



United Nations Environment Programme

**Mid-Term Evaluation of the UNEP/DGEF project
GF/1010-07-01 (4977) Building the Partnership to Track
Progress at the Global Level in Achieving the Global 2010
Biodiversity Target Indicators GEF Id No. 2796.**



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I. Executive Summary

1. At the sixth Conference of the Parties (COP) of the Convention on Biological Diversity (CBD) in April 2002, the parties committed in decision VI/26, “to achieve by 2010 a significant reduction of the current rate of biodiversity loss at the global, regional and national level as a contribution to poverty alleviation and to the benefit of all life on Earth.” Two years later at the seventh COP in Kuala Lumpur, in decision VII/30, the COP adopted a framework to “facilitate the assessment of progress towards achieving the 2010 Biodiversity Target and communication of this assessment, to promote coherence among the programmes of work of the Convention and to provide a flexible framework within which national and regional targets may be set, and indicators identified.”

2. However, there were a number of problems to be addressed in using the identified indicator framework to report on the 2010 target, including the fact that the indicators identified in the CBD framework were not owned or managed by any one organization, and there was no single mechanism for coordinating input to the Global Biodiversity Outlook (GBO). Similarly there was no institutional linkage between the CBD and the organizations developing identified indicators, to ensure that adequate progress and reporting occurred by 2010, and meaningful communication of key messages.

3. The 2010 Biodiversity Indicators Partnership (BIP) project was conceptualized and designed to address these problems by organizing a global effort to report on the 2010 target. The project’s immediate objective is “*decisions made by governments and other stakeholders are better informed to improve the conservation status of species, habitats, and ecosystems at the global level.*” This, in turn, supports the long-term “development objective” of the project, “*a reduction in the rate of biodiversity loss at the global level through improved decisions for the conservation of global biodiversity.*” Three outcomes support the overall project objective:

Outcome 1: A 2010 Biodiversity Indicators Partnership generating information useful to decision-makers

Outcome 2: Improved global indicators are implemented and available

Outcome 3: National governments and regional organizations using and contributing to the improved delivery of global indicators

4. According to Global Environment Facility (GEF) evaluation policies, all GEF funded full-sized projects must undergo a mid-term evaluation. The mid-term evaluation seeks to assess the actual performance and results achieved thus far in the 2010 BIP project as compared to the planned project activities and outputs, based on the relevant evaluation criteria. The evaluation focuses on project implementation through December 2009, but includes an assessment of the project design and approval process, and discusses prospects for post-project sustainability. The evaluation report identifies risks and priorities for the remainder of the implementation period to ensure achievement of the expected outcomes and objectives.

5. The evaluation Terms of Reference (TORs) includes the following key evaluation questions to guide the overall scope and framework of the evaluation:

6. Does the methodology of the 2010 BIP project contribute to:

- Building a 2010 Biodiversity Indicators Partnership to generate information useful to decision-makers?
- Development of improved global indicators?
- Providing support to national governments and regional organizations in using and contributing to the improved delivery of global indicators?

7. In addition to these key questions, the evaluation provides the required ratings on specific elements of project design and implementation.

8. As of December 2009, the overall project rating is assessed as moderately satisfactory. Resource and time constraints contributed to an imperfect design and challenging approval process; preparation and readiness is rated unsatisfactory. Project implementation was slowed during its first half by multiple factors, but during the three quarters ending December 2009 there has been important and notable progress. Table 2 below provides the required project ratings, with a short qualitative summary of key findings.

9. Project **relevance** is rated satisfactory. The 2010 BIP project clearly responds to and supports the implementation of the CBD, for which the GEF is the financial mechanism. The project is also relevant to the GEF's strategic priorities for the biodiversity focal area, and through the development of indicators related to global biodiversity, is further expected to assist the GEF in measuring progress in conserving global biodiversity.

10. **Efficiency** of the 2010 BIP project is considered moderately satisfactory. Fiduciary aspects and financial management have been strong and have met all required standards. The challenges related to startup, including a loss of momentum in the first year of the project due to staff turnover, have reduced cost-effectiveness. Other efficiency decreasing aspects include project design issues, such as the structure of the Scientific Advisory Body (SAB) and Steering Committee, and the approach of spreading a limited number of resources among a large number of indicators to be developed.

11. Based on the evaluative evidence collected for this mid-term evaluation covering the period up to December 2009, project **effectiveness** as an aggregate rating across the three project outcomes for the first half of project implementation, is rated moderately unsatisfactory. However, this evaluation recognizes and wishes to clearly state that there has been a marked demonstration of improved effectiveness during the six months leading up to this evaluation. Depending on the performance during the final year, the project could achieve a significantly higher rating in effectiveness by the end of the project.

12. **Evaluation Key Question 1:** The BIP (Outcome 1) is not yet fully coalesced as a partnership that is considered to have synergistic additive value, that is, more than the sum of its parts. There are indications that this is beginning to happen, in particular with progress made in 2009 including the improvement of the website, the expert meeting held in Reading, UK in July 2009, the partner meeting in July 2009, the publication of the article in Science, and the contribution to the GBO-3. Even with these positive developments, many partner organizations feel there is more work needed to facilitate the collaboration of partner organizations on the development of indicators, integrate and produce common messages regarding the global status of biodiversity, and to clarify the strategic vision for the future of the partnership. The 2010 BIP has begun to produce outputs for end-users, but there is scope for

much more significant and targeted outputs, particularly in the International Year of Biodiversity (IYB) and leading up to the CBD COP 10 in late-2010.

13. **Evaluation Key Question 2:** The project was intended to contribute to the improvement of global biodiversity indicators supporting the CBD indicator framework (Outcome 2). There is no question that from 2007 to the present there has been overall progress in the level of development of the suite of indicators targeted by the project. At the same time, with a few exceptions (e.g. the invasive species indicator), the amount of resources provided from the project to support any single indicator has been small, and has not significantly shifted the baseline trajectory of indicator development. Some stakeholders felt that even more could have been accomplished if approval had not been delayed for one year, and if the project had had a more dynamic level of activity in the first year and a half of implementation.

14. **Evaluation Key Question 3:** The global-national linkages component (Outcome 3) has been among the strongest aspects of the project, keeping in mind that the demand for resources for this type of activity is much, much larger than what was allocated under the project. The regional indicator capacity development workshops have been carried out effectively, and have received almost unequivocal positive feedback from participants. Partner organizations have been effectively engaged to provide technical input to the workshops. Unfortunately the resources available under the project have just scratched the surface to support active use of global (and/or national) indicators by national and regional stakeholders.

15. **Moving Toward Success:** Table 1 below highlights the key priorities and risks for the 2010 BIP project, in the view of this evaluation, for the final year of implementation. This table is reproduced with additional details in Section V.

Table 1 Priorities and Risks for 2010 BIP Successful Completion

Priority / Risk Factor	Description	Priority Actions / Risk Mitigation
<p>Priority: Communicating key messages on the status of global biodiversity</p>	<p>Effective communication is probably THE most significant impact driver for the 2010 BIP project. The final year of the project needs to be focused on communicating the outputs and messages produced through the past two years of work on indicator development.</p>	<p>The IYB leading up to and including COP 10 presents an excellent opportunity to significantly ramp up targeted communication products, and the 2010 BIP Secretariat and partner organizations should ensure that communication efforts are the top priority for the final year of the project. This includes starting with a clear communication objective and strategy.</p>
<p>Priority: Full delivery of outputs leading to achievement of outcomes</p>	<p>While significant progress was made in 2009, as can be seen from Table 9 in Section V on implementation progress, there are still many planned outputs to complete by the end of the project in December 2010.</p>	<p>In the final year of implementation the BIP Secretariat will need to consistently monitor and frequently assess progress on the remaining activities and outputs. At the same time, a results-oriented focus should be the driving principle.</p>
<p>Priority: Sustainability</p>	<p>The expectations for sustainability of the 2010 BIP need to be discussed and articulated. What does sustainability mean for BIP?</p>	<p>The BIP Secretariat may wish to lead a discussion with partner organizations regarding the future vision of the partnership, and means by which to assure the sustainability of results produced under the current project.</p>

<p>Priority and Risk: Partnership Cohesion</p>	<p>In the second half of 2010 the partnership began to be more than the sum of its parts based on the execution of multiple collaborative outputs. However, many partner organizations are looking for additional activity and follow-up to the positive steps taken in 2009. There remains some tension in the partnership between United Nations (UN) and non-UN partners related to the level of allocated resources, and corresponding level of delivery and active participation in the partnership.</p>	<p>The BIP Secretariat will need to actively engage partner organizations in collaborative working sessions or workshops to synthesize outputs from across the partnership. In addition, the BIP Secretariat will need to increase communication with partner organizations regarding the future vision and strategy for the partnership. The BIP Secretariat and World Conservation Monitoring Centre (WCMC) should also openly identify and discuss tensions within the partnership to ensure they do not increase in the final year of the project.</p>
<p>Risk: Transparency of quality assurance for technical aspects of indicators</p>	<p>There remains concern that the extent to which indicator methodologies have been subjected to quality assurance measures has not been sufficiently disclosed. Due to the issues in the field of climate change over the past year, pronouncements of impending global environmental catastrophe are likely to be more closely scrutinized for technical quality, and may face a greater burden of proof.</p>	<p>Keeping in mind that indicator methodologies are in a near constant state of development, and many indicator methodologies are in early stages of development, there is an urgent need for a full review and disclosure of quality assurance procedures for all indicators. This is particularly the case considering that outputs from the 2010 BIP will be published shortly in the GBO-3.</p>
<p>Risk: Supervision / Oversight</p>	<p>The UNEP Division of the Global Environment Facility (DGEF) Task Manager has changed for this project. With a change to a task manager that is not familiar with the project there is the risk that the level of supervision will be reduced, contributing to delayed reporting and/or a less-than-smooth project closing process at the end of the year, potentially including a delayed terminal evaluation.</p>	<p>The current BIP Secretariat team has been in place for more than one year at this point, and should be familiar with all reporting and oversight procedures. The team should therefore be proactive about meeting reporting requirements such as Project Implementation Reports (PIRs), and ensure their timely completion. Further, following the intensive operational period leading up to and throughout the COP in October 2010, the BIP Secretariat should focus on a smooth wrap-up and project closing, avoiding any additional extensions, and ensuring timely completion of the terminal evaluation.</p>

16. This mid-term evaluation identifies the following key recommendations for the 2010 BIP project. These recommendations are included with further detail at the end of this report, as are additional lower level recommendations.

17. **Key Recommendation:** Prior to the COP, the BIP Secretariat and key indicator partners should have a strong focus and priority on synthesizing storylines from indicators that have logical connections. A clear interest in integrated findings was sparked among partner organizations at the 2009 partner meeting, and many partners feel this would be the most valuable activity (along with communication) that the project could undertake in its final year.

18. **Key Recommendation:** Effectively communicating key findings during the IYB is a key impact driver for the 2010 BIP project. The BIP Secretariat should specify an overarching

communication objective and strategy during the first part of 2010. A clear communications objective and strategy would provide a clear rationalization for planned outputs.

19. **Key Recommendation:** In reflecting adaptive management principles, the BIP Secretariat should as soon as possible carefully review the logframe and workplan, and clearly identify necessary changes, revisions or clarifications for approval by the Steering Committee. This would ensure that the logframe and implementation over the final year appropriately reflects a results-based approach.

20. **Key Recommendation:** While the GEF remains one possible source of future support for the development of indicators, if stakeholders wish the partnership to be sustained, the BIP Secretariat and all BIP partners should, before the end of the current project, seek additional and alternative sources of funding.

21. **Key Recommendation:** If there is to be any GEF support for follow-up approaches to the 2010 BIP, the current project's results and lessons will need to be clearly documented in the required terminal evaluation. While avoiding any potential conflict of interest with respect to the selection of an independent external evaluator, the BIP Secretariat, WCMC, and UNEP DGEF should do everything in their power to ensure that the terminal evaluation takes place at the end of or immediately following the end of the current project. Any delay in completion of the terminal evaluation could have negative consequences for the timing of availability of future funds, and therefore affect the sustainability of results from the current project.

Table 2 2010 BIP Mid-term Evaluation Ratings

Criterion	Evaluator's Summary Comments	Rating
Attainment of Project Objectives and Results (overall rating) Sub-criteria (below)	The project is generally on track to achieve the anticipated results by completion, though the final year will be an intensive and important period.	MS
Relevance	The 2010 BIP project is relevant to supporting implementation of the CBD, and relevant to the GEF's strategic priorities in the biodiversity focal area in the period in which it was approved and implemented.	S
Efficiency	Financial management and planning has been good, and conducted in accordance with international financial accounting standards. There have been no disbursement or procurement related issues. The main shortcoming in efficiency comes with the loss of momentum at the beginning of the project associated with inadequate handover procedures following staff turnover at the executing agency. The process of resource allocation among partner organizations in the early stages of the project also could have been improved.	MS
Effectiveness	The key issue of effectiveness relates to the overall progress and level of achievement in outcomes respective to what could have been achieved. The shortcomings are partly due to the issues and time constraints in the development and approval process, and partly related to the effectiveness of the executing agency in bringing the partnership together in a dynamic manner.	MU
Sustainability of Project Outcomes (overall rating) Sub criteria (below)	The overall sustainability rating cannot be higher than the lowest rated sustainability sub-criteria.	ML
Financial	The 2010 BIP partners and WCMC have committed to carrying BIP on	ML

Criterion	Evaluator's Summary Comments	Rating
	beyond the present GEF funding, but the question remains in what form, and the level of activity and progress depends on future resources. Originally designed as a two-phase project, there is the anticipation that additional GEF resources will be sought, and other sources of funding will be needed to fill the gap in GEF funding. Continuing the current broad approach to national capacity development is dependent on additional resources, for which a single significant source has not yet been identified.	
Socio Political	There are limited socio-political risks to the sustainability of the partnership.	L
Institutional framework and governance	The partnership is not yet fully cohesive, but partner organizations have a positive outlook for the future. Future progress and outcomes are also tied to the future CBD indicator framework and targets. There is awareness from many stakeholders that a future indicator framework needs to significantly improve its coherence and strategic focus, but the development of a future framework is subject to the political process of negotiation under the CBD.	ML
Environmental	In the context of this project environmental risks to sustainability are not relevant.	N/A
Achievement of Outputs and Activities	The project is on track to deliver the anticipated outputs and activities by the end of the project.	S
Monitoring and Evaluation (overall rating) Sub criteria (below)	A synthesis of the three sub-criteria below provides an aggregate moderately satisfactory rating for monitoring and evaluation (M&E).	MS
M&E Design	The M&E plan provides a positive example of clearly outlining M&E roles and responsibilities, and related time frames. The logframe has notable shortcomings with SMART criteria for indicators, does not include baseline information, and does not clearly define targets.	MU
M&E Plan Implementation (use for adaptive management)	The M&E plan has, on the whole, been implemented as envisioned, but there have been multiple reporting delays, partly related to staff turnover, that have necessitated extra attention and support from UNEP DGEF.	MS
Budgeting and Funding for M&E activities	Project monitoring and reporting costs are included in the project management costs. External evaluation requirements were adequately budgeted.	S
Catalytic Role	There are multiple aspects of the project that have potential for replication and scaling-up. For one, the project's effect on any future CBD indicator framework could be tangible, which would then trickle down to the national level in coming years. Further, the national capacity development workshops have planted the seeds for scaling up of indicator approaches within participating countries. However, the actual extent to which these catalytic effects happen cannot be assessed until after the project is completed.	U/A
Preparation and Readiness	The project had multiple design issues, and the approval process took much longer than it should have at a point when time was at a premium for the project considering the time-bound completion point. When project resources were scaled back prior to approval, stakeholder expectations were inadequately managed. In addition, inadequate handover procedures following staff turnover in the early stages of the project left a loss of institutional memory and momentum at a critical time.	U
Country Ownership / Drivenness	The 2010 target and indicator framework, which were developed with the support of the parties of the CBD, was a primary rationale for the project.	MS

Criterion	Evaluator's Summary Comments	Rating
	There was little specific national-level initiative to develop the project however; the project was conceptualized and designed primarily by the multilateral agencies of the GEF partnership and other international actors such as big international non-governmental organizations (BINGOs).	
Stakeholder Involvement	There are a number of minor issues relating to partner involvement and inclusiveness. Though there is some mixed data on this issue, it is clear that there is room for improvement. Further, there was inadequate stakeholder input in the project design process, as evidenced by the lack of regional capacity development workshops planned in Africa.	MS
Financial Planning	Also see "Efficiency" above. The project's financial management has not been problematic, and has efficiently met fiduciary requirements. There was room for improvement at the larger scale in the process for allocation of resources in the early stages of the project among partner organizations and project activities.	MS
UNEP Supervision and Backstopping	UNEP DGEF has played a supportive role, and actively encouraged the project team to meet reporting deadlines and ensure delivery of outcomes. There have also been no reported problems in disbursement.	S
Overall Rating	Had the mid-term evaluation been carried out at the actual planned mid-point of the project, the project would have received a lower rating reflecting the level of achievement at that point. However, over the past approximately nine months (to December 2009) there has been a notable improvement in delivery and achievement of outcomes, and there is the definite chance for full success by the end of the project. The final year of the project, 2010, remains a critical period with many risks that must be adequately addressed and opportunities that must be leveraged; success is far from guaranteed.	MS

II. Introduction: Evaluation Scope and Methodology

22. According to GEF evaluation policies, all GEF funded full-sized projects must undergo a mid-term evaluation; thus, this mid-term evaluation was initiated by UNEP's Evaluation Office midway through the 2010 BIP project. The mid-term evaluation seeks to assess the actual performance and results achieved thus far in the 2010 BIP project as compared to the planned project activities and outputs, based on the relevant evaluation criteria.

23. With respect to timing, the true mid-point of the project would have been the second quarter of 2009, but this evaluation did not begin until November 2009. The evaluation is based on evaluative evidence from project implementation through December 2009. Preliminary conclusions and recommendations were presented to the project team in December 2009. The evaluation report identifies risks and priorities for the remainder of the implementation period to ensure achievement of the expected outcomes and objectives.

24. The evaluation will identify relevant lessons for other similar projects in the future, and provides recommendations as necessary and appropriate. The evaluation focuses on project implementation through December 2009, but includes an assessment of the project design and approval process, and discusses prospects for post-project sustainability.

25. The evaluation TORs (see Annex 1) includes the following key evaluation questions to guide the overall scope and framework of the evaluation:

26. Does the methodology of the 2010 BIP project contribute to:

- Building a 2010 Biodiversity Indicators Partnership to generate information useful to decision-makers?
- Development of improved global indicators?
- Providing support to national governments and regional organizations in using and contributing to the improved delivery of global indicators?

27. In addition to these key questions, the evaluation provides the required ratings on specific elements of project design and implementation. Further, the evaluation will, when possible and relevant, assess the project in the context of the key GEF operational principles, which are summarized in Annex 3.

28. The evaluation methodology was based on a participatory mixed-methods approach, which included three primary elements: a) a desk review of relevant project documentation and other documents; b) interviews with the BIP Secretariat team implementing the project; and c) in-person and phone interviews with project partner organizations and stakeholders. In total, data was collected from more than 30 individuals involved in the 2010 BIP project representing the broad spectrum of stakeholder types. See Annex 5 for the list of persons interviewed.

29. The evaluation methodology focused on collecting qualitative data through in-depth interviews, in accordance with the time and resource limitations of the evaluation. As such, the data collected cannot be analyzed for statistical significance. At the same time, it is useful to distinguish when feedback from stakeholders is coming from a single data point, from multiple data points, or from a majority of sources. To the extent possible, this evaluation report will attempt to clarify the "amplitude" of the data point when highlighting specific qualitative data.

30. As with the majority of evaluations, the main limitations for this mid-term evaluation were the time and resources available to collect and analyze data. Although many key individuals were interviewed, they represent only a small sample of all possible stakeholders.

31. The evaluation was conducted in accordance with UNEP and GEF monitoring and evaluation policies and procedures, and in-line with United Nations Evaluation Group norms and standards. The intended users of this evaluation are the project executing agency (WCMC) including the BIP Secretariat, the project steering committee and other groups of project stakeholders, the implementing agency (UNEP), and any others who may find the lessons and experiences documented herein useful in the context of related efforts.

III. Project Overview and Development Context

A. Global Background and Context

32. At the sixth COP of the CBD in April 2002, the parties committed in decision VI/26, “to achieve by 2010 a significant reduction of the current rate of biodiversity loss at the global, regional and national level as a contribution to poverty alleviation and to the benefit of all life on Earth.”¹ The target was subsequently endorsed by the World Summit on Sustainable Development in September 2002. Two years later at the seventh COP in Kuala Lumpur, in decision VII/30, the COP adopted a framework to “facilitate the assessment of progress towards achieving the 2010 Biodiversity Target and communication of this assessment, to promote coherence among the programmes of work of the Convention and to provide a flexible framework within which national and regional targets may be set, and indicators identified.” The framework was further refined in decision VIII/15, and includes seven focal areas with indicators for assessing progress toward the 2010 target, and communicating related key messages.²

B. Project Description

33. With the foundation of the international context described in Section III.A above, there remained, at the time of project conceptualization, a number of problems to be addressed in using the identified indicator framework to report on the 2010 target. These included:

- a. The indicators identified in the CBD framework were not owned or managed by any one organization, and there was no single mechanism for coordinating input to the GBO. Similarly there was no institutional linkage between the CBD and the organizations developing identified indicators, to ensure that adequate progress and reporting occurred by 2010, and meaningful communication of key messages.
- b. The level of methodological development and technical robustness varied widely among indicators. Operational and financial support was needed for further development of indicators and the data sets on which they were based.

¹ Associated references and other relevant information related to the 2010 target of the CBD are extensively documented on the CBD website (<http://www.cbd.int/2010-target/>), as well as other online sources.

² The CBD indicator framework is summarized in Table 12 in Section V.C.i of this report.

- c. There was inadequate understanding of the most effective use of indicators to meet the needs of multiple stakeholder groups; thus a review of stakeholder needs was required, and an assessment of how best to meet those needs.
- d. According to the project document, “In order to ensure efficient development and use of indicators, and in particular their use in other sectors, the relationship needs to be further explored between the proposed 2010 indicators at global level, and other global indicators and targets.”
- e. A final identified challenge was the promotion and use of the indicators at national and regional levels, improving the adequacy and accuracy of national data used in global and regional indicators, and understanding the relationship in indicator use at global vs. sub-global levels.

34. According to the project document, the project’s immediate objective is *“decisions made by governments and other stakeholders are better informed to improve the conservation status of species, habitats, and ecosystems at the global level.”* This, in turn, supports the long-term “development objective” of the project, *“a reduction in the rate of biodiversity loss at the global level through improved decisions for the conservation of global biodiversity.”*

35. The project objective is to be achieved through three planned outcomes:

Outcome 1: A 2010 Biodiversity Indicators Partnership generating information useful to decision-makers

Outcome 2: Improved global indicators are implemented and available

Outcome 3: National governments and regional organizations using and contributing to the improved delivery of global indicators

36. The key immediate project stakeholders are the partner organizations that make up the 2010 Biodiversity Indicators Partnership, the national-level participants in the regional capacity-building workshops, and other organizations working on biodiversity indicators. The extended stakeholder pool includes governments party to the CBD, end-users of outputs of the BIP, and even all global citizens.

IV. Project Design and Implementation

A. Project Concept and Design (Relevance)

37. Overall project relevance is considered satisfactory. Other concept and design criteria, such as project design, preparation and readiness, are rated unsatisfactory.

i. Project Concept Background

38. According to sources involved with the project concept and design process, following the adoption of the target in 2002 and associated activities, such as the convening of an Ad-hoc Technical Working Group on indicators, UNEP and WCMC discussed with the GEF Secretariat the possibility of funding for a project to carry forward the indicator work necessary to support the 2010 target. After this initial positive discussion, another meeting was held during the 10th meeting of the Subsidiary Body on Scientific, Technical and Technological Advice (SBSTTA), in Bangkok in February 2005, during which the outline of the project was conceptualized by the individuals involved in the discussions, representing the GEF Secretariat, UNEP, and WCMC. A

Project Development Facility Block B (PDF-B) request was submitted in April 2005, and resubmitted in September 2005, at which point funding was provided to further develop the project concept. The PDF-B supported, among other activities, the first meeting of the “Biodiversity Indicators Partnership.” It has been reported that during the project development phase there was a positive working relationship between the institutions involved, but there were some challenges for stakeholders in fully understanding and responding to GEF jargon.

39. The project was originally conceived as a two-phase, six-year project, with approximately \$12 - \$15 million in GEF funding. Such a project would have started in 2006, and contributed to reporting in 2012 on the 2010 target. For reasons that are not well documented, the proposed project budget was eventually cut to \$6.95 million in GEF funding, including the \$306,000 in PDF-B funding, anticipated to be disbursed over two phases. The first phase received \$3.64 million in GEF funding. One interviewee noted that the budget cutting was related to a shortage of resources at the close of the third phase of the GEF in June 2006.

ii. Project Design, Preparation, Approval and Readiness

40. The GEF project cycle requires all Full-sized Projects (FSPs) to receive a final level of approval - “CEO endorsement” - after GEF Council work program approval. The timing of the 2010 BIP project development was such that after GEF work program approval in 2006 it was going to be the first project receiving CEO endorsement from the new GEF CEO, who had begun her tenure in mid-2006, with the start of the fourth phase of the GEF. At this juncture it was decided that the GEF would not approve “two phase” projects, and the 2010 BIP project had to be restructured. According to those involved in the process, there were multiple revisions to the project document from May 2006 to May 2007, and CEO endorsement was delayed until this time. Key project cycle dates for the 2010 BIP project are outlined in Table 3, below.

Table 3 2010 BIP Key Project Dates

Milestone	Expected date	Actual date
PDF-B Approval	April 2005	September 2005
Pipeline Entry		June 2005 (?)
CEO endorsement/approval	May 2006	May 2007
Agency approval date	June 2006	May 31, 2007
Implementation start (first disbursement)	September 2006	June 12, 2007
Mid-term evaluation	December 2008	November – December 2009
Project completion	May 2010	TBD (currently expected December 2010)
Terminal evaluation completion	February 2011	TBD
Project closing	December 2010	TBD

41. Once the project was approved, UNEP was extremely quick in moving the project through to begin implementation, with approximately one month from GEF CEO endorsement to the first disbursement in July 2007. The first Steering Committee meeting following project

start (there were Steering Committee meetings during the PDF-B phase) was held in July 2007 in Paris. The project ramped up during the first six months, with the development of partnership agreements and other start-up activities. In late 2007 two key staff members of the BIP Secretariat left WCMC for positions with other organizations. All indications are that this occurred as part of the normal staff turnover that occurs in any organization, but unfortunately it had negative effects on the 2010 BIP project, as further discussed in Section IV.B below.

42. The project designers originally envisioned that the two-phase, six-year project would be approved in 2006, and would then be reporting on the 2010 target at the COP in 2012. After the project was reduced to one three-year implementation period, it was also determined that the 2010 target would be reported on in 2010. Finally, with the previously described one-year delay in approval, the project had a very limited time in which to get up and running, and deliver the expected outcomes. To report on global biodiversity indicators and progress toward the 2010 biodiversity target (in the third GBO to be produced for the COP) by 2010, the partner organizations had to provide outputs by mid-2009. The timing of the 2010 COP was pushed from its expected date in May 2010 to October 2010, which provided a little breathing room, but it is still expected that the GBO will be produced as an input to the SBSTTA meeting in May 2010, and the slow start of the project has been a challenge to overcome. Even without delays related to staff turnover, the project really had only two years from approval to reporting on global biodiversity trends; this was clearly an overambitious goal by the time the project really got up and running.

“Partnerships are extremely complex; maybe not like herding cats, but there are high transaction costs.”

43. The project document includes an analysis of relevant assumptions and risks, but focuses on technical rather than operational risks. Risks related to the successful creation of a working partnership are mentioned, but in terms of letters of agreement and willingness of partners to work together, rather than in relation to the human and financial resources necessary for communication and coordination of a complex global project.

44. In addition to being overambitious from a timeframe perspective, the reduction in GEF funding was not adequately reflected in the project design, and the project was severely under-resourced. As one partner put it, “It was overambitious. The mechanics could have been for a larger project. We should probably have said, ‘no, we can’t do a peer review’, can’t do this, can’t do that. But on the other hand we were concerned with quality control [of the indicators to be developed] and [other aspects]. It’s a trade off, you know.”

45. What was originally envisioned as a major international global biodiversity indicator development effort was scaled down, and correspondingly, organizations involved received much less financial support for indicator development than had been hoped. As one put it, “There wasn’t enough pie. The project tried to be all things to all people.” Poor expectations management related to both the timing and resource issues resulted in significant problems with stakeholder expectations in the early stages of the project. One organization that had been involved in project development stated that when the project was approved and they were requested to submit a proposal for indicator development, they submitted a proposal for \$1 million; eventually they received \$25,000 which they used to produce some communications materials and host a workshop. Another organization receiving approximately \$40,000 noted

this was not even enough to fund a full-time position to focus on indicator development for one year. Yet another said they eventually received one-third of the amount they had expected. As one source noted, “When it took shape, there was a whole set of disillusionment to deal with.”

46. At project approval, despite the reduced resources available, there was no strategic reassessment to invest resources in fewer indicators; politically this would have been a difficult decision to make. One stakeholder noted that at the beginning of the project, considering the limited resources, there were not clear criteria about what organizations should be involved. Thus the resources were spread thinly among many actors rather than concentrating on a few well-developed indicators that had a reasonable chance of producing meaningful outputs to report on the 2010 target. Some stakeholders that were not directly involved in decision-making on resource allocation felt that the process was not adequately transparent or rationally explained. There are multiple examples of organizations that took an “inactive” role in the partnership following this stage of the project.

47. An outstanding question related to resource allocation is the extent to which more developed indicators should be invested in compared to relatively undeveloped indicators. A majority of stakeholders interviewed for this evaluation feel that over time a balance is needed, but for the 2010 BIP project’s goal of reporting on the 2010 target in the limited time available, a more strategic approach focusing on already well-developed indicators may have been more cost-effective. Multiple sources interviewed for this evaluation indicated that there might have been a mistaken assumption at the beginning of the project that some of the well-known indicators were more developed than they actually were, and that they would be able to provide well-substantiated messages on the status of global biodiversity without investment from the 2010 BIP project. At the same time, individuals associated with some of the more well-known and well-developed indicators, such as the Living Planet Index (LPI) and Red List Index (RLI), noted that they had in fact been able to secure funding from other sources to move their work forward during the project period, and thus it may have been an acceptable strategic decision to provide resources to less well-developed indicators to continue their development, even if they would not be in a position to deliver well-substantiated findings in time to report on the 2010 target.

48. On the issue of expectations, a few stakeholders also mentioned that there was confusion in the early part of the project about whether the project’s objective was to simply focus on the CBD’s 2010 indicator framework, or to push forward the broader work of biodiversity indicators at the global level. A majority of participants interviewed felt that the current 2010 framework is not sufficiently strategically or logically organized in relation to providing the necessary information and answers about biodiversity loss at the global level. It was felt that, rather than taking a strategic approach, the framework was cobbled together in a political and data-driven process, i.e. based on what indicators already existed and what data was available, pushed primarily by “CBD-insider” organizations responsible for those indicators. Regarding the CBD’s indicator framework as the foundation for reporting on progress toward the 2010 global biodiversity target, as a metaphor one interviewee cited the old joke: “Excuse me, can you tell me how to get to Dublin?” “Well, I wouldn’t start from here...” But another noted, “Having a more open and strategic process [to develop the CBD 2010 indicator framework] would have required a lot more time and effort.”

49. As previously mentioned, the 2010 BIP project was primarily designed by representatives of multilateral organizations, with further input from the indicator organizations, many of which are BINGOs. The project was developed on the basis of CBD COP's decisions, but the actual project design process did not involve national level stakeholders, who are critical partners for developing, institutionalizing and implementing indicators. The lack of participation in project design is notable in the Outcome 3 for developing national capacity, in which no regional capacity development workshops were planned for Africa.

50. Another project design shortcoming was the Scientific Advisory Body, which, if not completely superfluous, was at least a poorly designed element of the project for reasons further outlined in Section IV.B. Considering the challenging factors prior to implementation (and subsequent setbacks in starting implementation), it may be remarkable that the 2010 BIP project has achieved as much as it has.

iii. Relevance to the CBD and to GEF Strategic Priorities

51. As described above, the project's rationale and premise make it clearly relevant to supporting the implementation of the CBD. The GEF's strategic priorities have evolved slightly over the years but for the most part have maintained a level of continuity. The GEF's strategic priorities for the biodiversity focal area for GEF-4 (July 2006 to June 2010, roughly the period in which the project was approved and implemented), are outlined in Table 4 below.

Table 4 GEF-4 Biodiversity Focal Area Strategic Priorities

Long-term Objectives	Strategic Programs for GEF-4
1: To catalyze sustainability of protected area (PA) systems	1. Sustainable financing of PA systems at the national level 2. Increasing representation of effectively managed marine PA areas in PA systems 3. Strengthening terrestrial PA networks
2: To mainstream biodiversity in production landscapes / seascapes and sectors	4. Strengthening the policy and regulatory framework for mainstreaming biodiversity 5. Fostering markets for biodiversity goods and services
3: To safeguard biodiversity	6. Building capacity for the implementation of the Cartagena Protocol on Biosafety 7. Prevention, control and management of invasive alien species
4: To build capacity on access and benefit sharing	8. Building capacity on access and benefit sharing

52. As the GEF is the financial mechanism of the CBD, the GEF's strategic priorities in the biodiversity focal area reflect the GEF's approach to supporting implementation of the convention. The 2010 BIP project is at a level of intervention far removed from ultimate impact – a change in environmental status – but is clearly relevant to the GEF's strategic priorities. The project was also relevant to the GEF's priorities because the GEF continues to seek to quantify and qualify its return on investment, an effort for which indicators are necessary.

53. One of the GEF's operational principles is that all GEF investments must be country driven. For global projects this principle is more difficult to apply, but the 2010 BIP project is directly tied to and within the scope of the CBD, which implies inherent country-drivenness because CBD COP decisions are taken by the parties to the convention.

B. Project Management and Cost-Effectiveness (Efficiency)

i. Organizational Structure and Roles

54. UNEP is the GEF project implementing agency, and WCMC is the GEF executing agency. The project structure consists of the partnership secretariat, a Steering Committee, the Scientific Advisory Body, and various levels of partner organizations making up the partnership. Figure 1 below, from the project document, shows the relationships between the bodies in the project organizational structure. In this figure the BIP Secretariat is labeled as "PCU".

Figure 1 2010 BIP Organizational Structure



55. **BIP Secretariat:** WCMC hosts the project secretariat, which operates as a project coordination unit with a project manager and associated staff. There are four staff members working primarily on the project, with senior WCMC management support and financial management handled by WCMC's finance and administration unit. There are also multiple WCMC staff involved with the development of specific indicators, but who are not involved in project implementation. WCMC took on the executing agency role based on the institute's technical capacity in indicator development, previous experience with the "Biodiversity Indicators for National Use" project, and role in originating the project concept and document.

BIP partner organizations asked about WCMC's role serving as the BIP Secretariat all agreed that WCMC was well-positioned to play such a role, given its relationship with UNEP, UNEP's relationship with the CBD, and the technical capacity of WCMC.

56. From a cost-effectiveness point of view, the question could be raised whether the overhead and salary costs of a technical institution based in a developed country (such as WCMC) is the most efficient choice to execute a GEF project. It is the view of this evaluation that, in a general sense, as long as project management and operational aspects are conducted efficiently and fully disclosed, the value found in the technical capacity of such an institution justifies the investment. Further, as discussed in Section IV.B.ii, management costs for the 2010 BIP project are within the acceptable range for GEF projects of less than 10% of GEF funding.

57. Even if WCMC is the most appropriate organization for the role of executing agency and BIP Secretariat from a technical point of view, some aspects of implementation could have been more efficient. As has been mentioned, the 2010 BIP project suffered from a loss of momentum and institutional knowledge after the first six months of implementation when two key project staff members left WCMC for new positions with other organizations. Staff turnover is a normal process, but when it happens duofold to a complex project in the early stages of implementation, there needs to be an overcompensation of human resources to ensure that implementation stays on track and that adequate handover procedures are undertaken.

"It wasn't a brilliantly designed project, but this could have been overcome if there had been a really clear project leader from the beginning."

"Staff turnover is death for a project, particularly one like this where you're herding cats."

58. With the 2010 BIP project this did not happen to a satisfactory degree, particularly considering the urgent timeline on which the project was operating. The project has had four different "project managers" at various times, and the second and third consecutive project managers were part-time on the project. Other project staff members have been consistent during transitions, but it was not until the current BIP Secretariat team was complete in November 2008 (eleven months after the first project manager departed) that there was the sense that project implementation was fully back on track. The initial slow implementation is indicated by the long amount of time required just to finalize the Letters of Agreement with all partner organizations receiving funds, and can be seen in the level of completion reported in the 2008 PIR. Comparing the 2008 PIR and October 2009 implementation progress report (see Table 9 in Section V.C.i), it is clear there has been significant progress in project activities and outputs in the mid-2008 to late-2009 period. As discussed in Section V.C.i on Outcome 1, there have been multiple important steps in bringing the partnership together in 2009.

59. Project management has improved throughout implementation, but there remains room to increase project management capacity. A small but telling example is that the initial Steering Committee meetings were marked by inadequate document preparation and communication from the BIP Secretariat (though this was improved by the November 2009 meeting). There have also been delays in project progress reporting, including the 2009 PIR.

60. The dynamism and level of activity of the BIP appears to have been limited to some extent by WCMC's self-consciousness in serving as the BIP Secretariat. In the politically

sensitive context of this project, WCMC has sought to avoid being perceived as self-serving or as an overbearing dominating force within the partnership. This reticence is understandable, but it should be possible to provide the dynamic and strategic leadership the partnership requires without being heavy-handed and while maintaining openness and transparency. There is no other body to play a leadership role for the partnership (e.g. a partnership “leadership council” made up of a limited number of the most active partner organizations).

61. The BIP Secretariat has been further theoretically “constrained” by the Secretariat’s TORs, which foresee the Secretariat in a limited functional role. According to its TORs, a sample of roles and responsibilities of the BIP Secretariat include:

- Acting as the focal point of contact within 2010 BIP for partners and affiliates, as well as external inquiries;
- Develop work plans and budgets;
- Monitor project progress and take corrective action as appropriate;
- Coordinate activities across the partnership;
- Draw up contracts with partners, and ensure partners are supported;
- Organizing and preparing documentation for Steering Committee and partnership meetings;
- Report to UNEP DGEF; and
- Communicating overall findings to public.

62. As can be seen, there are no provisions for providing strategic vision or other overall guidance for the partnership. Such leadership is particularly required now, in the last year of the project, as partners begin to wonder what is expected of them once the current project is completed, and what the future vision for the partnership is. For example, one partner organization stated that they were not aware that the current project had been extended, and were not

“[Our organization] is interested, but we are interested in a lot of different things so what we need is structure, vision, and commitment.”

sure when it was supposed to end. Samples of additional partner feedback are highlighted in Box 1 below. From partner feedback, and the long-term view for a successful partnership, a vision emerges of a necessary enhanced role for the BIP Secretariat. Such a role could involve:

- Communicating a strategic vision for the future (developed collaboratively) to the broader partnership;
- Facilitating integrated indicator work among specific subsets of partners;
- Actively working with partners to disseminate findings to key audiences;
- Acting as a focal point for key technical input to the post-2010 framework process;
- Partnering with national level stakeholders to support indicator capacity development.

63. The BIP Secretariat, or at least WCMC, has begun to venture in some of these directions. The Secretariat has developed, and shared with the Steering Committee, a “vision” for the partnership with strategic priorities; based on feedback from the Steering Committee this should now be refined and shared more broadly with the partnership.

Box 1 2010 BIP Stakeholder Feedback on the Role of the BIP Secretariat

- *“They’re really competent.”*
- *“It seems the Secretariat has been a little overwhelmed with things to do.”*
- *“There needs to be a stronger level of facilitation.”*
- *“The Secretariat is there to provide the added value to bring things together, and that has been lacking to date. Things are happening, but it has taken a lot of pushing and that has come from the partners.”*
- *“The Secretariat has a wonderful opportunity to shine, if efforts are intensified and focused.”*
- *“The Secretariat could play a key role on leading integration of indicators stories for communication ”*

64. **BIP Steering Committee:** The 2010 BIP project Steering Committee has met once per calendar year (except for twice in 2009, one of which was a teleconference). There have been six meetings in total, and four meetings since the project was officially approved, as shown in Table 5 below. Previous GEF project experience has shown that a steering committee is valuable for complex global projects involving multiple actors, and has so proven with the 2010 BIP project. The Steering Committee has been a valuable sounding board on project activities, provided guidance and approval of adaptive management measures, and has provided oversight on implementation progress. Yet there is room for improvement, and some stakeholders consider that the Steering Committee has not functioned as well as it might have, or provided fully adequate support.

Table 5 BIP Steering Committee Meetings

Meeting Type	Date	Location
Steering Committee	December 14 th , 2005	Cambridge, UK
Steering Committee	February 9 th , 2006	Cambridge, UK
Steering Committee (<i>project start</i>)	July 8 th , 2007	Paris, France
Steering Committee	May 25 th , 2008	Bonn, Germany
Steering Committee	May 21 st , 2009	Teleconference
Steering Committee	November 13 th , 2009	London, UK

65. According to the Steering Committee’s TORs, its role is to “provide guidance and advice to the 2010 BIP Secretariat regarding the progress and direction” of the 2010 BIP project. To be most valuable, this should be from an external and independent perspective. Steering Committee members include representatives of the following organizations: WCMC (Chair), CBD Secretariat, Food and Agriculture Organization (FAO), Ramsar Convention on Wetlands Secretariat, UNEP DGEF, European Environment Agency, Government of Cuba, Government of Grenada / CBD SBSTTA, Government of Tanzania, Government of Tunisia, Nature Kenya, GEF Secretariat, World Conservation Union (IUCN), and the BIP Secretariat. The 2010 BIP Steering Committee is not solely made up of independent members, that is, organizations not also involved in implementing the partnership.

66. Having only one Steering Committee meeting per year has made it difficult for Steering Committee members to fully engage in the process, and it has (understandably) occurred that on occasion some members cannot participate. It is valuable to have parties from all regions represented on the Steering Committee, but this presents additional communication and logistical (e.g. securing visas) challenges. Members not able to be physically present have attempted to participate by phone, but this has been problematic. As noted in the minutes for the May 2009 meeting, which was held entirely by teleconference, “Problems with connecting the telephones of [SC member], [SC member] and [SC member] delayed the start of the meeting, with only the former able to ultimately participate.”

67. Participation, particularly by telephone, is further hindered when the meeting documentation is inadequately prepared before the meeting, as was the case in the first part of the project. For example, in the 2008 Steering Committee meeting minutes, it is noted “The SC welcomed the brief verbal report [from the BIP Secretariat] but noted that a more comprehensive, written report of progress against all the items in the original project document, and including a full description of any implementation challenges, was required and should be made available to the SC well in advance of their meetings.” In the May 2009 meeting minutes, concerns are again highlighted regarding adequate document preparation before the meeting. Preparation for the November 2009 meeting was greatly improved.

68. Logistical challenges are to some extent expected when working in a global context. However, if the investment is made in creating and bringing a Steering Committee together, the arrangements should be such to ensure that the body is able provide the required input, feedback and insight; in other words, that there is the expected return on this investment. Likely due to a blend of the issues highlighted above, some project stakeholders feel that the Steering Committee has not provided fully adequate guidance and oversight, particularly in light of the uncertainty and slow progress in the initial stages of the project.

69. **Scientific Advisory Body:** A third structure of the project design is the SAB, which has been and continues to be a problematic part of the project, for two reasons. First is the issue of the SAB’s mandate, and second is the issue of the timing of constituting the SAB. The SAB was included in the project design because it was felt that there should be a level of technical oversight for a global technically focused project. In practice however, many of the organizations involved have their own mechanisms for technical quality assurance. There is always room for improvement in quality assurance, but a small body of specialists (the SAB) was not the appropriate mechanism. Given the diverse nature of the indicators being developed, and the specificity of technical issues associated with their development, there is no way that the SAB could have provided meaningful technical oversight on more than a few indicators. In addition, the partnership itself included organizations with world-leading experts, individuals who themselves would have been appropriate to serve on the SAB. As summarized by one partner, “Bodies like the SAB sound great, but often duplicate what an organization is actually doing itself. So if I had limited funds and I was confident in the leadership of an organization and what they were doing, I would not invest in a redundant body.” Another key stakeholder stated, “[The SAB] appears to be a body in name more than anything else.” As such, the SAB is an overdesigned aspect of the project, and not a cost-effective approach to the issue of quality assurance. An alternative approach to ensuring technical rigor could have been

to develop a peer-review process among partner organizations. This was in fact envisioned in an unspecified form, but has not taken place. Many stakeholders indicated they felt there could have been a role for a technical oversight body to provide input, but not in the frame in which the SAB was designed.

70. Other stakeholders indicated that there could have been a useful role for the SAB if it had been constituted and able to provide input and independent guidance in the early stages of the project, but once this point was past, its potential utility significantly decreased. The minutes from the July 2007 Steering Committee kicking off the project, "It was noted that the SAB should be established before the end of 2007." The SAB's TORs have been clarified multiple times with the latest coming at the November 2009 Steering Committee meeting, and members of the body were not finally chosen until the May 2009 meeting; as of late 2009 the SAB was still not active. Some SAB members participated in the Reading meeting in July 2009, but indicator partners stated that they were not aware of any activities of the SAB and had not had any communication with SAB members other than at the Reading meeting.

71. At this point in the project it is not clear what role the SAB can play. There remains a need for clear and transparent documentation of the peer review or other quality assurance processes to which specific indicators have been subjected. This is particularly important in light of possible incomplete or evolving data and conclusions that may have been included in GBO-3. As has been seen recently in the climate change field, maintaining public faith in the quality of science reporting on environmental status is critical. This evaluation recommends that the SAB undertake a review of the quality assurance measures in place for the indicators in the 2010 framework. A few stakeholders also suggested that the SAB could play a role in helping synthesize integrated global storylines across sub-sets of indicators, but it is not clear this is a role the SAB members would be willing to play prior to the clear documentation of quality assurance measures.

ii. Financial Planning and Management

72. Table 6 below provides a breakdown of planned project costs by component, in cost to the GEF and total cost. In the project document budget, costs for Outcome 1 (building the partnership) are broken out into Output 1.1: Management Costs (9.7% of GEF funding), Output 1.2: Technical Costs (17.7% of GEF funding) and Output 1.3: Costs associated with the communication strategy (12.4% of GEF funding). All together, Outcome 1 makes up 19.6% of total planned cost (including co-financing). Outcome 2 on indicator development was planned for 56.9% of GEF funding, and 79.0% of total cost. In Annex E of the project document, Table 2 provides a more detailed breakdown of costs under each output, including for example under Output 1.1, estimated staff costs, costs of Steering Committee meetings, costs of partnership meetings, project support costs (overhead), etc. Overall, the management costs are within the accepted range for GEF projects.

73. The regional capacity building component, Outcome 3, was by far the smallest portion of the total overall budget, comprising just 3.4% of GEF funding, and 1.4% of the total cost. At least one interviewee indicated that the regional capacity component was added to the project concept late in the project development process, which may be why so few resources were planned for this component. However, the budget breakdown further makes the point that this

was primarily designed as a global project to develop global indicators, and not a regional-level capacity building project. This is unfortunate as the capacity development component is among the most positively received aspects of the project.

74. Financial planning and management from an operational point of view has been highly efficient and effective. WCMC has a robust financial management infrastructure, which is under the auspices of a dedicated internal department that manages the budgets for all projects executed by WCMC. Thanks to this separation, there is, for example, no unilateral internal decision-making on project expenditures. The finance officer and the project manager review resources allocated monthly, and forward planning is done on a “worst case scenario” basis. Quarterly financial reports are submitted to UNEP DGEF; there have been occasional delays in financial reporting because of internal WCMC approvals required for financial reporting.

75. The project is only allowed to shift 10% of resources for a budget item without approval from UNEP DGEF, and this has rarely been employed. In general, the project has been undertaken with a results-based adaptive management approach, relying on the regular monitoring mechanisms to identify issues that need to be addressed, or a required shift in resources. In one specific example, more resources than planned have been allocated to website development, and the project / partnership website has developed into a key resource, recognized as a strong output of the project by multiple partner organizations. In another example, under Outcome 3, the BIP Secretariat has decided to focus on indicator fact sheets available on the website for national stakeholder access, rather than producing numerous, more extensive technical guidance documents that would have been less relevant.

76. As has been mentioned previously, the project received a no-cost extension to December 31st, 2010. Disbursement from UNEP DGEF is done on a mutually agreed ad-hoc flexible basis, and inflow from UNEP DGEF is tracked through one overall project code in WCMC’s financial management system. Exchange rate issues from dollars into pounds Sterling have necessitated infrequent accounting amendments. WCMC, as a charity registered in the United Kingdom, is audited annually, with the auditors having the ability to examine individual projects in WCMC’s portfolio (including the 2010 BIP project). Discussion regarding financial management of resource allocation within the partnership is further discussed in Section IV.A.ii.

77. Co-financing for the 2010 BIP project has significantly exceeded the originally committed amounts, with 159.2% of planned co-financing received through December 2009, as shown in Table 7 below. Project partners submit their co-financing amounts to WCMC, and it is stated in partners’ Letters of Agreement that WCMC has the right to audit partners to confirm reported co-financing. In-kind co-financing has been below the level anticipated, but cash co-financing has been received well above the planned level, especially from the private sector, which has provided more than double the planned amount of co-financing from this sector.³ A large amount of co-financing has been leveraged to support the Africa national capacity development workshops (the associated “Biodiversity Indicators Capacity Strengthening in Africa” project). The fact that co-financing has been received well beyond the originally committed amounts is a strong positive indicator and argument for future investment from the GEF or other donors.

³ In the co-financing analysis for this evaluation, the private sector includes private grant-making foundations.

78. Some partners indicated that they received limited financial support, except for travel expenses to participate in partner meetings. It would be preferable if organizations from developed countries that wish to participate in BIP received BIP funds for substantive technical work, and used their own budgets for travel as appropriate to demonstrate their commitment.

iii. Cost-effectiveness of Results

79. With one year remaining in implementation, it is difficult to provide a definitive assessment of the cost-effectiveness of results, as results are still being produced (the GBO-3 is to be launched at the May 2010 SBSTTA meeting) and many project activities are still being completed. Thus, time and resources so far invested have not yet fully borne their fruits.

80. For Outcome 1, the primary result is the establishment and existence of the global partnership, which has been the responsibility of the BIP Secretariat. As discussed in Section V.C.i on Outcome 1, the partnership remains a work in progress, but with a positive outlook for the future. Results under this outcome can be considered efficient if by the time the 2010 BIP project comes to a close the partnership is on a solid foundation with a clear vision for the future. Another future consideration in assessing cost-effectiveness of this component is the extent to which the partnership is successful in communicating the key findings and messages from the indicator work carried out. Effective communication of findings is the key element driving eventual impact level results.

81. Under Outcome 2, stakeholders feel that there has been important progress made on the majority of indicators during the project period, as discussed in Section V.C.ii on Outcome 2. In many cases the project has contributed relatively little resources, so it is difficult to attribute progress in indicator development specifically to support from the 2010 BIP project. It is likely that the “incrementality” of GEF support has varied from indicator to indicator. For example, the Global Invasive Species Programme (GISP) received a relatively large investment, and was able to make important progress in developing the invasive species indicator, clearly beyond what would have been possible with the baseline scenario. On the other hand, the International Nitrogen Initiative received a relatively small amount of support that did not greatly enhance the status of this already well-developed indicator. As is highlighted throughout this report, significant discussion and debate remains about whether it is more cost-effective to invest in indicators that are well developed but need additional data and some further refinement, or to invest in indicators that are not well developed. At the same time, many stakeholders felt that more progress in indicator development could have been achieved with the same resources had the project not had the initial challenges in start-up. For example, many stakeholders felt it would have been beneficial to have more, and more frequent, partner meeting technical working sessions, instead of primarily process updates (discussed further in Section V.C.i on Outcome 1).

82. Outcome 3 has been efficiently implemented, partially since it has built on the technical and individual capacity developed through WCMC’s previous experience with the Biodiversity Indicators for National Use project. The regional workshops carried out under Outcome 3 have been efficiently implemented (in terms of travel and procurement), in line with international norms. Outcome 3 has received positive stakeholder recognition beyond that expected, relative to its percentage of project resources.

Table 6 BIP 2010 Project Expenditure by Component through December 2009 (all amounts in USD)

		GEF Amount Planned	% of GEF Amount Planned	Total Planned **	% of Total Planned	GEF Amount Actual	% of GEF Amount Actual
Outcome 1: Building a 2010 Biodiversity Indicators Partnership to generate information useful to decision-makers ‡	Outcome 1: Management Aspects	0.353	9.7%	0.579	6.6%	Not provided at time of evaluation	
	Outcome 1: Technical Aspects	0.644	17.7%	0.697	7.9%		
	Outcome 1: Communication Strategy	0.450	12.4%	0.450	5.1%		
Outcome 2: Development of improved global indicators	2.070	56.9%	6.969	79.0%			
Outcome 3: Providing support to national governments and regional organizations in using and contributing to the improved delivery of global indicators	0.123	3.4%	0.123	1.4%			
Total		3.639		8.817			

Source: Planned amounts are from Table 1 in Annex E of the project document; actual amounts come from project financial records at the time of the mid-term evaluation.

‡ Evaluation was budgeted under Outcome 1, with \$20,000 budgeted for the mid-term evaluation, and \$75,000 for the terminal evaluation.

** Total amounts include GEF and co-financing for the planned Phase 1 only.

Table 7 BIP 2010 Project Planned and Actual Co-financing through December 2009 (all amounts in millions USD)

Co-financing (Type/Source)	IA own Financing		Multi-lateral Agencies (Non-GEF)		Bi-lateral Donors		Central Government		Local Government		Private Sector*		NGOs		Other Sources**		Total Co-financing		Percent of Expected Co-financing
	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual	
Grant	0.00	0.05	0.26	0.62	0.22	2.38	0.01	0.11	0.05	0.00	1.37	2.83	0.63	0.33	0.14	0.24	2.68	6.55	244.3%
Credits																			
Loans																			
Equity																			
In-kind	0.21	0.14	0.88	0.60	0.00	0.00	0.03	0.03	0.00	0.00	0.00	0.00	1.01	0.26	0.07	0.16	2.18	1.19	54.4%
Non-grant Instruments																			
Other Types																			
TOTAL***	0.21	0.19	1.14	1.22	0.22	2.38	0.03	0.13	0.05	0.00	1.37	2.83	1.64	0.59	0.20	0.40	4.86	7.73	159.2%

Source: Evaluation analysis based on data contained in "Co-financing committed & sourced.xls" containing co-financing data through December 2009. The evaluation analysis classified each of the project partners providing co-financing into one of the above listed categories, and summed for cash and in-kind co-financing for each category.

* Private sector includes for profit companies, and private grant making foundations.

** "Other sources" includes universities, research institutes, and global networks.

*** May not sum due to rounding.

C. UNEP Project Oversight

83. UNEP was the appropriate GEF agency to support and oversee this project, based on UNEP's capacity and past experience implementing globally focused technical projects. Further, UNEP implemented the earlier Biodiversity Indicators for National Use project, which can be seen as relevant to the 2010 BIP project, although the scope of the two projects is quite different. UNEP's institutional linkages to the CBD are also an important factor for this project. Considering UNEP's involvement in and support for the development of the project concept, UNEP was then naturally the appropriate agency to oversee project development, approval and implementation. Unfortunately, as previously discussed in Section IV.A.ii above, the project design was unsatisfactory on a number of fronts, which was under UNEP's oversight as the implementing agency. However, in any situation, all involved parties bear responsibility for ensuring an appropriately designed project. While the executing agency reported that collaboration and cooperation with UNEP DGEF during the project development phase was positive, a few stakeholders reported that inadequate technical advice was received from UNEP DGEF in the first stage of development regarding GEF procedures and project design.

84. During project implementation, all indications are that UNEP has provided the necessary oversight and supervision. The 2010 BIP project, for various reasons, has proven to require proactive and engaged supervision on issues such as reporting and meeting preparation, as well as sustained overall emphasis on delivery of results. Considering the personnel turnover at the level of the executing agency, it is fortunate that there has been a consistent presence from UNEP DGEF up to the current point. However, there is now turnover within UNEP DGEF, and oversight responsibilities have been transferred to a new Task Manager. This presents a potential risk for the final year of implementation, as the new task manager will not be intimately familiar with the project team, the expected outcomes and results to be achieved in the final year, and the specific history, risks and challenges associated with the project. However, since the current BIP Secretariat team has been in place for well over a year, it may be expected that the level of support required from UNEP DGEF will be less than in previous years. At the same time, it is recommended that during the final year the BIP Secretariat take a proactive role in ensuring all administrative and operational requirements for project completion and closure are met in a timely manner, including the required terminal evaluation.

V. Project Performance and Results (Effectiveness)

A. Evaluation Key Questions

85. Based on the evaluative evidence provided in Section V, which covers activities carried out through December 2009, overall effectiveness is currently rated moderately unsatisfactory. However, this evaluation recognizes and wishes to clearly state that there has been a marked demonstration of improved effectiveness during the six months leading up to this evaluation. Depending on the performance during the final year, the project could achieve a significantly higher rating in effectiveness by the end of the project. Table 8 below provides short qualitative responses to the key questions identified in the evaluation Terms of Reference.

Table 8 2010 BIP Mid-term Evaluation Key Questions

Does the methodology of the 2010 BIP project contribute to:
Building a 2010 Biodiversity Indicators Partnership to generate information useful to decision-makers?
<p>There are two key parts to this question: a. the building of the partnership, and b., the generation of information useful to decision-makers. As discussed in greater detail in Section V.C below, the Biodiversity Indicators Partnership is not yet fully coalesced as a partnership that is considered to have additive value, that is, more than the sum of its parts. There are indications that this is beginning to happen, in particular with progress made in 2009 including the improvement of the website, the expert meeting held in Reading, UK in July 2009, the partner meeting in July 2009, the publication of the article in Science, and the contribution to the GBO-3. Even with these positive developments, many partner organizations feel there is more work needed to facilitate the collaboration of partner organizations on the development of indicators, integrate and produce common messages regarding the global status of biodiversity, and to clarify the strategic vision for the future of the partnership. The 2010 BIP has begun to produce outputs for end-users (e.g. the website, Science article and GBO-3), but there is scope for much more significant and targeted outputs, particularly in the IYB and leading up to the CBD COP 10 in late-2010.</p>
Development of improved global indicators?
<p>The project was intended to contribute to the improvement of global biodiversity indicators supporting the CBD indicator framework. There is no question that from 2007 to the present there has been overall progress in the level of development of the suite of indicators targeted by the project. At the same time, with a few exceptions (e.g. the invasive species indicator), the amount of resources provided from the project to support any single indicator has been small, and has not significantly shifted the baseline trajectory of indicator development. Some stakeholders felt that even more could have been accomplished if approval had not been delayed for one year, and if the project had had a more dynamic level of activity in the first year and a half of implementation.</p>
Providing support to national governments and regional organizations in using and contributing to the improved delivery of global indicators?
<p>This has been among the strongest aspects of the project, keeping in mind that the demand for resources for this type of activity is much, much larger than what was allocated under the project. The regional indicator capacity development workshops have been carried out effectively, and have received almost unequivocal positive feedback from participants. Partner organizations have been effectively engaged to provide technical input to the workshops. Unfortunately the resources provided under the 2010 BIP project have barely scratched the surface of supporting active use of global (and/or national) indicators by national and regional stakeholders. An important lesson from this component of the project is that there is a limit to the utility of global indicators at the national and regional levels. To really make progress in this arena, a sustained dynamic engagement at the national level is required.</p>

B. Key Factors Affecting Project Implementation

86. The primary key factors that have influenced the project implementation have been previously highlighted in Section IV above. These have been mainly operational factors, and include:

- Project design issues, partially attributable to time constraints for project development
- A greatly reduced level of resources compared to that envisioned in the early stages of the project concept, which translated into high expectations from project partners, which were not adequately managed
- An externally defined time-limited period for implementation, further contracted by the delayed approval process
- A slow start to the project and partnership, partly related to staff turnover in the BIP Secretariat

87. There are also numerous technical factors that come into play in the development of global biodiversity indicators, but there are no significant key failed project assumptions on this front. For example, there was not an assumption that key data sources would be available that turned out not to be; indicator development has proven to be as technically challenging as expected.

C. Progress Toward Achievement of Anticipated Outcomes

88. A summary table of implementation progress on an activity was produced (drawn from the PIR) for the November 2009 Steering Committee meeting, and is reproduced in Table 9 below. Within the context and discussion in Sections V.C.i, ii, and iii below, this evaluation has reviewed the self-reported progress levels in this table, and considers this an adequate snapshot of the state of implementation as of late 2009. As can be seen from the expected completion date, some activities require an urgent timeframe, such as those related to the IYB, communications, and COP 10, whereas some activities just need to be completed by the end of the project. There is also the opportunity for adaptive management to be applied, and activities that are not specifically relevant modified or eliminated. For example, the activities under Output 2.1 should be reviewed, clarified and reassessed in light of the current outlook on peer review and quality assurance procedures in the BIP. Other activities that may need re-evaluation and clarification include 1.2.9, 1.2.11, and 3.2.1. In showing a comparison with the June 2008 PIR status, Table 9 also demonstrates the progress made in the most recent year of implementation. The 2009 PIR also includes, in its section 3.1, a self-reported assessment of progress based on project's objective and output indicators, which is reproduced in Annex 7 of this evaluation report.

Table 9 Implementation Progress as Reported in 2008 PIR vs. November 2009

Outputs	Activities	Expected completion date	Implementation status as of 30 June 2008 (%)	Implementation status as of 30 Oct 2009 (%)
Output 1.1 Working partnership on 2010 indicators established and	Activity 1.1.1: Develop a 2010 Biodiversity Indicators Partnership, based on organizations and agencies delivering the various agreed 2010 indicators	Dec 2010	50	95

Outputs	Activities	Expected completion date	Implementation status as of 30 June 2008 (%)	Implementation status as of 30 Oct 2009 (%)
maintained	Activity 1.1.2: Implement processes to share ideas, standards, guidelines, methodologies and data amongst the Partnership and more widely	Dec 2009	33	90
	Activity 1.1.3: Hold four full Partnership meetings and four meetings of the 2010 BIP Steering Committee during the course of the project	Jun 2010	50	50
	Activity 1.1.4: Identify other stakeholders and encourage their contribution to the activities of the Partnership	Dec 2009	33	80
	Activity 1.1.5: Coordinate and manage the full suite of activities of the 2010 BIP, including maintaining documentation of on-going lessons learned from the implementation of the project	Dec 2010	33	70
Output 1.2: Communication strategy meeting user needs prepared and implemented	Activity 1.2.1: Undertake periodic review of potential users of the 2010 indicators and their needs	Sep 2010	25	70
	Activity 1.2.2: Review and refine communications and outreach strategy	Jun 2008 (with ongoing review to Dec 2010)	75	85
	Activity 1.2.3: Develop promotional and outreach materials for use of Partnership members and others	Dec 2010	50	75
	Activity 1.2.4: Further identify and implement means to relate the 2010 indicators to other international conventions and programmes	Mar 2009	33	70
	Activity 1.2.5: Establish and maintain Partnership website	Dec 2010	75	80
	Activity 1.2.6: Conduct analysis on the links between the full suite of 2010 biodiversity indicators	Jun 2010	33	60
	Activity 1.2.7: Further identify and implement means to relate the 2010 indicators to the MDGs, targets and indicators	Mar 2010	66	80
	Activity 1.2.8: Further identify the relationship of the indicators arising from other relevant conventions and programmes to the suite of 2010 indicators	Mar 2009	25	80
	Activity 1.2.9: Deliver appropriate analysis of 2010 indicators for use in products developed and delivered by other processes and initiatives, including the MEAs and other assessment processes	Dec 2009	25	60
	Activity 1.2.10: Develop a range of suitable products based on outputs and analysis of the 2010 biodiversity indicators	Dec 2010	0	30
	Activity 1.2.11: Establish and implement a process for peer review of the products delivered from the Partnership	Mar 2010	25	40

Outputs	Activities	Expected completion date	Implementation status as of 30 June 2008 (%)	Implementation status as of 30 Oct 2009 (%)
	Activity 1.2.12: Translate, publish and disseminate Partnership products widely	Dec 2010	0	50
Output 2.1: Standards, guidelines and methods for indicator development, peer review and information sharing	Activity 2.1.1: Review needs for further development and implementation of individual indicators	Dec 2008	25	70
	Activity 2.1.2: Establish basic standards for each indicator, including quality assurance processes and documentation	Dec 2008	0	50
	Activity 2.1.3: Implement peer review strategies for all indicators developed within the 2010 BIP	Dec 2009	0	25
	Activity 2.1.4: Update and maintain indicator methodologies, metadata, and completed indicator time series in Partnership information sharing facilities	Jun 2010	25	75
Output 2.2: Individual indicators strengthened and delivered	Activity 2.2.1: Further develop identified indicators in support of the CBD headline indicators, including developing and implementing short and long term plans for data collection, management and use	Dec 2009	66	95
Output 3.1: Enhanced capacity of national governments and regional organizations to contribute to global indicator delivery	Activity 3.1.1: Develop guidelines to facilitate increased contribution of local, national, and regional data to the development of global 2010 indicators	Dec 2009	20	85
	Activity 3.1.2: Contribute to regional capacity building workshops and other appropriate fora to disseminate and facilitate the use of such tools	Dec 2009	25	70
Output 3.2: Guidelines available to governments and regional organizations for the use of global indicators and their methodologies in national and regional decision-making	Activity 3.2.1: Develop guidelines to facilitate use of global 2010 indicator methodologies and development processes at national and regional level	Dec 2009	25	65
	Activity 3.2.2: Develop guidelines on the options for use of global 2010 indicators in national and regional level policy and decision-making	Nov 2009	25	70
	Activity 3.2.3: Contribute to regional capacity building workshops and other appropriate for a to disseminate and facilitate the use of such tools	Dec 2009	25	70

89. As can be seen from the implementation progress table above, and based on the qualitative data collected for this evaluation, the 2010 BIP project has made significant progress toward results in 2009 as compared to the earlier stages of the project. Yet, the final year of the project, which is also the International Year of Biodiversity and which ends with CBD COP 10, is an absolutely critical period for the project. The project is still at a stage that it could, in a worst-case scenario, be considered to have substantially underachieved by the end of 2010. At the same time, this final year presents a great opportunity for success. Much depends on the performance of the BIP Secretariat as the point of nexus and primary galvanizer / organizer of the 2010 Biodiversity Indicators Partnership, and the body directly responsible for project

implementation. At the same time, all partner organizations must fulfill their responsibilities in delivering indicators and proactively participating in partnership activities and initiatives.

90. Table 10 below summarizes, in the view of this evaluation, the critical risk factors and priorities for the project in its final year. Note that this table is not intended to identify all possible risks or priorities, but those considered critical in the final year of implementation; there may also be other risks or priorities deemed important by project participants that should not be disregarded if they are not included here. Ongoing risk monitoring and assessment is critical for adaptive management and successful project implementation.

Table 10 Risks and Priorities for Final Year of Implementation of 2010 BIP

Risk Factor / Priority	Risk Trend ⁴ / Priority Level	Description	Risk Mitigation / Priority Actions
<p>Priority: Communicating key messages on the status of global biodiversity</p>	<p>High priority</p>	<p>Effective communication is probably THE most significant impact driver for the 2010 BIP project. The final year of the project needs to be focused on communicating the outputs and messages produced through the past two years of work on indicator development. A primary tool for these messages is obviously the GBO-3, to which inputs have already been contributed. However, some stakeholders feel the GBO-3 lacks a cohesive message, and were also disappointed with the extent of partner input actually included in the document.</p>	<p>The IYB leading up to and including COP 10 presents an excellent opportunity to significantly ramp up targeted communication products. While ensuring completion of all project activities, the 2010 BIP Secretariat and partner organizations should ensure that communication efforts are the top priority for the final year of the project. This includes starting with a clear communication objective and strategy, which is then translated into a rationalized communications plan with specific outputs and timeframes.</p>
<p>Priority: Full delivery of outputs leading to achievement of outcomes</p>	<p>High priority</p>	<p>While significant progress was made in 2009, as can be seen from Table 9 above on implementation progress, there are still many planned outputs to complete by the end of the project in December 2010. This includes the delivery, by some partner organizations, of their agreed outputs. To leverage future donor funding, the 2010 BIP must demonstrate effective project management, and the</p>	<p>In the final year of implementation the BIP Secretariat will need to consistently monitor and frequently assess progress on the remaining activities and outputs. At the same time, a results-oriented focus should be the driving principle and energy and resources should not be expended just for the sake of checking off boxes. Adaptive management should be applied where necessary with supervision / approval from the Steering</p>

⁴ Rated as Low, Medium, Substantial or High, corresponding to practice in the risk assessment table of UNEP PIRs.

		ability to deliver.	Committee and UNEP DGEF where appropriate. The BIP Secretariat will also need to keep frequent communication with partner organizations to ensure they produce results commensurate with the resources invested.
Priority: Sustainability	Medium priority	The expectations for sustainability of the 2010 BIP need to be discussed and articulated. What does sustainability mean for BIP? It is not necessarily a foregone conclusion that the partnership must continue to exist in its present form. Global biodiversity indicators will remain important tools to assess and understand attempts to conserve biodiversity, but what is the vision for the partnership?	WCMC, as the host of the BIP Secretariat, may wish to lead a discussion with partner organizations regarding the future vision of the partnership, and means by which to assure the sustainability of project results that were produced under the current project. Another possible way to highlight the sustainability of project results would be through a demonstrable contribution to a post-2010 indicator framework and a new global biodiversity conservation target.
Priority AND Risk: Partnership Cohesion	High priority / Substantial risk, decreasing	In the second half of 2010 the partnership began to be more than the sum of its parts based on the execution of multiple collaborative outputs. However, many partner organizations are looking for additional activity and follow-up to the positive steps taken in 2009. In particular, there is a desire for a few collaborative working sessions following-up to the 2009 partner meeting, to develop integrated storylines and produce outputs that can be used for communication of key messages. There is also a desire for clarification of the strategic vision and role for the 2010 BIP following the IYB and COP 10. Finally, there remains some tension in the partnership between UN and non-UN partners related to the level of allocated resources, and	The BIP Secretariat will need to actively engage partner organizations in collaborative working sessions or workshops to synthesize outputs from across the partnership. One partner suggested, "What is required now is a group of real superstar scientists to work with the most developed indicators that have produced the most powerful messages. Get them together in an intense working group. What have we produced? What have we got?" In addition, the BIP Secretariat will need to increase communication with partner organizations regarding the future vision and strategy for the partnership. The BIP Secretariat and WCMC should also openly identify and discuss tensions within the partnership to ensure they do not increase in the final year of the project.

		corresponding level of delivery and active participation in the partnership.	
Risk: Transparency of quality assurance for technical aspects of indicators	Substantial risk, unchanging	There remains concern among some stakeholders that indicator methodologies have not been adequately subjected to quality assurance procedures, including checks such as peer-review. Or, at the very least, that the extent to which methodologies have been subjected to quality assurance measures has not been sufficiently disclosed. Due to the issues in the field of climate change over the past year, pronouncements of impending global environmental catastrophe are likely to be more closely scrutinized for technical quality, and may face a greater burden of proof.	Keeping in mind that indicator methodologies are in a near constant state of development, and many indicator methodologies are in early stages of development, there is an urgent need for a full review and disclosure of quality assurance procedures for all indicators. This is particularly the case considering that outputs from the 2010 BIP will be published shortly in the GBO-3, and it is critical that confidence be maintained from the academic and policy communities, as well as the general public. It should not be expected that all indicator methodologies be published in peer-reviewed journals, but quality assurance must be present and transparent. The field of biodiversity conservation should take heed from recent experiences in the climate change field regarding the loss of public confidence in scientific rigor and transparency.
Risk: Supervision / Oversight	Medium risk, increasing	The UNEP DGEF Task Manager has changed for this project. The project, to this point, has required proactive supervision on various issues such as timeliness of PIR completion, preparation for Steering Committee meetings, etc. With a change to a task manager that is not familiar with the project there is the risk that the level of supervision will be reduced, contributing to delayed reporting and/or a less-than-smooth project closing process at the end of the year, potentially including a delayed terminal evaluation.	The current BIP Secretariat team has been in place for more than one year at this point, and should be familiar with all reporting and oversight procedures. The team should therefore be proactive about meeting reporting requirements such as PIRs, and ensure their timely completion. Further, following the intensive operational period leading up to and throughout the COP in October 2010, the BIP Secretariat should focus on a smooth wrap-up and project closing, avoiding any additional extensions, and ensuring timely completion of the terminal evaluation.

i. Outcome 1: Building a 2010 Biodiversity Indicators Partnership to Generate Information Useful to Decision-makers

91. Outcome 1 included the majority of project activities, as seen in Table 9. Based on the evidence presented below, this outcome is currently considered to be improving in likelihood of achieving results. Had this mid-term evaluation taken place at the actual planned mid-point of the project in early 2009 this assessment would certainly have been lower.

92. The overarching question under Outcome 1 is to what extent has the biodiversity indicators “partnership” been “built”? A telling exercise was initiated by facilitators at the July 2009 partner meeting: participants formed three small groups and each group was asked to come up with a shorthand description the partnership in its present state. The words and phrases proffered included: “inspired,” “idealistic,” “immature,” “unstructured,” “episodic,” “developing partnership,” “fragmented,” “unique,” “working at different speeds,” “indicators under different stages of development,” “enthusiastic,” “world leading,” “external expectation,” “communication confused,” and “commitment.” Phrases identified by multiple breakout groups included “fragmented,” “immature” and “developing partnership.” The exercise was not intended as an input to this evaluation, but provides insight to partners’ assessment of the partnership at the point of the July 2009 partner meeting.

93. **Partnership Meetings:** During the first two-plus years of implementation, the annual partner meetings were the primary mechanism for building the partnership and facilitating information exchange between partners. Partner meetings have been held three times since the start of the project (see Table 11).

Table 11 2010 BIP Partnership Meetings Held

Meeting Type	Date	Location	Notes
Partnership meeting	December 12-13, 2005	(?)	Minutes not available, meeting mentioned in Steering Committee meeting minutes
Partnership meeting	February 7-8, 2006	Cambridge, UK	Minutes not available, proposed in December 2005 Steering Committee meeting
Partnership meeting (<i>project start</i>)	September 11-12, 2007	Cambridge, UK	29 participants
Partnership meeting	June 25-26, 2008	Montreal, Canada	24 partners, 9 observers
Partnership meeting	July 9-10, 2009	Cambridge, UK	Minutes labeled “2 nd ” meeting of the partners?

94. Among stakeholders interviewed for this evaluation there was a range of views on the adequacy and utility of the partner meetings, which may be related to the level of engagement of a particular organization providing feedback. Partners that appear to have been less actively involved felt that the partner meetings had been sufficiently frequent and useful, while more active partners had some frustrations. Perhaps the most common criticism is that the partner meetings were not originally designed in a way to allow or facilitate adequate technical

dialogue between partner organizations. In the view of many, this only began happening at the July 2009 partner meeting, and was at the insistence of those attending the meeting. Table 12 below outlines the CBD 2010 indicator framework, and the BIP partner organizations responsible for delivering the indicators. The table also shows partner organization attendance at the partner meetings for which data was available. In the case of organizations responsible for more than one indicator, a representative of the organization may have been present, but the particular individual working on the specific indicator may not have been.

Table 12 CBD 2010 Indicator Framework and Associated BIP Partner Participation

Indicator Focal Area	Indicator	Responsible Partner Organization	Status as of September 2009 ⁵	GEF Resources Allocated ⁶ (\$ USD)	June 2008 Partner Meeting Attendance	July 2009 Partner Meeting Attendance
Status and trends of the components of biodiversity	Trends in extent of selected biomes, ecosystems and habitats: Forests	FAO	Green	270,000	FAO not represented	FAO represented
	Trends in extent of selected biomes, ecosystems and habitats: Others	UNEP-WCMC	Yellow	Combined with above	UNEP-WCMC represented	UNEP-WCMC represented
	Living Planet Index	ZSL & WWF	Green	60,000	ZSL represented	ZSL represented
	Global Wild Bird Index	BirdLife International & RSPB	Yellow	40,000	BirdLife represented, RSPB not represented	BirdLife represented, RSPB represented
	Waterbird Indicator	Wetlands International	Yellow	0	Wetlands International not represented	Wetlands International represented
	Coverage of Protected Areas	UNEP-WCMC	Green	40,000	UNEP-WCMC represented	UNEP-WCMC represented
	Overlay of biodiversity with protected areas	UNEP-WCMC	Yellow	40,000	UNEP-WCMC represented	UNEP-WCMC represented
	Management effectiveness of protected areas	University of Queensland & UNEP-WCMC	Yellow	200,000	University of Queensland represented, UNEP-WCMC represented	University of Queensland represented, UNEP-WCMC represented
	IUCN Red List Index	ZSL, BirdLife International & IUCN	Green	110,000	ZSL represented, BirdLife represented, IUCN not represented	ZSL represented, BirdLife represented, IUCN represented
	Ex situ crop collections	FAO & Bioversity International	Yellow	90,000	FAO not represented, Bioversity represented	FAO not represented, Bioversity not represented
Genetic diversity of terrestrial domesticated animals	FAO & ILRI	Yellow	80,000	FAO not represented, ILRI not represented	FAO represented, ILRI not represented	
Sustainable Use	Area of forest under sustainable management: certification	UNEP-WCMC	Yellow	60,000	UNEP-WCMC represented	UNEP-WCMC represented
	Area of forest under sustainable	FAO	Yellow	N/S	FAO not	FAO represented

⁵ “Developed” indicators are marked green and have global coverage and time-series data, and where their methodologies have been published or otherwise subjected to peer review. Indicators are “under development” and marked yellow when they do not meet all these criteria, but where activity is under way to fulfill these criteria. There is considerable variation in the level of development of indicators marked yellow. Indicators “not under development” are marked red with no investment being made and no activity under way to develop a methodology and to collect and/or analyze data.

⁶ Amounts are drawn from Table 3 in Annex E of the May 1, 2007 “CEO Endorsed” project document. Actual amounts may have varied by indicator following approval.

Indicator Focal Area	Indicator	Responsible Partner Organization	Status as of September 2009 ⁵	GEF Resources Allocated ⁶ (\$ USD)	June 2008 Partner Meeting Attendance	July 2009 Partner Meeting Attendance
	management: degradation and deforestation				represented	
	Area of agricultural ecosystems under sustainable management	FAO	Yellow	80,000	FAO not represented	FAO represented
	Proportion of fish stocks in safe biological limits	FAO	Green	20,000	FAO not represented	FAO represented
	Status of species in trade	CITES & UNEP-WCMC	Yellow	40,000	CITES represented, UNEP-WCMC represented	CITES represented, UNEP-WCMC represented
	Wild Commodities Index	UNEP-WCMC & IUCN SUSG	Yellow	80,000	UNEP-WCMC represented, IUCN SUSG not represented	UNEP-WCMC represented, IUCN SUSG represented
	Ecological footprint and related concepts	Global Footprint Network	Green	20,000	Global Footprint Network represented	Global Footprint Network not represented
Threats to biodiversity	Nitrogen deposition	International Nitrogen Initiative	Green	20,000	International Nitrogen Initiative represented	International Nitrogen Initiative not represented
	Invasive Alien Species	Global Invasive Species Program	Yellow	200,000	GISP represented	GISP represented
Ecosystem integrity and ecosystem goods and services	Marine Trophic Index	University of British Colombia	Green	20,000	University of British Colombia not represented	University of British Colombia not represented
	Water quality	UNEP/GEMS Water Programme	Green	20,000	UNEP/GEMS Water Programme not represented	UNEP/GEMS Water Programme represented
	Forest Fragmentation	UNEP-WCMC & FAO	Yellow	40,000	UNEP-WCMC represented, FAO not represented	UNEP-WCMC represented, FAO represented
	River fragmentation and flow regulation	The Nature Conservancy & University of UMEA	Yellow	20,000	The Nature Conservancy represented, University of UMEA not represented	The Nature Conservancy represented, University of UMEA not represented
	Trophic integrity of other ecosystems	N/S	Red	N/S	N/A	N/A
	Incidence of human-induced ecosystem failure	N/S	Red	N/S	N/A	N/A
	Health and well-being of communities	UNEP-WCMC & WHO	Yellow	0	UNEP-WCMC represented, WHO not represented	UNEP-WCMC represented, WHO not represented
	Nutritional status of biodiversity	FAO	Yellow	75,000	FAO not represented	FAO represented
	Biodiversity for food and medicine	TRAFFIC International	Yellow	40,000	TRAFFIC represented	TRAFFIC represented
Status of knowledge, innovations and practices	Status and trends of linguistic diversity and numbers of speakers of indigenous languages	UNESCO & Terralingua	Yellow	80,000	UNESCO represented, Terralingua not represented	UNESCO represented, Terralingua not represented
	Indicator of status of indigenous and traditional knowledge	N/S	Red	N/S	N/A	N/A
Status of access and benefit sharing	TBD	N/S	Red	0	N/A	N/A
Status of	Official development assistance	OECD	Yellow	0	OECD not	OECD not

Indicator Focal Area	Indicator	Responsible Partner Organization	Status as of September 2009 ⁵	GEF Resources Allocated ⁶ (\$ USD)	June 2008 Partner Meeting Attendance	July 2009 Partner Meeting Attendance
resource transfers	provided in support of the Convention				represented	represented
	Indicator of technology transfer	N/S	Red	0	N/A	N/A

95. **BIP: More than the sum of its parts?** Qualitative data collected during the evaluation shows that partners have mixed views on the state of the partnership. There is a sense that with the outputs in the second half of 2009, the partnership has started to be more than the “sum of its parts.” Box 2 below includes excerpts of stakeholder feedback on the added value and status of the partnership. The recent highlights include the July 2009 expert meeting in Reading, UK, the July 2009 partner meeting, the input provided to the GBO-3, and the article in *Science*. The GBO-3 is the primary output for the use of improved indicator data.⁷ However, many partner organizations felt the request for partner input for the GBO-3 process lacked clear expectations for the comprehensiveness and detail for partner contributions, and ultimately only a short summary of each input was included in the GBO-3 draft. An article was published by the BIP partnership in *Science* in September 2009,⁸ with a large number of authors from partner organizations. This article is important in three respects – first, it was published in

Box 2 Stakeholder Views on the Sum of BIP's Parts

- *“[Being more than the sum of the parts] became apparent during the partnership meeting in 2009, which just highlights the fact that international and scientifically complex partnerships take time to build!”*
- *“A lot of really cool stuff has happened, and there has been a buzz. ‘Oh look, we can put these things together and they are more than the sum of the parts!’ Let’s start telling our own stories.”*
- *“It may be a bit disparate, but it’s going in the right direction, but how tight do you need it to be anyway? There are a lot of partnerships out there. A lot of aspects of the project [have come] together in the last year.”*
- *“The question is whether there is a consensus among the organizations in the context of the partnership – ideally, hoping, that all these organizations would mostly be rolling together on questions of strategic plan and where we’re going, and the data we need for it.”*
- *“The concern is that the BIP project partners have just done what they wanted to do, rather than what has been required for the partnership... For the BIP project we wanted something different – to bring that data along together with other trends to feed back into the partnership. That would add enormous value to the BIP project.”*
- *“What’s good about it, where it has been more than sum of its parts, is being able to report coherently on the 2010 framework, through a well-defined process.”*
- *“These three years of running the project have helped to create understanding across indicators, and yes they did bring the partners closer together, and if the project isn’t there that will fall apart immediately, for most indicators. There are natural alliances like threatened species, but other indicators will just go back to their isolation or whatever they do ”*

a highly respected and widely disseminated peer-reviewed journal; second, it represents an

⁷ The final draft of the GBO-3 was produced February 23, 2010.

⁸ See Walpole, M., et al. 2009. “Tracking Progress Toward the 2010 Biodiversity Target and Beyond,” *Science*, Vol. 325, pp. 1503-04, September 18, 2009. Also includes supporting online material.

integrated product of the partnership; and third, it provides an update on the status of indicator development (summarized in the fourth column of Table 12 above).

96. One approach that has contributed positively to the partnership is the involvement of partner organization resource persons in the regional capacity workshops. Partner organizations were able to make contact with stakeholders attempting to use indicators at the national level, the workshops ensured the involvement of partner organizations in the global partnership, and national level stakeholders had access to valuable technical resource persons.

97. While there were positive signs in the second half of 2009, there is a sense that more could be done to bring the partnership together. As one small example of shortcomings in this area, one partner organization representative stated that they were not aware when the project was supposed to end, or that it had been extended until the end of 2010. Another partner representatives stated that they didn't have any clear idea of what was expected for the future of the partnership beyond the immediate project.

98. Partners are looking and hoping for more follow-up in 2010 on the momentum developed, particularly on bringing key partners together to identify integrated storylines regarding the status of biodiversity, which can feed into communication efforts in IYB leading up to the COP. As one partner noted, "If we can pull it together now, then you've got a success story." This has begun to some extent with a workshop in November 2009 in Paris

"At this point, if the partnership could get some indicators out and get out a nice integrated message..., considering the way this has unfolded, that would be the best outcome."

at UNESCO on anthropogenically-related indicators, but there is a need for multiple additional such exercises. Potential integrated storylines are identified in section 14 of the July 2009 partner meeting minutes, including "freshwater", "forests and tropical forest birds", "genetic diversity of domestic animals", and "linguistic diversity".

99. It will be critical in 2010 to continue solidifying the partnership, and partner organizations will be looking for this. As one stakeholder commented, "I think it has the potential of succeeding, but clearly hasn't succeeded yet, and that is something to pay attention to in the remaining time." There is an understandable reluctance from the BIP Secretariat to be seen as overbearing or too controlling, but there is a middle ground whereby communication and integration among partner organizations is facilitated, with the BIP Secretariat articulating a broader strategic and guiding vision for the partnership as a whole, as supported by the partners. The role the BIP Secretariat does and can play with respect to the partnership has also been previously discussed in Section IV.B on implementation arrangements.

100. The future of the partnership remains open for discussion, but there is recognition that any post-2010 target and indicator framework will require an organized reporting effort. For the time being, the BIP stakeholders need to clearly identify lessons for future targets and indicators based on the BIP experience, without necessarily specifying whom, how and when. The BIP Secretariat has put forth, at the November 2009 stakeholder meeting, a vision for the future of the partnership, and this should be shared beyond the Steering Committee. For the remaining implementation period, this evaluation recommends that BIP continue working to strengthen its position as a source of input for development of a post-2010 CBD indicator

framework and target. The partnership, individually and collectively, has valuable experience that needs to help guide future frameworks. A challenge will be to build on the work already done, and the resources invested in the imperfect current framework, while finding the discipline to focus on strategic areas for post-2010.

“There is a real tension between what we currently have and what we need. This needs a cold, hard look at what needs to be there.”

101. **Partnership Headwinds:** Multiple specific issues have hindered the strength of the partnership. These have included an insufficient allocation of resources to leverage active partner participation, infrequency of partner meetings combined with turnover in partner organizations, and political tensions between partners working on indicators together and between UN and non-UN partners.

102. On the whole, the amount of resources allocated to many individual organizations to support indicator development has been insufficient to leverage a high level of partnership participation. Multiple partner organizations indicated that resources naturally lead to greater commitment and activity. Some partner organizations received as little as \$5,000 USD, and some affiliate partners have received no financial support.

103. There remain multiple low-level tensions in the partnership that need to be appropriately managed. One stakeholder noted that in the beginning the partnership was managed as a technical rather than political exercise; a successful partnership requires managing relationships and interactions between partners. There is the perception by multiple partners that some organizations, in particular FAO, were allocated resources out of proportion to results so far produced. Any judgment passed on this issue is unjustified until at least the end of the project, but this issue should be openly addressed before that point. In addition, there is a perception that some partner organizations allocated a comparatively larger amount of resources have not been as active in “partnership” activities, such as attending partnership meetings. Table 12 above provides a summary of partner organization attendance at the two most recent partner meetings; understandably, there is a sense of frustration when partner organizations that have received relatively little resources are more actively engaged than those that have received more resources. Finally, there isn’t always a clear understanding of partners’ comparative advantage for having been made the key indicator partner for delivering certain indicators, for example with the linguistic diversity indicator and RLI.

104. Another issue facing the partnership is turnover within partner organizations among individuals serving as the contact point for 2010 BIP. As described by one partner, “Sending different representatives of the key partner organizations to each of the partnership meetings (some but not all) has been detrimental to progress, necessitated considerable duplication (going back to explain issues arising from previous meetings) and prevented the formation of a real team effort. This must be particularly frustrating to the [BIP Secretariat].” This is an issue that could have been foreseen, but for which there are limited actions available for mitigation. Because of turnover there has not been a consistent group of individuals involved, and thus at each partner meeting there is a need to re-explain and update all present on the objectives and activities of the partnership. Multiple partner organization representatives indicated this has been an unsatisfactory, but probably unavoidable, element of the partner meetings.

105. A few stakeholders felt that during project development and startup the project was not adequately inclusive of all relevant organizations. Multiple specific examples were cited of organizations that had been involved before the project was finally approved, but were ultimately not included or were only included as associate partners. This issue is directly linked to the process and transparency of resource allocation at project start-up, as discussed in Section IV.A.ii. On the other hand, stakeholders felt that during implementation the project / partnership has been fully open to the involvement of new partners, but has not necessarily sought them out. Some new organizations have joined the partnership, but with no further resources to support indicator development, and a partnership that has not yet solidified into more than the sum of its parts, it is hard to see an incentive for many additional organizations to participate. There are a number of associate partners that have not received resources from the project and are not highly active; typically only partners that have received project resources attend partnership meetings. Some partner organizations believe there may be many more relevant organizations that are not currently involved. As the partnership develops in the future, the BIP Secretariat and current partner organizations will need to proactively engage new partners to further strengthen the partnership.

106. **BIP Communication Strategy:** A highly valuable tool produced by the project is the website, which has received extensive positive feedback from stakeholders since its revamped launch in May 2009. The site, <http://www.twentyten.net/>, provides an overview of the project, and includes extensive information and resources related to each of the indicators in the CBD framework. The indicator summaries and “factsheets” are well-structured and of appropriate length to be valuable to a range of stakeholders. Previous GEF evaluations have found that “adequate information flows” are a key impact driver for GEF projects.⁹ The BIP website has been translated into the six UN languages, plus Japanese (with a view to COP 10 in Japan, and the fact that Japan is the world’s largest funder for biodiversity conservation, as shown by the global biodiversity Overseas Development Assistance indicator). The BIP Secretariat has also used a password protected shared documents area for GBO-3 submissions by project partners, and other internal discussions such as editing of partner meeting minutes. Starting in June 2008 the BIP Secretariat has disseminated online and by email a quarterly newsletter highlighting key developments in the partnership.

“The thing the BIP project has been good at, particularly recently, is putting together communication materials and tools.”

107. Unfortunately there is currently no data available regarding statistics on website usage; the BIP Secretariat must obtain this data to demonstrate the utility of the website, and usage patterns, particularly throughout 2010. This evaluation recommends that a specific effort be made to track various aspects of website usage, such as the average number of daily visitors, the amount of traffic on certain sections of the website, and visits from specific geographic regions, especially now that the website has been translated into other languages.

⁹ See GEF EO. 2009. “Fourth Overall Performance Study of the GEF: Progress Toward Impact. Full Report.” Unedited, November 9, 2009 version.

108. Another important activity was a “user needs survey” to assess how indicator data and outputs will be used by the broad range of potential users. The project document foresees the survey being carried out three times; this has so far been done once. The BIP Secretariat compiled a list of approximately 3500 contacts of potential end-users of BIP outputs, and IUCN also distributed the survey to its member list of approximately 7000 contacts. The survey was open from January 28, 2009 to March 16, 2009, and collected 529 responses, of which 398 completed the entire survey.

109. Because it cannot be guaranteed that the BIP Secretariat can again distribute the survey to the same cohort of potential respondents as for the first survey, results from the second and third surveys would not be directly comparable to the results of the first. At the same time, each individual survey provides important feedback and input for the partnership, particularly regarding the level of awareness about the partnership, and the ways in which many different potential users, from national level non-governmental organizations (NGOs) to national-level policy makers involved in CBD negotiations, can leverage the partnership’s outputs. This evaluation recommends that the BIP Secretariat ensure a second user needs survey is carried out in the first half of 2010, and then a third and final survey be carried out immediately following the COP at the end of 2010.

110. As highlighted in Table 10 at the beginning of this section, a key priority for the 2010 BIP in the final year of implementation is the communication of key messages regarding the status of global biodiversity. The second part of Outcome 1 focuses on the “generation of information useful to decision-makers.” One stakeholder observed, “There has been good progress on strengthening the existing indicators, but this is only good as far as it eventually reaches its audience.” Another partner noted that even well developed indicators need to be sure to “really nail it” with up to date results at the policy-relevant level. Unless an indicator can clarify why a trend is negative, it’s not clear what can be done about it. The 2010 BIP project should draw lessons from other global technical efforts, such as the Millennium Ecosystem Assessment (MA), the final evaluation of which found that unfortunately “The Secretariat closed down and the budget was exhausted just as the MA’s key reports became available.” A challenge will be identifying and producing storylines that resonate with the public, since, as one stakeholder noted, “Indicators obviously don’t communicate as well as a UNICEF calendar.”

111. The most appropriate role for BIP to play with respect to communications in the IYB remains an open question; many partner organizations – as well as non-partner organizations involved in biodiversity conservation – have their own well-developed communications departments that will no doubt be producing copious IYB-related outputs. As one partner highlighted, the IYB represents an “opportunity to make a very strong statement around indicators, but who is going to champion the results, and how are they going to be communicated? Is it left up to the partners?”

112. Coordination and collaboration with the CBD Secretariat will be especially important, and the BIP Secretariat should endeavor to ensure that global indicator related messages are integrated with other organizations communications campaigns, but the BIP Secretariat doesn’t have to attempt to be the public face of biodiversity conservation in the IYB. A key component to increasing visibility, however, is ensuring that the 2010 BIP, GEF, and WCMC logos are used by partners when relevant; the BIP Secretariat must be vigilant on this issue. Throughout the

IYB, the 2010 BIP partners will need to support a limited number of clear messages about the status of global biodiversity. A few BIP partners mentioned their concern that the GBO-3 contains mixed messages about the state of biodiversity, since some indicators are positive and some are negative.

113. The BIP Secretariat has produced a communications plan for the IYB (see supporting materials for the November 2009 Steering Committee meeting), but the plan does not include a clear objective or strategy, simply a list of planned outputs. The listed outputs may be appropriate (particularly if they are based on feedback from the user needs survey), but an overarching communication objective should be specified, including, for example, a brief discussion on the comparative communications advantages of BIP in the IYB. This would provide a clear rationalization for the planned outputs. The communications strategy and workplan should also regularly be reviewed and assessed throughout the year.

114. A key communications opportunity for BIP may be in non-English language fora – BIP has wisely invested resources in translation of the website and other outputs such as the newsletter, and should ensure that BIP materials are widely disseminated in relevant forums. Another opportunity could be to provide communications support for indicators not supported by strong communications teams.

115. To have real effectiveness, any communications messages will need to reach beyond the “choir” of biodiversity conservation organizations and individuals. This means making messages and communications outputs relevant and digestible to policy-makers in realms such as economics and trade. This evaluation recommends that BIP develop at least one approach to reach beyond the biodiversity conservation world, including beyond CBD focal points. Some ideas (not evaluation recommendations) in this vein include:

- A policy brief linking global biodiversity trends with policy options beyond protected areas (the most well-known and commonly applied response to biodiversity loss);
- Partner with the The Economics of Ecosystems and Biodiversity (TEEB) initiative to produce an output specifically related to economics to be disseminated to national level stakeholders;
- BIP must also work to develop the national-level indicators “constituency”, which could be supported by providing a short list of speaking points about the importance of indicators to be distributed to individuals who have participated in the regional capacity development workshops;
- A short, “punchy” information paper on the critical role of indicators in supporting policy decisions could be distributed to GEF focal points.

116. An important aspect to keep in mind is that although the COP in Japan in October 2010 will be the main showcase for GBO-3 and 2010 BIP, the conservation community will make up the majority of attendees. The trick will be to leverage the COP and the national level stakeholders attending to promote the adoption, development, and linkage of indicators from the national to global level beyond the circle of those concerned with biodiversity conservation on an everyday basis.

ii. Outcome 2: Development of Improved Global Indicators

117. As mentioned in the previous section, the article published in *Science* in September 2009 provides a summary of the status of indicator development. This evaluation does not have the scope to provide an independent technical assessment of the extent to which indicators have been improved and further developed. Also, as previously mentioned, the resources provided by the project to support most individual indicators were limited. As one stakeholder commented, “Partners see the GEF funding as a very small contribution to a big [sic] amount of work.”

118. Yet there is no question that indicator development has moved forward during project implementation. Multiple stakeholders noted that indicators today are far more advanced than they were when the project was conceived. A few individuals also felt that things could possibly have progressed even further before reporting for 2010, particularly for the indicators that started from a low initial level, if the project had started at the originally planned time in 2006, and if it had been more active and dynamic over the first 18 months. It was also noted that the CBD 2010 indicator framework was not that strategic to begin with. One partner observed, “Yes, indicators improved, but the question is has that money been used as effectively as it could have been? Undoubtedly there has been progress, whether in the right directions... Again, BIP wasn’t starting with a clean sheet of paper, it was starting with a framework that was a given that wasn’t where one would start out if thinking about it more logically. So a lot of effort and money has gone into developing indicators that a lot of people wouldn’t have chosen in the first place.”

119. An important development is the linkage and collaboration on global indicators with conventions beyond the CBD. In particular, the 2010 BIP project partners have developed linkages with the UN Convention to Combat Desertification (UNCCD), UN Framework Convention on Climate Change (UNFCCC) the Ramsar convention, and CITES. There is one indicator with CITES specifically identified as one of the key partners, and the Ramsar Secretariat is represented on the 2010 BIP Steering Committee. FAO, one of the key BIP partners, is also executing the GEF project “Land Degradation Assessment in Drylands (LADA)” and is combining efforts between the two projects on the development of indicators for sustainable management of agroecosystems. The FAO BIP team also collaborated on a side event at UNCCD COP 9 in September 2009. The BIP Secretariat organized a side event at the UNFCCC Subsidiary Body for Scientific and Technological Advice meeting in June 2009.

120. As previously discussed in Section IV.A.ii on project design, there remains an open question on the balance of resource investment in more developed vs. less developed indicators. Many stakeholders felt that a balance is needed over time, but that for the 2010 BIP project it may have been more productive to focus resources on indicators that were most likely to be able to deliver well-substantiated conclusions regarding the 2010 target. As shown in Table 12, there remain indicators that are still in the early stages of development, such as genetic diversity of terrestrial domesticated animals.

121. In addition, some partners highlighted the unavailability of data, and time required to collect and analyze data. According to one, “We had hoped to complete the main data collection by mid-2009, but much of the data has come in during the second half of 2009, and this has put pressure on data entry and analysis for outputs such as the GBO-3 report.”

Another noted, “An otherwise excellent scientific paper [published by the indicator organization] has been marred by the dearth of data [for the indicator], both geographically and taxonomically, globally.”

122. The project document includes the provision for \$160,000 of seed funding for “additional indicator exploration and engagement.” A portion (\$70,000) of this money was allocated at the May 2009 Steering Committee meeting to TRAFFIC to further develop their originally agreed work on the *biodiversity for food and medicine* indicator. It was finally agreed at the November 2009 Steering Committee meeting that \$70,000 of the remaining \$90,000 seed funding would be allocated to support a proposal to “Review Ecosystem Services Indicators for the Private Sector” in collaboration with the Global Reporting Initiative. Given the late timing of this decision in project implementation, the BIP Secretariat must ensure that at least preliminary results from this proposal are available by the end of the current project in December 2010. The balance of seed funding (\$20,000) is reserved for future use.

iii. Outcome 3: Providing Support to National Governments and Regional Organizations in Using and Contributing to the Improved Delivery of Global Indicators

123. This component of the 2010 BIP project was the smallest of the three planned outcomes, but has proven valuable as a means of raising awareness of global biodiversity indicators at the national and regional levels. Capacity development is a critical, but typically an element far removed from impact level results in a theory of intervention logic chain. Therefore, Outcome 3 of the BIP project needs clearly identified assumptions and impact drivers, and a clear recognition of the expected scope of results given the amount of resources invested. Considering the size of the investment, this component has been notably effective.

124. The project supported regional capacity development workshops in Southeast Asia (November 2008), the Caribbean (December 2008) and the Mesoamerica region (June 2009). It has also been remarked that the participants involved in the workshops have generally been at an appropriate technical level – not at the highest levels of government, but technocrats who are “solidly in the ministries” (as one partner put it), and thus who would be actual users of indicator methodologies.

125. Under this component the 2010 BIP project has also leveraged significant additional co-financing with \$504,000 from the United Nations Development Account to address the lack of planned workshops in Africa. The BIP Secretariat has undertaken the BIP-linked “Biodiversity Indicator Capacity Strengthening in Africa” project from 2008-2010.¹⁰ This project focuses on East Africa (six countries) and southern Africa (seven countries), with a series of three workshops in each region. The final workshops in both regions are to be completed in 2010.

126. The workshops are regarded as having been effective and valued by participants, keeping in mind the time and resource limitations. At the end of each workshop participants completed a feedback form, the aggregate data from which indicates that participants have regarded the workshops positively. Table 13 below contains a representative sample from the feedback forms from two workshops, as reviewed for this evaluation.

¹⁰ Also see <http://www.un.org/esa/devaccount/projects/2008/0809Q.html> for additional information.

Table 13 Regional Workshop Feedback Excerpts

Caribbean Workshop (December 2008)	<i>“Provided valuable insight and new perspectives on work already ongoing nationally. I believe to develop capacity however it may be necessary to carry out workshops on a national level since biodiversity management is spread across departments.”</i>
	<i>“It was well planned and organized. Informative, friendly, BRAVO!”</i>
	<i>“This workshop has been very useful to me because I am involved in my country in the control and follow of the NBSAP but I am not involved in the process of developing indicators of biodiversity and with the knowledge acquired in this workshop I can help to this process and focus on the work of the country in the develop of indicators to report advances of the 2010 target.”</i>
	<i>“I am working in the area of biodiversity indicators and it has helped to clearly guide my thinking as to the future of indicator development and refinement.”</i>
	<i>“The workshop gave me new ideas and approaches for my work with the indicators at the national and international levels.”</i>
Second Eastern Africa Second Workshop (September 2009)	<i>“The workshop helped a lot in putting the issue of indicators in monitoring in understandable context.”</i>
	<i>“From country progress reports, field visit, and class exercises and provided useful documentation was of invaluable importance for further indicators development in my country.”</i>
	<i>“All the topics were valuable, more valuable being the presentation on “ecosystem services” and the field trip.”</i>
	<i>“It enhanced on what we had done previously but due to the interactions from other countries it made it easier to understand the way forward, especially after the field work/visit and the lessons that we could apply from that.”</i>
	<i>“Back at home we are trying to build a system of poverty indicators. So, since biodiversity is very much related to the issue of poverty, I would like to include some of the major biodiversity indicators into that system (within the strategic framework for the fight against poverty).”</i>

127. While the workshops have been useful, the limitations of this level of effort have become clear. A workshop of a few days, involving a limited number of people from any individual country, has relatively little effect in fully implementing and institutionalizing indicators at the national level. As another partner organization participant stated, it is not enough to just hand government partners an indicators “cookbook” and expect it to be fully taken up. There is a need for a focused, sustained, and broader level of engagement to support indicator use and development that is appropriately focused and structured for a particular country. This component of this 2010 BIP project has shown the limitations of the use of global indicators at the national level, but in addition, some types of indicators may not even be relevant for certain countries (e.g. marine ecosystem related indicators for land-locked countries).

128. There are some limited examples of partnerships on indicators between international organizations and national institutions, in particular in Uganda, where organizations supporting the LPI have worked with Ugandan authorities to develop a national approach related to the LPI. Obviously, providing a sustained engagement with a large number of countries would require resources well beyond those currently available for such efforts, and future work in this area will require targeted approaches based on partnerships with countries that have specifically demonstrated interest. One stakeholder suggested, “[BIP] should position itself as the center of technical expertise on these issues, and that would be the way forward for countries.” WCMC is beginning to pursue this approach with a strategic partnership with Brazil to support use and development of indicators. WCMC’s development of longer-term engagement with specific countries will contribute to the sustainability of 2010 BIP results under this component.

129. To improve availability of information for the regional and national levels the 2010 BIP project has also developed a website that specifically targets these audiences. The national partner indicator portal, <http://www.bipnational.net/>, is an excellent resource, and the 2010 BIP project should be sure to track website analytics usage statistics to assess the extent to which this website is utilized.

130. To further contribute to sustained use of indicators at the national level, an important aspect is for the 2010 BIP to strengthen the network of national level indicators stakeholders. Individuals that have participated in the capacity development workshops are a two-way resource, and can be leveraged to help build the national level indicators “constituency.” There must be an emphasis on the need to increase support for indicators and equally importantly, data inputs to indicators. Thus, for example, the BIP Secretariat could consider developing talking points about indicators for national level constituents to lobby their national level institutions and authorities (such as GEF focal points), particularly building up to the COP.

131. Also, through national level stakeholders, BIP can solicit on-the-ground examples of indicators in action, or to demonstrate needs for indicators, as well as examples that can demonstrate some of the integrated global-level storylines of synthesizing indicators.

VI. Key GEF Performance Parameters

A. Sustainability

132. Past GEF evaluations have broken the potential for sustainability down into two key factors: the desire for stakeholders to sustain results, and the means (foremost, financial) to do so. At the current point in time, for the 2010 Biodiversity Indicators Partnership there is not an unqualified indication for either of these factors. Partner organizations have indicated that they would be interested in continuing in the partnership under the right conditions, including the resources available to support the ongoing efforts.

133. Based on the GEF evaluation policies and procedures, because sustainability depends on each of the four components discussed below, the overall rating for sustainability cannot be higher than the lowest rating for any of the individual components. Therefore, the overall rating for sustainability for the 2010 BIP project in this mid-term evaluation is moderately likely.

134. It should be kept in mind that the important aspect of sustainability of GEF projects is the sustainability of results, not necessarily the sustainability of activities that produced results. For the 2010 BIP project the primary results are the generation of knowledge, in the form of reporting on the 2010 biodiversity target in the GBO-3 and other publications. The influence of any such publications wanes with time as data becomes out of date, but the communications activities of the BIP project for 2010 are partially intended to achieve awareness of the results of the BIP project, and therefore generate a sustained influence.

135. It must be further considered that sustainability is a dynamic state, which can be easily affected, positively or negatively, by changes in near-term conditions. In addition, sustainability depends on the specific timeframe considered – “sustainable” for how long? The greater the time horizon the lower the degree of certainty possible when evaluating sustainability.

i. Financial Risks to Sustainability

136. There are present, but surmountable, risks to financial sustainability. Efforts by the BIP stakeholders to attract further large-scale investment in indicators following the end of the current project were in the early stages at the time of this evaluation. At this point, financial sustainability is considered moderately likely. Keeping in mind the earlier discussion on the sustainability of results and activities, the question remains: will it be possible to sustain some of the activities of the 2010 BIP project since there continues to be a need for further indicator development. It is not yet clear in what form partner organizations may wish to maintain the partnership, but more importantly, would there be the *means* to maintain the partnership at all? WCMC has committed (at the November 2009 Steering Committee meeting) to carrying the partnership forward in some form, but noted that the level of activity and engagement will depend on the resources available for such an effort beyond the end of the current project.

137. Linked to the continuation of the partnership is the need for financial support for actual technical work for continued global indicator development. Notably, in the July 2009 partner meeting exercise for envisioning the partnership in 2013 (e.g. the “BIP heaven and hell” exercise), for all three breakout groups, among the six factors associated with success or failure was the level or existence of funding to continue supporting indicator development. Regardless of whether an additional single large-scale source of investment is identified in the future, the BIP

“The risk is based on a lack of understanding by people that indicators information is less exciting than they would hope it to be, so in spending \$3 million you just get a graph that continues in the same way, and doesn’t do anything dramatic, and doesn’t change anything dramatically, and that somehow would be a reflection of a failure of the project or that it hasn’t achieved anything, and then people could say ‘this monitoring stuff is worthless’.”

partner organizations are likely to continue working to develop their respective indicators, as they were before the current project, by finding smaller-scale indicator-specific funding.

138. With the memory that the project was originally designed as a two-phase GEF project, there is some anticipation among BIP stakeholders that the GEF could be one possible source of future financial support. Future GEF funding for further efforts to develop indicators and monitor and report on the status of global biodiversity is within the realm of possibility, but

would require significant political efforts. The replenishment for the fifth phase of the GEF (GEF-5) is still under negotiation. In the current GEF operational model, funding for “global” projects (projects not occurring within a specific country or set of countries in a region) is “set aside” from resources allocated under the “System for a Transparent Allocation of Resources (STAR)” framework for individual country support. Therefore future GEF funding would most likely come from the GEF-5 “global set-aside”, and lobbying would be needed to secure a placeholder for funds from this to support indicators in GEF-5.

139. Future GEF funding would also require submission of the terminal evaluation for the current project before any additional funding would be considered. If it is expected that future GEF funding will be pursued, all interested parties should ensure that the 2010 BIP terminal evaluation is carried out as soon as possible at the end of the current project. Once the terminal evaluation is completed, and a future project concept has been approved for funding, additional time would be needed to develop a full project proposal document, which often takes at least six to twelve months. Considering the time and effort required before any potential additional GEF resources would be disbursed to support future global indicator work, the BIP Secretariat and partner organizations should continue to seek other sources of financial support for indicator development work.

140. There is also the question of resources to support future national and regional indicator capacity development. There is theoretically the option of further GEF funding from the “global set-aside”, but another approach could be to partner with countries interested in further developing their indicator capacity. In addition to their “STAR” allocations, countries are also allocated a smaller amount of GEF resources for “enabling activities” which is typically used to support the development of National Biodiversity Strategies and Action Plans, and convention reporting. Interested countries could potentially use a portion of their enabling activity funding to support indicator capacity building work. This would be tied to the overall objective of building national capacity to report to the CBD in a structured way using indicator frameworks. The challenge would be that such decisions would have to be made at national level, so it could be difficult to develop a cohesive “global” program to support multiple countries.

141. Another issue, which is far too large a topic to be discussed here, is financial support for environmental monitoring and data collection, at both national and global levels. Indicators depend on data; the quality of indicator findings is dependent on the quality and amount of environmental monitoring data available. In most countries environmental monitoring is severely underfunded and not approached on a structured manner.

ii. Socio-political Risks to Sustainability

142. There are limited socio-political risks to sustainability, and in this aspect sustainability is considered likely. There remains a small risk going back to sensitivities between organizations based on the perceived lack of transparency or clear rationale in the initial allocation of financial resources, particularly with respect to FAO. There is also the slight ongoing tension between UN and non-UN partner organizations, related both to the financial allocations, and the designation of key indicator partners for certain indicators (such as the linguistic indicator and the RLI). However, these issues are not so serious, at present, as to threaten the partnership.

In general, the working relationships between partners working on single indicators, and between partners and the BIP secretariat, appear to be effective.

iii. Institutional Framework and Governance Risks to Sustainability

143. Sustainability related to institutional framework and governance is considered moderately likely. There are two primary issues under this aspect of sustainability – the institutional structure and framework of the BIP partnership itself, and the post-2010 basis for BIP's existence, e.g. a post-2010 global biodiversity indicator framework and associated targets.

144. As discussed in Section V.C.i above, although the partnership is not yet fully cohesive, stakeholders have a positive outlook for the future. It is not yet clear what BIP may look like after the current project, but there are limited institutional risks to sustainability. The most significant is the issue of quality assurance for indicators, which must continue to receive attention, and it seems the SAB is not an effective mechanism to address this issue.

145. There is awareness from many stakeholders that a post-2010 CBD indicator framework needs to significantly improve its coherence and strategic focus, but the development of a future framework is subject to the political process of negotiation under the CBD. The BIP Secretariat and individual partner organizations have provided technical input to the post-2010 discussion (beginning with, notably, the expert meeting in Reading, UK), and are expected to continue doing so. Nonetheless, in such political negotiations technical aspects can be a second-tier consideration, and there is the risk that a post-2010 framework and targets will be unsatisfactory in terms of strategic organization and coherence.

iv. Environmental Risks to Sustainability

146. There are no relevant environmental risks to sustainability of project results (not applicable). Since the project is focused on global biodiversity and indicators show that we have not met the 2010 biodiversity target, there remains environmental risk to global sustainability.

B. Catalytic Role: Replication and Scaling-up

147. There are three main areas where evidence of the 2010 BIP project's potential catalytic effects may be found: the regional capacity development workshops, the development of the post-2010 indicator framework, and national reporting on the 2010 target. National level stakeholders that have participated in the regional capacity building workshops will, ideally, share the information and lessons disseminated at the workshops more broadly to catalyze greater use of indicators within their own countries. It is further hoped that indicator-based national reporting will be provided in countries' national reports; there is some initial indication that this is occurring with at least a few countries, such as China. Finally, there is also the expectation that any post-2010 framework will reflect some input from the 2010 BIP experience. In particular, the July 2009 Reading meeting, co-hosted by the 2010 BIP partners, provided a direct input to the post-2010 discussion. At the present time (the mid-term evaluation), evaluative evidence of these catalytic effects is not yet available.

C. Monitoring and Evaluation

i. Project Monitoring, Reporting, and Evaluation

148. Section 2.7 of the “CEO Endorsed” project document, dated May 1, 2007, outlines the project M&E provisions. Annex N of the project document contains a more detailed “Monitoring and Evaluation Plan,” with Table 1 of this annex outlining indicators for measuring project implementation, and Table 3 clarifying monitoring, reporting and evaluation responsibilities. Table 4 identifies and describes the content, timing and responsibility of specific reporting outputs. M&E activities include biannual progress and financial reports from the BIP Secretariat to UNEP DGEF, annual PIRs and independent mid-term and terminal evaluations. Also required is an annual external audit of the executing agency.

149. In the project document, Table 2 of Annex E includes the resources budgeted for M&E over the three years of the project. The resources indicated, a total of \$95,000, are considered adequate, assuming they are only for allocation to external contractors such as external auditors and evaluators (i.e. if M&E responsibilities of the BIP Secretariat, partners, and UNEP DGEF are included in management costs, which they appear to be). Overall, the elements of the M&E plan outlined in the project document adequately meet GEF project M&E minimum standards, with the exception of the “SMART-ness” of logframe indicators, as described below. M&E planning is considered moderately unsatisfactory, while M&E budgeting is satisfactory.

150. The planned M&E procedures have been carried out, with some delays in progress and financial reporting. The 2009 PIR was significantly delayed, as described “Rating Monitoring and Evaluation” section, and in the “reporting” and “financial management” risk assessment sections of the PIR. Reporting delays appear to have been related to personnel turnover both in the BIP Secretariat and WCMC finance department. Also, the mid-term evaluation was begun at 29 months after start-up out of a 42 month implementation period (including the extension to December 31, 2010), in other words after 70% of the implementation period rather than at the mid-point. M&E implementation is rated moderately satisfactory.

151. The 2010 BIP logical framework is included as Annex B to the project document, which included “objectively verifiable indicators and means of verification.” Developing relevant and measurable indicators for a complex technically focused global-level project can be challenging. It is also important to recognize that while the long-term impact level result objective of any GEF biodiversity project is a measurable change in environmental status, each project employs its own specific theory of intervention, and each project’s “distance” in its theory of intervention logic chain from impact level results varies.¹¹ In the case of the 2010 BIP project, it is expected that results would be found at the outcome rather than impact level, and the project indicators should reflect this.

152. At the level of the project’s immediate objective, the indicators do not fully meet SMART criteria. As noted in the 2008 PIR, “Adequate consideration was not given to the selection of the M&E indicators, and their associated baselines, to facilitate the clear and simple monitoring of progress.” For example the first immediate objective indicator is for

¹¹ For further clarification, see Annex 8, which summarizes the 2010 BIP’s logic chain, as well as the GEF Evaluation Office’s manual on the “Review of Outcomes to Impacts” impact evaluation methodology.

“increased availability and use of the 2010 biodiversity indicators by decision-makers in policy fora”, but there is no clear definition of “availability” or “use”, and there is no documented baseline from which to measure an increase. The second indicator is “the implemented 2010 biodiversity indicators are incorporated, by 2010, into products that are used in at least three Convention processes, and at least twenty international programmes and mechanisms.” At the outcome and output level, the indicators are more specific, but still fall short on the “M”, “A” and “R” criteria. The logframe does a good job with the “time bound” criteria for each indicator. As previously mentioned, the 2009 PIR includes, in its section 3.1, a self-reported assessment of progress based on project’s objective and output indicators, which is reproduced in Annex 7 of this evaluation report. A few partners also felt that the project indicators were not clear, or were not explained well enough, to serve as adequate measures of success translating into the rationale for the allocation of resources.

153. The project document includes an assessment of the level of development for the indicators in the CBD framework, which, given the objective of the project, can be considered part of the “baseline” data for a project of this nature. However, specific baseline and target data points were not included in the logical framework for the individual indicators. The 2008 PIR notes that the baseline information in the original project document is “sparse and inconsistent” but it is not clear exactly which “baseline” data this refers to.

154. This evaluation provides three specific recommendations with respect to M&E. First, as the BIP Secretariat and all project partners plan for the final year of the project, there should be a clear linkage between any activities undertaken and a specific results target from the logframe. The BIP Secretariat should ensure a results-based approach in work planning, and map planned activities directly to logframe indicators, to clearly identify how each activity drives the project closer to success, and not just toward fulfilling a checkbox.

155. Second, as discussed in Section VI.A.i on financial sustainability, any future GEF funding will be dependent on (among other things) the completion and submission of the terminal evaluation for the current 2010 BIP project. Therefore, it is recommended that all interested parties ensure that the terminal evaluation is completed immediately at the end of the project. Stakeholders must be conscious of potential conflicts of interest with respect to the selection of an independent external evaluator, but some measures can be taken to facilitate the selection and evaluation startup process. This may include notifying and frequently reminding the UNEP Evaluation Office of the impending timing of the evaluation, promptly providing feedback on evaluation TORs, planning for evaluation missions to the WCMC offices, and facilitating rapid transfer of project documentation to the evaluation team. Proactively engaging the evaluation process does not inherently imply a conflict of interest.

156. Third, in reflecting adaptive management principles, the BIP Secretariat should as soon as possible carefully review the logframe and workplan, and clearly identify necessary changes, revisions or clarifications for approval by the Steering Committee. This would ensure that the logframe and implementation over the final year appropriately reflects a results-based approach. Changes in or clarifications to the logframe are acceptable as long as the rationale is clearly explained, changes are approved by the Steering Committee, and decisions taken are well documented. An anachronistic logframe will not be useful at the point of final project review and evaluation.

ii. Long-term Environmental Monitoring

157. The project is not designed to undertake long-term field-level environmental monitoring. At the same time, the project highlights the fact that while indicators need methodological development, they are only useful when there is data to be analyzed, and data requires a certain level of effort at the ground level for environmental monitoring.

D. Project Impacts

158. The nature of the project, and the fact that this is only the mid-term evaluation does not allow the discussion of impact level results at this stage. In addition, the project impact drivers and assumptions related to the intermediate states necessary to achieve impact are far upstream in the logic chain, which implies that it would be extremely difficult to identify any specific impacts to which the project has contributed. The GEF Evaluation Office's Review of Outcomes to Impacts (ROtI) method is intended to identify a project's theory of intervention and assess the likelihood of impact based on relevant assumptions and impact drivers. A draft ROtI analysis of the 2010 BIP project is included as Annex 8 of this evaluation report.

VII. Main Lessons Learned and Recommendations

A. BIP 2010 Lessons Learned

159. **Lesson:** The BIP experience has further underscored that biodiversity indicators are not applicable at all geographic scales or in all national contexts. The 2010 BIP project originally planned to develop manuals and guides for using global level indicators at the regional and national levels. However, as the capacity development workshops were carried out and there was the opportunity for more direct discussion with national stakeholders, it was clear that it is more difficult than anticipated to apply global indicators at sub-global levels. Future approaches to capacity development on indicators at the national level should take into consideration the specific context, needs, and data availability of any particular country.

160. **Lesson:** In most countries there is no centralized working group for national government level officers whose work relates to biodiversity indicators, but who may be in different government ministries or departments. The 2010 BIP regional capacity development workshops have brought together individuals from across government organizations, and this has proven to be an excellent learning environment leading to further activity on indicators at the national level. Inter-sectoral or inter-ministerial working groups on specific biodiversity conservation issues are an important approach to catalyzing effective biodiversity conservation actions. The 2010 BIP experience has also shown such an approach can be valuable at the regional level.

161. **Lesson:** The 2010 BIP experience with partner involvement and engagement has reiterated the well-known relationship between resources allocated and level of commitment. In the context where potential partner organizations (organizations working on global biodiversity indicators in the case of the 2010 BIP) are resource-constrained and actively engaged in multiple initiatives and other activities, there is an observable direct relationship between the amount of financial support received and the level of attention and priority given to any particular activity. There are some outliers, where an organization receiving relatively little support is actively engaged or an organization receiving a large amount of support is less

active, but generally for the 2010 BIP project partner organizations receiving little or no funding have been the least responsive to partnership activities and input requests.

162. **Lesson:** With complex global projects involving multiple partner organizations, it is critical to ensure adequate human resources for project management. In the case of the 2010 BIP project, personnel turnover in the early stages of the project was not adequately compensated for with additional resources, and the pace of implementation suffered. GEF projects (or other donor funded projects) should be sure not to underestimate the level of resources required for communication, coordination, and management for complex globally focused projects.

163. **Lesson:** Conditions that require significant redesign of a project in a short period of time before approval have a negative influence on project implementation. The shifting policies of the GEF Secretariat at the time the 2010 BIP project was set to be approved created a delay of a one year by necessitating multiple revisions to the project document. This in turn contributed to the unrealistically high stakeholder expectations around the project once it was approved. The project design process should never drag on unnecessarily, but adequate time should be allowed for significant revisions when they are required. Unfortunately in the case of the 2010 BIP project, the project was also bound to an unchangeable external deadline.

164. **Lesson:** If a project's design includes oversight bodies, such as a Steering Committee (and the SAB, in the case of the 2010 BIP project), these structures must be designed and implemented in a way that allows them to make valuable contributions. For the 2010 BIP project, the Steering Committee was a worthwhile part of the project design, but was hampered by the infrequency of meetings, and logistical challenges associated with involving developed country constituents. There are no easy (or necessarily cheap) answers to this problem, but receiving sub-optimal output as a result of underbudgeting is also not an effective or efficient approach.

B. BIP 2010 Recommendations for the Final Year and Future Efforts

165. **Key Recommendation:** Prior to the COP, the BIP Secretariat and key indicator partners should have a strong focus and priority on synthesizing storylines from indicators that have logical connections. A clear interest in integrated findings was sparked among partner organizations at the 2009 partner meeting, and many partners feel this would be the most valuable activity (along with communication) that the project could undertake in its final year. Progress has been made in this regard with the November 2009 Paris workshop, but there is scope for at least two or three other clusters of indicators to come together. One possible model identified by stakeholders would be an intensive working retreat with a limited number of invited experts, with the goal of delivering a specific output, such as a peer-reviewed article, a white paper, etc. Such a working session would need to be initiated by the BIP Secretariat, and would likely involve a slight re-allocation of resources, but should be prioritized considering the potential to contribute to the successful completion of the project.

166. **Key Recommendation:** Effectively communicating key findings during the IYB is a key impact driver for the 2010 BIP project. The BIP Secretariat should specify an overarching communication objective and strategy during the first part of 2010, including, for example, a brief discussion on the comparative communications advantages of BIP in the IYB. A clear

communications objective and strategy would provide a clear rationalization for planned outputs, such as those outlined in the communications plan shared at the November 2009 Steering Committee meeting. However, some reassessment of planned outputs may be necessary. The communications strategy and workplan should also regularly be reviewed and assessed throughout the year.

167. **Key Recommendation:** In reflecting adaptive management principles, the BIP Secretariat should as soon as possible carefully review the logframe and workplan, and clearly identify necessary changes, revisions or clarifications for approval by the Steering Committee. This would ensure that the logframe and implementation over the final year appropriately reflects a results-based approach. Changes in or clarifications to the logframe are acceptable as long as the rationale is clearly explained, changes are approved by the Steering Committee, and decisions taken are well documented. An anachronistic logframe will not be useful at the point of final project review and evaluation.

168. **Key Recommendation:** While the GEF remains one possible source of future support for the development of indicators, if stakeholders wish the partnership to be sustained, the BIP Secretariat and all BIP partners should, before the end of the current project, seek additional and alternative sources of funding.

169. **Key Recommendation:** If there is to be any GEF support for follow-up approaches to the 2010 BIP, the current project's results and lessons will need to be clearly documented in the required terminal evaluation. While avoiding any potential conflict of interest with respect to the selection of an independent external evaluator, the BIP Secretariat, WCMC, and UNEP DGEF should do everything in their power to ensure that the terminal evaluation takes place at the end of or immediately following the end of the current project. Any delay in completion of the terminal evaluation could have negative consequences for the timing of availability of future funds, and therefore affect the sustainability of results from the current project.

170. **Recommendation:** Considering the change in Task Manager within UNEP DGEF, it is recommended that during the final year the BIP Secretariat take a proactive role in ensuring all administrative and operational requirements for project completion and closure are met in a timely manner, including the required terminal evaluation.

171. **Recommendation:** As the BIP Secretariat and all project partners plan for the final year of the project, there should be a clear linkage between any activities undertaken and a specific results target from the logframe. Using a results-based management approach, the BIP Secretariat should map planned activities from the project workplan to logframe indicators, to clearly identify how each activity drives the project closer to success, and not just toward fulfilling a checkbox.

172. **Recommendation:** The BIP network should proactively provide input to discussions and meetings (such as the Trondheim biodiversity conference, and relevant CBD meetings) based on the lessons and experiences of the 2010 BIP project regarding the development of a post-2010 global biodiversity target and indicator framework, with the objective of catalyzing a framework with improved strategic coherence to be discussed at the COP. There are limits to which such political processes can be influenced, but lessons, experiences and technical input will always be required for decision-making.

173. **Recommendation:** The SAB should be asked to put together a summary review of the status of technical review and oversight for the indicators as soon as possible, and certainly before the COP. Such a summary would identify which indicators have been peer-reviewed, what the quality assurance processes are for each indicator, and identify any areas that need stronger technical substantiation (allowing for the fact that many indicators are in a constant state of development).

174. **Recommendation:** The BIP Secretariat should develop at least one communication tool for the IYB targeted beyond the biodiversity conservation realm. For example, the BIP Secretariat (and partners) could consider producing policy briefings based on indicator messages, but with a menu of specific policy responses targeted for officials in ministries of finance, agriculture, fisheries, etc. Key messages need to be transmitted and made relevant to policy makers to help show them the way to address key biodiversity conservation issues, for example, with case studies of specific national level examples of successful policy responses. Key messages for the IYB and COP need to go beyond just “the sky is falling.”

175. **Recommendation:** This evaluation recommends that the BIP Secretariat ensure a second user needs survey is carried out in the first half of 2010, and then a third and final survey be carried out immediately following the COP at the end of 2010.

176. **Recommendation:** The BIP Secretariat must ensure that results from the seed funding allocation decided at the November 2009 Steering Committee meeting are available and documented by the end of the current project.

177. **Recommendation:** The BIP Secretariat should obtain website analytics data to track website usage, especially throughout 2010 and from various geographic areas.

C. Project Ratings

Criterion	Evaluator’s Summary Comments	Rating
Attainment of Project Objectives and Results (overall rating) Sub-criteria (below)	The project is generally on track to achieve the anticipated results by completion, though the final year will be an intensive and important period.	MS
Relevance	The 2010 BIP project is relevant to supporting implementation of the CBD, and relevant to the GEF’s strategic priorities in the biodiversity focal area for GEF-4.	S
Efficiency	Financial management and planning has been good, and conducted in accordance with international financial accounting standards. There have been no disbursement or procurement related issues. The main shortcoming in efficiency comes with the loss of momentum at the beginning of the project associated with inadequate handover procedures following staff turnover at the executing agency. The process of resource allocation among partner organizations in the early stages of the project also could have been improved.	MS
Effectiveness	The key issue of effectiveness relates to the overall progress and level of achievement in outcomes respective to what could have been achieved. The shortcomings are partly due to the issues and time constraints in the development and approval process, and partly related to the effectiveness of the executing agency in bringing the partnership together in a dynamic manner.	MU
Sustainability of Project Outcomes	The overall sustainability rating cannot be higher than the lowest rated sustainability sub-criteria.	ML

Criterion	Evaluator's Summary Comments	Rating
(overall rating) Sub criteria (below)		
Financial	The 2010 BIP partners and WCMC have committed to carrying BIP on beyond the present GEF funding, but the question remains in what form, and the level of activity and progress depends on future resources. Originally designed as a two-phase project, there is the anticipation that additional GEF resources will be sought, and other sources of funding will be needed to fill the gap in GEF funding. Continuing the current broad approach to national capacity development is dependent on additional resources, for which a single significant source has not yet been identified.	ML
Socio Political	There are limited socio-political risks to the sustainability of the partnership.	L
Institutional framework and governance	The partnership is not yet fully cohesive, but partner organizations have a positive outlook for the future. Future progress and outcomes are also tied to the future CBD indicator framework and targets. There is awareness from many stakeholders that a future indicator framework needs to significantly improve its coherence and strategic focus, but the development of a future framework is subject to the political process of negotiation under the CBD.	ML
Environmental	In the context of this project environmental risks to sustainability are not relevant.	N/A
Achievement of Outputs and Activities	The project is on track to deliver the anticipated outputs and activities by the end of the project.	S
Monitoring and Evaluation (overall rating) Sub criteria (below)	A synthesis of the three sub-criteria below provides an aggregate moderately satisfactory rating for M&E.	MS
M&E Design	The M&E plan provides a positive example of clearly outlining M&E roles and responsibilities, and related time frames. The logframe has notable shortcomings with SMART criteria for indicators, does not include baseline information, and does not clearly define targets.	MU
M&E Plan Implementation (use for adaptive management)	The M&E plan has, on the whole, been implemented as envisioned, but there have been multiple reporting delays, partly related to staff turnover, that have necessitated extra attention and support from UNEP DGEF.	MS
Budgeting and Funding for M&E activities	Project monitoring and reporting costs are included in the project management costs. External evaluation requirements were adequately budgeted.	S
Catalytic Role	There are multiple aspects of the project that have potential for replication and scaling-up. For one, the project's effect on any future CBD indicator framework could be tangible, which would then trickle down to the national level in coming years. Further, the national capacity development workshops have planted the seeds for scaling up of indicator approaches within participating countries. However, the actual extent to which these catalytic effects happen cannot be assessed until after the project is completed.	U/A
Preparation and Readiness	The project had multiple design issues, and the approval process took much longer than it should have at a point when time was at a premium for the project considering the time-bound completion point. When project resources were scaled back prior to approval, stakeholder expectations were inadequately managed. In addition, inadequate handover procedures following staff turnover in the early stages of the project left a loss of institutional memory and momentum at a critical	U

Criterion	Evaluator's Summary Comments	Rating
	time.	
Country Ownership / Drivenness	The 2010 target and indicator framework, which were developed with the support of the parties of the CBD, was a primary rationale for the project. There was little specific national-level initiative to develop the project however; the project was conceptualized and designed primarily by the multilateral agencies of the GEF partnership and other international actors such as BINGOs.	MS
Stakeholder Involvement	There are a number of minor issues relating to partner involvement and inclusiveness. Though there is some mixed data on this issue, it is clear that there is room for improvement. Further, there was inadequate stakeholder input in the project design process, as evidenced by the lack of regional capacity development workshops planned in Africa.	MS
Financial Planning	Also see "Efficiency" above. The project's financial management has not been problematic, and has efficiently met fiduciary requirements. There was room for improvement at the larger scale in the process for allocation of resources in the early stages of the project among partner organizations and project activities.	MS
UNEP Supervision and Backstopping	UNEP DGEF has played a supportive role, and actively encouraged the project team to meet reporting deadlines and ensure delivery of outcomes. There have also been no reported problems in disbursement.	S
Overall Rating	Had the mid-term evaluation been carried out at the actual planned mid-point of the project, the project would have received a lower rating reflecting the level of achievement at that point. However, over the past approximately nine months (to December 2009) there has been a notable improvement in delivery and achievement of outcomes, and there is the definite chance for full success by the end of the project. The final year of the project, 2010, remains a critical period with many risks that must be adequately addressed and opportunities that must be leveraged; success is far from guaranteed.	MS

VIII. List of Annexes

Annex 1: Evaluation Terms of Reference

Annex 2: Acronyms

Annex 3: GEF Operational Principles

Annex 4: Interview Guide

Annex 5: List of Persons Interviewed

Annex 6: Evaluation Timeframe

Annex 7: Logframe Summary with Self-reported Level of Achievement

Annex 8: 2010 BIP Review of Outcomes to Impacts Analysis

Annex 9: Evaluator Curriculum Vitae

A. Annex 1: Evaluation Terms of Reference

1. Objective and Scope of the Evaluation

The objective of this mid-term review (MTR) is to assess operational aspects, such as project management and implementation of activities and also the level of progress towards the achievement of the objectives. The review will assess project performance and the implementation of planned project activities and planned outputs against actual results. The risks to achievement of project outcomes and objectives will also be appraised (see Annex 5). ***The Mid Term Evaluation will focus on identifying the corrective actions needed for the project to achieve maximum impact. Review findings will feed back into project management processes through specific recommendations and 'lessons learned' to date.***

The evaluation will focus on the following main questions:

Does the methodology of the 2010BIP project contribute to:

1. Building a 2010 Biodiversity Indicators Partnership to generate information useful to decision-makers;
2. Development of improved global indicators;
3. Providing support to national governments and regional organizations in using and contributing to the improved delivery of global indicators.

2. Methods

This mid-term evaluation will be conducted as an in-depth evaluation using a participatory approach whereby the UNEP/DGEF Task Manager, key representatives of UNEP and other relevant staff are kept informed and regularly consulted throughout the evaluation. The consultant will liaise with the UNEP/EO and the UNEP/DGEF Task Manager on any logistic and/or methodological issues to properly conduct the review in as independent a way as possible, given the circumstances and resources offered. The draft report will be circulated to UNEP/DGEF Task Manager and the UNEP/EO. Any comments or responses to the draft report will be sent to UNEP / EO for collation and the consultant will be advised of any necessary revisions.

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

1. A desk review of project documents including, but not limited to:
 - (a) The project documents, outputs, monitoring reports (such as progress and financial reports to UNEP and GEF annual Project Implementation Review reports) and relevant correspondence.
 - (b) Notes from the Steering Group meetings.
 - (c) Other project-related material produced by the project staff or partners, including the outcomes of partnership meetings.
 - (d) Relevant material published on the project web-site: www.twentyten.net
2. Interviews with project management and technical support including the current UNEP-WCMC team based in UK and key actors involved.

3. Interviews and telephone interviews with intended users for the project outputs and other stakeholders involved, including Governments, especially Parties to the biodiversity-related conventions and other MEAs., and agencies and organizations involved in developing and delivering the indicators, such as UN agencies and programmes, international organizations, NGOs and research/academic institutions.. The Consultant shall determine whether to seek additional information and opinions from representatives of donor agencies and other organisations. As appropriate, these interviews could be combined with an electronic survey.
4. Interviews with the UNEP/DGEF project task manager and Fund Management Officer, and other relevant staff in UNEP dealing with 2010BIP related activities as necessary. The Consultant shall also gain broader perspectives from discussions with relevant GEF Secretariat staff.
5. Attend part of the next Steering Committee meeting starting from 13 November 2009, to meet and interview the project advisors.

Key Evaluation principles.

In attempting to evaluate any outcomes and impacts that the project may have achieved, evaluators should remember that the project's performance should be assessed by considering the difference between the answers to two simple questions "*what happened?*" and "*what would have happened anyway?*" These questions imply that there should be consideration of the baseline conditions and trends in relation to the intended project outcomes and impacts. In addition it implies that there should be plausible evidence to attribute such outcomes and impacts to the actions of the project.

Sometimes, adequate information on baseline conditions and trends 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.

3. Project Evaluation Parameters

A. Attainment of objectives and planned results (progress to date):

The assessment of project results seeks to determine the extent to which the project objectives were achieved, or are expected to be achieved, and assess if the project has led to any other positive or negative consequences. While assessing a project's outcomes the evaluation will seek to determine the extent of achievement and shortcomings in reaching the project's objectives as stated in the project document and also indicate if there were any changes and whether those changes were approved. If the project did not establish a baseline (initial conditions), the evaluator should seek to estimate the baseline condition so that achievements and results can be properly established (or simplifying assumptions used). Since most GEF projects can be expected to achieve the anticipated outcomes by project closing, assessment of project outcomes should be a priority. Outcomes are the likely or achieved short-term and medium-term effects of an intervention's outputs. Examples of outcomes could include but are not restricted to stronger institutional capacities, higher public awareness (when leading to changes of behaviour), and transformed policy frameworks or markets. The evaluation should assess the extent to

which the project's major relevant objectives were effectively and efficiently achieved or are expected to be achieved and their relevance.

- *Effectiveness*: Evaluate how, and to what extent, the stated project objectives have been met, taking into account the “achievement indicators” specified in the project document and logical framework¹².
- *Relevance*: In retrospect, were the project’s outcomes consistent with the focal areas/operational program strategies and country priorities? The evaluation should also assess the whether outcomes specified in the project document and or logical framework are actually outcomes and not outputs or inputs. Ascertain the nature and significance of the contribution of the project outcomes to the wider portfolio under GEF's Strategic Priority 3.
- *Efficiency*: Cost-effectiveness assesses the achievement of the environmental and developmental objectives as well as the project’s outputs in relation to the inputs, costs, and implementing time. Include an assessment of outcomes in relation to inputs, costs, and implementation times based on the following questions: Was the project cost-effective? Was the project the least cost option? Was the project implementation delayed and if it was then did that affect cost-effectiveness? The evaluation should assess the contribution of cash and in-kind co-financing to project implementation and to what extent the project leveraged additional resources.

Specifically the evaluation shall:

- Evaluate the outcomes of the project with regard to assisting governments to improve the conservation status of biodiversity at the global level.

B. Assessment of Sustainability of project outcomes:

Sustainability is understood as the probability of continued long-term project-derived outcomes and impacts after the GEF project funding ends. The evaluation will identify and assess the key conditions or factors that are likely to contribute or undermine the persistence of benefits after the project ends. *At mid-term, identification of any likely barriers to sustaining the intended outcomes of the project is especially important.* Some of these factors might be outcomes of the project, e.g. stronger institutional capacities or better informed decision-making. Other factors will include contextual circumstances or developments that are not outcomes of the project but that are relevant to the sustainability of outcomes. The evaluation should ascertain to what extent follow-up work has been initiated and how project outcomes will be sustained and enhanced over time. In this case, sustainability will be linked to the continued use and influence of scientific models and scientific findings, produced by the project.

Four aspects of sustainability should be addressed: financial, socio-political, institutional frameworks and governance, and ecological (if applicable). The following questions provide guidance on the assessment of these aspects:

¹² In case in the original or modified expected outcomes are merely outputs/inputs then the evaluators should assess if there were any real outcomes of the project and if yes then whether these are commensurate with the realistic expectations from such projects.

- *Financial resources.* To what extent are the outcomes of the project dependent on continued financial support? What is the likelihood that any required financial resources will be available to sustain the project outcomes/benefits once the GEF assistance ends (resources can be from multiple sources, such as the public and private sectors, income generating activities, and market trends that support the project's objectives)? Was the project successful in identifying and leveraging co-financing?
- *Socio-political:* To what extent are the outcomes of the project dependent on socio-political factors? What is the likelihood that the level of stakeholder ownership will allow for the project outcomes/benefits to be sustained? Is there sufficient public / stakeholder awareness in support of the long term objectives of the project?
- *Institutional framework and governance.* To what extent are the outcomes of the project dependent on issues relating to institutional frameworks and governance? What is the likelihood that institutional and technical achievements, legal frameworks, policies and governance structures and processes will allow for, the project outcomes/benefits to be sustained? While responding to these questions consider if the required systems for accountability and transparency and the required technical know-how are in place.
- *Ecological.* Are there any environmental risks that can undermine the future flow of project-derived environmental benefits?

As far as possible, also identify the potential longer-term impacts considering that the evaluation is taking place at mid-term and that longer term impact is expected to be seen in a few years time. Frame any recommendations to enhance future project impact in this context. Which will be the major 'channels' for longer term impact from the project at the national and international scales? The evaluation should formulate recommendations that outline possible approaches and necessary actions to facilitate an impact assessment study in a few years time.

C. Catalytic role

The mid-term evaluation will also describe any catalytic or replication effect of the project. What examples are there of replication and catalytic outcomes that suggest increased likelihood of sustainability? Replication approach, in the context of GEF projects, is defined as lessons and experiences coming out of the project that are replicated or scaled up in the design and implementation of other projects. Replication can have two aspects, replication proper (lessons and experiences are replicated in different geographic area) or scaling up (lessons and experiences are replicated within the same geographic area but funded by other sources). If no effects are identified, the evaluation will describe the catalytic or replication actions that the project carried out. No ratings are requested for the catalytic role.

D. Achievement of outputs and activities:

- **Delivered outputs:** Assessment of the project's success in producing each of the programmed outputs to date, both in quantity and quality as well as usefulness and timeliness.

- Assess to what extent the project outputs produced so far have the weight of authority / credibility, necessary to influence policy and decision-makers, particularly at the national or regional levels.

E. Assessment of Monitoring and Evaluation Systems:

- **M&E design.** Did the project have a sound M&E plan to monitor results and track progress towards achieving project objectives? The Mid-term Evaluation will assess whether the project met the minimum requirements for project design of M&E and the application of the Project M&E plan (Minimum requirements are specified in Annex 4). The evaluation shall 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 document. The M&E plan should include a baseline (including data, methodology, etc.), SMART (see Annex 4) indicators and data analysis systems, and evaluation studies at specific times to assess results. The time frame for various M&E activities and standards for outputs should have been specified.
- **M&E plan implementation.** Was an M&E system in place and did it facilitate tracking of results and progress towards projects objectives throughout the project implementation period. Were Annual project reports complete, accurate and with well justified ratings? Was the information provided by the M&E system used during the project to improve project performance and to adapt to changing needs? Did the Projects have an M&E system in place with proper training for parties responsible for M&E activities to ensure data will continue to be collected and used after project closure?
- **Budgeting and Funding for M&E activities.** Were adequate budget provisions made for M&E made and were such resources made available in a timely fashion during implementation?
- **Long-term Monitoring.** Is long-term monitoring envisaged as an outcome of the project? If so, comment specifically on the relevance of such monitoring systems to sustaining project outcomes and how the monitoring effort will be sustained.

F. Assessment of processes that affected attainment of project results.

The evaluation will consider, but need not be limited to, consideration of the following issues that may have affected project implementation and attainment of project results:

- Preparation and readiness.** Were the project's objectives and components clear, practicable and feasible within its timeframe? Were capacities of the executing institutions and counterparts properly considered when the project was designed? Were lessons from other relevant projects properly incorporated in design? Were the partnership arrangements properly identified and the roles and responsibilities negotiated prior to implementation? Was availability of counterpart resources (funding, staff, and facilities), passage of enabling legislation, and adequate project management arrangements in place at project entry?

- Ascertain to what extent the project implementation mechanisms outlined in the project document have been closely followed. In particular, assess the role of the various committees established and whether the project document was clear and realistic to enable effective and efficient implementation, whether the project was executed according to the plan and how well the management was able to adapt to changes during the life of the project to enable the implementation of the project.
 - Evaluate the effectiveness and efficiency and adaptability of project management and the supervision of project activities / project execution arrangements at all levels (1) policy decisions: Steering Group; (2) day to day project management; (3) GEF guidance: UNEP DGEF
- ii. **Country ownership/Drivenness.** This is the relevance of the project to national development and environmental agendas, recipient country commitment, and regional and international agreements. Examples of possible evaluative questions include: Was the project design in-line with the national sectoral and development priorities and plans? Are project outcomes contributing to national development priorities and plans? Were the relevant country representatives, from government and civil society, involved in the project? Did the recipient government maintain its financial commitment to the project?
- iii. **Stakeholder involvement.** Did the project involve the relevant stakeholders through information sharing, consultation and by seeking their participation in project's design, implementation, and monitoring and evaluation? For example, did the project implement appropriate outreach and public awareness campaigns? Did the project consult and make use of the skills, experience and knowledge of the appropriate government entities, NGOs, community groups, private sector, local governments and academic institutions in the design, implementation and evaluation of project activities? Were perspectives of those that would be affected by decisions, those that could affect the outcomes and those that could contribute information or other resources to the process taken into account while taking decisions? Were the relevant vulnerable groups and the powerful, the supporters and the opponents, of the processes properly involved? Specifically the evaluation will:
- Assess the mechanisms put in place by the project for identification and engagement of stakeholders in each participating country and establish, in consultation with the stakeholders, whether this mechanism was successful, and identify its strengths and weaknesses.
 - Assess the degree and effectiveness of collaboration/interactions between the various project partners and institutions during the course of implementation of the project.
 - Assess the degree and effectiveness of any various public awareness activities that were undertaken during the course of implementation of the project.
- iv. **Financial planning.** Did the project have the appropriate financial controls, including reporting and planning, that allowed management to make informed decisions regarding the budget and allowed for timely flow of funds. Specifically, the evaluation should:

- Assess the strength and utility of financial controls, including reporting, and planning to allow the project management to make informed decisions regarding the budget and allow for a proper and timely flow of funds for the payment of satisfactory project deliverables throughout the project's lifetime.
 - Present the major findings from the financial audit if one has been conducted.
 - Did promised co-financing materialize? Identify and verify the sources of co-financing as well as leveraged and associated financing (in cooperation with the IA and EA).
 - Assess whether the project has applied appropriate standards of due diligence in the management of funds and financial audits.
 - The evaluation should also include a breakdown of final actual project costs by activities compared to budget (variances), financial management (including disbursement issues), and co-financing. This information will be prepared by the relevant DGEF Fund Management Officer of the project for scrutiny by the evaluator (table attached in Annex 1 Co-financing and leveraged resources).
- v. **UNEP Supervision and backstopping.** Did UNEP Agency staff identify problems in a timely fashion and accurately estimate its seriousness? Did UNEP staff provide quality support and advice to the project, approved modifications in time and restructure the project when needed? Did UNEP Agencies provide the right staffing levels, continuity, skill mix, frequency of field visits?
- vi. **Co-financing and Project Outcomes & Sustainability.** If there was a difference in the level of expected co-financing and actual co-financing, then what were the reasons for this? Did the extent of materialization of co-financing affect the project's outcomes and/or sustainability, and if it did affect outcomes and sustainability then in what ways and through what causal linkages?
- vii. **Delays and Project Outcomes & Sustainability.** If there were delays in project implementation and completion, the evaluation will summarise the reasons for them. Did delays affect the project's outcomes and/or sustainability, and if so in what ways and through what causal linkages?

The *ratings will be presented in the form of a table* with each of the categories rated separately and with **brief justifications for the rating** based on the findings of the main analysis. An overall rating for the project should also be given. The rating system to be applied is specified in Annex 1:

4. Evaluation report format and review procedures

The report should be brief, to the point and easy to understand. It must explain; the purpose of the evaluation, exactly what was evaluated and the methods used. The report must highlight any methodological limitations, identify key concerns and present evidence-based findings, consequent conclusions, recommendations and lessons. The report should provide information on when the evaluation took place, the places visited, who was involved and be presented in a way that makes the information accessible and comprehensible. The report should include an

executive summary that encapsulates the essence of the information contained in the report to facilitate dissemination and distillation of lessons.

Evidence, findings, conclusions and recommendations should be presented in a complete and balanced manner. The evaluation report shall be written in English, be of no more than 50 pages (excluding annexes), use numbered paragraphs and include:

- i) An **executive summary** (no more than 3 pages) providing a brief overview of the main conclusions and recommendations of the evaluation;
- ii) **Introduction and background** giving a brief overview of the evaluated project, for example, the objective and status of activities;
- iii) **Scope, objective and methods** presenting the evaluation's purpose, the evaluation criteria used and questions to be addressed;
- iv) **Project Performance and Impact** providing factual evidence relevant to the questions asked by the evaluator and interpretations of such evidence. This is the main substantive section of the report and should provide a commentary on all evaluation aspects (A – F above).
- v) **Conclusions and rating** of project implementation success giving the evaluator's concluding assessments and ratings of the project against given evaluation criteria and standards of performance. The conclusions should provide answers to questions about whether the project is considered good or bad, and whether the results are considered positive or negative;
- vi) **Lessons learned** presenting general conclusions from the standpoint of the design and implementation of the project, based on good practices and successes or problems and mistakes. Lessons should have the potential for wider application and use. All lessons should 'stand alone and should:
 - Specify the context from which they are derived
 - State or imply some prescriptive action;
 - Specify the contexts in which they may be applied (if possible who when and where)
- vii) **Recommendations**. High quality recommendations should be *actionable* proposals that are:
 1. Implementable within the timeframe and resources available
 2. Commensurate with the available capacities of project team and partners
 3. Specific in terms of who would do what and when
 4. Contain results-based language (i.e. a measurable performance target)
 5. Include a trade off analysis, when its implementation may require utilizing significant resources that would have otherwise been used for other project purposes.
- viii) **Annexes** include Terms of Reference, list of interviewees, documents reviewed, brief summary of the expertise of the evaluator / evaluation team, a summary of co-finance information etc.. Dissident views or management responses to the evaluation findings may later be appended in an annex.

Examples of UNEP GEF Mid-term Evaluation Reports are available at www.unep.org/eou

Review of the Draft Evaluation Report

Draft reports shall be submitted to the Chief of Evaluation. The Chief of Evaluation will share the report with the corresponding Programme or Project Officer and his or her supervisor for initial review and consultation. The DGEF staff and Senior Executing Agency staff are allowed to comment on the draft evaluation report. They may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions. The consultation also seeks feedback on the proposed recommendations. UNEP EO collates, reviews comments and provides them to the evaluators for their consideration in preparing the final version of the report.

All UNEP GEF Evaluation Reports are subject to quality assessments by UNEP EO. These incorporate GEF Office of Evaluation quality assessment criteria and are used as a tool for providing structured feedback to the evaluator (see Annex 3).

5. Submission of Final Mid-term Evaluation Reports.

The final report shall be written in English and submitted in electronic form in MS Word format and should be sent directly to:

Segbedzi Norgbey, Chief, Evaluation Office
UNEP, P.O. Box 30552-00100
Nairobi, Kenya
Tel.: (254-20) 7623387
Fax: (254-20) 7623158
Email: segbedzi.norgbey@unep.org

The Chief of Evaluation will share the report with the following individuals:

Ms. Maryam Niamir-Fuller
Director, UNEP/Division of GEF Coordination
P.O. Box 30552-00100
Nairobi, Kenya
Tel: + 254-20-7624166
Fax: + 254-20-7624041/4042
Email: Maryam.Niamir-Fuller@unep.org

Ms. Tessa Goverse
UNEP Task Manager
UNEP/Division of GEF Coordination
P.O. Box 30552-00100
Nairobi, Kenya
Tel: + 254-20-7623469
Fax: + 254-20-7624041
Email: tessa.goverse@unep.org

Mr. Jon Hutton
Director, UNEP World Conservation Monitoring Centre,

219c Huntingdon Road,
Cambridge, CB3 0DL
UK
Tel: +44 (0)1223 277314
Fax: +44 (0)1223 277136
E-mail: Jon.Hutton@unep-wcmc.org

With a copy to:

Matt Walpole
Head of Ecosystem Assessment
UNEP-WCMC
219c Huntingdon Road
Cambridge, CB3 0DL
UK
E-Mail: matt.walpole@unep-wcmc.org

The mid term report will be printed in hard copy and published on the Evaluation Office web-site www.unep.org/eou. Subsequently, the report will be sent to the GEF Office of Evaluation for their review, appraisal and inclusion on the GEF website. In addition the final Evaluation report will disseminated to: The relevant GEF Focal points, Relevant Government representatives, UNEP DGEF Professional Staff, The project's Executing Agency and Technical Staff. The full list of intended recipients is attached in Annex 5.

6. Resources and schedule of the evaluation

This mid-term evaluation will be undertaken by an international evaluator contracted by the Evaluation Office, UNEP. The contract for the evaluator will begin on 1st November 2009 and end on 28th February 2010 (One month and 1.5 weeks) spread over 16 weeks (13 days of travel, to Cambridge, UK and Montreal Canada, and 30 days desk study, report writing, and follow-up). The evaluator will submit a draft report on 18th December 2010 to UNEP/EO, the UNEP/DGEF Task Manager, and key representatives of the executing agencies. Any comments or responses to the draft report will be sent to UNEP/EO for collation and the consultant will be advised of any necessary revisions. Comments to the final draft report will be sent to the consultant by 15th January 2010 after which, the consultant will submit the final report no later than 1st February 2010.

The evaluator will after an initial telephone briefing with EO and UNEP/GEF travel to Cambridge and meet with project staff at the beginning of the evaluation. During the second half of the evaluation, following the development of initial findings and commencement of the draft report, the evaluator will travel to Cambridge to work with the project team to discuss findings, identify adaptive management measures, and identify follow-up actions.

In accordance with UNEP/GEF policy, all GEF projects are evaluated by independent evaluators contracted as consultants by the EO. The evaluators should have the following qualifications:

The evaluator should not have been associated with the design and implementation of the project. The evaluator will work under the overall supervision of the Chief, Evaluation Office, UNEP. The evaluator should have the following minimum qualifications: (i) experience in information management and capacity building for information-related issues; (ii) experience with management and implementation of global projects and in particular with a particular emphasis on use of the internet to access information relevant to decision-making; (iii) experience with project evaluation. Knowledge of UNEP programmes and GEF activities is desirable. Fluency in oral and written English is a must.

7. Schedule Of Payment

Lump-Sum Option

The evaluator will receive an initial payment of 30% of the total amount due upon signature of the contract. A further 30% will be paid upon submission of the draft report. A final payment of 40% will be made upon satisfactory completion of work. The fee is payable under the individual Special Service Agreement (SSA) of the evaluator and IS **inclusive** of all expenses such as travel, accommodation and incidental expenses.

In case, the evaluator cannot provide the products in accordance with the TORs, the timeframe agreed, or his products are substandard, the payment to the evaluator could be withheld, until such a time the products are modified to meet UNEP's standard. In case the evaluator fails to submit a satisfactory final product to UNEP, the product prepared by the evaluator may not constitute the evaluation report.

B. Annex 2: Acronyms

BINGO	Big International Non-governmental Organization
BIP	Biodiversity Indicators Partnership
CBD	Convention on Biological Diversity
CITES	Convention on International Trade in Endangered Species
COP	Conference of Parties
DGEF	Division of the Global Environment Facility (UNEP)
FAO	United Nations Food and Agriculture Organization
FSP	Full-sized Project
GBO	Global Biodiversity Outlook
GEF	Global Environment Facility
GEMS/Water	UNEP Global Environment Monitoring System for Water
GISP	Global Invasive Species Programme
ILRI	International Livestock Research Institute
IUCN	World Conservation Union
IYB	United Nations International Year of Biodiversity (2010)
LPI	Living Planet Index
M&E	Monitoring and evaluation
MA	Millennium Ecosystem Assessment
MDG	Millennium Development Goals
MEA	Multilateral Environmental Agreement
NGO	Non-governmental organization
OECD	Organization for Economic Cooperation and Development
PA	Protected area
PDF-B	Project Development Facility Block B (of the GEF)
PIR	Project Implementation Report
RLI	Red List Index
ROti	Review of Outcomes to Impacts
RSPB	Royal Society for the Protection of Birds
SAB	Scientific Advisory Body
SBSTTA	Subsidiary Body on Scientific, Technical and Technological Advice (of the CBD)
SUSG	Sustainable Use Specialist Group (of IUCN)
STAR	System for a Transparent Allocation of Resources (of the GEF)
TORs	Terms of Reference
TRAFFIC	Wildlife Trade Monitoring Network
UN	United Nations
UNCCD	United Nations Convention to Combat Desertification
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
WCMC	World Conservation Monitoring Centre
WHO	World Health Organization
WWF	World Wildlife Fund
ZSL	Zoological Society of London

C. Annex 3: GEF Operational Principles

<http://www.gefweb.org/public/opstrat/ch1.htm>

TEN OPERATIONAL PRINCIPLES FOR DEVELOPMENT AND IMPLEMENTATION OF THE GEF'S WORK PROGRAM

1. For purposes of the financial mechanisms for the implementation of the Convention on Biological Diversity and the United Nations Framework Convention on Climate Change, the GEF will **function under the guidance of, and be accountable to, the Conference of the Parties (COPs)**. For purposes of financing activities in the focal area of ozone layer depletion, GEF operational policies will be consistent with those of the Montreal Protocol on Substances that Deplete the Ozone Layer and its amendments.
2. The GEF will provide new, and additional, grant and concessional funding to meet the agreed **incremental costs** of measures to achieve agreed global environmental benefits.
3. The GEF will ensure the **cost-effectiveness** of its activities to maximize global environmental benefits.
4. The GEF will fund projects that are **country-driven** and based on national priorities designed to support sustainable development, as identified within the context of national programs.
5. The GEF will maintain sufficient **flexibility** to respond to changing circumstances, including evolving guidance of the Conference of the Parties and experience gained from monitoring and evaluation activities.
6. GEF projects will provide for **full disclosure** of all non-confidential information.
7. GEF projects will provide for consultation with, and **participation** as appropriate of, the beneficiaries and affected groups of people.
8. GEF projects will conform to the **eligibility** requirements set forth in paragraph 9 of the GEF Instrument.
9. In seeking to maximize global environmental benefits, the GEF will emphasize its **catalytic role** and leverage additional financing from other sources.
10. The GEF will ensure that its programs and projects are **monitored and evaluated** on a regular basis.

D. Annex 4: Evaluation Data Collection Framework

BIP 2010 Mid-term Evaluation Data Collection Framework

Overview: The questions under each topic area are intended to assist in focusing discussion to ensure consistent topic coverage and to structure data collection, and are not intended as verbatim questions to be posed to interviewees.

Key

Bold = GEF Evaluation Criteria

Italic = GEF Operational Principles

I. PLANNING / PRE-IMPLEMENTATION

A. **Relevance**

- i. Do the project's objectives conform to the priorities of global stakeholders?
- ii. Do the project's objectives conform to national-level priorities?

B. *Incremental cost*

- i. Did the project create environmental benefits that would not have otherwise taken place?
- ii. Is the project contributing to the conservation of globally significant biodiversity?

C. *Country-drivenness / Participation*

- i. How did the project concept originate?
- ii. How did the project stakeholders contribute to the project development?
- iii. Do national government stakeholders support the objectives of the project?
- iv. Are the project objectives in conflict with any national level policies?

D. Monitoring and Evaluation Plan / Design (*M&E*)

- i. Were monitoring and reporting roles clearly defined?
- ii. Was there either an environmental or socio-economic baseline of data collected before the project began? [done through indicators]

II. MANAGEMENT / OVERSIGHT

A. Project management

- i. What were the implementation arrangements?
- ii. Was the management effective?
- iii. Were workplans prepared as required to achieve the anticipated outputs on the required timeframes?
- iv. Did the project develop and leverage the necessary and appropriate partnerships with direct and tangential stakeholders?
- v. Were there any particular challenges with the management process?
- vi. If there was a steering or oversight body, did it meet as planned and provide the anticipated input and support to project management?
- vii. Were risks adequately assessed during implementation?
- viii. Were assessed risks adequately dealt with?

- ix. Did assumptions made during project design hold true?
 - x. Was the level of communication and support from the implementing agency adequate and appropriate?
- B. Flexibility**
- i. Did the project have to undertake any adaptive management measures based on feedback received from the M&E process?
 - ii. Were there other ways in which the project demonstrated flexibility?
 - iii. Were there any challenges faced in this area?
- C. Efficiency (*cost-effectiveness*)**
- i. Was the project cost-effective?
 - ii. Were expenditures and procurement in line with international standards and norms?
 - iii. Was the project implementation delayed?
 - iv. If so, did that affect cost-effectiveness?
 - v. What was the contribution of cash and in-kind co-financing to project implementation?
 - vi. To what extent did the project leverage additional resources?
- D. Financial Management**
- i. Was the project financing (from the GEF and other partners) at the level foreseen in the project document?
 - ii. Were there any problems with disbursements between implementing and executing agencies?
 - iii. Were financial audits conducted with the regularity and rigor required by the implementing agency?
 - iv. Was financial reporting regularly completed at the required standards and level of detail?
 - v. Did the project face any particular financial challenges such as unforeseen tax liabilities, management costs, or currency devaluation?
- E. Co-financing (*catalytic role*)**
- i. Was the cash and in-kind co-financing received at the level anticipated in the project document?
 - ii. Did the project receive any additional unanticipated cash or in-kind support after approval?
- F. Monitoring and Evaluation (*M&E*)**
- i. Project implementation M&E
 - a. Was the M&E plan adequate and implemented sufficiently to allow the project to recognize and address challenges?
 - b. Were any unplanned M&E measures undertaken to meet unforeseen shortcomings?
 - c. Have annual project implementation reports been completed?
 - d. How were project reporting and monitoring tools used to support adaptive management?
 - ii. Environmental and socio-economic monitoring [at indicator level]

- a. Did the project implement a monitoring system, or leverage a system already in place, for environmental monitoring?
- b. What are the environmental or socio-economic monitoring mechanisms?
- c. Is there a long-term M&E component to track environmental changes?
- d. If so, what provisions have been made to ensure this is carried out?

E. *Full disclosure*

- i. Did the project meet this requirement?
- ii. Did the project face any challenges in this area?

III. ACTIVITIES / IMPLEMENTATION

A. **Effectiveness**

- i. How have the stated project objectives being met?
- ii. To what extent are the project objectives being met?
- iii. What were the key factors contributing to project success or underachievement?
- iv. Can positive key factors be replicated in other situations, and could negative key factors have been anticipated?

B. Stakeholder involvement and public awareness (*participation*)

- i. What are the achievements in this area?
- ii. What are the challenges in this area?
- iii. How do stakeholder involvement and public awareness contribute to the achievement of project objectives?

IV. RESULTS

A. Outputs

- i. Is the project achieving the planned outputs?
- ii. Do the outputs contribute to the project outcomes and objectives?

B. Outcomes

- i. Are the anticipated outcomes likely to be achieved?
- ii. Are the outcomes relevant to the planned project impacts?

C. Impacts and Global Environmental Benefits

- i. Is there a logical flow of inputs and activities to outputs, from outputs to outcomes, and then to impacts?
- ii. Will the project achieve its anticipated/planned impacts?
- iii. Why or why not?
- iv. If impacts have been or will be achieved, are they at a scale sufficient to be considered Global Environmental Benefits?
- v. If impacts or Global Environmental Benefits have not yet been achieved, are the conditions (enabling environment) in place so that they are likely to eventually be achieved?

D. Replication strategy, and documented replication or scaling-up (*catalytic role*)

- i. Does the project have a replication plan?

- ii. Is the replication plan “passive” or “active”?
- iii. Is there evidence that replication or scaling-up is occurring at the global, regional or national levels?

V. **LESSONS LEARNED**

- A. What have been the key lessons learned in each project stage?
- B. In retrospect, would the project participants have done anything differently?

VI. **SUSTAINABILITY**

A. Financial

- i. To what extent are the outcomes likely to be dependent on continued financial support?
- ii. Do the expected “results owners” have the necessary resources to continue their efforts?
- iii. What is the likelihood that any required financial resources will be available to sustain the project outcomes/benefits once the GEF assistance ends?
- iv. Was the project successful in identifying and leveraging co-financing?
- v. What are the key financial risks to sustainability?

B. Socio-Economic

- i. To what extent are the outcomes dependent on socio-economic factors?
- ii. What is the likelihood that the level of stakeholder ownership will allow for the project outcomes/benefits to be sustained?
- iii. Is there sufficient public/stakeholder awareness in support of the long-term objectives of the project?
- iv. What are the key socio-economic risks to sustainability?

C. Institutions and Governance

- i. To what extent are the outcomes of the project dependent on issues relating to institutional frameworks and governance?
- ii. What is the likelihood that institutional and technical achievements, legal frameworks, policies and governance structures and processes will allow for the project outcomes/benefits to be sustained?
- iii. Are the required systems for accountability and transparency, and the required technical know-how in place?
- iv. What are the key institutional and governance risks to sustainability?

D. Ecological

- i. Are there any environmental risks that can undermine the future flow of project impacts and Global Environmental Benefits?

Data Collection Framework Appendix: GEF Evaluation Criteria and Key Definitions

Evaluation Criteria

Relevance: The extent to which the activity is suited to local and national development priorities and organizational policies, including changes over time.

Effectiveness: The extent to which an objective has been achieved or how likely it is to be achieved.

Efficiency: The extent to which results have been delivered with the least costly resources possible. Also called cost-effectiveness or efficacy.

Results: The positive and negative, and foreseen and unforeseen, changes to and effects produced by a development intervention. In GEF terms, results include direct project outputs, short- to medium term outcomes, and longer-term impact including global environmental benefits, replication effects and other, local effects.

Sustainability: The likely ability of an intervention to continue to deliver benefits for an extended period of time after completion. Projects need to be environmentally as well as financially and socially sustainable.

Key Definitions

Output: Tangible product (including services) of an intervention that is directly attributable to the initiative. Outputs relate to the completion (rather than the conduct) of activities and are the type of results over which managers have most influence. An example of an output for a GEF biodiversity project is a training session held in environmental monitoring, or an environmental education video.

Outcome: Actual or intended changes in capacity, behavior, awareness, knowledge or other condition that an intervention(s) seeks to address. Using the same example, an outcome could be the implementation of a community-based monitoring program, or an increase in awareness about a particular environmental issue.

Impact: Actual or intended changes in environmental status as measured by broadly accepted indicators, such as keystone species' population trends, species density, ecosystem extent or quality (or rate of expansion / contraction), etc.

E. Annex 5: List of Persons Interviewed

Name	Project Role	Position	Organization
David Ainsworth	CBD Secretariat Communications Focal Point for GBO-3 and IYB	Programme Officer	CBD Secretariat
Teresita Borges	Steering Committee Member		Government of Cuba
Philip Bubb	BIP Secretariat	Senior Programme Officer	World Conservation Monitoring Centre
Stuart Butchart	BIP Secretariat / Indicator Partner Organization	Global Research and Indicators Coordinator	BirdLife International
Anna Chenery	BIP Secretariat	Assistant Programme Officer	World Conservation Monitoring Centre
Bill Coleman	Indicator Partner Organization	Director, Technical Programs	Global Footprint Network
Ben Collen	Indicator Partner Organization	Head, Indicators & Assessments Unit	Zoological Society of London
Linda Collette	Steering Committee Member / Indicator Partner Organization		Food and Agricultural Organization
Monique Dubé	Indicator Partner Organization	Research Chair in Aquatic Ecosystem Health Diagnosis / Manager and Senior Scientist, Water Sciences Division	University of Saskatchewan / Saskatchewan Research Council
Holly Dublin	Former Steering Committee Member	Former Chair, Species Survival Commission	IUCN
Asghar Fazel	Interim Project Manager	Senior Advisor	World Conservation Monitoring Centre
Jim Galloway	Indicator Partner Organization	Past Chair	International Nitrogen Initiative
Alex Gee	Financial Management	Programme Implementation Manager	World Conservation Monitoring Centre
Tessa Goverse	Steering Committee Member / Implementing Agency Task Manager	Program Officer	United Nations Environment Programme
Jerry Harrison	Contributor to BIP project development	Head of Development	World Conservation Monitoring Centre
Marc Hocking	Indicator Partner Organization	Vice-Chair, World Commission on Protected Areas / Associate Professor, School of Integrative Systems	IUCN / University of Queensland
Robert Höft	Steering Committee Member	Environmental Affairs Officer, Scientific Assessment	CBD Secretariat
Jon Hutton	Steering Committee Chair / Executing Agency	Director	World Conservation Monitoring Centre
Valerie Kapos	Indicator Partner Organization	Senior Advisor in Forest Ecology and Conservation	World Conservation Monitoring Centre

Jonathan Loh	Indicator Partner Organization	Editor, Living Planet Report	World Wildlife Fund / Zoological Society of London
Georgina Mace	Scientific Advisory Body	Director, Centre for Population Biology	Imperial College
Thomasina Oldfield	Indicator Partner Organization	Program Officer	TRAFFIC International
Anders Reed	Indicator Partner Organization	Research Scientist	Global Footprint Network
Carmen Revenga	Indicator Partner Organization	Senior Scientist	The Nature Conservancy
Sarah Simons	Indicator Partner Organization	Executive Director	Global Invasive Species Programme
Damon Stanwell- Smith	Project Manager, BIP Secretariat	Senior Programme Officer	World Conservation Monitoring Centre
Allison Stattersfield	Indicator Partner Organization	Head of Science	BirdLife International
Meredith Stechbart	Indicator Partner Organization	Manager, Applications Group	Global Footprint Network
Simon Stuart	Steering Committee Member / Indicator Partner Organization	Chair, Species Survival Commission	IUCN
Tristan Tyrrell	BIP Secretariat	Programme Officer	World Conservation Monitoring Centre
Jean-Christophe Vié	Indicator Partner Organization	Deputy Coordinator, Species Programme, Species Survival Commission	IUCN
Matt Walpole	Project Director, Interim Project Manager	Head of Ecosystem Assessment	World Conservation Monitoring Centre
Yibin Xiang	CBD GEF Liaison	Programme Officer, Financial Resource Analyst	CBD Secretariat
Rawson Yonazi	Steering Committee Member		Government of Tanzania
Mark Zimsky	Steering Committee Member	Program Manager / Sr. Biodiversity Specialist, Natural Resources Team	GEF Secretariat

F. Annex 6: Evaluation Schedule

November 1 – 15, 2009: Desk review, evaluator visit to WCMC BIP project team, participation in BIP Steering Committee meeting

November 16 – December 14, 2009: Stakeholder interviews, continued desk review, data analysis

December 15 – 17, 2009: Evaluator visit to WCMC BIP project team to present initial findings and recommendations for final year of project implementation

January – March 2010: Finalization of evaluation report

G. Annex 7: Logframe Summary with Indicators and Reported Level of Achievement

Project objective and Outcomes	Description of indicator ¹⁴	Baseline level ¹⁵	Mid-term target ¹⁶	End-of-project target	Level at 30 June 2009	Progress rating ¹⁷
<p>Development Objective¹⁸ Decisions made by governments and other stakeholders are better informed to improve the conservation status of species, habitats and ecosystems at the global level.</p>	<p>Increased availability and use of the 2010 biodiversity indicators by decision makers in policy fora including MEA COPs, meetings of international scientific bodies, UN General Assembly meetings, and GEF Council, between 2010 and 2012, compared to 2002 to 2006.</p>	<p>Availability, awareness and use of the 2010 indicators limited due to lack of development or in a relatively inaccessible state for decision makers.</p>	<p>At least 70% of the 2010 indicators under further development. Awareness of the 2010 BIP raised in at least five decision-making fora, including the promotion of outputs such as the guidelines on national use.</p>	<p>Increased availability and use of at least 70% of the 2010 biodiversity indicators by decision makers in at least five policy fora</p>	<p>17 of 22 (>70%) 2010 headline indicators identified by CBD are under development. 2010 BIP represented at following MEA fora: SBSTTA13, CBD COP9, CMS COP9 (SE), Ramsar COP10, ITPGRFA GB3 (SE), CITES Animals & Plants Committees, Other fora: IUCN WCC (exhibition stall), Liaison Group of the Biodiversity-related Conventions, 2010 BIP referenced in CBD COP9 decisions. (SE = side event organised and hosted or co-hosted)</p>	

Project objective and Outcomes	Description of indicator ¹⁴	Baseline level ¹⁵	Mid-term target ¹⁶	End-of-project target	Level at 30 June 2009	Progress rating ¹⁷
	The implemented 2010 biodiversity indicators are incorporated, by 2010, into products that are used in at least three Convention processes, and at least twenty international programmes and mechanisms, by national governments and international agencies.	Few if any of the implemented indicators incorporated into products that are used.	At least 25% of the implemented indicators incorporated into products used in at least three processes, programmes or mechanisms.	Implemented indicators incorporated in products used in at least three Convention processes and at least twenty international programmes and mechanisms by national governments and international agencies	18 of 29 (62%) 2010 indicators provided data and storylines for inclusion in GBO3 by June 2009. 2 indicators in 2008 MDG Annual Report (Red List Index and Protected Area coverage), 2 indicators adopted by CMS (Red List Index and Living Planet Index 14 indicators have increased numbers of reporting parties between CBD 3rd NR (2005) and 4th NR (2009); together with a 14-fold increase in mean number of national scaled 2010 indicators reported per country between 3NR and 4NR. 4 indicators reported in over 25% of 4NR (45 received as of 30 Jun 09)	
Outcome 1: <i>2010 biodiversity indicators partnership generating information useful to decision makers</i>	At least 70% of the headline biodiversity indicators identified by the CBD in the context of the 2010 target are implemented and available from organisations within the 2010 Biodiversity Indicators Partnership by the third year.	A number of global indicators (n=7) were under development or had established methodologies prior to the project.	At least 70% of the headline biodiversity indicators under further development. At least 35% of the headline biodiversity indicators identified are implemented and available	At least 70% of the headline biodiversity indicators identified by the CBD in the context of the 2010 target are implemented and available from organisations within the 2010 Biodiversity Indicators Partnership by the third year.	17 of 22 (>70%) 2010 headline indicators identified by CBD are under development. 10 indicators (59%) are implemented and available; with two (Red List Index and Coverage of Protected Areas) used in Annual MDG reporting.	

Project objective and Outcomes	Description of indicator ¹⁴	Baseline level ¹⁵	Mid-term target ¹⁶	End-of-project target	Level at 30 June 2009	Progress rating ¹⁷
Output 1.1: <i>Working partnership on 2010 indicators established and maintained</i>	Four full meetings are held of the Partnership and 2010 BIP Steering Committee during the course of the project, 2007-2010.	No meetings held	Four of eight meetings held, two of the Steering Committee, two of the Partnership Technical Partners.	Eight meetings held, four of the Steering Committee, four of the Partnership Technical Partners.	No face-to-face meeting of the Steering Committee of Technical Partners have taken place during the reporting period. A teleconference was held on 21 May 2009 for the former, to provide updates and discussions on upcoming matters. A face-to-face meeting is planned for later in the year. A meeting of the latter group will be held in Cambridge, UK, in the coming weeks.	
	At least 20 other biodiversity indicator stakeholder organisations are engaged in the Partnership through involvement in its activities between the first and third years.	Key Indicator Partners (KIPs) Agree to participate in project. No other biodiversity indicator stakeholder organisations are engaged in the Partnership.	MOUs with all KIPs signed, At least 10 other biodiversity indicator stakeholder organisations are engaged	At least 20 other biodiversity indicator stakeholder organisations are engaged in the Partnership through involvement in its activities.	MOUs with all but 1 KIP signed, other in negotiation. There are currently four regional organisations & initiatives accepted as Affiliates to the 2010 BIP – Countdown 2010, SEBI2010, CBMP and IIFB. Linkages have also been made with other indicator initiatives (MDGs, Ramsar Convention, CMS and ITPGRFA).	
	The 2010 BIP project is efficiently and effectively managed and coordinated, with project activities delivered to budget and on schedule.	No management and co-ordination taking place prior to initiation of project.	The 2010 BIP project is efficiently and effectively managed and coordinated, with project activities delivered to budget and on schedule.	The 2010 BIP project is efficiently and effectively managed and coordinated, with project activities delivered to budget and on schedule.	A Project Coordination Team has been installed at the 2010 BIP Secretariat and a revised workplan was developed in late 2008. Review of the workplan will be carried out shortly	

Project objective and Outcomes	Description of indicator ¹⁴	Baseline level ¹⁵	Mid-term target ¹⁶	End-of-project target	Level at 30 June 2009	Progress rating ¹⁷
Output 1.2: <i>Communication strategy meeting user needs prepared and implemented</i>	Communications strategy is finalised and in place for the 2010 indicators by the end of the first year, responding to the needs of users.	Draft communication strategy available (as developed during PDF-B).	Communications strategy is finalised and in place for the 2010 indicators by the end of the first year, responding to the needs of users.	Communications strategy is finalised and in place for the 2010 indicators by the end of the first year, responding to the needs of users.	A communications strategy has been developed and revised. Liaison with users regarding the nature of tailored partnership products is ongoing, including the carrying out of a User Needs Survey. The 2010 BIP has been represented at the 3 rd Governing Council meeting of the ITPGRFA, the CMS COP9, the Ramsar COP 10, the UNEP Governing Council, the IUCN World Conservation Congress, high level discussions on post-2010 in Bonn and Athens; and two associated meetings, in the UK and the Netherlands, on indicator development and use	
	User surveys performed to measure the success of the communications strategy for meeting user needs by the end of the third year of the project.	No user surveys available	One user survey conducted	Three user surveys performed to measure the success of the communications strategy for meeting user needs by the end of the third year of the project.	A User Needs Survey was carried out, with 398 respondents from 87 countries taking part. Results indicated that a majority of participants prefer to work in English, although survey participation was broadened by translation into all six UN languages, with the exception of the 2010 BIP logo, there is a reasonable profile of the 2010 BIP's purpose and utility, and the 2010 BIP website is perceived to be the most important, and useful, portal for information exchange and dissemination.	
	Project website used and maintained throughout project.	Project website as prepared during PDF-B	Project website updated, revamped to meet Partnership needs, and used by the Partnership	Project website used and maintained throughout project.	The website (www.twentyten.net) has been redeveloped, based largely on the responses of the User Needs Survey, and is being continuously updated and improved	

Project objective and Outcomes	Description of indicator ¹⁴	Baseline level ¹⁵	Mid-term target ¹⁶	End-of-project target	Level at 30 June 2009	Progress rating ¹⁷
	Indicator products tailored to meet specific user needs developed annually, building on available indicators, and disseminated to major international initiatives, meetings and decision-making fora.	2010 BIP Brochure on Partnership available from PDF-B. The following products were proposed: <ul style="list-style-type: none"> • Full report on indicators and analysis; • Summary report on overall indicator trends; • Guidance document for the private sector; • Communication of the outputs through the public media. 	At least four technical indicator products tailored to meet specific user needs developed and disseminated. 2010 BIP Brochure revised and updated. Three quarterly newsletters. At least two press releases.	At least 12 technical indicator products tailored to meet specific user needs developed, building on available indicators, and disseminated to major international initiatives, meetings and decision-making fora. 2010 BIP Brochure revised and updated. 11 quarterly newsletters. At least 4 press releases.	Two information documents were developed for the CMS and Ramsar COPs. Newsletters (<i>BIPNews</i>) continued to be published on a quarterly basis, with translation into all 6 UN languages and Japanese. A press release was issued for International Day for Biodiversity (22 May 2009).	
Outcome 2: <i>Improved global indicators implemented and available</i>	At least 70% of the headline biodiversity indicators identified by CBD in the context of the 2010 target are improved by the third year through increased data input, greater timeseries coverage, or capacity to demonstrate trends in rates of change.	0% of headline biodiversity indicators improved.	At least 25% of the headline biodiversity indicators are improved through increased data input, greater timeseries coverage, or capacity to demonstrate trends in rates of change.	At least 70% of the headline biodiversity indicators identified by CBD in the context of the 2010 target are improved by the third year through increased data input, greater timeseries coverage, or capacity to demonstrate trends in rates of change.	4 sets of substantive reports have been received from Indicator Partners, showing that 16 of 18 (89%) of 2010 headline indicators reported increased data input, greater time-series coverage, or capacity to demonstrate trends in rates of change.	

Project objective and Outcomes	Description of indicator¹⁴	Baseline level¹⁵	Mid-term target¹⁶	End-of-project target	Level at 30 June 2009	Progress rating¹⁷
Output 2.1: <i>Standards, guidelines and methods for indicator development, peer review and information sharing</i>	Indicator Development plans and information management strategies in place by the end of the first year of the project, and implemented by the third year.	No plans and strategies in place.	Indicator Development plans and information management strategies in place by the end of the first year of the project	Indicator Development plans and information management strategies in place by the end of the first year of the project, and implemented by the third year.	Indicator development plans were collected by the 2010 BIP Secretariat during the first year of the project and an Information Management Strategy has been developed and implemented.	
	Peer review procedures in place and implemented for each indicator by the third year.	No 2010 BIP peer review procedures in place.	Scientific Advisory Body (SAB) established. Peer review process developed and agreed.	Peer review procedures in place and implemented for each indicator by the third year.	The composition and ToR of the SAB has been agreed by the Steering Committee, and work is on-going to develop a peer review procedure	
Output 2.2: <i>Individual indicators strengthened and delivered</i>	At least 70% of the global 2010 biodiversity indicators delivered by the third year, incorporating data and expertise from a wider range of national and other sources than before 2007.	None of the global 2010 biodiversity indicators deliverable that incorporate data and expertise from a wider range of national and other sources than before 2007.	At least 25% of the global 2010 biodiversity indicators incorporating data and expertise from a wider range of national and other sources than before 2007.	At least 70% of the global 2010 biodiversity indicators delivered by the third year, incorporating data and expertise from a wider range of national and other sources than before 2007.	Indicator development plans and substantive reports were and are collated by the 2010 BIP Secretariat, showing that 86% of the indicators are incorporating data and expertise from a wider range of national and other sources.	
	Individual indicators delivered and used in products of the 2010 Biodiversity Indicator Partnership by the third year.	No Partnership products using developed indicators delivered.	Two Partnership products using developed indicators delivered.	Individual indicators delivered and used in at least ten products of the 2010 Biodiversity Indicator Partnership by the third year.	Three Partnership products delivered the report of the LPI, and the technical submissions to the CMS and Ramsar COPs.	

Project objective and Outcomes	Description of indicator ¹⁴	Baseline level ¹⁵	Mid-term target ¹⁶	End-of-project target	Level at 30 June 2009	Progress rating ¹⁷
<p>Outcome 3: <i>National governments and regional organizations using and contributing to improved delivery of global indicators</i></p>	<p>At least 50% of the biodiversity indicators identified by CBD in the context of the 2010 target are further developed based on increased contribution of local, national, and regional data by the end of the third year of the project.</p>	<p>Seven global indicators had an established methodology at the start of the project, with the potential for improved reporting by the inclusion of new national or regional data. (LPI, Global Wild Bird index, RLI, Coverage of PAs, Ecological Footprint, Nitrogen deposition, MTI).</p>	<p>50% of indicators with an established methodology at the start of the project have new national or regional data.</p>	<p>At least 50% of the biodiversity indicators identified by CBD in the context of the 2010 target are further developed based on increased contribution of local, national, and regional data by the end of the third year of the project.</p>	<p>Six of the seven indicators (86%, all except the Marine Trophic Index) have increased national / regional databases</p> <p>The Zoological Society of London database of National and Regional Red Lists now online: www.nationalredlist.org</p> <p>The Global Footprint Index published a regional report for Africa and country reports for India and Hong Kong.</p> <p>5 regional biodiversity Indicator capacity building workshops (each of 3 days duration) successfully run to date, with participants from 39 countries, raising awareness of 2010 Indicators and linkages with BIP partners.</p> <p>3 National guidance documents (for Red List Index, Living Planet Index, Protected Area coverage) published, draft indicator development & use guidance tested with 39 countries in regional workshops. Fact sheets for all 2010 indicators available on BIP website, promoting indicator use & links to partners.</p> <p>36% of indicators have incorporated national level data, with 43% reporting on use of data from "other" (non-global level) sources.</p>	

Project objective and Outcomes	Description of indicator ¹⁴	Baseline level ¹⁵	Mid-term target ¹⁶	End-of-project target	Level at 30 June 2009	Progress rating ¹⁷
	At least 30 national governments and regional organizations are using a broader set of 2010 biodiversity indicators to report on progress towards the 2010 target, by 2010.	No governments.	5 governments.	At least 30 national governments and regional organizations are using a broader set of 2010 biodiversity indicators to report on progress towards the 2010 target, by 2010.	In addition to China, Brazil, SEBI2010, ASEAN member countries (10) and the Caribbean workshop participants (13 countries), as identified in the 2008 PIR, the participants of the Eastern and Southern Africa, Central America and South-east Asia workshops (24 in total) have been encouraged to develop and use indicators. The results of such activities will become apparent after follow up in the coming months.	
Output 3.1: <i>Enhanced capacity of national governments and regional organizations to contribute to global indicator delivery</i>	Guidelines available, by the end of the first year of the project, on enhancing the use of local, national and regional data and methodologies in global indicator processes.	No guidance document.	Guidelines available, by the end of the first year of the project, on enhancing the use of local, national and regional data and methodologies in global indicator processes.	Guidelines available, by the end of the first year of the project, on enhancing the use of local, national and regional data and methodologies in global indicator processes.	An overarching guidance document on the development of indicators at the national and regional levels is nearing publication, based on lessons learnt concerning needs and expectations by countries through the regional capacity workshops	
	At least 30 national governments and regional organizations are actively involved in global indicator delivery.	No governments and regional organisations.	5 governments and regional organisations.	At least 30 national governments and regional organizations are actively involved in global indicator delivery.	In addition to China, Brazil, SEBI2010, ASEAN member countries (10) and the Caribbean workshop participants (13 countries), as identified in the 2008 PIR, the participants of the Eastern and Southern Africa, Central America and South-east Asia workshops (24 in total) have been encouraged to develop and use indicators. The results of such activities will become apparent after follow up in the coming months.	

Project objective and Outcomes	Description of indicator ¹⁴	Baseline level ¹⁵	Mid-term target ¹⁶	End-of-project target	Level at 30 June 2009	Progress rating ¹⁷
Output 3.2: ¹⁴ <i>Guidelines available to governments and regional organizations for the use of global indicators and their methodologies in national and regional decision making.</i>	Guidelines are made available, by the end of the third year of the project, on the appropriate application of global indicator methodologies and lessons learned for regional and national processes.	No guidance documents.	5 guidance documents on global indicator methodologies for national or regional use.	10 guidance documents are made available, by the end of the third year of the project, on the appropriate application of global indicator methodologies and lessons learned for regional and national processes.	Guidance on the Red List Index, Living Planet Index and Coverage of Protected Areas has been published. A further document on the Global Wild Bird Index is under consideration.	
	Guidelines are made available, by the end of the first year of the project, on the use of global indicators in national and regional policy.	No guidance documents.	Guidelines are made available, by the end of the first year of the project, on the use of global indicators in national and regional policy.	Guidelines are made available, by the end of the first year of the project, on the use of global indicators in national and regional policy.	An overarching guidance document on the development of indicators at the national and regional levels is nearing publication, based on lessons learnt concerning needs and expectations by countries through the regional capacity workshops	

H. Annex 8: 2010 BIP Review of Outcomes to Impacts Analysis

Part 1. Project Summary and Ratings Explanation

1.A Project Summary

1.A.i. Project Objective(s)

Project Document: "The immediate objective of the project is that decisions made by governments and other stakeholders are better informed to improve the conservation status of species, habitats, and ecosystems at the global level"

1.A.ii. Project Strategy / Components

The project document does not explicitly highlight a strategy, but explains the approach: "Setting in place improved mechanisms for tracking progress in reducing the rate of loss of biodiversity, and achieving the 2010 target, provides information that is essential for two key activities that themselves promote improved achievement of the target: Policy intervention and Public awareness and communication. This project will contribute to more informed decision-making at global and other levels, improved monitoring of global biodiversity, and increased appreciation of the value and trends in global biodiversity. This will in turn help to ensure better action to secure the conservation and sustainable use of biodiversity."

The project had three main components to achieve its objectives:

Outcome 1: A 2010 Biodiversity Indicators Partnership generating information useful to decision-makers

Outcome 2: Improved global indicators are implemented and available

Outcome 3: National governments and regional organizations using and contributing to the improved delivery of global indicators

1.B. Ratings Explanation

1.B.i. Ratings Evidence

Objective Indicators:

- Increased availability and use of the 2010 biodiversity indicators by decision makers in policy for a including MEA COPs, meetings of international scientific bodies, UN General Assembly meetings, and GEF council between 2010 and 2012 compared to 2002 to 2006.
- The implemented 2010 biodiversity indicators are incorporated by 2010, into products that are used in at least three Convention processes, and at least twenty international programmes and mechanisms, by national governments and international agencies.

[SEE 2009 PIR]

Outcome 1 indicator: At least 70% of the headline biodiversity indicators identified by the CBD in the context of the 2010 target are implemented and available from organizations within the 2010 Biodiversity Indicators Partnership by the third year.

[SEE 2009 PIR]

Outcome 2 indicator: At least 70% of the headline biodiversity indicators identified by CBD in the context of the 2010 target are improved by the third year through increased data input, greater timeseries coverage, or capacity to demonstrate trends in rates of change.

[SEE 2009 PIR]

Outcome 3: At least 50% of the biodiversity indicators identified by CBD in the context of the 2010 target are further developed based on increased contribution local, national, and regional data by the end of the third year of the project.

[SEE 2009 PIR]

1.B.ii. Ratings Justification

A ROTI analysis is intended to be completed once a project is finished, or even a year or two after the fact. Therefore a ROTI exercise at the mid-term (or at least before the end of the project) is a slightly different exercise in that it must anticipate what is expected to be completed by the end of the project.

Objective: "The immediate objective of the project is that decisions made by governments and other stakeholders are better informed to improve the conservation status of species, habitats, and ecosystems at the global level"

[SEE MID-TERM EVALUATION REPORT]

Outcome 1: A 2010 Biodiversity Indicators Partnership generating information useful to decision-makers

[SEE MID-TERM EVALUATION REPORT]

Outcome 2: Improved global indicators are implemented and available

[SEE MID-TERM EVALUATION REPORT]

Outcome 3: National governments and regional organizations using and contributing to the improved delivery of global indicators

[SEE MID-TERM EVALUATION REPORT]

Part 2. Review of Outcomes to Impacts Ratings Table (see ratings guidelines below)

Project #, Title, IA, Type (FSP / MSP):		2010 Biodiversity Indicators Partnership – UNEP - FSP					
Outputs	Outcomes (Include status if not met)	Outcome Rating (A – D)	Intermediate States (Include status if not met)	IS Rating (A – D)	Impact	Rating (+)	Overall
1.1 Working partnership on indicators established and maintained	1.1 A 2010 Biodiversity Indicators Partnership generating information useful to decision-makers	B	1. NOT YET MET: Quality of policy decisions improved with respect to effects on biodiversity; increased number of policy decisions specifically seeking to benefit biodiversity	C	1. Reduced threats to biodiversity and more effective conservation actions for biodiversity result in improved biodiversity status at global level		BC
1.2. Communication strategy meeting user needs prepared and implemented	1.2 A 2010 Biodiversity Indicators Partnership generating information useful to decision-makers		2.		2.		
2.1 Standards, guidelines and methods for indicator development, peer review and information sharing	2.1 Improved global indicators are implemented and available		3.		3.		
2.2 Individual indicators strengthened and delivered	2.2 Improved global indicators are implemented and available		4.				
3.1 Enhanced capacity of national governments and regional organizations to contribute to	3.1 National governments and regional organizations using and contributing to the improved delivery of global		5.				

global indicator delivery	indicators					
3.2 Guidelines available to governments and regional organizations for the use of global indicators and their methodologies in national and regional decision making	3.2 National governments and regional organizations using and contributing to the improved delivery of global indicators		6.			
	Rating justification summary		Rating justification summary		Rating justification summary	
	[SEE MID-TERM EVALUATION REPORT]		[SEE MID-TERM EVALUATION REPORT]		[SEE MID-TERM EVALUATION REPORT]	

Desk Review of Outcomes to Impacts Ratings Guidelines

Outputs are such concrete things as training courses held, numbers of persons trained, studies conducted, networks established, websites developed, and many others. Outputs reflect where and for what project funds were used. These are not rated, since they do not in themselves represent progress towards project objectives.

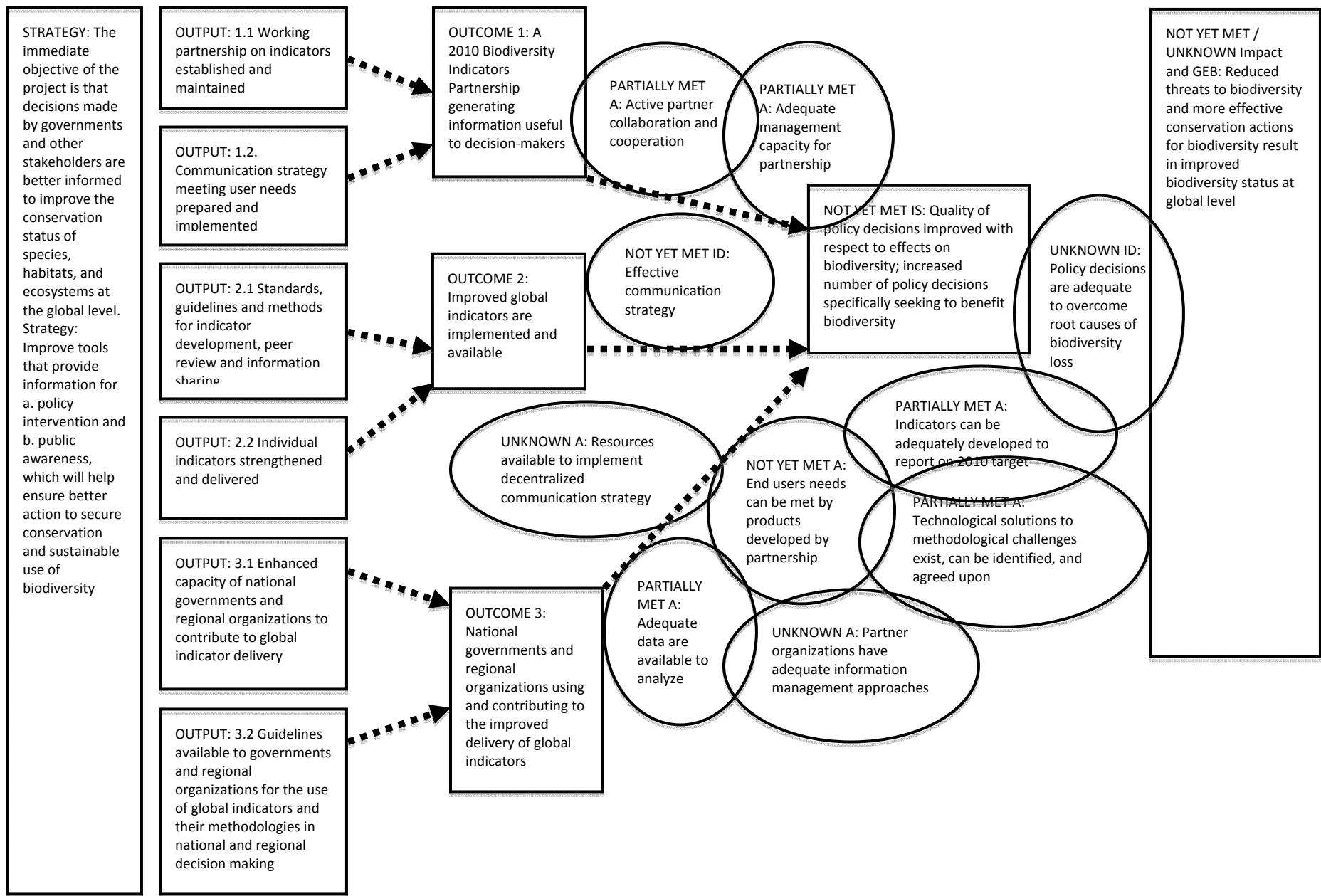
Outcomes, on the other hand, are the first level of intended results stemming from the outputs. Not the number of persons trained; but how many persons who then demonstrated that they had gained the intended knowledge or skills. Not a study conducted; but one that could change the evolution or development of the project. Not a network of NGOs established; but that the network showed potential for functioning as intended. A sound outcome might be genuinely improved strategic planning in sustainable land management stemming from workshops, training courses, and networking. Outcomes are the first step demonstrating progress towards a project's overall objectives. They can therefore be rated.

Intermediate states: The intermediate states indicate achievements that lead towards impact and Global Environmental Benefits, especially if the potential for scaling up is established.

Impact: Actual changes in environmental status, such as an increase in species population numbers, reduced rate of deforestation, improved water quality, or documented reductions in greenhouse gases

Global Environmental Benefits: Changes in environmental status that can be demonstrated to have global significance according to an accepted standard (such as one of the GEF Global Benefit Indices, Red List, etc. There may be cases where such significance does not yet have an accepted standard of measurement, in which case judgment will have to be used and explained).

Outcome Rating	Rating on Progress Toward Intermediate States	Impact Rating
D: The project's intended outcomes were not delivered.	D: The conditions necessary to achieve intermediate states are unlikely to be met.	Rating "+": Measurable impacts or threat reduction achieved and documented within the project life-span
C: The outcomes delivered were not designed to feed into a continuing process after GEF funding.	C: The conditions necessary to achieve intermediate states are in place, but are not likely to lead to impact.	
B: The outcomes delivered were designed to feed into a continuing process, but with no prior allocation of responsibilities after GEF funding.	B: The conditions necessary to achieve intermediate states are in place and have produced secondary outcomes or impacts, with moderate likelihood that they will progress toward the intended Global Environment Benefit.	
A: The outcomes delivered were designed to feed into a continuing process, with specific allocation of responsibilities after GEF funding.	A: The conditions necessary to achieve intermediate states are in place and have produced secondary outcomes or impacts, with high likelihood that they will progress toward the intended Global Environment Benefit.	



I. Annex 9: Evaluator Curriculum Vitae

Joshua E. Brann

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Skype: wchinook

Nationality: American
Civil Status: Single
Children: None
Birthplace: Alaska, USA

Professional Experience

Independent Consultant

Conservation and Evaluation Specialist; Mill Valley, CA December 2006 – Present

- Ten years experience working on environmental conservation issues, evaluation, and strategy consulting
- Extensive field work in Asia-Pacific and Eastern Europe regions; additional work in Central Asia and Africa
- Experience leading evaluation teams in project evaluation, and working independently and as a team member
- Expertise in monitoring and evaluation design and execution, including impact evaluation, indicator development, logical frameworks and logic chains, baselines, quantitative analysis, theory-based evaluation, results-based management, knowledge management, design of monitoring tools, and electronic surveys
- Knowledge of and experience with multi-lateral institutions' monitoring and evaluation policies and procedures, including the Global Environment Facility, United Nations, and World Bank
- Experience in all Global Environment Facility focal areas, with particular emphasis in biodiversity, international waters, and multi-focal areas
- Full understanding of key Global Environment Facility principles such as global environmental benefits, incremental costs, catalytic role, stakeholder participation and project sustainability

Keystone Strategy, LLC / North Harvard Group, LLC

Analyst; South San Francisco, CA, July 2006 – September 2008

- Business Strategy Consulting

Conducted market opportunity modeling and strategic analysis for Fortune 100 technology firms

- Litigation Support

Performed quantitative analyses of technology markets to support clients in intellectual property litigation

Contributed written qualitative analyses to leverage expertise of Harvard Business School professors serving as expert witnesses

Global Environment Facility

Monitoring & Evaluation Analyst, Evaluation Office; Washington, DC, May 2004 – May 2006

- Monitoring and evaluation of the GEF portfolio, covering the main GEF focal areas: conservation of biodiversity, climate change, international waters, land degradation, ozone depletion, and persistent organic pollutants
- Evaluation team member on major GEF programmatic evaluations:

Pilot Phase of GEF Impact Evaluation (2006): Developed conceptual model for analyzing project-level biodiversity impacts with global-level biodiversity status; Developed evaluation concept paper and terms of reference; Recruited external consultants for evaluation support

Joint Evaluation of the GEF Activity Cycle and Modalities (2006): Primary responsibility for organization of field visits, external stakeholder survey, and desk review of previous evaluation evidence; Organized and carried out field visit to Macedonia and Turkey; Contributed to evaluation management including budget planning for multiple evaluation components

Evaluation of the GEF Support for Biosafety (2005): Organized and carried out stakeholder consultation field visits in Tajikistan, Croatia, India and China; Contributed to evaluation planning and management; Managed publication of evaluation report

Third Overall Performance Study of the GEF (2005): Organized regional stakeholder consultation workshops in Bangkok, Cairo and Pretoria; Provided support to external firm carrying out evaluation

Biodiversity Program Study 2004: Conducted statistical analysis of GEF biodiversity portfolio; Reviewed and analyzed over one hundred project terminal evaluations and progress implementation reports

- Analysis, input and support for additional GEF Evaluation Office evaluations:

GEF Annual Performance Report 2004, 2005 and 2006: Carried out Terminal Evaluation Reviews of million dollar GEF biodiversity projects; Provided statistical portfolio analysis

Review of the GEF Project Cycle: Conducted statistical analysis of GEF project cycle timeframes

Evaluation of Operational Program 12 – Integrated Ecosystem Management: Provided management support and analysis to external evaluation team

- Portfolio monitoring, strategic priority tracking, and biodiversity indicators

Contributed to development of biodiversity portfolio strategic priority tracking tools, with emphasis on sustainable use of biodiversity; Updated and maintained indicators and protected areas databases

Global Environment Facility

Consultant, Biodiversity Team/Monitoring & Evaluation Unit; Washington, DC, October 2002 – May 2004

- Produced and contributed to several GEF biodiversity public relations publications:

Forests Matter: Wrote and produced GEF publication on forest ecosystems component of the GEF biodiversity portfolio

Making a Visible Difference in Our World – The GEF and Protected Areas: Researched and analyzed the protected areas component of the GEF portfolio; Developed text for publication

GEF and the Convention on Biological Diversity: A Strong Partnership with Solid Results: Provided research and text for publication distributed at the Conference of Parties of the CBD

- Represented the GEF at major international conservation forums, including:

World Parks Congress (2003); Seventh Conference of Parties of the Convention on Biological Diversity (2004); World Conservation Congress (2004); World Wilderness Congress (2005)

- Supported GEF biodiversity portfolio internal data management systems; Updated and managed GEF biodiversity protected areas database; Researched GEF biodiversity portfolio

World Wildlife Fund – US

Research Assistant, Asia-Pacific Program; Washington, DC, September 2000 – June 2001

- Edited grant proposals for landscape conservation projects requesting funds from US Government agencies, foundations, and international organizations
- Developed reports and educational brochures

Alaska Rainforest Campaign

Consultant; Washington, DC, June 2000 – August 2000

- Advocated for increased federal protection for Alaskan forests

National Wildlife Federation

Conservation Intern; Washington, DC, January 2000 – June 2000

- Advocated for enactment of federal conservation funding legislation

Education

M.A., International Relations, Johns Hopkins University School of Advanced International Studies Bologna, Italy & Washington, DC, August 2001 – May 2003

Concentrations: Energy, Environment, Science & Technology (EEST) and International Economics

Language Proficiency: French

Independent Study: Human-Wildlife Conflict and Protected Areas

B.A., Environmental Studies, Dartmouth College

Hanover, NH, September 1995 – June 1999

Major: Environmental Studies; Minor: French

Rufus Choate Scholar for Academic Achievement; Citations for Academic Achievement in three courses

Foreign study: Zimbabwe and South Africa (Environmental Studies); France (French)

Certificate, French Language Studies, University of Nice Sophia-Antipolis

Nice, France, July 2001

Microeconomics and French coursework, United States Department of Agriculture Graduate School

Washington, DC, September 2000 – December 2000

High School Diploma - Salutatorian, Homer High School

Homer, AK, September 1991 – May 1995

Skills and Activities

Professional Associations

International Development Evaluation Association (IDEAS)

American Evaluation Association

Language Skills

French: Speaking (Fair), Writing (Basic), Reading (Good)

Spanish: Speaking (Basic), Reading (Good)

Computer Skills

Microsoft Office applications, Adobe Photoshop, HTML

International Experience

Field Work: Extensive experience in Asia-Pacific region, additional experience in Eastern Europe, Central Asia, and Africa

Travel: Field work and/or tourism in 38 countries, including all major developing regions

Activities and Interests

Professional: Former founding co-chair of International Young Professionals in Conservation initiative

Recreational: Hiking; camping; fishing; running; cross-country skiing; alpine skiing/snowboarding

Publications

Evaluation

2007. "Joint Evaluation of the GEF Activity Cycle and Modalities," Washington, D.C.: GEF Evaluation Office.

2006. "Evaluation of GEF Support for Capacity Building for the Cartagena Protocol on Biosafety," Washington, D.C.: GEF Evaluation Office.

2004. "Biodiversity Program Study 2004," Washington, D.C.: GEF Monitoring and Evaluation Unit.

Professional

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