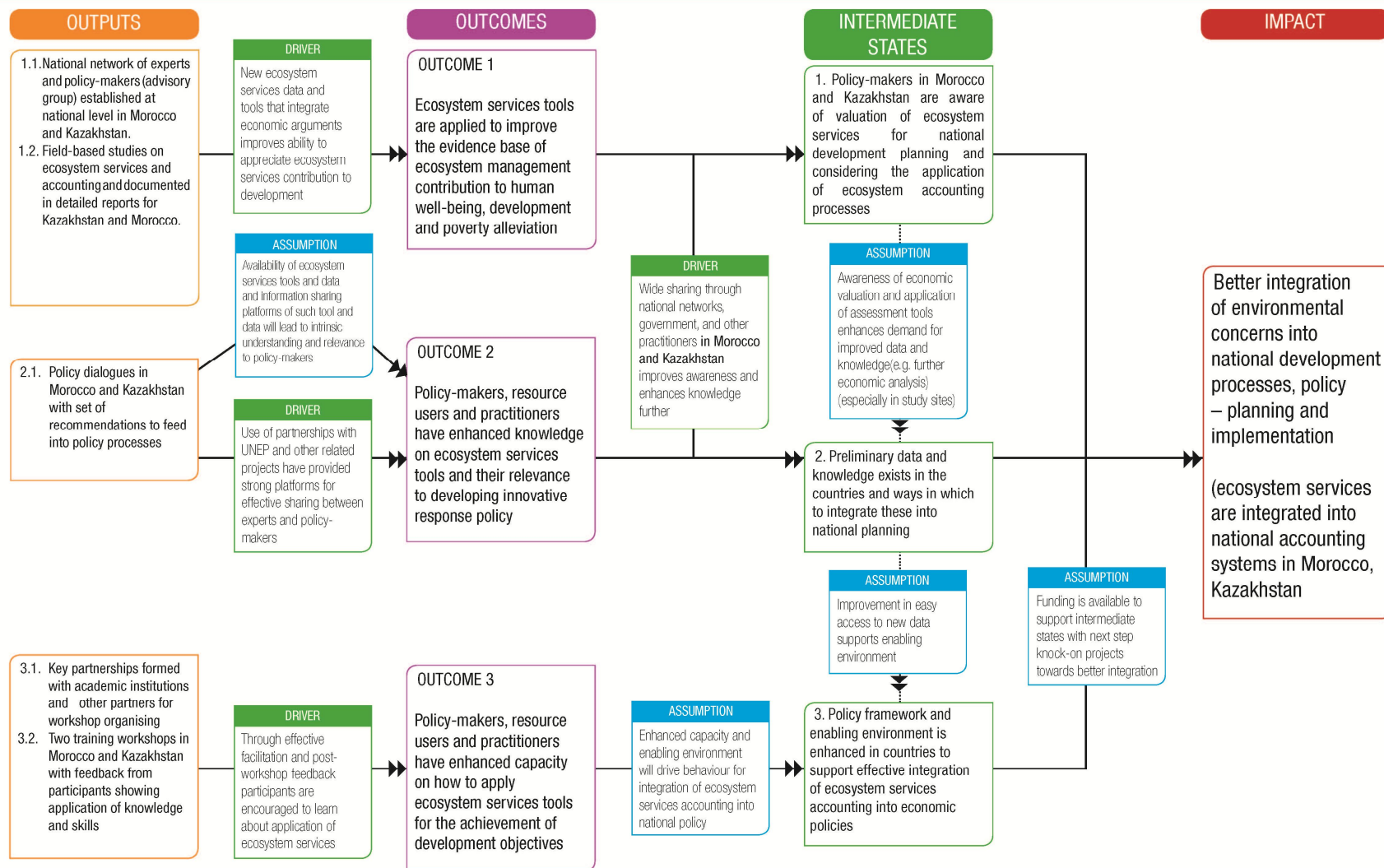
**Table 7. Reformulated** Project Outcomes and Outputs for the TE of the Green Growth project and the UNDA-8th Tranche Project (in red bold), for the reconstructed Theory of Change

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

<sup>24</sup> Especially during the Morocco country visits, and with the UNEP DEPI ESE project team.

services tools for the achievement of development objectives.	<p><b>3.2. Two training workshops in Morocco and Kazakhstan with feedback from participants showing application of knowledge and skills.</b></p> <p>3.3. Four training workshops on ecosystem services and mainstreaming of ecosystem services into macro-economic policies with feedback from participants.</p> <p>3.4. Two training workshops on ecosystem accounting.</p>
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# UNDA-8TH TRANCHE “MAINSTREAMING ECOSYSTEM SERVICES INTO COUNTRY’S SECTORAL AND MACROECONOMIC PROGRAMMES” TERMINAL EVALUATION



81. The final impact in the reconstructed TOC is aligned to the overall aim of the Green Growth, *'Better integration of environmental concerns into national development processes, policy-planning and implementation'*, with a specific focus on *'ecosystem services are integrated into national accounting systems in Morocco and Kazakhstan'*.

82. The TOC diagram above describes the process for the impact to be attained. Analysis of the impact pathways was conducted in terms of the 'assumptions' and 'drivers' that underpin the processes involved in the transformation of outputs to outcomes to impacts via the intermediate states (see the TOC above, page 24). The intermediate states are the transitional conditions between the project's direct outcomes and the intended impact. The drivers are the significant external factors that are expected to contribute to the realisation of the intended impacts and can be influenced by the project. The assumptions are the external factors that are expected to contribute to the realisation of the intended impacts but are generally beyond the control of the project. The drivers and assumptions for the various pathways are described below.

83. There are a number of drivers and assumptions for the immediate outcomes of the project (as shown in the reconstructed TOC) to come to fruition through the project outputs. **New ecosystem services data and tools that integrate economic arguments improves ability to appreciate ecosystem services contribution to development** (driver) is a driving force, because through the project new data and tools were collected and developed and aligned to economic contributions; in turn these contribute to **Outcome 1**, that the evidence base of ecosystem management contribution to well-being, development and poverty alleviation, is built.

84. This project used the foundation built by many other projects and initiatives, and **the use of partnerships with UNEP and other related projects have provided strong platforms for effective sharing between experts and policy-makers** (driver). This went a long way in providing an easy transition for the outputs to lead to policy-makers, resource users and practitioners having enhanced knowledge on ecosystem services and their relevance to developing innovative response policies. Particularly in Morocco, there had been foundations laid through technical capacities and political enabling environments before the project started.<sup>25</sup> The project had control over which partnerships to use to make it most efficient and effective in terms of **Outcome 2**. One major assumption was made for the outputs of the project to lead to Outcome 2. This was that the **availability of ecosystem services tools and data and information sharing platforms of such tools and data would lead to intrinsic understanding and relevance for policy-makers**. This has a bigger implication for the pathway towards impact, because we assume that attitudinal change (which leads to behavioural change) comes with acquired knowledge, but this is not always the case. It seems from the evaluation that this assumption held for Outcome 2 to be achieved.<sup>26</sup>

85. Most of the outputs for **Outcome 3** were trainings and workshop based, and relied on the project **identifying effective facilitation techniques and post-workshop feedback to encourage participants to learn and enhance their skills base on ecosystem services data and tools** (driver). The right partners, and the identification of the key academic institutions to be involved in organising and facilitating such training sessions, would go a long way in enhancing the capacity of policy-makers and practitioners. Based on multiple interviews with respondents, particularly in Morocco, but also in Kazakhstan, it was shared that the workshops brought together a range of

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<sup>25</sup> For instance, technical experts had studied through the University of Minnesota under supervision of Terry Roe and thus had extensive background knowledge on the work; working with the University of Minnesota (through Terry Roe) made the study an efficient and effective transition; there were some political catalysers already in country that supported the Green Growth frame of thinking, mostly through (a) move of Morocco understanding immaterial capital, (b) discourse of King to start measuring this capital and instituted the Economic, Social and Environmental Council which were then able to take up the results of this study. [Interviews with Project Team at AUI, 18-22 July 2016, Ifrane, Morocco.]

<sup>26</sup> Based on responses from policy-makers (Statistics Committee; Water Committee in Kazakhstan; Ministry of Agriculture and Economic, Social and Environmental Council of Morocco), both through interviews and through questionnaires, July 2016, Morocco in-country, Kazakhstan remotely.

inter-disciplinary fields and provided a unique platform for sharing that was well facilitated by the country teams.<sup>27</sup>

86. The pathways between the immediate project outcomes and the intermediate states, between Outcome 1 and 2 for two intermediate states (see TOC, page 24), had a shared driver, namely that **wide sharing through national networks, government, and other practitioners in Morocco and Kazakhstan would further improve the awareness and enhance the knowledge among a wider stakeholder group**. This in turn *would create more awareness among policy-makers on the valuation of ecosystem services and considering their application (intermediate state between Outcome 1 and Impact), as well as improving the existence of preliminary data and knowledge and ways to integrate them into national planning (intermediate state between Outcome 2 and impact).*

87. The assumption that **enhanced capacity and enabling environment will drive behaviour for integration of ecosystem services accounting into national policy** would need to be held for the causal pathway between Outcome 3 and the intermediate state '*policy framework and enabling environment is enhanced in countries to support effective integration of ecosystem services accounting into economic policies*'. This assumption held in some cases, and not in others. For instance, the results have been taken up by various institutions in Morocco,<sup>28</sup> but some institutions don't know how to use the results.<sup>29</sup> In Kazakhstan, while there has been some uptake,<sup>30</sup> some of the institutions have said there has been no formal uptake.<sup>31</sup>

There are two 'soft' causal pathways that lead from the first intermediate state to the third intermediate state, with an assumption at each of the two pathways. This pathway has implications on the intermediate states reaching impact. The pathway between policy-makers being aware of the economic valuation of ecosystem services and considering the integration of these into national accounting processes, and that improved data actually exists including ways to integrate them into national planning, makes the assumption that **awareness of economic valuation and the application of assessment tools enhances demand for improved data and knowledge (e.g. further economic analysis) (especially in study sites)**. This assumption held because policy-makers have an increased demand for further analyses of data, as well as downscaling of results.<sup>32</sup> The causal pathway between data and knowledge existing, and ways to integrate these into accounting processes, and that there is an enabling policy framework to integrate such data, assumes that **the improvement in easy access to new data will also support an enabling environment for policy to change**.

88. For the intermediate states to reach impact the assumption that **funding is available to support intermediate states with next step knock-on projects towards better integration**, with actual monitoring that policy changes in fact do take place, will need to hold. There seems to be various funding possibilities and commitments to ensure that this assumption holds.<sup>33</sup>

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<sup>27</sup> Interviews with workshop participants, various, Ifrane and Rabat, 18-22 July, Morocco; interviews with UNEP DEPI ESE and questionnaire responses from Kazakhstan.

<sup>28</sup> Results integrated into decision-making for the Economic, Social and Environmental Council (as one example), interviews with the Council as well as project team AUI, 18-22 July 2016.

<sup>29</sup> Interview with Ministry of Agriculture (Irrigation Network), 22 July 2016 in Rabat, Morocco.

<sup>30</sup> Government funding allocated to integrate results, Interview with UNEP DEPI ESE, 8 July 2016.

<sup>31</sup> Water Committee member, Kazakhstan, questionnaire response, July 2016.

<sup>32</sup> Through discussions with AUI project team in Morocco, as well as CAREC and policy maker questionnaire responses in Kazakhstan.

<sup>33</sup> E.g. GEF PIF development by UNDP CO in Morocco on downscaling results - they are also working on Circular Economy so integrating the results into their programmatic framework (interview with UNDP, 22 July 2016, Rabat); government funding allocation through strategies in Kazakhstan (UNEP DEPI ESE, CAREC interviews, July 2016); various institutions e.g. AUI, self funding their own initiatives to take results further (e.g. through farmer communications, social experimentation, public talks, lecture series), AUI project team interview, 18-22 July 2016.



### 3. Evaluation Findings

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#### A. Strategic Relevance

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

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

91. The outcomes and achievements of the project were aligned to the **Bali Strategic Plan** as it directly responded to country demands through its implementation. The project targeted Morocco and Kazakhstan, both countries who displayed a need for ecosystem valuation and integration of ecosystem services into development planning.<sup>34</sup> The project, through its outcomes and achievements, sought to strengthen the capacity of the two countries in tools and methods of integrating their ecosystem services into their national development planning processes.

92. **Gender considerations** were not integrated into this project as they should have been. The project document did alert to using gender mainstreaming tools and indicators to measure during implementation (i.e. such tools and considerations would only become clear once the research had been done). This was at the specific request of the Project Review Committee after they had reviewed the Project Document. In fact, the PRC had suggested the use of existing tools, such as through existing tools developed through the Poverty and Environment Initiative. The project team did respond by stating that during project implementation a yardstick would be found for gender mainstreaming sectoral and macroeconomic policies. However, the evaluator did not see much contribution to gender equality made through this project, nor any gender disaggregated analysis conducted in any of the project implementation documentation. The studies also did not really

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<sup>34</sup> Through project planning (interview with UNEP DEPI ESE, and other interviews, as well as analyses conducted for ProDoc).



speak to the differences in access and control over resources with regard to gender nor of the vulnerability of women and children in particular to environmental degradation. It was highlighted in the contracts between UNEP and the implementing/country partners that gender considerations be ensured such as gender balances in invitees and participants to the meetings and workshops.

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

94. There was some sharing between the two countries during project implementation, particularly at the final meeting in Geneva in February 2016. It was highlighted by many respondents that this experience of sharing was highly valuable. The project's long-term impact is, to some extent, targeted at contributing to **south-south exchanges**. There was certainly a lot of exchange and sharing of the project results through UNEP DEPI ESE (particularly by the Project Coordinator), who presented the results on various platforms and stimulated interest among many countries on the methodology.<sup>35</sup>

95. The project mainly targeted government offices (decision-makers) from relevant Ministries, as well as the scientific community and NGOs of the two countries. The project, through its training sessions and policy dialogues, provided the platform for cross-linkages to be realised amongst and between the different institutions, with stakeholders engaging in more systems thinking.<sup>36</sup>

96. The project used the appropriate institutional setting in which to operate, and given the baseline situation in which the project operated, it was realistic in its objectives. For this project, the budget and time frame was also realistic to achieve what the project set out to achieve.<sup>37</sup>

97. During project implementation, there were no social, political, environmental or institutional changes that necessitated the project to adapt accordingly. It must be mentioned though, that the institutional setting, particularly in Morocco, was, at the time of implementation, rife for the integration of this project, mainly because the discourse of the King alluded to better environmental integration into decision-making and the instituting of the Social, Economic and Environmental Council to advise decision-making.<sup>38</sup>

98. The rating for strategic relevance is *Satisfactory*.

## B. Achievement of Outputs

99. The project document outlined its implementation plan as 'Expected Accomplishments', 'Indicators of achievement' and 'Main Activities'. This section therefore discusses the achievement of the Main Activities, which are measurable and tangible.

### ***A.1. Increased understanding and knowledge among policy makers and other national stakeholders of the linkages between ecosystem services and poverty alleviation***

Activity A1.1. Establish a national network of experts and policymakers in each country, including those from ministries of environment, finance and planning, as well as legislators who are involved in planning for poverty alleviation and ecosystem services

<sup>35</sup> E.g. CSIR conference in Pretoria, COP CBD meetings, IPBES meetings, South East Asia/ICIMOD meetings, etc. Interview with UNEP DEPI ESE, 8 July 2016.

<sup>36</sup> Multiple respondents referred to the platform being very strong with regard to inter-linkages among and between institutions (both government and non-government), interviews conducted in Morocco, 17-22 July 2016.

<sup>37</sup> Evaluator's opinion based on implementation documents, as well as interviews with country teams in Morocco and Kazakhstan, July 2016.

<sup>38</sup> Interview with AUI Project Team in Morocco, 18 July 2016.

100. In Kazakhstan, a network of experts consisting of 20 members from government ministries of environment, finance and planning was established with the coordination of the Regional Environmental Centre for Central Asia (CAREC) during the inception workshop between 4 and 5 August 2014.

101. In Morocco, a network of 27 members was drawn from 60 participants during the inception workshop held between 11 and 13 August 2014 under the coordination of Al Akhawayn University.

102. In both countries, the responsibilities of members of the network were well defined and the network was instrumental in collecting data, advising on various parts of the studies, and reviewing the studies. In addition, particularly for Morocco, the network has been an important part of sustaining results.<sup>39</sup>

Activity A1.2. Organise consultations for members of the national network of experts and policy-makers to review the results of previous ecosystem assessments and identify possible areas for policy interventions through the project, including national development plans, poverty reduction strategies and other related policy frameworks

103. The final project report of the UNDA 8th Tranche for this activity outlines that the consultative meetings with members of the national network of experts and policy-makers were regularly organised to review the results of previous ecosystem assessments, as well as in the implementation of the project activities, including through their inputs.

104. Meetings specifically for the Advisory Boards took place during implementation of the project in both countries, where various issues were raised and discussed surrounding the study with regard to methodology and roles and responsibilities.<sup>40</sup> Despite these discussions taking place and being effective in terms of planning for the study, the evaluator did not see enough evidence to warrant that policy intervention areas were discussed in much detail at these meetings and how to integrate these once the study results were obtained. More focus was put onto the responsibilities for collection of data, identifying collaborations, timelines, establishing strategic alliances. This of course is deemed quite important because it catalyses sustainable collaborative working environment which is conducive to policy integration. However, it would have been a value addition of the project to have a concrete policy intervention planning process for the results integration.<sup>41</sup>

105. Possible areas for interventions at policy level were discussed and reported on at the country final meetings (October and November 2015 in Morocco and Kazakhstan respectively) and at the Geneva end-of-project meeting in February 2016.

106. In Kazakhstan, it seemed that the results were initially too complicated for policy-makers, making it hard to assess what policy interventions were possible. CAREC made efforts to relay the results, through a national economics expert, and also through the development of brochures and policy briefs (in addition to translation at meetings). Some scenarios from the study could be integrated into existing strategies, but others needed piloting at social scale in a test community.<sup>42</sup>

**A.2. Improved capacity of policy-makers in selected countries to ensure that ecosystem services are integrated into national development strategies and policies**

Activity A2.1. Organise training workshops on tools and methodologies to mainstream ecosystem service considerations into development planning processes

<sup>39</sup> Through members of the network taking results forward in their capacities, Interviews with project partners, July 2016.

<sup>40</sup> Progress reports and meeting minutes for Morocco (AUI) and Kazakhstan (CAREC) provided by the UNEP DEPI ESE project team.

<sup>41</sup> Evaluators opinion, based on implementation reporting, meeting minutes, and various interviews CAREC and AUI.

<sup>42</sup> Interview with CAREC team, 5 July 2016.

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

108. These training workshops were one-day workshops that followed directly the launch of the project (inception meeting) in both countries. Some respondents felt that the training was not sufficient,<sup>43</sup> while others felt that it was sufficient based on creating enough interest in the topic to promote questioning and involvement throughout the project.<sup>44</sup>

Activity A.2.2. Conduct economic valuation and ecosystems accounting, identify key indicators to be included in national monitoring systems and develop action plans and recommendations to mainstream ecosystem services considerations into key development planning processes at the national and sector levels, including those that address poverty alleviation

109. CAREC (Kazakhstan) and the Al Akhawayn University (Morocco) undertook the study, coordinated by the University of Minnesota.

110. In Kazakhstan, it was decided at the inception workshop to measure the service of water, and the analysis should be at the river basin level, specifically, the Aral-Syrdarya water basin.

111. In Morocco, water was also the ecosystem service chosen to focus on, and the areas chosen the Souss-Massa (water deficit region) and the Tadla-Azilal (water rich region) and the rest of Morocco as the third region, were decided as the regions to focus on.

112. The University of Minnesota took the lead in working on the model and its implementation/coding. The country institutions were responsible for collecting data for the model.

113. In **Kazakhstan** the study's main area of focus was to review water as a sector specific resource and identify water policy options in South Kazakhstan and Kyzylorda, i.e. valuing the provisioning services of water and land. The study developed a tool for mainstreaming ecosystem services valuation that helps understand and measure the impact of policy on natural asset wealth. The primary objective was to illustrate how natural asset (or ecosystem service) valuation can be used to guide and understand the impact on policy. As a result, three policy options were analysed: (1) the status quo, defined as Syr Darya agricultural sector receiving 10,500 km<sup>3</sup> of water each year that is allocated across cotton, rice, and other agricultural producers along the river basin, (2) examination of the potential benefit of allowing oblasts along the Syr Darya to trade water use rights among themselves, and (3) examination of the potential benefits to farmers of improved irrigation efficiency. The results suggested that trading water use rights could increase the wealth/wellbeing of those controlling the use rights of land and water by nine percent. Irrigation improvements, however, yield smaller gains (less than one percent). The manner in which water trading is modelled almost certainly overestimated the potential gain, while the manner in which irrigation efficiency is modelled almost certainly underestimates the potential gain<sup>45</sup> As a result the authors recommended further policy examination.

114. The study made several recommendations, namely to develop a mainstreaming tool to give policy makers a more comprehensive understanding of the cost of agricultural production, e.g. decrease the amount of water to Kyzylorda and South Kazakhstan and trade water with one another, canal repairs, improve irrigation efficiency to increase the wealth values of both land and water.

<sup>43</sup> E.g. especially in Kazakhstan, CAREC felt that the training was too short and more capacity building is needed.

<sup>44</sup> Most respondents in Morocco felt that the training incited a lot of interest to self-learn and encourage questioning for more information, that the training was enough to communicate the key messages, in terms of presentations, after which audience could ask for information as they needed. (Interviews with CAREC and AUI, as well as participants to the workshops in either countries, July 2016).

<sup>45</sup> This was a direct finding of the study.

Mainstreaming efforts should be able to provide predictions of (i) current and future resource demand levels, (ii) how those demands might affect the level of ecosystem services available in the future, and (iii) the corresponding economic impacts. Furthermore, efforts should be made to understand the links, if any, between how resource management in one region affects resource availability in the other. Future research was recommended, focusing on measuring the agricultural production technologies more carefully.

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

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

117. The authors made concrete policy recommendations in the study report.<sup>46</sup> A policy implication of the report is for public authorities and private organisations to help farmers find and adopt those technologies that conserve water and land. Policy that places downward pressures on the costs farmers face in substituting capital for other resources, such as lower cost banking and credit market structures, and introducing farmers to new farming methods that make substitution more profitable should be encouraged. This substitution for water amounts to water saving per unit of irrigated crop production. Attention should be given to water saving technologies in the Souss Massa region; this action may entail decreasing water assignments in the less competitive crops, such as cereals and pulses, and increasing assignment in the more competitive crops such as fodder, fruits and vegetables. Policy implications could include imposing a tax that is some fraction of water's shadow value, or that a public authority or a farmers' water association might be delegated to convincing farmers of the consequences of not using water saving technologies.

118. Recommendations and steps to mainstream the project in Kazakhstan were discussed at the Final Meeting of the project in Kazakhstan between 5 and 6 November 2015. The details are discussed below under Activity A.2.3.

119. Recommendations and steps to mainstream the project results in Morocco were discussed at their workshop between 26 and 27 October 2015 in Ifrane. These details are also discussed in Activity A.2.3 below.

Activity A.2.3. Organise policy dialogues around key national development processes, including review of national development plans and public expenditure, targeting relevant stakeholders,

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<sup>46</sup> Morocco Study Report.

including civil society and the private sector to discuss the recommendations developed through activity A.2.2. above

120. On 5 and 6 November 2015, a final project workshop for **Kazakhstan** took place in Astana. The meeting objectives included: reviewing the existing laws and regulations in water issues in Kazakhstan; reviewing the water management issues with regard to transition of the country to a green economy (and the Sustainable Development Goals (SDGs)); introduce water saving technologies in one of the pilot areas; introduce the model and develop policy options for Aral-Syrdarya pilot area.<sup>47</sup>

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

122. On 26 and 27 October 2016, a workshop was held in **Morocco**, with key outcomes with regard to mainstreaming results including (a) discussions and recommendations related to the implementation and dissemination of the study's results, and (b) creation of a piloting committee (expert group) for the implementation of such recommendations.<sup>50</sup> In the report of this workshop, outcomes, recommendations and a road map are detailed. A committee was established and a brief action plan was developed.<sup>51</sup>

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

124. At the final workshop in Geneva, lessons were synthesised and challenges and opportunities in policy uptake were discussed. These are discussed below in Activity A.2.4.

Activity A.2.4. Organise the final workshop where representatives from two pilot countries share their lessons learnt and discuss follow-up plans

125. The final workshop for the project was held between 23 and 24 February 2016 in Geneva.

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

127. Lessons learned, challenges and follow up actions were presented by each country during the workshop. For Kazakhstan, the key actions included obtaining political and legal support from the local authorities to establish trading rights of the water system to pilot one of the scenarios in the study. For Morocco, the key actions included setting up a pilot committee and developing an action plan focused on resource users understanding the model and the results for decision making.

128. Both countries felt that the meeting was a good platform for sharing experiences and overcoming certain challenges, which participants to the meeting appreciated.<sup>52</sup>

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<sup>47</sup> Final Meeting Report, Kazakhstan, 5-6 November 2015.

<sup>48</sup> IT University, Taraz Economics of Water Institution, Institute for Rice Production, from Final Meeting Report, Kazakhstan 5-6 November 2015; at the Geneva Final Project Workshop though, the team said that there was no institution who could take on the results (without proper training first).

<sup>49</sup> All these activities and their steps are detailed in the Final Meeting Report, Kazakhstan, 5-6 November 2015.

<sup>50</sup> Report II: Results of Economic Analysis of Water ecosystems in Morocco with focus on Tadla and Souss-Massa regions. Morocco Results Workshop, 26-27 October 2015.

<sup>51</sup> Ibid.

<sup>52</sup> Minutes of the meeting as well as interviews with meeting participants during country visit in Morocco 18-22 July 2016.

Activity A.2.5. Develop an outreach strategy, project website and organise public outreach events targeted for wider stakeholders at the national level, including media, to disseminate the results of the economic valuation, ecosystems accounting and policy dialogues to wider audience, including policy-makers, legislators, civil society and the private sector

129. According to the project final report, outreach strategies were developed for Kazakhstan and Morocco.<sup>53</sup> These were validated by interviews with project country teams who developed communication plans.

130. In **Kazakhstan**, communication materials in the form of a flyer, brochure, press releases and project fact sheet were developed and disseminated during project meetings and through the CAREC network. CAREC also developed a video<sup>54</sup> of the area and the study.

131. In **Morocco**, the information about the project and its results were disseminated through various media and public communication channels nationally.

132. The project website is no longer up and running. However, it did prove a good communications and learning platform while in existence.<sup>55</sup>

133. The project and its outcomes, according to the final project report, has been introduced in various fora, such as the presentation of information in the Ecosystems Services Economics Unit brochure, as well as presentations made by the Unit Chief at various conferences.<sup>56</sup>

134. There seems to be continued engagement within media circles on the project, particularly in Morocco,<sup>57</sup> and now with the build up to the UNFCCC COP22 in Marrakesh there is a particular interest in the project results as part of a larger environmental agenda.<sup>58</sup> The AI Akhawayn website for the project results are continuously updated and is a source of information to the various project stakeholders within Morocco.<sup>59</sup>

135. CAREC has a strong network of policy makers, and has done a good job at disseminating the results of the project across its network, and media coverage was strong during the workshops.<sup>60</sup>

136. Generally, the evaluator rates the Achievement of Outputs as *Satisfactory*.

## C. Effectiveness: Attainment of Objectives and Planned Results

### ACHIEVEMENT OF OUTCOMES AS DEFINED IN THE RECONSTRUCTED THEORY OF CHANGE

137. The achievement of the project's objective, namely 'increased understanding and knowledge among national policymakers and other national stakeholders of the linkages between ecosystem services and poverty alleviation; and improved capacity of policy-makers in Kazakhstan and Morocco to ensure that ecosystem services are integrated into national development strategies and policies', will be evaluated based on three reformulated outcomes as per the TOC.

<sup>53</sup> UNEP. 2016. UNDA 8th Tranche final submission report: Mainstreaming ecosystem services into country's sectoral and macroeconomic policies and programmes.

<sup>54</sup> A link to this video can be found her <https://www.youtube.com/watch?v=KCj6jyPsvn0&feature=youtu.be>.

<sup>55</sup> Interview with Project Team, interviews with Country Teams.

<sup>56</sup> Oxford Wealth Conference, BIECON 2015, CSIR Pretoria meeting, Trondheim Meeting in Norway, COP CBD meetings, ICIMOD meeting as part of Green Growth (here made the model available to Vietnam for their Green Growth Strategy), General Assembly ELD, European Commission Meeting, and many more over the last three years. [Interview with UNEP DEPI ESE Chief, 8 July 2016]

<sup>57</sup> E.g. L'Economiste continue calling the AUI team up for developments (Interview with AUI, 18 July 2016).

<sup>58</sup> Various respondents mentioned during interviews that the momentum of the project has been strong in the light of the upcoming COP22.

<sup>59</sup> See [www.aui.ma/en/ieaps-unep.org](http://www.aui.ma/en/ieaps-unep.org) [various stakeholders interviewed mentioned that they used the website to attain any progress/information, etc; Interviews in Rabat and Ifrane, 18-22 July 2016].

<sup>60</sup> Review of brochures and videos, interview with CAREC, 5 July 2016 via Skype.



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

138. As previously mentioned, Outcome 1 has been reformulated from the project document to account for the overall impact of the Green Growth and how UNDA-8 fit within this framework, for the purpose of the TOC.

139. Ecosystem service tools and models were developed and applied to measure different scenarios with regard to water in both countries. Detailed reports of field studies were developed, the results of which are discussed under the Achievement of Outputs. The link to the contribution to the current economy was clear, and indirectly its contribution to human wellbeing and poverty alleviation, through its focus on water provisioning for livelihood.<sup>61</sup> Both studies focused on water provisioning and future water availability to the population (and economic sectors). It gave options to more efficiently use the existing water supply and reduce water consumption (particularly in agricultural practices) as well as more inclusive arrangements of access to water by communities living in the areas studied.

140. Outcome 1 is an important catalyst towards the Intermediate State 1 in which policy-makers in Morocco and Kazakhstan are aware of the valuation of ecosystem services for national development planning and considering the application of ecosystem accounting processes. The project has created an evidence base of the contribution of ecosystem services (in the case of the project, water) to development and economic growth through the development and application of ecosystem services tools.

Outcome 2: Policy-makers, resource users and practitioners have enhanced knowledge on ecosystem services tools and their relevance to developing innovative response policies

141. Project stakeholders all agreed that the tool was very useful and important, and that the training, discussions and sharing platforms through the project played a great role in enhancing knowledge of the model, and its relevance to policy.<sup>62</sup>

142. National networks were established in Morocco and Kazakhstan which included representatives from ministries of environment, finance and planning, and research institutions, among others. These national networks (the Advisory Group) met regularly to discuss collaborative efforts in developing the study.

143. Most workshop participants highlighted their interest in the topic of integration of the value of water capital in the economy. There was agreement among the different stakeholders on the importance of ecosystem services to human wellbeing and economic development. Media outreach and other dissemination of information had further reach on enhancing knowledge on ecosystem service tools and its importance to the economy.<sup>63</sup>

144. Outcome 2 is a catalyst for the Intermediate State 2 that improved data and knowledge exists in the countries and ways to integrate these into national planning. Despite the interest by policy-makers in country, especially in **Kazakhstan**, it was highlighted by country partners that more capacity building and training especially with regard to further development of the model and knowing what data is needed.<sup>64</sup> Despite this, there have been steps taken in-country by Kazakhstan to test some of the scenarios developed through the study.<sup>65</sup> For instance, the first scenario,

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<sup>61</sup> Kazakhstan and Morocco Studies, UMN, CAREC and AUI.

<sup>62</sup> Interviews with various project stakeholders, including members of National Advisory Council and government participants, research institutions, all through face to face interviews between 18 and 22 July, questionnaire responses from same from Kazakhstan.

<sup>63</sup> Interviews with various project stakeholders in Morocco 18-22 July, questionnaires to National Advisory Council members of Kazakhstan.

<sup>64</sup> Interview with CAREC, as well as Geneva Final Workshop Proceedings.

<sup>65</sup> Interview with CAREC.



improvement of irrigation efficiency, already existed in their national strategy, but this study might support increased budgeting for its implementation. The second scenario which involved trading of rights between two provinces of the area was very well accepted by government and stakeholders but they wanted to implement it as a pilot in one area. In addition, informal discussions have taken place within different levels of government on the importance of the results of the study.<sup>66</sup>

145. As regards **Morocco**, already the study results have been shared through not only the participation of high level decision-makers (e.g. members of the Economic, Social and Environmental Council) but also with study results and recommendations shared through them at a later stage for decision-making.<sup>67</sup> In addition, the piloting committee set up at project closure have been working on communicating the results to farmers on ground in the regions of the study, enhancing understanding for their own decision making processes.<sup>68</sup>

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

146. Training workshops on the tools and methodologies to mainstream ecosystem services considerations into development planning processes took place in both countries. These training workshops took place on 4 August 2014 in Kazakhstan, and on 12-13 August 2014 in Morocco. Respondents from Kazakhstan did mention that the time was not sufficient to properly enhance understanding of the tools and methodologies, especially because these were new to practitioners and policy makers.<sup>69</sup> It was explained to the evaluator that the results of the model were too complicated for the policy makers (in Kazakhstan). Despite this, there has been some integration into programmes.<sup>70</sup>

147. In Morocco, due to already existing capacity amongst the research institutions (mainly because many had studied up to PhD level at the University of Minnesota), translation of terminology (despite it not being easy)<sup>71</sup> and training itself were much smoother. In addition, many respondents felt that the capacity building was sufficient given the project timeline, and that it brought just enough combination of sparked interest and enhanced understanding to create a sustained involvement in the project results.<sup>72</sup>

148. Policy dialogues took place at the final workshop in Geneva in February 2016. Here much more presentation on key challenges, lessons learned and way forward was discussed, with some focus on policy recommendations, to a degree.<sup>73</sup>

149. Outreach was conducted in both countries (as detailed under Achievements of Outputs), but how much this resulted in wider audience engagement is questionable because there was no communication feedback mechanism or review of knowledge enhancement among the wider audience done.

150. Outcome 3 did have a contributing effect towards the Intermediate State 3 in which the policy framework and enabling environment is enhanced in countries to support effective

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<sup>66</sup> Statistics Office in Kazakhstan - questionnaire response.

<sup>67</sup> Interview with member of the Council, as well as members of Project Team at AUI, Ifrane, 18-21 July 2016.

<sup>68</sup> Interviews with Piloting Committee members, Ifrane and Rabat, 18-22 July 2016.

<sup>69</sup> Interview with CAREC, and Geneva Final Workshop Proceedings.

<sup>70</sup> See previous Outcome descriptions above of examples of scenarios being integrated into structures and programmes - interview with CAREC.

<sup>71</sup> Some respondents from Morocco did mention that non-economists found it hard to follow some of the model (Interviews in Ifrane and Rabat, 18-22 July 2016).

<sup>72</sup> Various respondents in Morocco shared that the key messages were presented effectively for enhanced understanding and that people were engaged through asking more questions about the study (rather than only presentation, there was more of a discussion); this they found more useful than had it been purely training based. [various interviews with respondents in Morocco, 18-22 July 2016]

<sup>73</sup> Minutes of the Geneva Meeting, February 2016.

integration of ecosystem services accounting into economic policies. However, this depends on a few factors outside of the project's control, including the assumption that enhanced capacity and the enabling environment will drive behaviour for integration of ecosystem services accounting into national policy. The evaluator is not entirely convinced that this assumption held.<sup>74</sup> More needs to be done to build capacity and promote behaviour change within policy makers for the Intermediate State 3 to come to fruition.

151. Generally, tools and methodologies were developed, and knowledge was enhanced among the country stakeholders and policy makers, but whether this led to behaviour change for integration is questionable. This has implications on whether the next steps of the project organically lead to impact; it is advisable that more capacity building structures are set in place, or at least communication structures that turn results into more palatable information are established for uptake and decision making. This was done, to a certain extent, through the outreach strategies by the countries. But responses by country teams lead the evaluator to believe that more could have been done to make the study developed for the countries understandable to decision makers. In terms of sustainability, this seems to be done in Morocco, where a lot of communication of results is taking place with farmers and other water users, so certainly there are steps in place.<sup>75</sup> In Kazakhstan it was made clear that more capacity building was necessary, although government uptake has been quite strong in light of their transitioning to a green economy.<sup>76</sup>

152. Given this, the rating for achievement of direct outcomes in *Satisfactory*.

## LIKELIHOOD OF IMPACT

153. The likelihood of achievement of overall project impact (as a contributor toward the impact of the Green Growth umbrella i.e. better integration of environmental concerns into national development processes, policy-planning and implementation *and* ecosystem services are integrated into national accounting systems in Morocco and Kazakhstan') is examined using the ROTI analysis and TOC. A summary of the results and ratings of the ROTI can be found in Table 8.

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

155. The project's intended outcomes were delivered and there was a process initiated through these outcomes that would lead to Intermediate States. The driver (wide sharing through national networks, particularly in Morocco) of both Outcome 1 and Outcome 2 to their Intermediate States improved the ability of the project to reach greater awareness and understanding among policy makers and existing data and methodology to integrate these into national planning. The assumption that awareness of economic valuation and application of assessment tools enhanced demand for improved data and knowledge (e.g. through further economic analysis), especially in study sites, seemed to have held for the Intermediate State to be met.<sup>77</sup> Outcome 3's pathway to Intermediate State necessitated that the assumption that enhanced capacity and enabling environment will drive behaviour for integration of ecosystem services accounting into national policy would hold, as well as the assumption in the 'soft' pathway from the Intermediate State of Outcome 2 to the Intermediate State of Outcome 2 that the improvement in easy access to new data supports enabling environment would also hold. Despite there being some evidence of uptake and presentation of results at higher level, the evaluator is not entirely convinced that these assumptions held entirely. Some moves have taken place, but it seems more needs to be done to

<sup>74</sup> Yes, capacity was certainly enhanced, and yes next steps are taking place. But to the degree that they are being integrated is questionable, see further discussion in the Theory of Change section. [Evaluator opinion]

<sup>75</sup> Interviews with Piloting Committee, Rabat and Ifrane, 18-22 July 2016.

<sup>76</sup> Interview with CAREC via Skype 5 July 2016, questionnaire responses from National Advisory Board.

<sup>77</sup> Evaluator opinion based on several interviews with government officials in Morocco 18-22 July, questionnaire responses from Kazakhstan.

create a conducive implementation of the policy level necessary for change to occur. It also seemed, from the various interviews, that more economic analysis and social experimentation needs to be done for stronger uptake..<sup>78</sup> For these reasons, rating for outcome achievement is **B**, and the rating for progress toward Intermediate States is **B**.

156. Overall, long term impact depends mostly on the continuation of further economic analyses, social experimentation as to what would be the best fit for resource users in terms of sustainability, and the decision-making process at policy level. It is important to note that the studies were planned to be pilots, but there was no strategy put in place (other than the 'succession planning' conducted by each country at the final project meeting) in terms of replication to other countries. Initial capacity has been built and understanding of the importance of water value to the economy has been achieved through the project, with knock on effects in various facets (described in sections above), but these few steps need to have continuation for there to be real integration of environmental concerns into national development planning processes, policy planning and implementation, and that ecosystem services are integrated into national accounting systems in Morocco and Kazakhstan. There is evidence to suggest the sustainability of project results in both countries, and both countries are moving in the direction of a green economy/inclusive wealth economy,<sup>79</sup> but as mentioned more needs to still be done in a strategic manner. The assumption that funding will be available to support Intermediate States held, as funding has been committed in both countries, mainly from government and research institutions, but also through external funding arrangements (e.g a GEF PIF application for funding for downscaling results in Morocco). The rating for overall likelihood of impact achievement is *Likely (BB)*.

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<sup>78</sup> [Interviews in Morocco 18-22 July, interviews and questionnaire responses in Kazakhstan]

<sup>79</sup> Interviews and questionnaire responses in both countries, July 2016.

**Table 8.** Results and ratings of Review of Outcome to Impact (ROtI) Analysis for the UNDA 8 Tranche Project (Mainstreaming ecosystem services into country's sectoral and macroeconomic programmes)

<b>Project Objective</b>		<i>To develop national capacity to integrate ecosystem services considerations into the macroeconomic policies and programmes of Kazakhstan and Morocco</i>					
<b>Outputs</b>	<b>Outcomes (Reformulated)</b>	<b>Rating (D-A)</b>	<b>Intermediate States</b>	<b>Rating (D-A)</b>	<b>Impact</b>	<b>Rating (+)</b>	<b>Overall</b>
1.1. National network of experts and policy-makers (advisory group) established at national level in Morocco and Kazakhstan  1.2. Field-based studies on ecosystem services and accounting and documented in detailed reports for Kazakhstan and Morocco	Ecosystem services tools are applied to improve the evidence base of ecosystem management contribution to human wellbeing, development and poverty alleviation	<b>B</b>	Policy-makers in Morocco and Kazakhstan are aware of valuation of ecosystem services for national development planning and considering the application of ecosystem accounting processes	<b>B</b>	Better integration of environmental concerns into national development processes, policy -planning and implementation  [ecosystem services are integrated into national accounting systems in Morocco and Kazakhstan]		<b>BB</b>
2.1. Policy dialogues in Morocco and Kazakhstan with set of recommendations to feed into policy processes	Policy-makers, resource users and practitioners have enhanced knowledge on ecosystem services tools and their relevance to developing innovative response policy (through the promotion of policy dialogues)		Improved data and knowledge exists in the countries and ways in which to integrate these into national planning				
3.1. Key partnerships formed with academic institutions and other partners	Policy-makers, resource users and practitioners have enhanced capacity on		Policy framework and enabling environment is enhanced in countries to support effective				

<b>Project Objective</b>		<i>To develop national capacity to integrate ecosystem services considerations into the macroeconomic policies and programmes of Kazakhstan and Morocco</i>					
<b>Outputs</b>	<b>Outcomes (Reformulated)</b>	<b>Rating (D-A)</b>	<b>Intermediate States</b>	<b>Rating (D-A)</b>	<b>Impact</b>	<b>Rating (+)</b>	<b>Overall</b>
for workshop organising  3.2. Two training workshops in Morocco and Kazakhstan with feedback from participants showing application of knowledge and skills	how to apply ecosystem services tools for the achievement of development objectives		integrations of ecosystem services accounting into economic policies				
	<b>Rating Justification:</b> The <b>B</b> rating indicates that the project's intended outcomes were delivered, and were designed to feed into a continuing process, with no clear allocations of responsibilities. There are certainly responsibilities (especially in Morocco with regard to the piloting committee and actions taking place), but these are not clear in terms of further move to impact at national level.		<b>Rating Justification:</b> The <b>B</b> rating indicates that measures designed to move towards intermediate states have started, and have produced some results (e.g. discussed in Geneva on way forward by both countries, with some steps taken already), but there is no indication that these will definitely move to impact (despite assumptions mostly holding in terms of available funding especially).		<b>Rating Justification:</b> The <b>BB</b> rating corresponds to <b>Likely</b> that the impact will be achieved given that the project has catalysed various steps and ad hoc processes are continuing at various levels in both countries as they move towards a green economy.		

## ACHIEVEMENT OF PROJECT GOAL AND PLANNED OBJECTIVES

157. The purpose of the project was to develop national capacity to integrate ecosystem services considerations into macroeconomic policies and programmes of Kazakhstan and Morocco. The hope for the project, in terms of realising long term impact, was that methodologies and tools developed through the project would be used to integrate ecosystem services into national accounting systems.

158. The project, to a considerable extent, did deliver on its objective or purpose, and understanding, capacity and interest was enhanced through the project activities. Certainly there are next steps needed for moves to impact (including e.g. more capacity building in Kazakhstan).<sup>80</sup>

159. Workshops and consultations took place as was planned in the logframe of the Project Document, and all respondents who participated in this Terminal Evaluation highlighted the importance of these workshops and that they had benefitted greatly from being there towards their understanding of ecosystem services importance (particularly with regard to water).<sup>81</sup>

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

## D. Sustainability and replication

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

### Socio-political sustainability

162. Both countries have a political environment conducive to sustaining project results. Kazakhstan has shown interest at the political level to move to a green economy.<sup>82</sup> In Morocco, there has been growing interest at the highest political level to mainstream environmental thinking into development planning, and with the UNFCCC COP-22 taking place in Marrakesh in 2016 has shown continued mobilisation of such interests.<sup>83</sup>

163. In terms of ownership of the results by country stakeholders, it was highlighted in Geneva that in **Kazakhstan**, there was not one institution who could be responsible for developing the results further. The country partners did 'own' the project in so far as they completed their mandates, and of course there have been some steps forward through different avenues.<sup>84</sup> In **Morocco**, because of the existing capacity, the University might continue such studies into the future and there are certainly steps being taken to further the results into planning.<sup>85</sup> Certainly there was interest and motivation created through the project towards the understanding of the importance of integration of ecosystem services (at least with regard to water) into decision-making processes in

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<sup>80</sup> Indicators for understanding as well as enhanced capacity included 'Number of stakeholders that have reported better knowledge of ecosystem assessments, highlighting links to poverty alleviation' - most measurable - and 'Number of references made to the link between ecosystem services and poverty alleviation in national development strategies and policies' - this indicator was not entirely measurable as it is not possible in two years to expect national development strategies to be rewritten. This said, there certainly have been mainstreaming tools developed that have been used by the stakeholders who participated.

<sup>81</sup> Interviews with stakeholders in Morocco (in-country) and Kazakhstan (through skype).

<sup>82</sup> Questionnaire responses from National Advisory Board members in Kazakhstan.

<sup>83</sup> The King has shown his discourse as such through the instating of the Economic, Social and Environmental Council advising policy at the highest level.

<sup>84</sup> Details of next steps and ownership of different parts of the results in Kazakhstan is detailed in Section 3.B. Achievement of Outputs.

<sup>85</sup> Piloting Committee action plan, taking results back to farmers and resource users [Interviews with Piloting Committee, Ifrane and Rabat, 18-22 July].

the local and national economic arenas, but the identification of individual ownership of results is unclear.

164. Action plans and next steps were discussed at the workshops in Kazakhstan (5-6 November 2015) and in Morocco (26-27 October 2015), these steps have been detailed above in Section 3.B. In **Kazakhstan**, it was not entirely clear who would be doing what (although some of these were elaborated on, e.g. through the Water Committee for Scenario 2<sup>86</sup>, but not for e.g. which institution would have capacity built to house the results). In **Morocco**, a piloting committee was established to develop and implement their action plan and next steps.

165. The next step planning or 'succession planning' was discussed at the Final Project Workshop in Geneva in February 2016. Here, for **Kazakhstan**, the country team had agreed that Scenario 2<sup>87</sup> from the study would be the most interesting to implement. The main results that this model would bring were to (a) reduce cotton production by replacing it with crops that are less water dependent and the water resources released would be directed to the end of the Turkestan main canal to increase the crops of vegetables, melons and fruit, (b) part of the released water at the beginning of the Turkestan channel could then be sold as the right to water to the users of water at the end part of the Turkestan channel to increase the irrigated area in the region of Turkestan, (c) there would be an increase in income for the farmers in the end part of the channel, but no reduction in income for the farmers at the beginning of the channel, (d) and in general, the cost of water resources in the area and Arys-Turkestan canal will increase and the income of farmers would increase too.

166. The suggested actions to establish a water rights trading system would be to obtain legal and political support from the local authorities for piloting this scenario. During the interview with CAREC for the terminal evaluation, the evaluator was told that they are waiting for the farmers committee of water resources to conduct something like a promulgation of a new project pilot for this scenario.<sup>88</sup>

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

168. Capacity building, in the form of some training sessions, was conducted in Kazakhstan and Morocco (4 August and 12-13 August 2014 respectively). A final meeting was also conducted in Kazakhstan between 5 and 6 November 2015, in which the results were explained to the policy-makers.<sup>89</sup> A final meeting in Morocco as conducted between 26 and 27 October 2015 in which their results were also presented and discussed. Capacity building, according to some respondents in

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<sup>86</sup> *The introduction of water trading system under the Arys-Turkestan irrigation system (ATOS) of South Kazakhstan region between Ordabasy district located in the head of the channel, and Turkestan in the end of the channel.*

<sup>87</sup> Ibid.

<sup>88</sup> Interview with CAREC, 5 July 2016.

<sup>89</sup> According to some respondents, the terminology used in presentations was complicated and some policy makers did not understand the methodologies. This was partly also a language problem (translation and most of the participants could not speak English, terminology was difficult to translate into Russian. However, a national expert was brought in to help.



Kazakhstan was not enough and the one-day training session was too short for stakeholders to understand the models and results.<sup>90</sup>

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

### Financial Resources

170. With regard to next steps of the project, Kazakhstan appears to be taking next steps forward in a self-funded manner on a national scale.<sup>91</sup>

171. As regards Morocco, results are more at the regional scale, with ad hoc funding coming in from different avenues, with results of the project integrated into such avenues. For instance, UNDP CO is working on Circular Economy and has used the results also to work on a GEF PIF to downscale the results of the study. The piloting committee is made up of different institutions, all of which are working in their own capacities (all self-funded) to integrate the study results into their work (e.g. farmer communication through AUI and Ministry of Agriculture).<sup>92</sup>

172. Financial sustainability is rated as *Likely*.

### Institutional Framework

173. The sustainability of project results and the move to impact is not as dependent on the institutional structure *per se* than it is on champions moving it forward (although of course any policy changes will be dependent on the institutional framework, and this seems open to ecosystem services integration in both countries).

174. Morocco and Kazakhstan came with different institutional contexts in terms of country partners chosen. In Kazakhstan the country partner (CAREC) had strong ties to government and policy makers but were not technical in terms of the models and results and thus had to hire a specialist in country to explain the technical aspects presented by the University of Minnesota. In Morocco, the ties to policy makers were not as strong but the partner (AUI) was strong technically in terms of understanding the results and being able to articulate the information in such a way that is palatable to the policy makers. In effect, because the technical capacity already existed in Morocco, it was easier to do a sort of 'training of trainers' using technocrats that advise policy-makers. In Kazakhstan it was experts presenting the results *verbatim* to the policy-makers without context and simplified language (which was of course then dealt with accordingly by CAREC through its own adaptation of hiring an in-country expert and having a strong outreach strategy). This said, CAREC was able to mobilise a lot of interest and had very strong links in terms of attracting high level policy makers.

175. In Morocco, the institutional framework was already 'warmed' up to the project and sustaining the results because (a) water is a very critical issue and solutions are being sought to reduce the exploitation of water resources, and (b) environmental issues (immaterial wealth in particular) have been highlighted as extremely important at the highest level (i.e. the King had instituted the Economic, Social and Environmental Council to advise on important issues).<sup>93</sup>

176. The project created a platform for inter-institutional information sharing and collaboration, and through the piloting committee set up (and its action plan) results are likely to be sustained further. The UNDP CO has also been quite active in their Circular Economy programme. The

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<sup>90</sup> Interview with CAREC, 5 July 2016.

<sup>91</sup> Interview with UNEP DEPI ESE Unit Chief, 8 July 2016, spoke about them sending their follow up action plan at national scale with their own funding.

<sup>92</sup> Interviews with UNDP CO, and Piloting Committee, in Ifrane and Rabat, 18-22 July 2016.

<sup>93</sup> All interviews face to face in Morocco 18-22 July mentioned the importance of water and the risks of depletion; interview with AUI project team discussed the King's discourse as an enabling environment for this project (18 July 2016, Ifrane).

upcoming COP-22 of the UNFCCC will also keep momentum in the of smart resource use and sustainable development with a wider target audience in Morocco, and already there are plenty of opportunities to share further the results and the idea of ecosystem services integration into the economic model of the country.<sup>94</sup>

177. In Kazakhstan, the project results gave power to existing strategies (such as water efficiency) in order for government to budget accordingly, as well as pilot water rights trading in one chosen area through the existing Farmers Committee on Water Resources. CAREC appears to be the most appropriate institution to encourage interest and engagement on the results, but they cannot take on the results themselves (they purely provide a platform for engagement among policy-makers). It was said at the Final Project Meeting that there was not one single institution who could take on the results (the capacity was lacking). However, due to the country making a move towards a green economy, the government has made efforts to further this agenda. However, some respondents mentioned that the understanding of ecosystem services is only among a narrow range of specialists and further progress is needed in terms of capacity building.<sup>95</sup>

178. Institutional framework is rated as *Likely*.

### **Environmental Sustainability**

179. The project outputs and higher level results are only likely to improve environmental sustainability, if anything. The project focused on water as an ecosystem service provider to agriculture, and as such hoped to enhance the conservation of this resource.

180. Drought and other water-related issues (through climate change or natural variability) might have implications on project results but results are highly likely improve the resilience of the resource users in such situations (e.g. water efficiency promoted through the project results).

181. Generally, no project outcomes were identified that would have a negative impact on the environment if sustained and the move to long-term impact should, therefore, benefit the environment.

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

### **Catalytic Role and Replication**

183. *Catalyzing behavioural changes*: The fact that in both countries, next step activities are being conducted has shown that the capacity and understanding has promoted behavioural changes and resultant action of project results.<sup>96</sup> The project created a platform for discussion and integration of ecosystem services into programmes in Kazakhstan and Morocco. Capacity building could have been a stronger element in Kazakhstan and may have had the potential to have much more impact with regard to behavioural changes.<sup>97</sup>

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

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<sup>94</sup> Project implementation reporting, interviews with AUI Project Team, as well as interviews with members of the Piloting Committee, 18-22 July 2016.

<sup>95</sup> Questionnaire response from member of the National Advisory Board, questionnaire response from National Statistics Department, and interview with CAREC, 5 July 2016 via Skype.

<sup>96</sup> See activities described under Section 3.B.

<sup>97</sup> Interview with Kazakhstan respondents, including CAREC.

185. *Institutional changes:* For Kazakhstan institutional changes have not taken place, although there have been some forms of institutional uptake of results.<sup>98</sup> In Morocco, the project has created partnerships in the form of a committee to further the results of the study, and even the development of a GEF proposal for next-steps.<sup>99</sup>

186. *Policy changes:* In Kazakhstan, Scenario 2 has been taken up to be tested as a pilot in one area with farmers, and the model on water efficiency has been taken up through an existing strategy on irrigation. Through this, the project has strengthened the possibility for accessing budget towards implementing this strategy.<sup>100</sup> In Morocco, next steps are being taken to mainstream the results into decision-making processes (through e.g. the Economic, Social and Environmental Council). No policy changes have taken place at national level; but given the timing of project closure to now, and the short timeframe of the project, it would have been unrealistic to expect such changes.

187. *Follow-on financing:* It seems that government has taken up in-country financing in Kazakhstan<sup>101</sup>, a fundraising strategy was also put together as a step in the final project workshop in Astana.<sup>102</sup> In Morocco, a funding proposal has been made for GEF funding to downscale<sup>103</sup> the results of the project.<sup>104</sup> Various other in-kind and cash costs have been taken up by various institutions to take results further.<sup>105</sup>

188. *Champions:* The project created opportunities for individuals and institutions to catalyze change. CAREC, as an institution, created the platform for collaborative change, and certain individuals in the National Advisory Board catalysed interest through their ownership of the project.<sup>106</sup> In Morocco, the AUI went above and beyond, especially the coordinator to promote action with regard to the project and sustain results.<sup>107</sup> Another champion who warrants mention, and who has been working in the field of valuing resources such as water for a long time, and who had much to contribute to the project's success was one of the authors of the study situated at the National Institute of Agronomy in Rabat.<sup>108</sup>

## Replication

189. The Unit Chief of UNEP DEPI ESE has shared the approach and model at multiple meetings and conferences, and has even shared it for use with other countries.<sup>109</sup> However, given that this project was a pilot (at least in terms of the methodology of the studies and the capacity development towards the understanding of ecosystem service economic valuation) the evaluator did not see clear evidence of a strategy for replication (this is outlined under recommendations, Section C under 4. Conclusions, for integration into VANTAGE).

190. Within country, there has been some sustainability of the results, but not much replication into other countries or regions. Nor has there been up-scaling as of yet of the project results within the country. It is more likely that, in the case of this project, further analysis will be done within the

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<sup>98</sup> Implementation reporting, as well as CAREC Interview 5 July 2016, Workshop Reports and Recommendations for Mainstreaming.

<sup>99</sup> Interviews with Piloting Committee members, 18-22 July 2016.

<sup>100</sup> Interview with CAREC via Skype 5 July 2016, final project meeting minutes.

<sup>101</sup> Interview with UNEP DEPI ESE Unit Chief, 8 July 2016.

<sup>102</sup> Final Project Meeting minutes, Geneva, February 2016.

<sup>103</sup> Bring the results to a smaller area within the initial project area.

<sup>104</sup> UNDP CO interview, 22 July 2016, Rabat.

<sup>105</sup> Interviews with Piloting Committee, 18-22 July 2016, Morocco.

<sup>106</sup> E.g. Karl Anzelm from the Water Committee led the Advisory Board and has raised issues informally to move results forwards, through for example the Aral-Syrdarya Basin Council.

<sup>107</sup> Multiple interviewees mentioned if it had not been for Dr Driouchi's reach and network, the project would not have sustained the results it had (Morocco, 18-22 July 2016).

<sup>108</sup> Was a major contributor to the study, and has been working to get this through for many years. Evaluator opinion based on interviews with Doukkali and UMN. June and July 2016.

<sup>109</sup> E.g. South Vietnam wanted to use the model for its Green Growth Strategy.

target areas (in terms of downscaling results for local decision-making) and that results are further shared with resource users.<sup>110</sup>

191. Catalytic role and replication is rated as *Satisfactory*.

## E. Efficiency

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

193. *Cost-effectiveness*: The project budget in relation to what it aimed to achieve was very tight, and given this, the project was very cost-effective in producing its outputs. This is likely due to the country partners conducting activities in a very cost-effective manner (using e.g. own venues for meetings, keeping overheads down, etc.).<sup>111</sup> There was some re-shuffling of line budgets, both within UNEP, and by the partners.<sup>112</sup> However, this was more adaptive than anything else and considering the outputs the project was justified in its actions. According to the project expenditure report, it seems that just over USD 20,000 was not spent, and had to be returned. Given the fact that more capacity building was needed, it is of the evaluator's opinion that it is a shame this money was not spent on e.g. translation services, more capacity building in Kazakhstan, some seed funding to institutionalise data in Kazakhstan, or a wider communication and outreach strategy to other countries on lessons learnt through the project.

194. The project steps were generally well planned and within the broader umbrella project (Green Growth) fit very nicely. It was demand-driven and given the time and budget available to the project, what was achieved is commendable. This is also probably due to the networking and planning conducted by UNEP DEPI ESE Unit and more specifically, its Unit Chief, during the development phase of the project, including and especially the sourcing of the partners who co-implemented this project in the respective countries.

195. Efficiency is rated as **Satisfactory**.

## F. Factors and processes affecting project performance

### Preparation and readiness

196. The ProDoc clearly outlined the appropriateness of the choice of Morocco and Kazakhstan, with detailed descriptions of country situations and readiness for the project. It is the evaluator's opinion that the involvement of stakeholders in the design of the this project was weak, because (a) there is not much evidence in the ProDoc of the stakeholder involvement, and (b) as reiterated below, the project partners planned to implement the project were replaced just before project implementation by (more appropriate) partners.

197. During project design it was planned that UNDP country office be a key implementing partner in Kazakhstan, and that UNEP partner with WAVES in Morocco (WAVES has to do all the field work). During implementation, however, these partners changed (to a more appropriate partnership), but it leads the evaluator to believe that project stakeholders were probably not

<sup>110</sup> As is happening as part of the action plan in Morocco, and also the piloting of water trading in Kazakhstan.

<sup>111</sup> Workshop Proceedings for both countries, budget reporting by both countries, as well as Interviews with country teams.

<sup>112</sup> E.g. University of Minnesota.

entirely adequately identified at design phase. There was a clear stakeholder analysis though, and this was developed at the request of the Project Review Committee. The project did conduct a baseline situation analysis and aimed to build on existing foundations. The main design weakness mentioned in the Project Review Committee minutes that, in the evaluator's opinion, was not adequately addressed, but accepted by the PRC, was the gender analysis and indicator development.

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

199. By the time the project was implemented, partnership arrangements, their roles and responsibilities, were properly identified and project management arrangements were firmly in place (this was already the case at design phase).

200. Comments were made by project respondents (particularly in Kazakhstan) during the evaluation, that the training workshop was too short and capacity was low with regard to the models presented by UMN. Country visits to assess existing capacity and translation needs, in the evaluator's opinion, during project design, would have helped in preparing for this reality. This is elaborated on in the lessons learned (Section B under 4. Conclusions) under lesson 2.

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

### **Project implementation and management**

202. The project was implemented within the overall framework outlined by the project document. It was implemented by UNEP DEPI ESE with governmental and national organisations and local academic institutions implementing in-country. It was planned that in the initial steps of the project, discussions and meetings would be held in both countries to introduce and explain the project while taking existing initiatives into account. In the project document, it was tentatively planned that UNDP CO in Kazakhstan would be an implementing partner, and that WAVES and the Ministry of Environment would take stronger implementation roles in Morocco. The University of Minnesota was brought on board because of the expert knowledge in this particular and upcoming field (ecosystem service valuation at macroeconomic level). Through discussions in-country and with the University, and capacity assessments, the Al Akhawayn University was chosen to implement in Morocco, and CAREC was chosen to implement in Kazakhstan. Al Akhawayn University had strong technical knowledge in this field. CAREC had strong existing relationships at policy level and good knowledge of the region *vis-a-vis* organising and facilitating its network.<sup>113</sup> This implementation framework proved most useful in producing the necessary outputs of the project.

203. The project was well coordinated by the project manager (UNEP DEPI ESE Unit Chief) and his team, with regular visits in-country.<sup>114</sup> Roles and responsibilities were clearly outlined through detailed partnership agreements (SSFAs) between UNEP and the country partners as well as with the University of Minnesota. Small adaptations had to take place and support through management was effective in dealing with these (e.g. CAREC had to hire an economist in-country to better explain results presented by the University of Minnesota, especially with regard to translation into Russian which proved time-consuming, but ultimately worked out).<sup>115</sup>

204. In each country, National Advisory Board/National Network of Experts and Policy-makers were set up during initial meetings. These played a strong role in data collection, consultations (e.g. advice on where the research should take place) and support on the study with the University of Minnesota, and contributing to the study. Each member's responsibility was clearly outlined,

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<sup>113</sup> Interview with UNEP DEPI ESE, various dates.

<sup>114</sup> Interviews with CAREC, AUI, and UMN, June - July 2016.

<sup>115</sup> Interviews with CAREC and UNEP DEPI ESE.

meetings were held regularly to discuss progress.<sup>116</sup> This execution arrangement created a strong sense of ownership and enhanced potential for sustainability of project results.<sup>117</sup>

205. The project manager was very present and active and played a strong role in coordination, with project partners responding positively to direction and guidance provided the manager.<sup>118</sup>

206. There were no significant operational and political or institutional problems and constraints that influenced the effective implementation of the project. However, it must be noted that both countries faced minor challenges and learning curves. In Morocco, the AUI was technically strong but were very academic with limited links to government. However, because of their technical capacity and the institution's reputation academically, they were able to engage government effectively. In Kazakhstan, CAREC had strong links to government and was able to engage high level quite easily, but lacked the technical capacity. They were successful in bringing in a national expert to support the process.<sup>119</sup>

207. Project implementation and management is rated as *Highly Satisfactory*.

### **Stakeholder participation, cooperation and partnerships**

208. The UNDA-8 had three key target groups, of which its timeline focused on two.<sup>120</sup> The first, the government stakeholders, had a key role to play in the project. The project intended to build capacity of government stakeholders in order to create an enabling environment for the mainstreaming of ecosystem services into sectoral and macroeconomic programmes. The intention was not only for understanding, but also capacity to be enhanced between the direct outcomes level and the intermediate states. The project also meant to catalyse interest and capacity in such a way that behaviour change would promote policy change towards integrating ecosystem services, as well as motivate for budget towards integration of ecosystem services into policy. The second target group were the national and international experts. These were involved in implementation of the project in terms of developing the methodology and models of the ecosystem service (water provision) in specific areas of each country, as well as working together with the government stakeholder on producing such models, and finally building capacity and presenting the study results to government stakeholders. In effect the project worked as a partnership between these stakeholders, and the project management. This partnership, especially at national level, has created a sustainable working relationship that supports the move to impact.

209. Both stakeholder groups were actively engaged through workshops, consultations and participation on the Advisory Board/Expert List. This engagement lasted from inception to project closure, and through partnership building, has sustained in many aspects.<sup>121</sup>

210. Stakeholder engagement from project design, through the early stages of implementation (identifying suitable partners), and throughout the implementation of the project was effective.<sup>122</sup> The respondents were included in every step of the implementation process, and generally had a very active role. Some of the respondents did mention that the capacity building was not entirely

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<sup>116</sup> E.g. for Morocco, discussions included policy intervention, where the research would focus on, social data, which model should be used, identification of collaborators.

<sup>117</sup> E.g. Morocco has now a piloting committee who are taking next steps forward derived from the Experts/Advisory Board. In Kazakhstan, Government, through their inclusion on this Board, are taking steps forward through self-funded initiatives. [Interviews with Country Teams and UNEP DEPI ESE]

<sup>118</sup> Interviews with UMN, AUI and CAREC.

<sup>119</sup> Interviews with CAREC, UMN, UNEP DEPI ESE.

<sup>120</sup> Resource users, the third target group, would be targeted only in terms of long-term impact that this project would make (see Theory of Change diagram); the results of the studies would have to be mainstreamed before resource users are directly affected.

<sup>121</sup> E.g. through the pilot committee in Morocco, through next steps by Government of Kazakhstan. [Interviews with UNEP DEPI ESE, CAREC, AU and Morocco Advisory Council]

<sup>122</sup> Evaluator's opinion from various interviews and project implementation reporting.



sufficient in terms of generating understanding among practitioners and government stakeholders (in Kazakhstan especially). In this regard, it may have been beneficial to extend training in this country over a longer time period (as opposed to a one-day training during inception).<sup>123</sup>

211. Through the various platforms that the Unit Chief of the UNEP DEPI ESE (Project Manager) has, many partnerships were created and/or sustained through his systems approach to the project, and thus various partners were involved (e.g. WAVES in Morocco, UNDP offices, and the implementing partners in general). This increased synergy and reduced duplication. Regional Offices were involved in design and communicated with during the project implementation when necessary.<sup>124</sup>

212. The last and very important stakeholder was the resource user. Although not targeted specifically during the project (although meetings did take place with farmers and other resource users, particularly in Morocco), the project results and further actions are aimed at targeting this particular group who will be impacted greatly by the recommendations.<sup>125</sup>

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

### **Communication and public awareness**

214. Each country (implementation partner) developed an outreach strategy for parallel implementation. This strategy guided the communication of results both to government stakeholders, as well as the broader public for increased awareness.

215. In Morocco, especially the workshops garnered wide media exposure, with various newspapers, television channels, and websites covering the events.<sup>126</sup>

216. In Kazakhstan, communication materials were developed and disseminated through the CAREC network (a flyer, brochure, project fact sheet, and a video).<sup>127</sup> Press releases were disseminated to media outlets. Because CAREC has a strong network and existing communication channels, these were used for dissemination of information.

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

218. Results were communicated by the Unit Chief of UNEP DEPI ESE at multiple events and conferences and a host of platforms. In all these events, the novelty of the approach as applauded and in some cases such presentations and sharing of the project results has promoted replication into other countries.<sup>128</sup>

219. UNEP DEPI ESE had a website specifically for the project and its results. Unfortunately this website could not be accessed because it had shut down at project closure. All results and

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<sup>123</sup> Interview with CAREC.

<sup>124</sup> Interview with UNEP DEPI ESE. It was made clear that more involvement would have necessitated budget allocation and would thus not have been appropriate.

<sup>125</sup> Interviews with Piloting Committee in Morocco, 18-22 July 2016; project implementation reporting.

<sup>126</sup> Workshop reports have the detailed listings of media coverage, the final project report also has this list.

<sup>127</sup> Workshop reports and final project report.

<sup>128</sup> Presented at various WAVES meetings (this has influenced the way they do things in other countries), at Oxford at the Wealth Conference, various BIOECONS, in Pretoria at CSIR as a keynote address, at an Institute in Colombia University, CBD COPs, Trondheim Meeting in Norway, meeting in IPBES, General Assembly at ELD, for the European Commission, made the studies available for the Green Growth Strategy of Vietnam, and many others. [Interview with Project Manager, Chief of UNEP DEPI ESE]



information material was accessible during the time of the project.<sup>129</sup> Since website closure, these materials are available for each country (Morocco on the Al Akhawayn website, and Kazakhstan on the CAREC website), as mentioned below.

220. Both countries also had their own project websites. These were displayed at all workshops and referred to when any requests were made for more information. Particularly in Morocco, there has been continued media exposure (through e.g. L'Economiste newspaper), and with the COP-22 taking place this year, there has been continued momentum among the media to cover the results of the project.<sup>130</sup>

221. Communication and Public Awareness is rated as *Highly Satisfactory*.

### **Country ownership and driven-ness**

222. In both countries all the appropriate government and public sector agencies were involved. A diversity of ministries, including agriculture, water, finance and economy, statistics departments, were involved. In addition, particularly in Morocco, research institutions and NGOs were also involved. In Kazakhstan, especially high level engagement took place.<sup>131</sup> A strong diversity of appropriate members was selected for the National Advisory Boards.<sup>132</sup>

223. In Morocco, the government has taken on responsibility through its Ministry of Agriculture and its Ministry of Water, as well as through the public research institutions. These members are part of the piloting committee and are taking action steps to sustain the results of the project. The project had a strong degree of cooperation, evidenced by the support by the different institutions.<sup>133</sup>

224. In Kazakhstan, due to the high level link by CAREC to government, there has been continued interest and engagement into the results, through the water committees particularly.<sup>134</sup>

225. In both countries, there has been stimulation of country ownership of the project outcomes, particularly in lieu of a move to a green economy.<sup>135</sup> However, both countries need to take various steps to attain impact, and how these steps will be strategically taken has not been fully strategized (although organically and in a more ad-hoc way things are moving forward to impact, it seems).<sup>136</sup>

226. Country ownership and driven-ness is rated as *Satisfactory*.

### **Financial planning and management**

227. The project financial reporting was per year and not per activity, therefore it was near impossible to fill in the table per activity expenditure as expected by the TE (see Annex 6). The funds management officer explained that reporting had to be done in expenditures by year under very different budget lines to the activities in the Project Document. The evaluator tried to go through the individual partner SSFAs with UNEP as well as the partner financial reports, but even these were not helpful in delivering what was needed for the TE Annex 6 tables, as the activities under their SSFAs were differently outlined. The total amount spent out of the USD 542,000 received through the UNDA 8th Tranche was USD 525,562.88.<sup>137</sup>

228. Biannual reporting was done to UNDA by UNEP.<sup>138</sup>

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<sup>129</sup> Interview with UNEP DEPI ESE (Beth Mbote), 5 July 2016.

<sup>130</sup> Interview with CAREC, Interview with AUI project teams (July 2016).

<sup>131</sup> Workshop Participants Lists, National Advisory Board Lists, both countries.

<sup>132</sup> Evaluator's opinion.

<sup>133</sup> Interviews with multiple respondents, 18-22 July 2016, Ifrane and Rabat, Morocco.

<sup>134</sup> Questionnaire responses and CAREC interview via Skype.

<sup>135</sup> Interviews with both country partners.

<sup>136</sup> Ibid.

<sup>137</sup> This amount was given to me by the FMO, but in the Final UNDA 8 report the amount is USD 520,420.22.

<sup>138</sup> These were not received by the evaluator although this was requested, as was yearly reporting.

229. Project partners under SSFAs sent in their financial reporting on a timely and efficient basis. Sufficient resources seemed to be available for each of these partners.<sup>139</sup>

230. No co-financing was reported for this project, although it seemed that both project partners in Morocco and Kazakhstan did commit some co-financing (through in-kind and through cash) towards the project success. Additionally, AUI has been continuing to commit resources through staff and other ways to sustain project results.<sup>140</sup> No complaints were made about any delays in receiving funds (although there was a small delay when UNEP moved over to the UMOJA system; this was not significant according to project partners).

231. The sustainability of project results have mostly been financed through government in Kazakhstan, and through research institutions and government in Morocco (in-kind and through various activities done by individual institutions). In Morocco, a GEF PIF is being developed through UNDP on downscaling the project results.

232. Financial management is rated as *Satisfactory*.

### **Supervision, guidance and technical backstopping**

233. Supervision was generally deemed excellent by the project respondents, and the UNEP DEPI ESE team did well to coordinate the project.<sup>141</sup> Despite a few lags in timeline (e.g. translation issues in Kazakhstan, Umoja system change over, and partner institution internal review processes), the project was executed within the timeline, and efficient in terms of finances, administration and achievement of outputs and outcomes. The Unit Chief of UNEP DEPI ESE was always readily available and attended every one of the key meetings that took place in-country, providing supervisory support along the way.

234. Project revision had to take place to account for the extension of time, this was done at no additional cost. The emphasis of the project (through the progress reporting by the different partners) outcome monitoring was sufficient, although the outputs of each partner did not always align smoothly to the outputs/activities of the project document (these all worked toward the same outcomes, but of course there was overlapping responsibilities and activities that were put together and others that were separated for each SSFA); the evaluator believes this adaptive approach was necessary for the efficiency of obtaining project outputs.<sup>142</sup>

235. UMN provided a strong technical backstopping role, with the partner institutions providing inputs into the study under guidance of UMN.<sup>143</sup> National Advisory Boards in each country worked well in individual and collective roles to provide inputs and guide the study and project overall.<sup>144</sup>

236. Supervision, guidance and technical backstopping is rated as *Highly Satisfactory*.

### **Monitoring and evaluation**

#### *M&E Design*

237. The project generally had a strong M&E plan outlined in terms of progress reports, final report, administrative financial reports and the terminal evaluation. Indicators proposed for the monitoring of the project are generally SMART, reflected the desired outcomes of the project, and were presented in the logical framework of the project. Time frames were specified only to a degree

<sup>139</sup> In fact, UMN and AUI had left-over funds at the end of the project. [Financial reports, UMN and AUI]

<sup>140</sup> Interviews with the project teams in both countries; AUI took on the cost of the terminal evaluation (hosting people, transport, etc).

<sup>141</sup> Multiple interviews with all project partners, including UMN, AUI, CAREC and other participants, June and July 2016.

<sup>142</sup> Evaluator opinion based on review of ProDoc, and SSFAs.

<sup>143</sup> Evaluator opinion.

<sup>144</sup> Evaluator opinion based on interviews with multiple respondents in-country in Morocco, as well as correspondence with CAREC, July 2016.

(in terms of general half yearly reporting). Means of verification of the indicators were realistically measurable, and risks were aligned to each indicator.

238. In the Green Growth umbrella project adequate baseline information was given for each measurable indicator, but was not detailed in the logframe specifically for UNDA 8. However, the baseline information in the logframe for the Green Growth had the specific UNDA 8 component and thus seems sufficient.

239. The project design stated that on a half-yearly basis monitoring and evaluation information will be collected from partners. Activities were to be monitoring against the Logical Framework and Objectively Verifiable Indicators. In each of the SSFAs there was provision for support by partners to the terminal evaluation. There was only specific budget allocated to the terminal evaluation, which is mandatory. The evaluator could not see M&E budgeting. The UNDA project template does not allow for a specific budgeting component for M&E, which, in the evaluator's opinion, handicaps the project in terms of effective continuous monitoring and evaluation. The evaluator recommends that such a budgeting class be inserted into the project template of future UNDA Tranche project guidelines in order of the project team to plan the costs of monitoring and evaluation effectively. This said, the evaluator also believes that M&E could have been allocated within the operating expenses, which it was not.

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

#### *M&E Implementation*

241. There was apparently half yearly reporting internally for the project; however, the evaluator only received yearly progress reports (only two).<sup>145</sup> Revision<sup>146</sup> of the overall Green Growth project half way through the project time (by the UNEP DEPI ESE) showed that the project was on track, this report also tracked the project using the indicators. Progress reports were delivered as outlined separately in each Small-scale Funding Agreement (SSFA) by all the three partners (UMN, CAREC and AUI) tracking project outputs along the way (generally two reports per partner).

242. Risk monitoring was documented in the revision document of the project (which was necessary as it was an application for time extension), but was not otherwise regularly documented in any of the partner reports.

243. Monitoring and Evaluation is rated as *Moderately Satisfactory*.

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<sup>145</sup> The evaluator could not access this reporting. In terms of implementation, the evaluator did see the SSFA agreements and the reporting done by the partners on activities achieved. However, the prodoc for the UNDA 8th tranche states, for Progress Reports, that 'on a half-yearly basis monitoring and evaluation information will be collected from partners and analysed by the project coordinator and submitted to the project manager (UNEP personnel). Activities will be monitored against the Logical Framework and Objectively Verifiable Indicators. Moreover, the activity reports should include: progress achieved in the planned activities, targets reached, problems encountered and actions taken to overcome the difficulties and expenditures incurred. If deviations from planned progress are detected corrective actions will be taken'. The prodoc M&E section then elaborates further separately on the project final report. Strictly speaking, the progress reports of the partners did not speak directly to the logframe, there were two yearly overall reports that the evaluator had access to, but not half-yearly, as was outlined in the prodoc.

<sup>146</sup> Green Growth Project Revision, 2014.

## 4. Conclusions and Recommendations

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### A. Conclusions

244. The project was novel in that it looked at how to bring the ecosystem services approach into macro-economic thinking. It targeted the theme of bringing ecosystem services closer to development design. Indeed if we want sustainable development nationally (and globally) we need to bring natural assets into development design. The two countries chosen, with their emerging economies, were both in an appropriate space of interest to test this approach, and both had a great dependence on water as a critical service to focus on.

245. The project, especially the studies, were designed to be pilots. Because the same entity (UNEP DEPI ESE) is leading VANTAGE, this would be assumed to be the natural next step in terms of scaling up the findings to other countries. This said, the evaluator did not see evidence of a specific strategy on scaling up these results, other than country-specific (Morocco and Kazakhstan) discussions on how to sustain results and move forward.

246. In terms of the two key components of the project, (i) the focus on tools and methodologies to integrate ecosystem services at the macroeconomic level, and (ii) the capacity development and awareness raising approach of the importance of ecosystem services to wellbeing and economic development, the project generally achieved in laying these foundations.

247. The partners chosen (UMN, AUI for Morocco and CAREC for Kazakhstan) were highly appropriate and key to achieving the success that the project did. In both cases, this was due to the reach that the country partners had to get the right people on board for the project and creating the platform for the sense of ownership that ensued as a result of the National Advisory Boards in either country.

248. In Morocco, the AUI had the highly developed capacity to take on this project, and this institution and other research institutions took it on board to champion the results and create diversified sharing opportunities through the meetings that were organised. In Kazakhstan, the CAREC team had extremely strong links to get the right stakeholders (at a high level) on board to engage them in the level of thinking that was needed to understand the importance of ecosystem services to economic development.

249. Both studies conducted in the two countries under the leadership of UMN were of high quality, and have been used as examples for how other countries strategies on green growth and integrated ecosystem services into their economic planning.

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

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

252. Laying the foundation through the novel studies<sup>147</sup> and capacity building approaches, the project had a catalytic effect through its outputs into next step action plans for both countries, which were outlined in quite some detail in the project's final meeting in Geneva in February 2016.

253. Capacity had been developed in both countries despite the one training session being quite short in terms of time. In Morocco, respondents felt that capacity was enhanced among peers and institutions on the importance of water value to the economy, and how to integrate it into decision making processes. In Kazakhstan, respondents generally felt that capacity was low at the beginning with regard to understanding the results and the model, and one day was not sufficient to create sufficient understanding. The project did make an effort to communicate the results in a more targeted manner by hiring a national economist to support translations in Russian. This helped understanding and respondents participating in the evaluation did generally highlight the understanding of ecosystem services and its role in the economy. However, most respondents did say that further capacity building was necessary, especially if any one institution were to be able to further develop the model.

254. Communication and awareness was particularly strong in this project, with both country partners developing an outreach strategy in-country on how to disseminate the results of the study. Particularly Morocco had a large media presence during its meetings and media has continued to follow stories on the continuation of the project.

255. The project was efficient in producing its outputs given the resources and time it had available, even including the delay that took place in initiating the project implementation necessitating a project extension. In addition, the terminal evaluation was commissioned within a good timeline of project closure.

256. As mentioned briefly already through the partners in-country, the participation of appropriate stakeholders and partners within in-country is to be commended. Both countries had a strong participation and interest coming from a diversity of stakeholders, all of which took on roles and responsibilities to make the project a success.

257. Kazakhstan would have benefitted from a prolonged initial visit from UMN experts before the project launch, as well as more effective engagement in the development of the theory of the project results.<sup>148</sup> The lack of initial capacity, coupled with the translation difficulties, may have had an influence on the overall understanding of participants of the results. That more capacity building was necessary was certainly mentioned by most Kazakh respondents.

258. In both countries, while there seems to have been an importance placed on water and generally on ecosystem services, there still seems to be a general understanding that this is an environmental issue. This might seem obvious, but it must be stated that environmental issues, even if highlighted as important, are not generally prioritised. This is a risk in this project too (e.g. in Morocco, the presentation of the economic model was presented by the environmental committee of the Economic, Social and Environmental Council, although it may have been more appropriate to place it in the economic committee argument; the idea that desalinisation might save farmers from running out of water also has downplayed some of the prioritisation that water is critical and a non-renewable resource when it comes to overexploitation of aquifers). This may fall under a more general perception of environment by non-environmentalists, and is not unique to this project, but it is still a risk worth mentioning when it comes to finding solutions and sustaining project results for decision-making.

259. The overall rating for the UNDA 8th Tranche Component project under the Green Growth umbrella is *Satisfactory*. The ratings for the individual criteria are given in Table 8. Most of the

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<sup>147</sup> Bringing ecosystem services into macro-economy (most previous work has been at the micro-level), the studies in Morocco and Kazakhstan were at the frontier of this type of research. (Interview with UNEP DEPI ESE, July 2016)

<sup>148</sup> This was highlighted by both UMN and CAREC during skype interviews.

administrative elements and achievement of outputs were very strong given the limited resources and time available. The sustainability of the project is visible but a higher level plan is needed for impact to be reached.

**Table 9.** Summary assessment and ratings by evaluation criterion for the UNDA 8th Tranche Project of the Green Growth Umbrella Project

Criterion	Summary Assessment	Evaluator's Rating	EOU Comments	EOU Rating
<b>A. Strategic relevance</b>	The project objective is consistent with global environmental needs. Both countries showed demand for the project to be executed there. The project is directly linked to UNEP's PoW for the period 2012-2013, as well as 2014-2015 (under MTS 2010-2013, and MTS 2014-2017), and is linked strongly to the Bali Strategic Plan. Its gender component could have been stronger.	<b>S</b>	EOU concurs with the evaluator's assessment. With regard to UNEP strategies <sup>149</sup> , there was low responsiveness to gender concerns.	<b>S</b>
<b>B. Achievement of outputs</b>	All outputs were achieved, the studies generated were of high quality, outreach strategies were developed for both countries, more capacity development should have been conducted in Kazakhstan (one day was too short).	<b>S</b>	EOU concurs with the evaluator's assessment.	<b>S</b>
<b>C. Effectiveness: Attainment of project objectives and results</b>		<b>S</b>	EOU concurs with the evaluator's assessment.	<b>S</b>
1. Achievement of direct outcomes	The outcomes of the project intended to enhance understanding and capacity on integrating ecosystem services into macroeconomic policies. To this end it generally enhanced capacity and understanding, but whether this has led to behaviour change among policy makers is not certain.	<b>S</b>	EOU concurs	<b>S</b>
2. Likelihood of impact	Overall long term impact depends mostly on the continuation of further economic analyses, social experimentation for resource user uptake and decision making at policy level. There is evidence of some sustainability in both countries but more needs to be done in a holistic and strategic manner to get to impact (especially as this was seen as a pilot, but no real strategy was developed post project other than recommendations in-country), although there are plenty of ad hoc processes ongoing that could lead to impact in the two countries.	<b>Likely</b>	EOU concurs	<b>L</b>

<sup>149</sup> Refer to the UNEP Gender Action Plan which states that UNEP will promote the involvement of stakeholders, in particular women in defining ecosystem needs and developing and implementing broad-based sustainable solutions



Criterion	Summary Assessment	Evaluator's Rating	EOU Comments	EOU Rating
3. Achievement of project goal and planned objectives	The project, to a considerable extent, did deliver on its objective or purpose, and understanding, capacity and interest was enhanced through the project activities.	<b>S</b>	EOU concurs	<b>S</b>
<b>D. Sustainability and replication</b>		<b>L</b>	EOU concurs with the evaluator's assessment.	<b>L</b>
1. Financial	There has been follow on financing of various project activities post-closure.	<b>L</b>	EOU concurs	<b>L</b>
2. Socio-political	Both countries have a political environment conducive to sustaining project results.	<b>L</b>	EOU concurs	<b>L</b>
3. Institutional framework	Institutional framework, generally, is conducive to sustaining project results.	<b>L</b>	EOU concurs	<b>L</b>
4. Environmental	Project results being sustained can only benefit the environment.	<b>HL</b>	EOU concurs	<b>HL</b>
5. Catalytic role and replication	The project had a strong catalytic role and there have been various follow on activities, although not much replication so far (this was not really appropriate in the context and timing of the project within the countries), there was no real strategy of pulling the pilot studies into other countries (although VANTAGE might take up the activities).	<b>S</b>	EOU concurs	<b>S</b>
<b>E. Efficiency</b>	Generally well executed given the time and resources of the project.	<b>S</b>	EOU concurs with the evaluator's assessment.	<b>S</b>
<b>F. Factors affecting project performance</b>				
1. Preparation and readiness	Generally well planned, with risk and safeguards presented. Implementing agents not identified at design phase, gender not a strong component. Project management and partnership arrangements in place.	<b>S</b>	EOU concurs with the evaluator's assessment.	<b>S</b>
2. Project implementation and management	Project was generally well implemented, country partners highly appropriate.	<b>HS</b>	EOU concurs but with reservations on account of the lack of a robust monitoring system to reinforce adaptive management	<b>HS</b>
3. Stakeholders participation and public awareness	Very good stakeholder participation and public awareness, outreach strategy in each country well thought out, media present, good dissemination, good platform for inter-institutional cooperation.	<b>HS</b>	EOU concurs with the evaluator's assessment.	<b>S</b>
4. Country ownership and driven-ness	In both countries appropriate government stakeholders involved. There has been some stimulation of country ownership, strategy needed for full integration.	<b>S</b>	EOU concurs with the evaluator's assessment.	<b>S</b>



<b>Criterion</b>	<b>Summary Assessment</b>	<b>Evaluator's Rating</b>	<b>EOU Comments</b>	<b>EOU Rating</b>
5. Financial planning and management	Reporting done according to standard (although not aligned to activities instead to object lines), no co-financing reported for project.	<b>S</b>	EOU concurs with the evaluator's assessment.	<b>S</b>
6. UNEP supervision and backstopping	UNEP supervision and guidance very strong.	<b>HS</b>	EOU concurs with the evaluator's assessment.	<b>HS</b>
7. Monitoring and evaluation		<b>MS</b>	EOU concurs. M&E is a critical activity for any project. It goes beyond submission of reports. Monitoring is a systematic and long-term process that gathers information in regards to the progress made by an implemented project. Evaluation is time specific and it's performed to judge whether a project has reached its goals and delivered what expected according to its original plan. M&E helps to build strong evidence for accountability, lessons learning, adaptive management, and organisational improvement.	<b>MS</b>
a. M&E Design	Some elements missing (e.g. baseline information, although this was in the Green Growth ProDoc), indicators proposed satisfactory.	<b>S</b>	EOU concurs but with strong reservations because the M&E design was not [financially and therefore operationally] feasible.	<b>S</b>
b. Budgeting and funding for M&E activities	Not fully planned for the M&E - only for the terminal evaluation (which is mandatory at project design phase). There was no budget class for M&E given in the UNDA tranche project template for the project team to plan for such a budget. However, the evaluator believes that the project team could have subsumed M&E budget into operating costs.	<b>MS</b>	In consideration of the importance of Monitoring and Evaluation in project implementation, the absence of a budget for Monitoring is regrettable.	<b>MU</b>
c. M&E plan implementation	Not really half-yearly reporting as per ProDoc, although evaluator saw yearly reporting for two years. Progress reports outlined separately per SSFA.	<b>MS</b>	EOU concurs	<b>MS</b>
<b>Overall project rating</b>		<b>S</b>	EOU concurs	<b>S</b>

## B. Lessons Learned

260. There are a few lessons learned from the process of this project that would be helpful for future UNEP (and other) projects, or projects that are already under implementation, such as the VANTAGE project, which has many similar outputs as the Green Growth and UNDA 8th Tranche projects (e.g. developing economic tools, enhancing knowledge sharing, providing training workshops).

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

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

**Lesson 2: Communicating technical results to non-economists, especially policy-makers, needs its own communication strategy**

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

**Lesson 3: Engaging the right partners is key to attaining the intended project results**

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

**Lesson 4: Using existing opportunities and platforms of communication to share results that might promote change and replication - taking a systems thinking approach**

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

### **C. Recommendations**

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

#### **(A) Continue engaging stakeholders and supporting the sustainability of results in-country**

266. The piloting committee in Morocco has already taken forward steps through its action plan to share results with the farming community, and use the results of decision-making processes. During the evaluation country visit, it seems that many stakeholders are still involved in these processes outlined in the action plan, but a few felt that they could be involved more. In Kazakhstan, the Water Committee and other institutions are slowly taking results forward, such as piloting one of the scenarios (water rights and trading) in one community. In both countries there needs to be continued engagement with stakeholders on bringing the results forward in an effective manner. **Who?** Piloting Committee in Morocco, National Advisory Team in Kazakhstan. **When?** Continuous and over next five years, to reach impact.

#### **(B) Using UNFCCC COP-22 to Morocco's advantage for ecosystem services and circular economy**

267. There is a lot of hype around the upcoming COP-22 in Marrakesh at the end of 2016, and certainly project stakeholders are already planning for presentations of the study at a high level. It seemed to the evaluator that a lot of the sharing of results is more of a showcasing of the project results than a strategy to further this agenda. There needs to be a strategic use of the opportunities that come with hosting the COP-22. Morocco, while being right to want to have a successful COP, should also use the platform to strategise how it can benefit the furthering of the project's agenda (both in terms of replication into other countries, but also in terms of leveraging funding to sustain project results in-country, e.g. through awareness campaigns, further economic analyses, etc). It would be advisable that the Piloting Committee sits with the Economic, Social and Environmental Council to do some strategising and effective planning to not only showcase the results, but also find what is needed to move the project forward, and how this platform could help this, and then align the showcasing and other activities around this strategy. **When?** Up to COP-22, immediately start planning **Who?** Piloting Committee to coordinate.

#### **(C) Aligning the lessons of this project to the outputs of VANTAGE**

268. This has two facets to it. Firstly, the use of the models could be used for the VANTAGE project depending on the level of interest and uptake of the countries involved (it is assumed that this has already been done through the UNEP DEPI ESE). Due to the interest in and quality of the study (according to UNEP DEPI ESE, many experts and practitioners in the field of economics of ecosystem services highlighted the quality of the studies), such modelling could help other countries assess their ecosystem services.

269. Secondly, there are lessons about the communication of models and results from this project, particularly from Kazakhstan, that should be absorbed into the training sessions of VANTAGE. It is extremely important to have the best economists on board especially when new frontiers are being challenged, as they were in this project. It is just as important to communicate

the results in an effective and strategic manner so that it leads to behaviour change in policy makers necessary to integrate ecosystem services into development planning. **Who?** VANTAGE project team, i.e. UNEP DEPI ESE. **When?** To be integrated into implementation as deemed necessary (depending on how far along the project is).

**(D) Continue sharing project results on different platforms**

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

## Annexes

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1. Green Growth (and UNDA 8th Tranche component) Terminal Evaluation Terms of Reference (without Annexes)
2. List of Documents Received
3. List of respondents and in-country evaluation programme
4. Questionnaires distributed to policy-makers in Morocco and Kazakhstan for the TE
5. Theory of Change for the Green Growth Project
6. Summary of financial management tables
7. Terminal Evaluation Brief
8. Brief CV of the Consultant
9. Response to stakeholder comments received but not (fully) accepted by evaluator

## Annex 1: Terms of Reference for the Terminal Evaluation

### Objective and Scope of the Evaluation

1. In line with the UNEP Evaluation Policy<sup>150</sup> and the UNEP Programme Manual<sup>151</sup>, the Terminal Evaluation of the Green Growth project (01592) and the UNDA 8<sup>th</sup> Tranche funded component (project 1213Q) is being undertaken at completion of the projects to assess performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and the main project partners (e.g. UNEP Regional Offices, UNSD, UNU-IHDP, ICMOD, WAVES, ELD, UN SEEA, IPBES, TEEB, PEI, ProEcoServ, SGA network, BIOECON, CAREC, national ministries and focal points, scientific and academic institutions). Therefore, the evaluation will identify lessons of operational relevance for future project formulation and implementation, especially for the Green Economy Project ("Valuation and Accounting of Natural Capital for Green Economy - VANTAGE").
2. A project titled "Strengthening decision making through Valuation and Accounting of Natural Capital for Green Economy", (VANTAGE), will build on the ongoing 01592 project "Strengthening ecosystems and development linkages through innovative economic approaches for green growth", upon its expiry in December 2015.<sup>152</sup>
3. The evaluation of these projects will focus on the following sets of **key questions**, based on the intended outcomes, which may be expanded by the consultants as deemed appropriate:
  - (a) How relevant was the umbrella project (01592) and associated sub-project (1213Q) to beneficiary needs and UNEP's mandate and Programmes of Work? How coherent was the sub-project 1213Q with the Green Growth project's objectives and proposed intervention strategies, and how complementary were they to each other?
  - (b) To what extent and how efficiently did the projects deliver their intended outputs? How well did the projects contribute to strengthening the linkages between ecosystem services and poverty alleviation, and the capacity of countries to increasingly integrate ecosystem management approaches into development policies and processes?
  - (c) What were the internal and external factors that most affected performance of the projects in delivering the planned outputs and expected achievements? What management measures were taken to make full use of opportunities and address obstacles to enhance project performance?

### Overall Approach and Methods

4. The Terminal Evaluation of the projects will be conducted by an independent consultant under the overall responsibility and management of the UNEP Evaluation Office in consultation with the UNEP Project Manager and the Ecosystem Management Sub-programme Coordinator.
5. It will be an in-depth evaluation using a participatory approach whereby key stakeholders are kept informed and consulted throughout the evaluation process. Both quantitative and qualitative evaluation methods will be used to determine project achievements against the expected outputs, outcomes and impacts. It is highly recommended that the consultant maintains close communication with the project team and promotes information exchange throughout the evaluation implementation phase in order to increase their (and other stakeholder) ownership of the evaluation findings.
6. **Evaluation coverage:** The umbrella project "Strengthening ecosystems and development linkages through innovative economic approaches for green growth", will be evaluated jointly with one of its major components which was implemented under the UN Development Account (UNDA) 8<sup>th</sup> tranche, on "mainstreaming ecosystem service into country's sectoral and macroeconomic policies and programmes in Kazakhstan and Morocco". This component contributes directly to the Green Growth project and is responsible for the delivery of three out of ten planned outputs.
7. The findings of the evaluation will be based on the following:
  - (a) **A desk review of:**
    - Relevant background documentation, inter alia UNEP MTS, POWs and Programme Framework documents for the relevant period, relevant websites;
    - Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the projects (Project Document Supplement), the logical frameworks and the budgets;
    - Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence etc.;
    - Project outputs such as technical reports, studies, training and guidance materials, policy documents, action plans, public outreach materials, etc.;
    - Design documents of follow-on project(s)
  - (b) **Interviews (individual or in group) with:**

<sup>150</sup> <http://www.unep.org/eou/StandardsPolicyandPractices/UNEPEvaluationPolicy/tabid/3050/language/en-US/Default.aspx>

<sup>151</sup> [http://www.unep.org/QAS/Documents/UNEP\\_Programme\\_Manual\\_May\\_2013.pdf](http://www.unep.org/QAS/Documents/UNEP_Programme_Manual_May_2013.pdf)

<sup>152</sup> The VANTAGE project document is currently undergoing internal review and will be submitted to PRC for approval.

- Heads of the Ecosystem Services Economics Unit, DEPI, and relevant unit coordinators;
  - Sub-project management teams;
  - Ecosystem Management Sub-programme Coordinator;
  - UNEP Project Manager and project team
  - UNEP Fund Management Officer;
  - External executing project partners, including BIOECON, UNU-IHDP, CAREC, UNSD, ACM, ELD, etc.
  - Relevant resource persons and selected project beneficiaries.
- (c) **Surveys:** key stakeholders and resource persons will be contacted and interviewed through the telephone or via electronic media to include email and Skype
- (d) **Field visits:** the evaluation will include one field visit to Morocco where there is a pilot site and a relatively strong presence of project partners
- (e) **Other data collection tools:** the consultant may make use of data collection tools, such as electronically transmitted questionnaire surveys, or other tool as deemed appropriate, especially as the projects have a global scope yet only one country visit will be included in the evaluation process.

### Key Evaluation principles

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

9. The evaluation will assess the projects with respect to a **minimum set of evaluation criteria** grouped in five categories: (1) Strategic Relevance; (2) Attainment of objectives and planned result, which comprises the assessment of outputs achieved, effectiveness and likelihood of impact; (3) Sustainability and replication; (4) Efficiency; and (5) Factors and processes affecting project performance, including preparation and readiness, implementation and management, stakeholder participation and public awareness, country ownership and driven-ness, financial planning and management, UNEP supervision and backstopping, and project monitoring and evaluation. The evaluation consultant can propose other evaluation criteria as deemed appropriate.

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

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

12. **The "Why?" Question.** As this is a terminal evaluation whose findings and lessons will be used for programmatic improvement of the Green Economy, particular attention should be given to learning from the experience. Therefore, the "Why?" question should be at the front of the consultants' minds all through the evaluation exercise. This means that the consultant needs to go beyond the assessment of "what" the projects' performance was, and make a serious effort to provide a deeper understanding of "why" the performance was as it was, i.e. of processes affecting attainment of project results (criteria under category F – see below). This should provide the basis for the lessons that can be drawn from the projects. In fact, the usefulness of the evaluation will be determined to a large extent by the capacity of the consultant to explain "why things happened" as they happened and are likely to evolve in this or that direction, which goes well beyond the mere review of "where things stand" at the time of evaluation.

A key aim of the evaluation is to encourage reflection and learning by UNEP staff and key project stakeholders. The consultant should consider how reflection and learning can be promoted, both through the evaluation process and in the communication of evaluation findings and key lessons.

Communicating evaluation results. Once the consultant has obtained evaluation findings, lessons and results, the Evaluation Office will share the findings and lessons with the key stakeholders. Evaluation results should be communicated to the key stakeholders in a brief and concise manner that encapsulates the evaluation exercise in its entirety. There may, however, be several intended audiences, each with different interests and preferences regarding the report. The Evaluation Manager will plan with the consultant which audiences to target and the easiest and clearest way to communicate the key evaluation findings and lessons to them. This may include some or all of the following: a webinar, conference calls with relevant stakeholders, the preparation of an evaluation brief or interactive presentation.

### Evaluation criteria

#### Strategic relevance

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



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

1. *Alignment with the Bali Strategic Plan (BSP)*<sup>153</sup>. The outcomes and achievements of the projects should be briefly discussed in relation to the objectives of the UNEP BSP.
  2. *Gender balance*. Ascertain to what extent project design, implementation and monitoring have taken into consideration: (i) possible gender inequalities in access to and the control over natural resources; (ii) specific vulnerabilities of women and children to environmental degradation or disasters; and (iii) the role of women in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation. Are the projects intended results contributing to the realization of international GE (Gender Equality) norms and agreements as reflected in the UNEP Gender Policy and Strategy, as well as to regional, national and local strategies to advance HR & GE?
  3. *Human rights based approach (HRBA) and inclusion of indigenous peoples issues, needs and concerns*. Ascertain to what extent the projects have applied the UN Common Understanding on HRBA. Ascertain if the projects are in line with the UN Declaration on the Rights of Indigenous People, and pursued the concept of free, prior and informed consent.
  4. *South-South Cooperation*. This is regarded as the exchange of resources, technology, and knowledge between developing countries. Briefly describe any aspects of the projects that could be considered as examples of South-South Cooperation.
15. Based on an analysis of project stakeholders, the evaluation should assess the relevance of the projects intervention to key stakeholder groups.

#### Achievement of Outputs

16. The evaluation will assess, for each component, the projects' success in producing the programmed outputs (products and services delivered by the project itself) and milestones as per the ProDocs and any modifications/revisions later on during project implementation, both in quantity and quality, as well as their usefulness and timeliness.
17. Briefly explain the reasons behind the success (or failure) of the projects in producing different outputs and meeting expected quality standards, cross-referencing as needed to more detailed explanations provided under Section F (which covers the processes affecting attainment of project results). Were key stakeholders appropriately involved in producing the programmed outputs?

#### Effectiveness: Attainment of Objectives and Planned Results

18. The evaluation will assess the extent to which the projects objectives were effectively achieved or are expected to be achieved.
19. The **Theory of Change** (ToC) of a project depicts the causal pathways from project outputs (goods and services delivered by the project) through outcomes (changes resulting from the use made by key stakeholders of project outputs) towards impact (long term changes in environmental benefits and living conditions). The ToC will also depict any intermediate changes required between project outcomes and impact, called 'intermediate states'. The ToC further defines the external factors that influence change along the major pathways; i.e. factors that affect whether one result can lead to the next. These external factors are either drivers (when the project has a certain level of control) or assumptions (when the project has no control). The ToC also clearly identifies the main stakeholders involved in the change processes.
20. The evaluation will reconstruct the ToC of the project based on a review of project documentation and stakeholder interviews. The evaluator will be expected to discuss the reconstructed TOC with the stakeholders during evaluation missions and/or interviews in order to ascertain the causal pathways identified and the validity of impact drivers and assumptions described in the TOC. This exercise will also enable the consultant to address some of the key evaluation questions and make adjustments to the TOC as appropriate (the ToC of the intervention may have been modified / adapted from the original design during project implementation).
21. The assessment of effectiveness will be structured in three sub-sections:
- (a) Evaluation of the **achievement of outcomes as defined in the reconstructed ToC**. These are the first-level outcomes expected to be achieved as an immediate result of project outputs. For this project, the main question will be to what extent the project has contributed to Enhanced capacity of countries and regions to integrate an ecosystem management approach into development planning processes (**Project 01592**); increased understanding and knowledge among national policymakers and other national stakeholders of the linkages between ecosystem services and poverty alleviation; and improved capacity of policy-makers in selected countries to ensure that ecosystem services are integrated into national development strategies and policies (**Project 1213Q**). Additional questions would be to what extent the projects contributed to the overarching objective of achieving better integration of environmental concerns into national development processes, policy planning and decision-making.
  - (b) Assessment of the **likelihood of impact** using a Review of Outcomes to Impacts (ROtI) approach<sup>154</sup>. The evaluation will assess to what extent the projects have to date contributed, and are likely in the future to further

<sup>153</sup> <http://www.unep.org/GC/GC23/documents/GC23-6-add-1.pdf>

contribute to the integration of ecosystem services considerations into macroeconomic policies and programmes of developing countries, and the likelihood that those changes in turn to lead to positive changes, in this case - the contribution of ecosystem services to livelihoods and human well-being. For this, the evaluation will need to: 1) indicate any recent changes that have happened in terms of environmental benefits in the target areas that could be partially or wholly attributed to these projects; 2) indicate any recent changes at the national/regional/global level on those same environmental benefits to put the local changes into context; 3) verify the presence of drivers and validity of assumptions affecting changes along the causal pathways of the reconstructed ToC.

- (c) Evaluation of the **achievement of the formal project overall objective, overall purpose, goals and component outcomes** using the project's own results statements as presented in the project documents<sup>155</sup>. This sub-section will refer back where applicable to the preceding sub-sections (a) and (b) to avoid repetition in the report. To measure achievement, the evaluation will use as much as appropriate the indicators for achievement proposed in the Logical Framework (Logframe) of the projects, adding other relevant indicators as appropriate. Briefly explain what factors affected the projects' success in achieving their formal objectives, cross-referencing as needed to more detailed explanations provided under Section F. Most commonly, the overall objective is a higher level result to which the projects are intended to contribute. The section will describe the actual or likely **contribution** of the project to the objective of the Green Growth umbrella project (01592).

### Sustainability and replication

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

23. Four aspects of sustainability will be addressed:

- (a) *Socio-political sustainability.* Are there any social or political factors that may influence positively or negatively the sustenance of project results and progress towards impacts? Is the level of ownership by the main stakeholders sufficient to allow for the projects results to be sustained? Are there sufficient government and other key stakeholder awareness, interests, commitment and incentives to integrate sustainable ecosystems management in national policies, plans and processes? Did the projects conduct 'succession planning' and implement this during their lifetime? Was capacity building conducted for key stakeholders?
- (b) *Financial resources.* To what extent are the continuation of project results and the eventual impact of the projects dependent on financial resources? What is the likelihood that adequate financial resources<sup>156</sup> will be or will become available to use capacities built by the project? Are there any financial risks that may jeopardize sustenance of project results and onward progress towards impact?
- (c) *Institutional framework.* To what extent is the sustenance of the results and onward progress towards impact dependent on issues relating to institutional frameworks and governance? How robust are the institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. required to sustaining project results and to lead those to impact on human behaviour and environmental resources, goods or services?
- (d) *Environmental sustainability.* Are there any environmental factors, positive or negative, that can influence the future flow of project benefits? Are there any project outputs or higher level results that are likely to affect the environment, which, in turn, might affect sustainability of project benefits? Are there any foreseeable negative environmental impacts that may occur as the project results are being up-scaled?

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

- (a) *catalyzed behavioural changes* in terms of use and application, by the relevant stakeholders, of capacities developed;
- (b) provided *incentives* (social, economic, market based, competencies etc.) to contribute to catalyzing changes in stakeholder behaviour;
- (c) contributed to *institutional changes*, for instance institutional uptake of project-demonstrated technologies, practices or management approaches;

<sup>154</sup> Guidance material on Theory of Change and the ROTI approach is available from the Evaluation Office.

<sup>155</sup> Or any subsequent **formally approved** revision of the project document or logical framework.

<sup>156</sup> Those resources can be from multiple sources, such as the national budget, public and private sectors, development assistance etc.

- (d) contributed to *policy changes* (on paper and in implementation of policy);
- (e) contributed to sustained follow-on financing (*catalytic financing*) from Governments, private sector, donors etc.;
- (f) created opportunities for particular individuals or institutions ("*champions*") to catalyze change (without which the project would not have achieved all of its results).

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

#### Efficiency

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

27. The evaluation will give special attention to efforts by the project teams to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. to increase project efficiency. For instance, TEEB, PEI, Green Economy, WAVES, IWR, etc.

#### Factors and processes affecting project performance

28. **Preparation and readiness.** This criterion focuses on the quality of project design and preparation. Were project stakeholders<sup>157</sup> adequately identified and were they sufficiently involved in project development and ground truthing e.g. of proposed timeframe and budget? Were the projects objectives and components clear, practicable and feasible within its timeframe? Are potentially negative environmental, economic and social impacts of projects identified? Were the capacities of executing agencies properly considered when the project was designed? Were the project documents clear and realistic to enable effective and efficient implementation? Were the partnership arrangements properly identified and the roles and responsibilities negotiated prior to project implementation? Were counterpart resources (funding, staff, and facilities) and enabling legislation assured? Were adequate project management arrangements in place? Were lessons from other relevant projects properly incorporated in the project design? What factors influenced the quality-at-entry of the project design, choice of partners, allocation of financial resources etc.? Were any design weaknesses mentioned in the Project Review Committee minutes at the time of project approval adequately addressed?

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

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

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

- (a) the approach(es) and mechanisms used to identify and engage stakeholders (within and outside UNEP) in project design and at critical stages of project implementation. What were the strengths and weaknesses of these approaches with respect to the projects objectives and the stakeholders' motivations and capacities?
- (b) How was the overall collaboration between different functional units of UNEP involved in the project? What coordination mechanisms were in place? Were the incentives for internal collaboration in UNEP adequate?

<sup>157</sup> Stakeholders are the individuals, groups, institutions, or other bodies that have an interest or 'stake' in the outcome of the project. The term also applies to those potentially adversely affected by the project.

- (c) Was the level of involvement of the Regional, Liaison and Out-posted Offices in project design, planning, decision-making and implementation of activities appropriate?
- (d) Have the projects made full use of opportunities for collaboration with other projects and programmes including opportunities not mentioned in the Project Document<sup>158</sup>? Have complementarities been sought, synergies been optimized and duplications avoided?
- (e) What was the achieved degree and effectiveness of collaboration and interactions between the various project partners and stakeholders during design and implementation of the project? This should be disaggregated for the main stakeholder groups identified in the inception report.
- (f) To what extent have the projects been able to take up opportunities for joint activities, pooling of resources and mutual learning with other organizations and networks?
- (g) How did the relationship between the project and the collaborating partners (institutions and individual experts) develop? Which benefits stemmed from their involvement for project performance, for UNEP and for the stakeholders and partners themselves? Do the results of the projects (strategic programmes and plans, monitoring and management systems, sub-regional agreements etc.) promote participation of stakeholders, including users, in environmental decision making?

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

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

- (a) To what extent have Governments assumed responsibility for the project and provided adequate support to project execution, including the degree of cooperation received from the various public institutions involved in the project?
- (b) How well did the project stimulate country ownership of project outputs and outcomes?

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

- (a) Verify the application of proper standards (clarity, transparency, audit etc.) and timeliness of financial planning, management and reporting to ensure that sufficient and timely financial resources were available to the project and its partners;
- (b) Assess other administrative processes such as recruitment of staff, procurement of goods and services (including consultants), preparation and negotiation of cooperation agreements etc. to the extent that these might have influenced project performance;
- (c) Present the extent to which co-financing has materialized as expected at project approval (see Table 1). Report country co-financing to the project overall, and to support project activities at the national level in particular. The evaluation will provide a breakdown of final actual costs and co-financing for the different project components (see tables in Annex 4).
- (d) Describe the resources the project has leveraged since inception and indicate how these resources are contributing to the project's ultimate objective. Leveraged resources are additional resources—beyond those committed to the project itself at the time of approval—that are mobilized later as a direct result of the project. Leveraged resources can be financial or in-kind and they may be from other donors, NGO's, foundations, governments, communities or the private sector.

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

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

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

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

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

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

#### **The Consultants' Team**

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

- Postgraduate qualification in: environmental sciences, particularly biodiversity and ecosystem sustainability management; economics of ecosystems, environmental sustainability including capacity-building interventions; or related field.
- At least 8 years' working experience that includes *inter alia* project evaluations - including of regional or global programmes and using a Theory of Change approach;
- Broad understanding of ecosystem based projects in the context of poverty alleviation is a distinct advantage.
- Knowledge of the UNEP evaluation policies and procedures would be an asset.



- Fluency in both written and oral English<sup>159</sup>.

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

40. By undersigning the service contract with UNEP/UNON, the consultant certifies that s/he has not been associated with the design and implementation of the project in any way which may jeopardize their independence and impartiality towards project achievements and project partner performance. In addition, s/he will not have any future interests (within six months after completion of the contract) with the project's executing or implementing units.

### Evaluation Deliverables and Review Procedures

#### Inception Report

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

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

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

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

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

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

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

47. The inception report will also present a **tentative schedule** for the overall evaluation process, including a draft programme for the country visit and tentative list of people/institutions to be interviewed. The inception report will be submitted for review and approval by the Evaluation Office before the any further data collection and analysis is undertaken.

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

#### Preparation of the main report

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

50. The main evaluation report should be brief (around 50 pages – excluding the executive summary and annexes), to the point and written in plain English. The report will follow the annotated Table of Contents outlined in Annex 2. It must explain the purpose of the evaluation, exactly what was evaluated and the methods used (with their limitations). The report will present evidence-based and balanced findings, consequent conclusions, lessons and recommendations, which will be cross-referenced

<sup>159</sup> Evaluation reports will be submitted in English.



to each other. The report should be presented in a way that makes the information accessible and comprehensible. Any dissident views in response to evaluation findings will be appended in footnote or annex as appropriate. To avoid repetitions in the report, the authors will use numbered paragraphs and make cross-references where possible.

#### Review of the draft evaluation report

51. The evaluation consultant will submit a “**zero draft**”<sup>160</sup> to the UNEP EO and revise the draft following the comments and suggestions made by the EO. Once a draft of adequate quality has been accepted, the EO will share it with the Task Manager as a “**first draft**” report, who will alert the EO in case the report would contain any blatant factual errors. The Evaluation Office will then forward the first draft report to the executing agencies, project stakeholders and project partners in the six pilot countries, for their review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions. It is also very important that stakeholders provide feedback on the proposed recommendations and lessons. Comments would be expected within two weeks after the draft report has been shared. Any comments or responses to the draft report will be sent to the UNEP EO for collation. The EO will provide the comments to the evaluation consultant for consideration in preparing the final draft report, along with its own views.

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

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

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

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

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

#### Logistical arrangements

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

#### Schedule of the evaluation

58. Table 8 below presents the tentative schedule for the evaluation.

**Table 8. Tentative schedule for the evaluation**

Milestone	Tentative timelines
Consultant recruitment and contracting process	March-April 2016
Inception and Kick off meetings	April 2016
Inception Report	April 2016
Evaluation Missions	April-May 2016
Telephone interviews, surveys etc.	May 2016
‘Zero’ draft reports shared with Evaluation Office	May 2016
First Draft Report shared with Project Manager and team	June 2016

<sup>160</sup> This refers to the earliest, completed main report that will be submitted by the consultant(s) for review by the EO before transitioning to a ‘first draft’ that meets an acceptable standard and that can be circulated for external review.

Draft Reports shared with external stakeholders	June-July 2016
Final Report and 2-page summary of key findings and lessons	July-August 2016

## Annex 2: List of Documents Reviewed

### 2016

UNEP. (2016). Final UNEP 8<sup>TH</sup> Tranche project on Ecosystem Services. (n.p).

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

UNEP. (2016). Geneva Meeting Report Proceedings.

### 2015

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

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

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

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

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

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

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

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

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

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

### 2014

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## 2013

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

UNDA. (2013). *Project Document: UNDA 8<sup>th</sup> Tranche* (n.p)

UNDA. (2013). *Project Identification Document: UNDA 8<sup>th</sup> Tranche* (n.p)

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

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

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

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

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

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

**Table 10.** List of respondents contacted

Name	Organisation	Designation	Email	Availability
<b>Project Coordination</b>				
Pushpam Kumar	UNEP DEPI	Project Coordinator	Pushpam.Kumar@unep.org	14 July, 08:00 Namibian time
Monica Lopez	UNEP DEPI ESE	Project Team	monica.lopez@unep.org	24 June, 12:00 Namibian time
Beth Mbote	UNEP DEPI ESE	Project Team	beth.mbote@unep.org	8 July, 08:00 Namibian time
James Ndale	UNEP	FMO	James.Ndale@unep.org	29 June, 14:00 Namibian time
<b>Experts/Specialists</b>				
Terry Roe	University of Minnesota	Professor of Economics	troe@umn.edu	21 June, 20:00 local time (13:00 Central Time)
Rodney Smith	University of Minnesota	Professor of Economics (presented results from Kazakhstan meeting)	smith142@umn.edu	28 June, 16:30 Namibian time
<b>Countries</b>				
<b>Morocco</b>				
Ahmed Driouchi	University of Al Akhawayn, Institute of Economic Analysis and Prospective Studies, Morocco	Dean	a.driouchi@ai.ma	various occasions, 17-22 July (Morocco country visit)
Amale Achehboune	University of Al Akhawayn, Institute of Economic Analysis and Prospective Studies, Morocco	Research Assistant	a.achehboune@ai.ma	various occasions, 17-22 July (Morocco country visit)
Rachid Doukkali	Department of Social Science, Institut National Agronomique Hassan II, Rabat	Professor	mr.doukkali@iav.ac.ma	22 July, 09:30, face to face (Morocco country visit)
Abderrahim Bahri	Regional Office of Souss-Massa, Network of Agriculture and Irrigation, Ministry of Agriculture	Director	a_bahri100@yahoo.fr	Emailed set of questions in French, spoke briefly on telephone on 18 July
Alae Gamar	University of Al Akhawayn, Institute of Economic Analysis and Prospective Studies, Morocco	PhD student, admin	a.gamar@ai.ma	18 July, 14:30, face to face, (Morocco country visit)
Jaouad Anissi	University of Al Akhawayn, School of Engineering, Biotechnology Lab	Lab Assistant	j.anissi@ai.ma	18 July, 15:30, face to face (Morocco country visit)
Ahmed Baijou	University of Al Akhawayn, School of Business	Professor	a.baijou@ai.ma	18 July, 16:30, face to face (Morocco country visit)
AbdelAli Laamari	Centre of Agroecology	Agronomist	lamaari@gmail.com	19 July, 09:30, face to face (Morocco country visit)



Name	Organisation	Designation	Email	Availability
Mohamed Boughala	Centre of Agroecology	Agronomist	boughalamm@yahoo.fr	not available, questionnaire was sent
Takani Karima	Ministry of Economy and Finance		karima.takani@gmail.com	not available, questionnaire was sent
Mohamed Saaf	Network of Agriculture and Irrigation of Tadla-Azilal, Ministry of Agriculture	Director	mohamed.saaf@gmail.com	not available, questionnaire was sent
Driss Ouaouicha	University of Al Akhawayn Member of the Economic, Social and Environmental Council of Morocco	President	president@au.ma	19 July, 16:30, face to face (Morocco country visit)
Mohamed Dahbi	University of Al Akhawayn	Ex Vice President of Academic Affairs	m.dahbi@au.ma	20 July, 10:30, face to face (Morocco country visit)
Mohamed Boulif	National School of Agriculture, Meknes	Professor	boulifski@gmail.com	20 July, 14:30, face to face (Morocco country visit)
Kalid Sendide	University of Al Akhawayn, School of Engineering	Professor	k.sendide@au.ma	20 July, 16:30, face to face (Morocco country visit)
M'hamed Belghiti	Irrigation and Management of Agricultural Areas, Ministry of Agriculture	Director	belghiti1975@gmail.com	22 July, 09:30, face to face (Morocco country visit)
Moha Haddouch	UNDP Country Office	Programme Officer - Circular Economy	haddouchmoha@gmail.com	22 July, 10:00, face to face (Morocco country visit)
<b>Kazakhstan</b>				
Saniya Kartayeva	CAREC	Project Team	skartayeva@carececo.org	5 July, 09:00 Namibian time
Ludmila Kiktenko	CAREC	Manager EMP Programme	lkiktenko@carececo.org	5 July, 09:00 Namibian time
Saltanat Zhakenova	CAREC	Project Team	szhakenova@carececo.org	5 July, 09:00 Namibian time
Kuban Matraimov	CAREC	Project Team	kmatraimov@carececo.org	5 July, 09:00 Namibian time

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

Date	Time	Person	Designation/Detail
17 July 2016	11:30		Pick up at airport in Rabat by AUI, drive to Ifrane
18 July 2016	08:00	Prof Driouchi (in person)	Project Coordinator
	10:00	Mrs Amale Acheboune (in person)	AUI, knows project intimately, all logistics, liaisons, analysis etc
	11:00	Mr Abderrahim Bahri	Director Regional Office of Souss-Massa, Network of Agriculture and Irrigation, Ministry of Agriculture (various meetings, Ifrane and Rabat too)
	14:30	Ms Alae Gamar (in person)	AUI, been with project since beginning to end, knows project very well
	15:30	Mr Jawad Anissi (in person)	AUI, School of Engineering/ Biotechnology Lab, working on various water projects - involved in project
	16:30	Mr Ahmed Baijou (in person)	AUI, School of Business
19 July 2016	09:30	Mr AbdelAli Laamari (in person)	Agroeconomist Expert at the Research Institute/Centre of Agroeconomy, was on List of Experts
	questionnaire	Mr Mohamed Boughala (phone <i>not available</i> )	Agroeconomist, Centre of Agroeconomy, was on National Advisory Board
	questionnaire	Mrs Takani Karima	Ministry of Economy and Finance
	questionnaire	Mr Mohamed Saaf (in person, <i>could not make it</i> )	Regional Director of Tadla-Azilal, Irrigation Network, Ministry of Agriculture
	16:30	Driss Ouaouicha (confirm)	President of AUI, Economic and Social Council
20 July 2016		Dr Ahmed Legrouiri (by Skype)	used to be Vice President of Academic Affairs, instrumental in project until the end/seminars; but now in Ivory Coast
	10:30	Mr Mohamed Dahbi (in person)	Ex Vice President of Academic Affairs, attended launch and end of project
	14:30	Prof Mohammed Boulif (in person)	Professor, National School of Agriculture, Meknes

Date	Time	Person	Designation/Detail
	16:30	Dr Kalid Sendid (in person)	AUI, School of Engineering, working on various water projects - involved in project
22 July 2016 RABAT	09:00-10:30	Mr Moha Haddouch	UNDP
		Mr M'hamed Belghiti	Director of Irrigation and Management of Agricultural Areas, Ministry of Agriculture
		Dr Rachid Doukkali	Co-author of Study, List of Experts

## Annex 4: Questionnaires distributed to policy-makers in Morocco and Kazakhstan

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

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

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

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

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

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

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

#### **1. Name**

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

- ☐ Inception and Training Workshop in Rabat, August 2013
- ☐ Meetings for Study Results of the Tadra Azilal & Souss-Massa Regions
- ☐ Part of the Advisory Group/List of National Experts
- ☐ Final Workshop, Ifrane, October 2015

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

☐ Other, Please Elaborate [Click here to enter text.](#)

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

[Click here to enter text.](#)

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

[Click here to enter text.](#)

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

[Click here to enter text.](#)

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

[Click here to enter text.](#)

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

[Click here to enter text.](#)

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

[Click here to enter text.](#)

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

[Click here to enter text.](#)

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

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

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

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

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

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

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

**1. Name**

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

- ☐ Inception and Training Meeting
- ☐ Workshops and Policy Dialogues of the Study Results of the Syr Darya River Basin
- ☐ Part of the Advisory Group/List of National Experts
- ☐ Part of the Project Closing Workshop for Kazakhstan and Morocco (held in Geneva)
- ☐ Other, Please Elaborate [Click here to enter text.](#)

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

[Click here to enter text.](#)

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

[Click here to enter text.](#)

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

[Click here to enter text.](#)

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

[Click here to enter text.](#)

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

[Click here to enter text.](#)

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

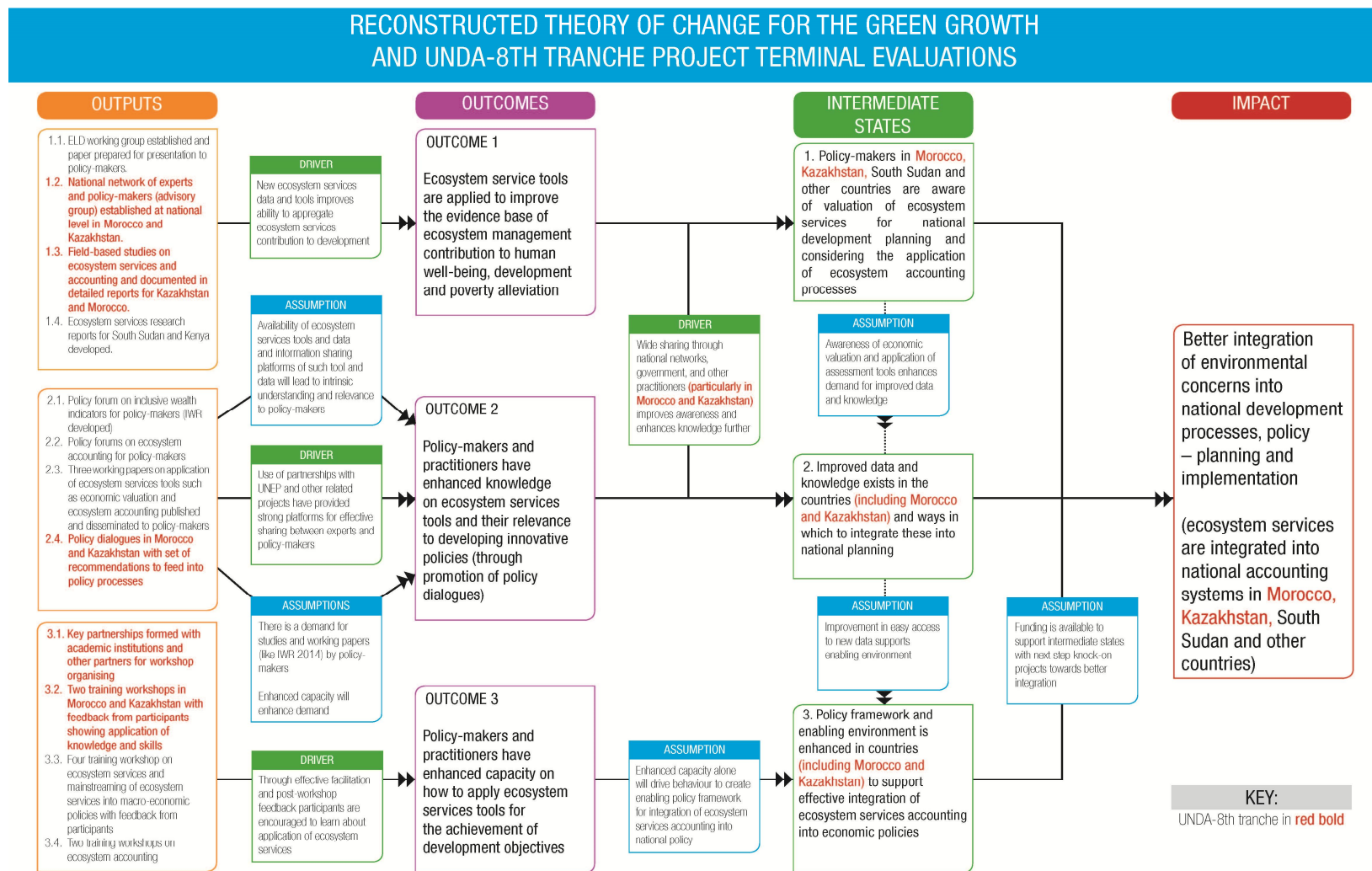
[Click here to enter text.](#)

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

[Click here to enter text.](#)



## Annex 5: Theory of Change for the Green Growth Project



## Annex 6: Summary of financial management tables

### Project Costs\*

Outputs (as per ProDoc)	Estimated cost at design (USD)	Actual Cost (USD)	Expenditure ratio (actual/planned) (USD)
<b><i>A.1. Increased understanding and knowledge among national policy makers and other national stakeholders of the linkages between ecosystem services and poverty alleviation</i></b>			
Activity A.1.1: Establish a national network of experts and policy-makers in each country, including those from ministries of environment, finance and planning, as well as legislators who are involved in planning for poverty alleviation and ecosystem services.	15,000	Kazakhstan - 12,369.37 Morocco - 13,618	29,987.37/15,000 = 1.99
Activity A.1.2: Organise consultations for members of the national network of experts and policy-makers to review the results of previous ecosystem assessments and identify possible areas for policy interventions through the project, including national development plans, poverty reduction strategies and other related policy frameworks.	73,000	Kazakhstan - 7,647 Morocco - 9,027	16,674/73,000=0.23
<b><i>A.2. Improved capacity of policy-makers in selected countries to ensure that ecosystem services are integrated into national development strategies and policies</i></b>			
Activity A.2.1: Organise training workshops on tools and methodologies to mainstream ecosystem service considerations into development planning processes.	98,000	Kazakhstan -15,845.6 Morocco - 17,369.35	33,214.92/98,000=0.34
Activity A.2.2: Conduct economic valuation and ecosystems accounting, identify key indicators to be included in national monitoring systems and develop action plans and recommendations to mainstream ecosystem services considerations into key development planning processes at the national and sector levels, including those that address poverty alleviation.	148,000	Kazakhstan - 3,867 UMN - 166,335.16 Morocco - 13,078	183,280.16/148,000=1.24

Outputs (as per ProDoc)	Estimated cost at design (USD)	Actual Cost (USD)	Expenditure ratio (actual/planned) (USD)
Activity A.2.3: Organise policy dialogues around key national development planning processes, including review of national development plans and public expenditure, targeting relevant stakeholders, including civil society and the private sector to discuss the recommendations developed through Activity A2.2. above.	58,000	Kazakhstan - 18,754.09  Morocco - 21,407	$40,161.09/120,160=0.33$
Activity A.2.4: Organise the final workshop where representatives from two pilot countries share their lessons learned and discuss potential follow-up plans.	62,160	see above - was put together	see above
Activity A.2.5: Develop an outreach strategy, project website and organise public outreach events targeted for wider stakeholders at the national level, including media, to disseminate the results of the economic valuation, ecosystem accounting and policy dialogues to wider audience, including policy-makers, legislators, civil society and the private sector.	40,000	Kazakhstan - 19,725  Morocco - 24,413	$44,138/40,000=1.10$
Final Evaluation	10,840	10,840	$10,840/10,840=1$
TOTAL  (includes general assistance, admin etc)	542,000	520,420.22	$520,420.22/542,000=0.96$

\* No reporting was conducted that illustrated expenditure by activity, and the FMO could not track these costs as per activity. What was made available was the summary of expenditure by object class (see below).

#### Project Costs by Object Class

Object Class	Description	ProDoc Allotment (USD)	Total expenditure (USD)
602	General Temporary Assistance	27,000.00	27,000.00
604	Consultants and Expert Groups	88,840.00	20,840.00
608	Travel of staff	37,000.00	31,586.62
612	Contractual services	187,000.00	385,000.00
616	Operating expenses	15,000.00	-
612	Fellowships and contributions	187,160.00	55,993.60
Total		542,000.00	520,420.22 <sup>161</sup>

<sup>161</sup> This figure, as told by FMO is supposed to be USD 525,562.88; but the table above reflects expenditure by object class, which adds up to 520,420.22.

## Co-financing

Co financing (Type/Source)	UNEP own Financing (US\$1,000)		Government (US\$1,000)		Other* (US\$1,000)		Total (US\$1,000)		Total Disbursed (US\$1,000)
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	
– Grants	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
– Loans	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
– Credits	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
– Equity investments	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
– In-kind support	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
– Other (*) THROUGH UNDA-8 tranche - -	N/A	N/A	N/A	N/A	N/A	N/A	542	542	542
Totals	0	0	0	0	0	0	0	0	542

## Evaluation: Financial Management Components

Financial management components			Ra tin g	Evidence/ Comments
Attention paid to compliance with procurement rules and regulations			HS	Interview with FMO, attention to rules and regs appropriate.
Contact/communication between the PM & Division Fund Managers			S	There was sufficient contact, Interview with FMO and with UNEP DEPI ESE.
PM knowledge of the project financials			S	Unit Chief had good grasp of financials; Review of progress reporting and interview with PM.
PM responsiveness to financial requests			S	Interviews with project partners, very responsive (except for one time re UMOJA transition)
PM responsiveness to addressing and resolving financial issues			HS	Interviews with PM and UNEP DEPI ESE, as well as with project team; no significant financial issues, project budget lines were adapted but these were balanced effectively.
Were the following documents provided to the evaluator:				
A.	Crystal Report	N		Not accessed.
B.	All relevant project Legal agreements (SSFA, PCA,	Y		Yes, all SSFAs there.

Financial management components			Rating	Evidence/ Comments	
		ICA) if requested			
	C.	Associated Financial reports for legal agreements (where applicable)	Y		Received.
	D.	Copies of any completed audits	N		Not accessed, audit done internally apparently according to FMO.
Availability of project legal agreements and financial reports			S	Project legal agreements yes, financial reports not so much, FMO interview	
Timeliness of project financial reports and audits			HS	Apparently done, interview with FMO	
Quality of project financial reports and audits			S	With regard to the Object Line system, satisfactory	
PM knowledge of partner financial expenditure			S	UNEP DEPI ESE did have knowledge through partner financial reporting	
<b>Overall rating</b>			<b>S</b>	<b>Overall, financial management is rated as satisfactory.</b>	

## **Annex 7: Terminal Evaluation Brief**

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

## Annex 8: Brief CV of the Consultant

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

### Academic Qualifications

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

### Summary of Professional Background

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

### Regional Experience

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

### Professional Associations

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

### Publications experience

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



## Annex 9: Response to stakeholder comments received but not (fully) accepted by evaluator

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

Stakeholder Comments	Paragraph Number	Evaluator Response	Evaluator Changes made to original text (if any)
An explanation on how gender considerations were not integrated should suffice as opposed to just making the statement	5	For rapid reading, the statement is made in the Executive Summary. It is elaborated more in the main report under Evaluation Findings under <u>Strategic Relevance</u> . See paragraph 92.	N/A
I will read further down how this rating was reached, but it seems incoherent. If outputs achieved were of high quality and studies were of excellent quality, couldn't the rating be Highly Satisfactory instead of just satisfactory?	6	<p>Evaluator assumes that the commentator read the main report under <u>Achievement of Outputs</u> and could see why the rating was given as <i>Satisfactory</i>.</p> <p>The evaluator believes, given the importance placed on capacity building and training regarding ecosystem services, that this output could have been stronger. For a <i>Highly Satisfactory</i> all outputs would have been exemplary.</p> <p>Rating stays at <i>Satisfactory</i>.</p>	N/A
Again, I will read further down to see how this rating was reached, but it seems incoherent. If it was VERY cost efficient, I think the Efficiency should be rated HS. The delays to starting were actually beyond ESE's control, UMOJA or UNDA	16	<p>Evaluator assumes that the commentator read the main report under <u>Efficiency</u> and could see why the rating was given as <i>Satisfactory</i>. (the commentator also agreed on the argument made that there were additional funds left over which, given the capacity building needs of Kazakhstan, could have been used further, as elaborated in that section)</p> <p>Evaluator has deleted VERY in the sentence regarding cost-efficiency <i>vis-a-vis</i> the statement above.</p> <p>Rating stays at <i>Satisfactory</i>.</p>	<p>Reworded text from:</p> <p>The project was very cost-efficient given its results.</p> <p>To:</p> <p>The project was cost-efficient given its results, however remaining funds at project closure lead the evaluator to believe, given the need for more capacity building, that these funds could have been disbursed during project implementation.</p>
As you know, the UNDA projects have a very specific outline in terms of its implementation and reporting. And as	17	The evaluator agrees with the project team that UNDA project templates should have a stronger M&E expectation, including a budget class for continuous M&E, and not just the Terminal Evaluation. See below	Some minor changes to text. See below under paragraph 241 for more detail).

Stakeholder Comments	Paragraph Number	Evaluator Response	Evaluator Changes made to original text (if any)
<p>a rule, I shared with Kati an extract from the UNDA documents regarding evaluation "2% of the total budget of the project is initially budgeted to fund the evaluation". As a rule UNDA projects only allows for a terminal evaluation excluding an MTR. Reporting is also usually done annually to the UNDA Secretariat. Therefore I feel like this statement reflects the Green Growth Project as opposed to the UNDA.</p> <p>The above should be made available to the evaluator so that she may be able to revise the M&amp;E sections of the report accordingly</p> <p>(Project Team)</p>		<p>responses to comments on paragraph no 241.</p> <p>Design rating upgraded to <i>Satisfactory</i> from <i>Moderately Satisfactory</i> (see responses below on comments on paragraph 241).</p> <p>In terms of implementation, the evaluator did see the SSFA agreements and the reporting done by the partners on activities achieved. However, the prodoc for the UNDA 8th tranche states, for Progress Reports, that '<i>on a half-yearly basis monitoring and evaluation information will be collected from partners and analysed by the project coordinator and submitted to the project manager (UNEP personnel). Activities will be monitored against the Logical Framework and Objectively Verifiable Indicators. Moreover, the activity reports should include: progress achieved in the planned activities, targets reached, problems encountered and actions taken to overcome the difficulties and expenditures incurred. If deviations from planned progress are detected corrective actions will be taken</i>'. The prodoc M&amp;E section then elaborates further separately on the project final report. Strictly speaking, the progress reports of the partners did not speak directly to the logframe, there were two yearly overall reports that the evaluator had access to, but not half-yearly, as was outlined in the prodoc.</p> <p>M&amp;E Implementation stays at <i>Moderately Satisfactory</i>. (Overall rating of M&amp;E is never higher than the rating of M&amp;E Implementation, as per TOR).</p> <p>More generally, the TOR states very clearly what needs to be assessed under this criteria (M&amp;E Design, budgeting, and implementation). When rating the Design, the evaluator focuses on questions such as (i) did the project have a sound M&amp;E plan to monitor results and track progress towards achieving project objectives? (ii) have the responsibilities for M&amp;E activities been clearly defined? (iii) was the time frame for M&amp;E activities specified? (iv) was the frequency of various monitoring activities specified and adequate, (v) how well was the project logical framework designed as a planning and monitoring</p>	

Stakeholder Comments	Paragraph Number	Evaluator Response	Evaluator Changes made to original text (if any)
		<p>instrument including the SMARTness of indicators and adequacy of baseline information, (vi) determine whether support for M&amp;E was budgeted adequately and was funded in a timely fashion during implementation; among others.</p> <p>When rating implementation, the evaluator focuses on verifying that (i) the M&amp;E system was operational and facilitated timely tracking of results and progress towards project objectives throughout the implementation period and was aligned to the design, (ii) there were half-yearly progress reports and financial reports and were they complete and accurate, (iii) was risk monitoring regularly documented, (iv) was the information provided by the M&amp;E system used by the project to improve performance and adapt to changing needs.</p>	
<p>National strategies empowered? I believe this could also justify an increased rating in <i>Sustainability and Replication</i></p> <p>Pleased to read this! Could this also justify an increased rating?</p> <p>(Project Team)</p>	25	<p>Catalytic role and replication was given a rating of <i>Likely</i>. There was not a long-term strategy or pathway on how the information was going to be integrated into policy. In addition, given that this project was a pilot (at least in terms of the methodology of the studies and the capacity development towards the understanding of ecosystem service economic valuation) the evaluator did not see clear evidence of a strategy for replication. For this reason, catalytic role and replication is not given rating of <i>Highly Likely</i>.</p> <p>Rating stays at <i>Likely</i>.</p>	N/A
<p>I don't understand how working through the PEI network could have improved the integration of gender considerations</p> <p>(Project Team)</p>	92	<p>This was based on the initial PRC comments on the Project Document: <i>'The project document should include criteria for considering gender-disaggregated needs of local resource users. What tools will be used? Is there a livelihood analysis in these tools that then takes into consideration gender disaggregated analyses? PEI already has this and maybe something that could be looked into'</i>. The response by the project team was <i>'have revised this accordingly; since the project focuses on the tools of economic science to enable the mainstreaming of ecosystem services, gender issue will be directly relevant when the pathways are</i></p>	<p>Reworded text from:</p> <p>'In fact, the PRC had suggested the use of existing tools, such as through the PEI network, which may have worked quite well. However, this was dropped; and the evaluator did not see much contribution to gender equality made through this project.'</p>

Stakeholder Comments	Paragraph Number	Evaluator Response	Evaluator Changes made to original text (if any)
		<p><i>devised. At that point we will have the yardstick of gender mainstreaming in sectoral and macroeconomic policies. We have scanned a few of the documents of PEI and had hard time in gleaming this aspect. It will be far more helpful if a concrete reference is provided.'</i></p> <p>The evaluator is not sure if such reference was actually provided (assumed not); but believes that some elements from the PEI, even if not directly related, could have been adapted to have some gender disaggregated analysis (e.g. assessing the roles and needs of women and men, labour division; understanding gender-differentiated systems for access to resources; labour, uses, rights and the distribution of benefits, gender relations; responses influenced by gender relations).<sup>162</sup> Reading the implementation reporting of the project, the evaluator did not see gender integration or analyses nor the 'yardstick of gender mainstreaming in sectoral and macroeconomic policies' as was planned by the project team during final design phase.</p>	<p>To:</p> <p>In fact, the PRC had suggested the use of existing tools, such as through existing tools developed through the Poverty and Environment Initiative. The project team did respond by stating that during project implementation a yardstick would be found for gender mainstreaming sectoral and macroeconomic policies. However, the evaluator did not see much contribution to gender equality made through this project, nor any gender disaggregated analysis conducted in any of the project implementation documentation</p>
<p>After having read the breakdown of this criteria, I believe once again that the rating could be improved. From the above 9 paragraphs, only 2 mention things that were not considered.</p> <p>(Project Team)</p>	98	<p>The evaluator disagrees with upgrading the rating of Strategic Relevance from <i>Satisfactory</i> to <i>Highly Satisfactory</i>. <i>Highly Satisfactory</i> tends to reflect best practice and little to no shortcomings. The evaluator believes that while the project was strategically relevant, some aspects would have needed to be improved (e.g. like the gender considerations) for it to be considered <i>Highly Satisfactory</i>.</p>	N/A
<p>According to the UNDA guidelines and template (which we will share with this email) there are specific Budgeting classes and we are recommended to</p>	241	<p>The evaluator agrees, given the importance of M&amp;E beyond just the terminal evaluation, that there should be a budget class for M&amp;E in UNDA tranche project templates and has made a recommendation as a result of the project team comment.</p>	<p>Reworded text from:</p> <p>There was only specific budget allocated to the terminal evaluation,</p>

<sup>162</sup> E.g. using elements from Chapter 3: The Political Economy of Mainstreaming. Mainstreaming Environment and Climate for Poverty Reduction and Sustainable Development. A Handbook to strengthen planning and budgeting processes. UNDP-UNEP Poverty-Environment Initiative. Second Edition, 2015.

Stakeholder Comments	Paragraph Number	Evaluator Response	Evaluator Changes made to original text (if any)
<p>not add any others. M&amp;E is NOT one of those budgeting classes. And when reading recommendations on M&amp;E, the only reference is the terminal evaluation budget (2% plus a 4% deviation over the original budget if there are remaining funds). Hence we did not budget for M&amp;E other than the terminal evaluation.</p> <p>Based on the explanation above, we feel this could be a recommendation for UNDA, to include M&amp;E as another budgeting class in their guidelines and templates. And we feel we should not be recriminated for it with such a low rating.</p> <p>(Project Team)</p>		<p>However, the evaluator also believes that M&amp;E is a highly important component of any project, and it lies on the project team to plan this effectively, including the budget. The project team should work beyond the mandatory expectations of the proposal. For this reason, the evaluator believes that the M&amp;E budget could have been subsumed within the project operating costs class of the UNDA tranche.</p> <p>This said, and given the comments received, the evaluator is inclined to upgrade the rating from <i>Moderately Satisfactory</i> to <i>Satisfactory</i> for the following reasons: (a) generally the design was adequate in terms of the logframe, time frames and quantity of reporting, and SMART indicators, (b) the only shortcoming was the M&amp;E budgeting, as outlined above in more detail.</p> <p>Rating is changed to <i>Satisfactory</i>.</p>	<p>which is mandatory. The evaluator could not see M&amp;E budgeting (although this may have been allocated within operating expenses<sup>163</sup>).</p> <p>To:</p> <p>There was only specific budget allocated to the terminal evaluation, which is mandatory. The evaluator could not see M&amp;E budgeting. The UNDA project template does not allow for a specific budgeting component for M&amp;E, which, in the evaluator's opinion, handicaps the project in terms of effective continuous monitoring and evaluation. The evaluator recommends that such a budgeting class be inserted into the project template of future UNDA Tranche project guidelines in order of the project team to plan the costs of monitoring and evaluation effectively. This said, the evaluator also believes that M&amp;E could have been allocated within the operating expenses, which it was not.</p> <p>M&amp;E is rated as <i>Satisfactory</i>.</p>
This was revised and I think the revised	Annex 6	The evaluator has used all the up-to-date information that she has	Footnote stating that the final AUI

<sup>163</sup> Needs to be verified by UNEP DEPI ESE Project Team - was verified that this was not the case.

Stakeholder Comments	Paragraph Number	Evaluator Response	Evaluator Changes made to original text (if any)
<p>financial table should be included instead or added to the annex</p> <p>(Project Team)</p>		<p>received.</p> <p>Final financial report was actually received directly from AUI, and figures were subsequently added into Morocco lines in Project Costs table (the footnote stating that the final report was not accessed was supposed to be deleted by the evaluator once the report was received; oversight by evaluator and footnote now deleted).</p> <p>The FMO only stated the final expenditure and total expenditures by year, not the project costs by object class for the final figure.</p>	<p>report had not been received has been deleted.</p>