



**Validated Terminal Review of the UNEP-GEF Project  
“Connect: Mainstreaming biodiversity into the heart  
of government decision making” (GEF ID 5730)  
2016-2021**



**Ecosystems Division  
January/2023**



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Front cover: *Kobus ellipsiprymnus*, (Waterbuck) at the Gorongosa National Park (Mozambique) by José Antonio Cabo Buján

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For further information on this report, please contact:  
Ecosystems Division  
| UNEP | P.O. Box 30552 | Nairobi 00100 | Kenya  
[ersin.esen@un.org](mailto:ersin.esen@un.org)

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## ACKNOWLEDGEMENTS

This terminal review was prepared for the UNEP Ecosystems Division by José Antonio CABO BUJÁN.

The reviewer would like to express their gratitude to all persons met and who contributed to this review.

## BRIEF EXTERNAL CONSULTANT(S) BIOGRAPHY

José Antonio Cabo Buján, Pontevedra, Spain, 1974, is a natural scientist with an academic background in oceanography and environmental economics and over 20 years of experience in designing, implementing, and evaluating climate change adaptation, ecosystem management, and biodiversity conservation projects.

From 2012 till present, the reviewer has evaluated seventeen UN-implemented projects in twelve countries in Africa, Latin America, Asia, and the Pacific, on topics ranging from the adaptation of the water sector to climate change in Cabo Verde to improving the environmental management capacities of local government in Thailand. In the meantime, Antonio also successfully graduated with an MSc. in Environmental Economics from the School of Oriental and African Studies of the University of London and collaborated with UNICEF in Nepal and Haiti and UNDP in Mozambique, authoring reports on climate change vulnerability, and developing project documents.

## About the Review

**Joint Review:** No

**Report Language:** English.

**Review Type:** Terminal Review

**Brief Description:** This report is a management-led Terminal Review of a UNEP project implemented between 2015 and 2022. The project's overall development goal was to improve mainstreaming of biodiversity into decision making process by establishing effective links between biodiversity data providers and policy making bodies. The review sought to assess project performance (in terms of relevance, effectiveness, and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The review has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, the GEF and the relevant agencies of the project participating countries.

**Key words:**

**Primary data collection period:** April-July 2022

**Field mission dates:** No field mission, all interviews online

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## List of acronyms

BID	Biodiversity Information for Development programme
BIMF	Biodiversity Information Management Forum (Ghana)
BIPs	Biodiversity Information Products
DNA	National Environment Directorate (Mozambique)
EA	Expected Accomplishment
EPA	Environmental Protection Agency (Ghana)
GBIF	Global Biodiversity Information Facility
GEF	Global Environment Fund
GSS	Ghana Statistical Service
GPMU	Global Project Management Unit
IIED	International Institute of the Environment and Development
JRC	Joint Research Council
LUSPA	Land Use and Spatial Planning Authority (Ghana)
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries (Uganda)
MITADER	Ministry of Land, Environment and Rural Development (Mozambique)
MoU	Memorandum of Understanding
MTR	Midterm Review
MTS	Midterm Strategy
NBA	National Biosafety Authority (Ghana)
NBIL	National biodiversity information landscapes
NDPC	National Development Planning Commission (Ghana)
NFA	National Forestry Authority (Uganda)
NEMA	National Environment Management Authority (Uganda)
NPA	National Planning Authority
OECD	Organization for Economic Co-operation and Development
PoW	Program of Work
ProDoc	Project Document
SBA	Spatial Biodiversity Assessments
SCBD	Secretariat of the Convention on Biological Diversity
SDG	Sustainable Development Goals
SP	Sub-program of UNEP's MTS
ToC	Theory of Change
ToR	Terms of Reference
UNEP	United Nations Environment Program
USD	United States Dollars
WCMC	World Conservation Monitoring Center

## Project Summary table

Table 1. Project Summary Table

Project Title		Connect: Mainstreaming biodiversity into the heart of government decision making (GEF ID 5730)	
Duration months	<i>Planned</i>	48 months	
	<i>Extension(s)</i>	September 2020 (effective)	12 months
Division(s) Implementing the project		Ecosystems Division, Biodiversity and Land Degradation Branch, GEF Biodiversity and Land Degradation Unit	
Executing Agency(ies)		UN Environment Programme World Conservation Monitoring Centre (UNEP - WCMC)	
Names of Other Project Partners		<ul style="list-style-type: none"> <li>• National Biosafety Authority, Ghana.</li> <li>• Ministry of Land, Environment &amp; Rural Development, Mozambique.</li> <li>• National Environment Management Authority, Uganda.</li> <li>• International Institute of the Environment and Development (IIED).</li> <li>• Secretariat of the Convention on Biological Diversity (SCBD).</li> <li>• BirdLife International.</li> <li>• Global Biodiversity Information Facility (GBIF).</li> <li>• Joint Research Council (JRC)</li> </ul>	
Project Type		Full Size Project	
Project Scope		Global	
Region		Africa	
Countries		Ghana, Mozambique, Uganda	
Expected Accomplishment(s):	SP3; EA(b); SP7; EA (iii)	Programme of Work Output(s):	2018-2019 Sub-Programme 3, Healthy and productive ecosystems; EA(b) Indicator (i) Sub-Programme 7 Environment Under Review; EA Governments and other stakeholders use quality open environmental data, analyses and participatory processes that strengthen the science-policy interface to generate evidence-based environmental assessments, identify emerging issues and foster policy action. Indicator (iii)
UNSDCF / UNDAF linkages		Ghana - Ghana UNSDP 2018-2022 Results Area 3, Outcome 5 Mozambique – UNDAF 2017-2020 Outcome 9 Uganda - UNDAF 2016-2020 Outcome 3.1	
Link to relevant SDG target(s) and SDG indicator(s)		SDG 2, Indicator: 2.4.1 SDG 14, Indicators: 14.4.1, 14.5.1, 14.6.1, 14.7.1) SDG 15: Indicators 15.1.1, 15.1.2, 15.2.1, 15.3.1, 15.5.1)	
GEF Focal Area(s)		Biodiversity	

GEF Strategic Priority/Objective:		BD 2, Mainstream Biodiversity Conservation and Sustainable Use into Production Landscapes, Seascapes and Sectors. Outcome 2.2: Measures to conserve and sustainably use biodiversity incorporated in policy and regulatory frameworks	
GEF Core Indicator Targets		Policies and regulations governing sectoral activities that integrate biodiversity conservation as recorded by the GEF tracking tool as a score	
GEF financing amount		\$5,000,000	
Co-financing amount		\$19,799,779	
Total amount		\$24,799,779	
Date of CEO Endorsement		14.05.2016	
Start of Implementation		01.09.2016	
Date of first disbursement		14.09.2016	
Total disbursement as of 30 June 2021		\$4,305,930	
Total expenditure as of 30 June 2021		\$4,963,186	
Mid-term Review (planned date):	31.07.2019	Mid-term Review (actual date):	05.02.2020
Terminal Review (planned date):	31.12.2021	Terminal Review (actual date):	30/09/2022
Completion Date	<i>Planned</i>	31.12.2020	
	<i>Revised</i>	31.08.2021	
Expected Financial Closure Date		31.08.2022	



## Executive summary

1. The project Connect: Mainstreaming biodiversity into the heart of government decision-making (connect project) was implemented between 2016 and 2021 to provide national governments with biodiversity and ecosystem services information tools (e.g., spatial data on land cover, population abundance) to mainstream biodiversity conservation into government policy and action, piloting on three African countries: Ghana, Mozambique, and Uganda. The project was funded with a GEF Trust Fund grant of \$5 million with committed co-finance amounting to \$19.8 million, committed by several organizations, including the participating national implementing partners: Ministry of Environment, Science, Technology, and Innovation (Ghana), Ministry of Land, Environment and Rural Development (Mozambique), and National Environment Management Authority (Uganda).
2. The Terminal Review (TR) is undertaken to facilitate reflection and learning by UNEP staff and key project stakeholders. Specifically, the TR serves two purposes:
  - to provide evidence of results to meet accountability requirements and, for future project formulation and implementation.
  - to promote operational improvement, learning, and knowledge sharing through results and lessons learned among UNEP, UNEP-WCMC, and the main project partners.
3. The TR used a theory-based contribution analysis to assess the project results and a case study design to evaluate the project's governance modality. The evaluation used qualitative methods (semi-structured interviews and document analysis) with the instruments listed in the review framework, attached to this report, to collect data for the 12 evaluation questions. The TR triangulated data from project documentary sources, peer organizations, with interview with national stakeholders.
4. The project responds to the conclusion contained in the GEF-5 biodiversity strategy that biodiversity mainstreaming is hampered by a lack of awareness of decision-makers on the impacts of productive sectors on habitats and biodiversity components and the socio-economic benefits derived thereof. To increase awareness, information on biodiversity at the national and local scales where most policy and production decisions regarding land- and ocean use are made is required. The project aimed to demonstrate that providing specific entry points with needed data ensures that biodiversity conservation and ecosystem services are considered in decision-making processes across government sectors.

## Conclusions

5. The Project Connect Biodiversity is highly relevant and decisively contributes to the GEF-5 to 7 biodiversity strategy, Aichi targets, and post-2020 CBD biodiversity strategy.
6. Connect was well aligned with national environmental goals framed in the three pilot countries' National Biodiversity Strategies and Action Plans.

7. The project design was adequate and based on lessons learned from previous interventions. Specifically, the project addressed barriers to implementing previous mainstreaming GEF projects, and national barriers based on consultations during the inception phase developed and consolidated during the project's implementation through the political economy analyses and national biodiversity landscapes.
8. Connect has achieved significant results, effectively mainstreaming biodiversity concerns into decision-making in the three pilot countries. Moreover, the project delivered virtually all its outputs and achieved its planned outcomes. However, the project invested more time than planned in delivering its outputs, which, compounded by the COVID-19 pandemic, contributed to diluting mainstreaming results. Thus, consolidating the project's mainstreaming results will need some more support for the national implementing partners in the three pilot countries.
9. The implementation in three pilot countries was designed to generate lessons learned that could be applied in other countries, especially in Sub-Saharan Africa, through consolidated research, publications, and international outreach through the International Technical Advisory and Upscaling Group (ITAUG). Exchanges of lessons among the countries was limited due to the different sectors and processes targeted by the project and were greater between the two English-speaking countries (Ghana and Uganda).
10. The project's approach has been replicated in projects implemented in Africa, the Caribbean and the Pacific by Connect's implementing partners. However, dissemination of project publications has not yet been optimized through the project's webpage.
11. The project successfully and highly satisfactorily supported the leading government organizations in each pilot country to produce biodiversity products that have induced changes in policymaking and have the potential to institutionalize mainstreaming of biodiversity outside the environmental sector.
12. The project's results, particularly mainstreaming processes, and collaborative agreements, will need consolidation through external projects, including those being implemented by the project's partners UNEP-WCMC, GBIF, SANBI, WCS and NatureServe.

## Recommendations

13. UNEP and UNEP-WCMC need to boost the project's communication strategy by reactivating the ITAUG and the project's webpage, uploading the project's publications and resources. Moreover, both agencies should promote them during their participation in workshops, meetings, and events.
14. UNEP should secure resources from different sources for follow-up projects. The projects should consolidate the mainstreaming results in the three pilot countries by further strengthening the capacities of the national implementing partners to ensure effective inclusion of the Biodiversity Information Products (BIPs) into decision-making projects in the subsequent planning cycles and at the sub-national level and consolidate the data exchange and update mechanisms. Following the path set by the Global Biodiversity Information Facility's (GBIF) EU-funded 'Biodiversity Information for Development (BID), the Connect approach could also be expanded to other countries, benefiting from the lessons learned from the pilot phase implementation.
15. The next biodiversity data project should involve the national statistical services more strongly, to help them coordinate data generation also to support reporting on the SDGs and MEAs.
16. Capacity development activities should be part of a conscious capacity development strategy, addressing concrete needs, to avoid ad hoc short events, favoring rather longer-term resources, including e-learning courses and agreements with national and international academic institutions.

## Lessons learned

17. Targeting specific sectors and establishing links between concrete information needs and data providers, with the support of well-established non-government organizations (this project's implementing partners) and think-tanks has been effective in mainstreaming biodiversity into operational policy, beyond the environmental sector or general statements in overarching planning documents.
18. Sequential implementation of project components, where the next component depends on conclusion of the prior risks delays and can hamper project outcomes and impact. Thus, a more dynamic incorporation of results from studies funded by the project must be considered at project design

## Validation

The report has been subject to an independent validation exercise performed by UNEP's Evaluation Office. The performance ratings for the Connect project, set out in the Conclusions and

Recommendations section, have been adjusted as a result. The overall project performance is validated at the Satisfactory level.

## Introduction

19. The project Connect: Mainstreaming biodiversity into the heart of government decision-making (Connect project) intends to provide national governments with biodiversity and ecosystem services information tools (e.g., spatial data on land cover, population abundance) to mainstream biodiversity conservation into government policy and action, piloting on three African countries: Ghana, Mozambique, and Uganda. The project was funded with a Global Environmental Facility (GEF) Trust Fund grant of \$5 million with committed co-finance amounting to \$19.8 million, committed by several organizations.
20. The project contributes to the GEF-5 Biodiversity Focal Area Objective 2: *Mainstream Biodiversity Conservation and Sustainable Use into Production Landscapes, Seascapes and Sectors* and Outcome 2.2: *Measures to conserve and sustainably use biodiversity incorporated in policy and regulatory frameworks*.
21. Connect was implemented by the Division of Environmental Policy Implementation (DEPI) – currently named Ecosystems Division of UNEP - under its midterm strategies (MTS) 2014-17 and 2018-21, and executed by national government agencies in the three pilot countries (Table 5) coordinated by the World Conservation Monitoring Center (UNEP-WCMC)
22. The GEF council approved the project concept (PIF) in April 2014. Once the project document was completed, the GEF CEO endorsed and approved the project for implementation in March 2016, starting implementing in September 2016. The project underwent a midterm review between May 2019 and February 2020.
23. The project’s original implementation timeframe was 48 months, with a closing date of August 2020. The timeframe was extended to 60 months, and implementation ended in August 2021.
24. Following UNEP’s Evaluation Policy and the UNEP Evaluation Manual, the Terminal Review (TR) is undertaken at the operational completion of the project to assess project performance (in terms of relevance, effectiveness, and efficiency) and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The primary goal of the TR is to facilitate reflection and learning by UNEP staff and key project stakeholders. Specifically, the TR serves two purposes:
  - to provide evidence of results to meet accountability requirements and, for future project formulation and implementation.
  - to promote operational improvement, learning, and knowledge sharing through results and lessons learned among UNEP, UNEP-WCMC, and the main project partners.
25. Draft and final versions of the main Review Report have been shared with key stakeholders, including the management of the project's international and national implementing partners, the UNEP's Ecosystems Division (formerly DEPI), the Project's Steering Committee (SC), and National Steering Committees, from whom recommendations and comments have been received that have been incorporated into the report (Annex 1, Response to Stakeholders Comments).

## Review Methods

26. The TR complied with United Nations Evaluation Group (UNEG) norms and standards and Standards for Evaluation and the Organization for Economic Co-operation and Development (OECD), including the UNEG Ethical guidelines and guidance on integrating human rights and gender equality in the evaluation and conformity with the UNEP evaluation guidelines.
27. The TR used a theory-based contribution analysis to assess the project results, obtaining new data using qualitative methods (semi-structured interviews and document analysis) with the instruments listed in the review framework, attached to this report as Annex 1, together with documentary data to answer the 12 evaluation questions. Contribution analysis uses an explicit Theory of Change (ToC) for each project outcome within an overall ToC, and tests the theory against the evidence, assessing assumptions, logical links, and drivers to determine the project's contribution to its expected outcomes progress towards impact.
28. The TR triangulated data from project documentary sources, peer organizations, with interview with national stakeholders.
29. The findings of the review are based on a desk review of the following documents, among others:
  - Project document, project reports, including financial reports, audits, and project publications.
  - UNEP MTS, Programme of Work (POW), and GEF biodiversity strategy and policy papers on mainstreaming, and strategy papers by peer organizations (UN, bilateral donors, multilateral financial institutions)
  - Peer reviewed publications
  - Relevant publication by national government and non-government organizations
30. And individual, group interviews, and written comments from:
  - Global Coordinating Unit staff (UNEP-WCMC)
  - National Steering Committees members or national implementing partners: Ministry of Environment, Science, Technology, and Innovation (Ghana), Ministry of Land, Environment and Rural Development (Mozambique), and National Environment Management Authority (Uganda).
  - Project's international partners: Global Biodiversity Information Facility (GBIF), International Institute for Environment and Development (IIED), Nature Serve/ GEOBON, the Royal Belgian Institute of Natural Science (CEBioS), the South Africa National Biodiversity Institute (SANBI)/ Nelson Mandela University, and the World Conservation Society (WCS).

Table 2. Respondents

		# people involved (M/F)	# people contacted (M/F)	# respondent (M/F)	% respondent
<b>Project team</b>	Implementing agency	2 (1/1)	2 (1/1)	2 (1/1)	100%
	<b># entities involved</b>	<b># entities contacted</b>	<b># people contacted (M/F)</b>	<b># respondent (M/F)</b>	<b>% respondent</b>
<b>Project (implementing/ executing) partners</b>	11	11	17 (2/3)	12 (8/4)	70%
<b>Collaborating partners</b>	8	8	6 (1/5)	5 (0/5)	83%
<b>Beneficiaries:</b>	23	14	14 (9/5)	4 (2/2)	33%

## Ratings

31. The TR rates the project using a 2,4, 3 and 6-point scale for the evaluation criteria of relevance, impact, sustainability, and effectiveness, and efficiency as shown in Table 3.

Table 3. Ratings

Rating Criteria	Rating Scale
Relevance	<ul style="list-style-type: none"> <li>• <b>Relevant (R)</b></li> <li>• <b>Not-relevant (NR)</b></li> </ul>
Effectiveness, Efficiency, Results, GEF principles, other lower-level ratings criteria, etc.	<ul style="list-style-type: none"> <li>• <b>Highly satisfactory (HS):</b> There were no shortcomings in the achievement of objectives in terms of effectiveness or efficiency</li> <li>• <b>Satisfactory (S):</b> There were minor shortcomings in the achievement of objectives in terms of effectiveness or efficiency</li> <li>• <b>Moderately satisfactory (MS):</b> There were moderate shortcomings in the achievement of objectives in terms of effectiveness or efficiency</li> <li>• <b>Moderately unsatisfactory (MU):</b> There were significant shortcomings in the achievement of objectives in terms of effectiveness or efficiency</li> <li>• <b>Unsatisfactory (U):</b> There were major shortcomings in the achievement of objectives in terms of effectiveness or efficiency</li> <li>• <b>Highly unsatisfactory (HU):</b> There were severe shortcomings in the achievement of objectives in terms of effectiveness or efficiency</li> </ul>
Sustainability	<ul style="list-style-type: none"> <li>• <b>Likely (L):</b> Negligible risks to sustainability, with key outcomes expected to continue into the foreseeable future</li> <li>• <b>Moderately Likely (ML):</b> Moderate risks, but expectations that at least some outcomes will be sustained</li> <li>• <b>Moderately Unlikely (MU):</b> Substantial risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on</li> <li>• <b>Unlikely (U):</b> Severe risk that project outcomes as well as key outputs will not be sustained</li> </ul>
Impact	<ul style="list-style-type: none"> <li>• <b>Significant (S):</b> The project contributed to impact level results (changes in ecosystem status, etc.) at the scale of global benefits (e.g. ecosystem wide, significant species populations, etc.)</li> <li>• <b>Minimal (M):</b> The project contributed to impact level results at the site-level or other sub-global benefit scale</li> <li>• <b>Negligible (N):</b> Impact level results have not (yet) been catalyzed as a result of project efforts</li> </ul>

## The Project

### Context

32. Biodiversity loss threatens ecosystem services essential for sustainable development. Stopping biodiversity loss entails engaging actors in influential sectors, especially finance, industry, infrastructure, agriculture, and fisheries, facilitating the mainstreaming of biodiversity conservation concerns into those sectors' decision-making processes. At the time of project design, biodiversity mainstreaming activities funded by the GEF had been successful in introducing general biodiversity considerations in policy documents, including national development strategies, but not into operational development policies and projects, e.g., agricultural policy, road, port, and energy infrastructure development, in middle- and lower-income countries.
33. Connect responds to the conclusion contained in the GEF-5 biodiversity strategy that biodiversity mainstreaming is hampered by a lack of awareness of decision-makers on the impacts of productive sectors on habitats and biodiversity components and the socio-economic benefits derived thereof. To increase awareness, information on biodiversity at the national and local scales where most policy and production decisions regarding land- and ocean use are made is required.
34. The project design assumes that the main limitation to effective mainstreaming of biodiversity into development policy and action are barriers to accessing, understanding, and using existing information about biodiversity and associated ecosystem services. Thus, the project intends to identify the barriers preventing effective communication between data providers and policy and decision-making bodies in three pilot countries. Once the project identified the barriers, the project's national implementing teams would conceptualize, design, and build tools addressing national needs.
35. The project was implemented in Ghana, Mozambique, and Uganda, intending to be pilots from which lessons learned could be synthesized and disseminated to promote replication of the project's experience. The three pilot countries were selected based on seven criteria set at the project concept stage (PIF stage):
  1. GEF-eligible.
  2. Rapidly developing through agriculture, extractive sectors, or other growth sectors that present a high risk to biodiversity.
  3. Demonstrated willingness to act on biodiversity loss and are amenable to building the capacity within their governments to respond effectively
  4. Capable and motivated to offer a showcase example / play a leadership role within their region and globally.
  5. A diversity of sub-regional representation (southern, eastern, and west Africa)
  6. Existing participation in a relevant biodiversity mainstreaming initiative (e.g., a recent GEF mainstreaming project), where mainstreaming concepts had been established and leadership already developed.
  7. Cost-effectiveness: building on existing work in the countries so to maximize project impact and ensure that the GEF investment brings added value



## Results Framework

36. The project aimed to demonstrate that providing specific entry points with data they need ensures consideration of biodiversity conservation and ecosystem services in decision-making processes across government sectors.
37. The project operated at two levels. Nationally, in the three pilot countries, analyzing decision-making and involving relevant national actors to identify access and capacity barriers in using biodiversity data in policymaking, and defining the actions to incorporate that information into national decision-making processes. Internationally, Connect intended to synthesize the national experiences and disseminate and replicate them globally through the Convention for Biological Diversity (CBD). The enhanced supply and incorporation of biodiversity and ecosystem service data will eventually facilitate national reporting to the CBD.
38. The project's logical framework entailed the delivery of twelve project outputs (Table 10), implemented in a logical sequence following the three project components of identifying demand, enhancing supply, and sustaining mainstreaming processes, which are expected to result in the project's three outcomes, as exposed in table 4. Nine indicators mark the achievement of the three project outcomes, three per outcome, provided with baseline, midterm, and end-of-project (EOP) targets, as shown in Table 4.

Table 4. Outcome indicator framework (compressed formulation)

Outcome	Indicator	EOP target
Decision points or processes across government sectors identified, devise response strategies	# of completed response strategies addressing identified decision points.	At least 2 project countries have completed at least 1 activity in their response strategies/ action plans
	Natural Resource Management (NRM) stakeholders understand decision-making processes and user needs.	NRM stakeholders improved understanding of decision-making processes and user needs
	# of barrier removing activities and access entry points included in National Action Plans.	3 National Action Plans to remove barriers and access entry points implemented and yielding lessons
Technical stakeholders acquire share and communicate relevant data.	# of networks linking biodiversity data providers sharing with end users.	Data providers and government sectors, form regularly communicating networks and share biodiversity information
	# of new information products co-developed or co-strengthened by a team of data providers and end-users.	At least 1 x information product co-developed by data providers and end users, implemented, and used in each country
	Data providers communicate biodiversity information effectively.	Data providers effectively communicate biodiversity information
Policy frameworks across a range of sectors incorporate biodiversity decisions	# of national/ sector plans/strategies/ policies, integrate biodiversity conservation.	At least one example per project country
	# of accounting and reporting systems integrating biodiversity information.	At least one example per project country
	# of downloads of project generated materials	At least three countries have deployed Connect materials

## Stakeholders

39. The project's primary stakeholders were the national government organizations responsible for biodiversity management and related matters, interested in facilitating mainstreaming biodiversity into planning and solving practical challenges in their operations. Stakeholders are described in table 5.

Table 5. Stakeholders

Country	Stakeholders	Explain the power they hold over the project results/implementation and the level of interest	Did they participate in the project design, and how.	Roles and responsibilities in project implementation
NA	UNEP-WCMC	Executing agency	Led project design	Implementation of the project and support to national implementing units
NA	Bird Life international	Project collaborator	Supported the development of the project's ToC	No responsibilities during project implementation
NA	European Union Joint Research Centre (EU-JRC)	Project implementing partner	Participated in project design	ITAUG member and participation in the BIP design process.
NA	GBIF	Project implementing partner	Participated in project design	Delivered capacity development activities
NA	IIED	Project implementing partner	Participated in project design, particularly developing the ToC.	Led work package 2 (engagement of national stakeholders). Global project steering committee member
NA	Secretariat of the CBD	Project implementing partner	Participated in project design.	Co-led project activities. Global project steering committee member
NA	Prospex	Project implementing partner	Not identified in project document	Participated in facilitating workshops and communications
NA	Nature Serve	Project Implementer	It supported project design regarding the production and use of time-series indicators.	NatureServe supported (technical expertise) the elaboration of Biodiversity Information Products and national plans
South Africa	South African National Biodiversity Institute (SANBI)	Project Implementer	SANBI was identified at project design as potential data providers and to share best practice and lessons learned for mainstreaming biodiversity	SANBI supported (technical expertise) the elaboration of Biodiversity Information Products and national plans
Ghana	National Biosafety Authority (NBA)	Project implementing partner. Not identified at project design but assigned national implementation after PPG at inception. Under MESTI, mandated to ensure protection from GMOs	The NBA did not participate in design but jointly facilitated consultations with the sector Ministry (MESTI)	Implementing of all national level activities, including convening the national steering committee, national workshops, political economy analysis and spatial biodiversity assessment

Country	Stakeholders	Explain the power they hold over the project results/implementation and the level of interest	Did they participate in the project design, and how.	Roles and responsibilities in project implementation
Ghana	Science and Technology Policy Research Institute of the Council for Scientific and Industrial Research (CSIR-STEPRI),	Project implementing partner. Under MESTI, mandated to research to contribute to the formulation and implementation of socio-economic development programs	CSIR partnership with NBA came after the project formulation. The NBA did not participate in design, but jointly facilitated consultations with the sector Ministry (MESTI).	Support implementation of national level activities, including convening the national steering committee, national workshops, political economy analysis and spatial biodiversity assessment
Ghana	Land Use and Spatial Planning Authority (LUSPA)	Mandated to ensure the implementation of policies regarding spatial planning and physical development.	Not identified at project design, started participation in the project after 1st national workshop, November 2017	Participated in PEA and Spatial Biodiversity Assessment Uses Spatial Biodiversity Assessment maps in planning for oil and gas infrastructure development
Ghana	Ghana Statistical Service	Interested in developing national environmental accounts	GSS did not participate or was consulted during project design	Participated in project workshops
Uganda	National Environment Management Authority (NEMA)	Project implementing partner.	Identified in the project document as the leading project organization in Uganda	Support implementation of national level activities, including convening the national steering committee, national workshops, political economy analysis and spatial biodiversity assessment
Mozambique	National Environment Directorate (DNA) Department of Environmental Management	Project implementing partner	Identified in the project document as the leading project organization in Mozambique	Support implementation of national level activities, including convening the national steering committee, national workshops, political economy analysis and spatial biodiversity assessment
Mozambique	National Environment Directorate (DNA) Department of Licensing	Interested in developing a more efficient and transparent licensing system	Not identified in the project design, they became involved in the project through participation in the project's workshops leading to the development of the PEA, NBIL	They are the main beneficiaries of the project's BIP
Mozambique	World Conservation Society (WCS)	Project implementing partner	Not in project design	Facilitated project activities during implementation of Connect-complementing project COMBO in Mozambique

## Project implementation structure and partners

40. The project convened a global project steering committee (GPSC) composed of representatives of UNEP's DEPI/ Ecosystem Division, the GEF, the CBD Secretariat, Governments of Ghana, Mozambique, Uganda, IIED, and UNEP-WCMC. The GPSC reviewed and approved the project's knowledge products and annual work plans, providing advice on implementation and implementation challenges according to its terms of reference included in the project document (annex 8). The GPSC met a total of 10 times between 2016 and 2021 biannually. In each country, national steering committees (called National User Boards in the project document) were convened in 2017 that met biannually.
41. The national steering committees were composed mostly of representatives of national government bodies linked to the environment, water, forestry, fisheries, agriculture, and planning, academic institutions, but with some participation by local government, the private sector and civil society organizations.
42. The project was implemented globally by the project executing partner and by the lead agencies at the national level. The project executing partner, UNEP-WCMC, established a global project management unit (GPMU) composed of a project coordinator, and a project manager, working part-time at 20%, and 75% respectively, and a project assistant (part-time, 50%).
43. At the national level, the project was implemented by government organizations relevant to the management of biodiversity:
  - The National Biosafety Authority, collaborating with the Council for Scientific and Industrial Research (CSIR) of Ghana
  - The Ministry of Land, Environment and Rural Development (Mozambique)
  - The National Environment Management Authority (Uganda)
44. Each of the national implementing partners established a national project implementation unit (national teams) headed by the national project coordinator hosted by the national implementing partners: National Biosafety Authority and the CSIR (Ghana) both under the Ministry of Environment, Science, Technology and Innovation, The National Directorate of Environment (DNA) of the Ministry of Land & Rural Development (MITADER) (Mozambique), and National Environment Management Authority (Uganda). National teams managed the implementation of all national project activities.
45. The project also convened an International Technical Advisory and Upscaling Group (ITAUG) to advise on technical aspects of the project, including the up-scaling plan and review of outputs. The terms of reference for the ITAUG were agreed upon at the first Global Project Steering Committee meeting.

## Changes in design during implementation

46. The midterm review (MTR) found that the delivery of the critical output of context analysis/ political economy analysis (PEA) was taking more time than planned in the project document, risking the delivery of the rest of the outputs within the allotted timeframe. Thus, the MTR recommended to grant the project a short-term extension.

47. The project management considered the completion of the PEA as critical for the delivery of the mainstreaming project activities, so that deliberate decision was taken to ensure this stage was completed sufficiently, with IIED being subcontracted to assist in that regard at the national level in each country.
48. Responding to the MTR, the executing and implementing agencies (WCMC and UNEP) secured approval of a 12-month non-cost extension from the GEF, financed with extended co-finance commitments from the UNEP-WCMC, national governments partners, SANBI, and NatureServe.

### Project financing

49. The project planned total costs amounted to USD 24.80 million, including a grant from the GEF Trust Fund of USD 5 million in total GEF financing. The project budget and expenditure are shown in Table 6. Project expenditure followed closely the budget, but adapted annually to implementation circumstances, particularly during the COVID-19 pandemic.

### Co-finance

50. The project was expecting co-finance from the project implementing partners and executing agency, amounting to USD 19.8 million, of which USD 14.6 million (74%) were accounted for. Co-finance expected and actual contributions are shown in table 7.

Table 6. Budget at design and expenditure by component

Budget line	ProDoc Budget (US\$)	Actual Expenditure						Total expenditure August 2021	Expenditure rate
		2016	2017	2018	2019	2020	2021		
International staff	1,024,000	92,093	222,845	274,258	248,192	211,347	137,810	1,186,545	116%
Administrative assistant (international)	80,000	16,424	18,381	13,514	14,961	14,521	4,295	82,096	103%
Staff Travel & Transport	100,000	0	47,204	46,908	45,598	2,212	1587	143,509	144%
<b>TOTAL Component 1:</b>	<b>1,204,000</b>	<b>108,517</b>	<b>288,430</b>	<b>334,680</b>	<b>308,751</b>	<b>228,080</b>	<b>143,692</b>	<b>1,412,150</b>	<b>117%</b>
Contract - Upscaling support	250,000	0	0	0	2,100	0	58,631	60,731	24%
Contract with lead organization (WP2)	300,000	0	61,200	119,680	95,362	0	31,341	307,583	103%
Contract for facilitation support	200,000	0	44,021	88,000	44,000	0	44,000	220,021	110%
Contract with data providers (international)	510,000	0	14,300	0	78,292	170,554	139,296	402,442	79%
Contract for mainstreaming support (national partners)	75,000	0	0	0	0	0	0	0	0%
Contract with National Project Management Units (to include National Project Manager)	1,401,000	0	688,887	690,108	222,840	242,872	544,830	2,389,537	171%
Contract with data providers (national)	645,000	0	0	0	0	0	0	0	0%
Contract with website developer	20,000	0	0	0	0	0	0	0	0%
<b>TOTAL Component 2:</b>	<b>3,401,000</b>	<b>0</b>	<b>808,408</b>	<b>897,788</b>	<b>442,594</b>	<b>413,426</b>	<b>818,098</b>	<b>3,380,314</b>	<b>99%</b>
Inception meeting	60,000	56,882	0	0	0	0	0	56,882	95%
Steering Committee Meeting 1	20,000	9,936	0	-2,988	0	0	0	6,948	35%
All-hands Technical Meeting 2	60,000	0	0	0	0	0	0	0	0%
Steering Committee Meeting 2	20,000	0	19,993	0	0	0	0	19,993	100%
All-hands Technical Meeting 3	60,000	0	0	0	0	0	0	0	0%
Steering Committee Meeting 3	20,000	0	0	14,843	0	0	0	14,843	74%
All-hands Technical Meeting 4	60,000	0	0	0	9,834	0	0	9,834	16%
Steering Committee Meeting 4	15,000	0	0	0	0	0	0	0	0%
Steering Committee Meeting 5	0	0	0	0	0	0	0	0	0%
<b>TOTAL Component 3:</b>	<b>315,000</b>	<b>66,818</b>	<b>19,993</b>	<b>11,855</b>	<b>9,834</b>	<b>0</b>	<b>0</b>	<b>108,500</b>	<b>34%</b>
Laptops for National Project implementation Unit (Uganda)	0	0	5,071	-1,308	0	0	0	3,763	0%
Publications translation	0	0	0	3,220	5,000	0	4,995	13,215	0%
Bank charges	0	0	0	141	372	309	234	1,056	0%
Midterm evaluation	40,000	0	0	0	13,022	18,484	0	31,506	79%
Final evaluation	40,000	0	0	0	0	0	0	0	0%
Audit	0	0	0	0	4,209	2,824	5,649	12,682	0%
<b>TOTAL Project Management:</b>	<b>80,000</b>	<b>0</b>	<b>5,071</b>	<b>2,053</b>	<b>22,603</b>	<b>21,617</b>	<b>10,878</b>	<b>62,222</b>	<b>78%</b>
<b>GRAND TOTAL</b>	<b>5,000,000</b>	<b>175,335</b>	<b>1,121,902</b>	<b>1,246,376</b>	<b>783,782</b>	<b>663,123</b>	<b>972,668</b>	<b>4,963,186</b>	<b>99%</b>

Table 7. Project co-finances

Name	Type	Planned	Actual (12/31/22)	%
National Environmental Management Authority (Uganda)	Cash, In-kind	\$1,100,000	\$1,303,862	118.53%
Ministry of Environment, Science, Technology and Innovation (Ghana)	Cash, In-kind	\$1,350,000	\$1,050,000	77.78%
Ministry of Land, Environment and Rural Development (Mozambique)	In-kind	\$350,000	\$537,500	153.57%
Convention on Biological Diversity	Cash, In-kind	\$800,000	\$0	0.00%
Instituto de Investigação Científica Tropical (IICT)	Cash, In-kind	\$126,500	\$0	0.00%
International Institute for Environment and Development (IIED)	Cash	\$2,369,279	\$2,825,271	119.25%
BioPAMA	In-kind	\$5,200,000	\$0	0.00%
BirdLife International	In-kind	\$500,000	\$57,000	11.40%
Global Biodiversity Information Facility	In-kind	\$3,250,000	\$3,684,890	113.38%
GEO BON	Cash, In-kind	\$2,450,000	\$2,839,500	115.90%
WCMC	Cash, In-kind	\$2,304,000	\$2,350,057	102.00%
<b>Total</b>		<b>\$19,799,779</b>	<b>\$14,648,080</b>	<b>73.98%</b>

## Theory of Change at review

51. The project was based on a theory of change (ToC) addressing barriers preventing mainstreaming biodiversity into policymaking identified in previous projects. The project's implementing agency, UNEP-WCMC, supported by project partners IIED and BirdLife International, develop the ToC based on their experience in mainstreaming biodiversity. The ToC was presented and validated during the project's inception workshop in 2016, with the representation of all national (government agencies) and international (NGO) stakeholders, and at the second meeting of the Convention on Biological Diversity Subsidiary Body for Implementation.
52. The ToC links the three project components (figure 1) to an intermediate outcome: *government motivation to access information on biodiversity is apparent because **biodiversity is seen as salient to key national development questions***. Outside of the project's influence, the intermediate outcome, using quality data by government and non-government actors, should lead to *government policies and decisions appropriately factor in and **apply measures that consider the value of biodiversity to sustainable development*** or the project's intended impact (figure 2).
53. The ToC assumes that the three national governments have the political will to implement said measures, that data is already available (so the project would not have to generate data), and that the project can demonstrate the utility of biodiversity information through a "proof of concept" to be identified. Contradictorily, the availability of data is identified both as a driver and an assumption. Other impact drivers identified in the ToC are the willingness to use data, institutional capacity (to use data), and accessibility of data. The four drivers address the barriers identified in the project document.
54. The midterm review (MTR) suggested a modified ToC where communication figured as a strong impact driver, which prompted the project to strengthen its communication strategies at the global and national levels.

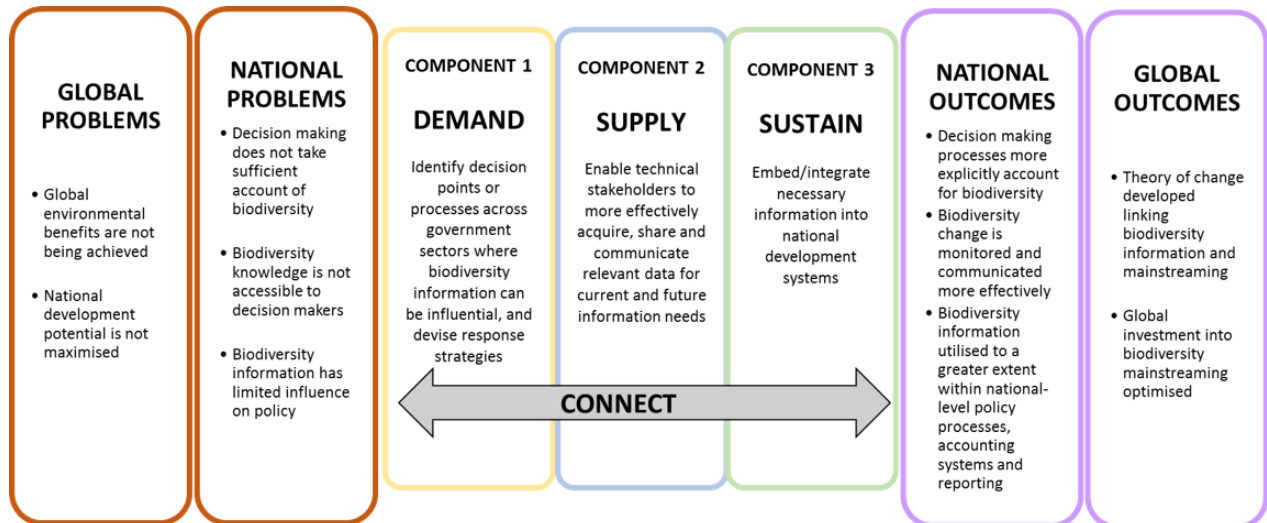


Figure 1. Connect's components and links to global and national problems and outcomes in the ProDoc



## Connect project - Theory of Change

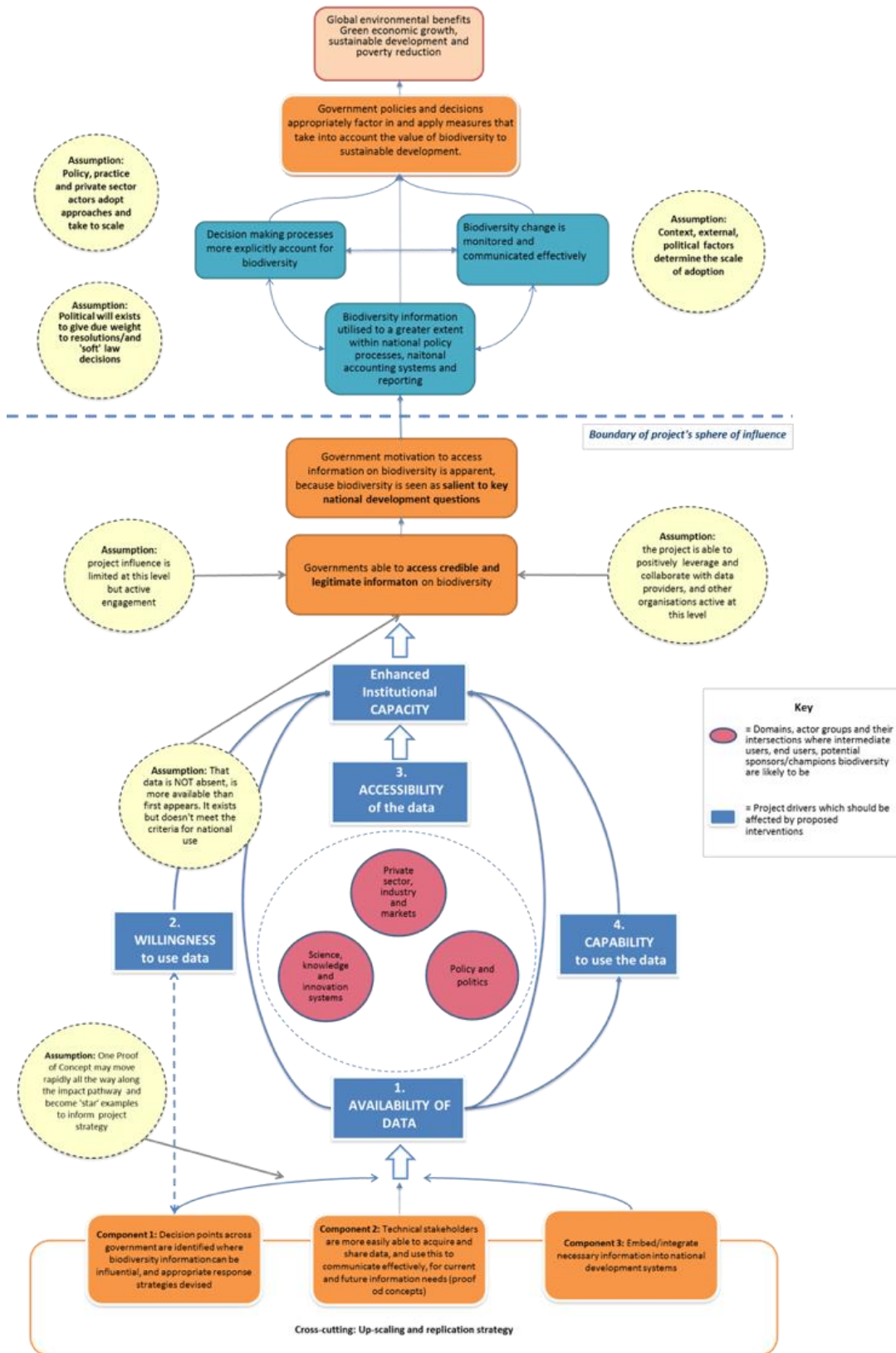


Figure 2. Full project's ToC in the project document

## Review Findings

### A. Strategic relevance

55. The terminal review rates Connect as highly relevant, contributing to achieving the SDGs, Aichi Targets, GEF-5 (and later) biodiversity strategies, and national objectives. It is coherent with UN interventions framed in the United Nations Development Assistance Framework in the three pilot countries.
56. Connect was approved for implementation six months after the launching of the 2030 Agenda and the Sustainable Development Goals (SDG), with the SDG indicators yet to be defined. Yet, Connect is explicitly aligned with the SDGs and intends to improve the demonstration countries' ability to report on the SDGs' biodiversity and ecosystem services indicators (Project Document, February 2016). Since 2019, GEF project implementation reports (PIR) explicitly link the project results to SDGs 2, 14, and 15. Specifically, the PIR reports link project results to SDG indicators 2.4.1, 14.4.1, 14.5.1, 14.6.1, 14.7.1 and 15.1.1, 15.1.2, 15.2.1, 15.3.1, 15.5.1. The Project Implementation Review report (PIR) however, does not report Connect's support to the SDG indicator 15.9.1.

Table 8. Links to SDG indicators

#	Indicator	Custodian	Partner	Tier	Review
2.4.1	Promote sustainable agriculture and rural development to support food security	FAO	UNEP	2	Connect contributed to sustainable agriculture in Uganda (see section effectiveness)
14.4.1	Proportion of fish stocks within biologically sustainable levels	FAO	NA	1	Fishery outputs and outcomes not realized
14.5.1	Coverage of protected areas in relation to marine areas	UNEP-WCMC, UNEP, IUCN	Ramsar	1	No influence
14.6.1	Degree of implementation of international instruments aiming to combat illegal, unreported, and unregulated fishing	FAO	NA	1	No influence
14.7.1	Sustainable fisheries as a proportion of GDP in SIDS, LDCS and all countries	FAO, UNEP-WCMC	NA	1	No influence
15.1.1	Forest area as a proportion of total land area	FAO	UNEP	1	

#	Indicator	Custodian	Partner	Tier	Review
15.1.2	Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type	UNEP-WCMC, UNEP, IUCN	Ramsar	1	No influence in expanding or consolidating national protected area systems
15.3.1	Proportion of land that is degraded over total land area	UNCCD	FAO, UNEP	1	No influence
15.5.1	Red list index	IUCN	UNEP, CITES	1	Impact of biodiversity data in planning processes may mitigate species threatening factors
15.9.1	(a) Number of countries that have established national targets in accordance with or similar to Aichi Biodiversity Target 2 of the Strategic Plan for Biodiversity 2011–2020 in their national biodiversity strategy and action plans and the progress reported towards these targets; and (b) integration of biodiversity into national accounting and reporting systems, defined as implementation of the System of Environmental-Economic Accounting	UNEP	CBD		Integration of biodiversity into national accounting and reporting systems

57. Connect was designed to contribute to the second biodiversity objective of the GEF-5 (2014-2018) biodiversity strategy: mainstream biodiversity conservation and sustainable use in production landscapes/seascapes and sectors (GEF-5, Biodiversity Strategy). Indeed, the project's only objective is to demonstrate tangible examples of adopting biodiversity consideration based on reliable data, outside biodiversity strategies, or related policies. The mainstreaming goal is virtually identical to Aichi target 2 (2020) and is still a crucial part of the GEF's 6 and 7 biodiversity strategies. Mainstreaming will also figure prominently among the CBD's post-Aichi biodiversity targets (tools and solutions for implementation and mainstreaming). However, the three pilot countries did not report on their progress in achieving Aichi Target 2 nor on the related SDG indicator 15.9.1:

58. Connect started implementation under the Division of Environmental Policy Implementation (DEPI) to contribute to specific expected accomplishments of the sub-programs (SP) 3 and 7 of UNEP's midterm strategy (MTS) 2014-2017. Since 2020, UNEP divisions have been reorganized, and the Ecosystems Division now implements the project. Project reports do not mention any contributions from Connect to subsequent programs of work (PoW), which are linked in table 8.

Table 9. Connect contributions to UNEP's programs of work (PoW) and midterm strategies

SP	MTS 2014-2017	MTS 2018-2021		Review
	PoW 2016-17 (ProDoc)	PoW 2018-19	PoW 2020-21	
SP 3	Services and benefits derived from ecosystems are integrated with development planning and accounting and the implementation of biodiversity-	Policymakers in the public and private sectors test the inclusion of the health and productivity of ecosystems in economic decision-making		Connect contributed by facilitating the development and implementation of concrete mechanisms to account for impact in biodiversity and

	related and ecosystem-related multilateral environmental agreements		ecosystems in land planning, agriculture, and licensing
SP7	The capacity of countries to generate, access, analyse and communicate environmental information and knowledge is enhanced	Governments and other stakeholders use quality open environmental data, analyses and participatory processes that strengthen the science-policy interface to generate evidence-based environmental assessments, identify emerging issues and foster policy action	Connect linked international and national data providers with specific policy-making organizations to supply existing biodiversity and ecosystem data for specific planning and licensing procedures

59. Connect is aligned and supports the three pilot's countries National Biodiversity Strategies and Action Plans (NBSAP) as shown in table 9.

Table 10. NBSAP targets and financial needs

Country	NBSAP year	Target	NBSAP needs (USD million)
Ghana	2016	Setup a national biodiversity commission to oversee the mainstreaming of biodiversity into sectoral policies and programs	3.92
Mozambique	2015	Enhance the institutional capacity in the use of accounting tools and mainstreaming the biodiversity value	0.063
		Elaborate sectoral targets for biodiversity conservation	0.005
Uganda	2015	Mainstream biodiversity issues in the NDP, Sectoral and District Development Plans	2.21

**Rating for Strategic Relevance: Highly satisfactory**

## B. Quality of Project Design

60. The terminal review rates the quality of project design as highly satisfactory. The main design strengths were the comprehensive analysis of mainstreaming interventions and the experience and knowledge of the project's executing agency and implementing partners. The only weakness was the assumption of the rapid completion of exploratory phase (first component) to identify entry points through a comprehensive political economy analysis (PEAs). The PEAs did take more time than anticipated, delaying the two main project components of connecting information supply and demand and, more importantly, institutionalize biodiversity data into decision-making.
61. The project design was based on a comprehensive analysis of the mainstreaming experiences based on the experience of UNEP, UNEP-WCMC, SANBI, and IIED, as well as other GEF projects in previous interventions in Sub-Saharan Africa.
62. UNEP and the executing agency UNEP-WCMC engaged and involved relevant national authorities and GEF focal points in the three pilot countries, including visits by the executing agency team during the inception phase (PPG). GEF national focal points designated the government agencies charged with establishing the national teams, which later convened national steering committees that contained an adequate array of stakeholders from different sectors, all belonging to the public or academic sector.
63. Participation of the project's implementing partners was more comprehensive in Ghana and Uganda, where the agencies leading the project implementation (NBA and NEMA), informally participated in the consultations held with the GEF focal points. In Mozambique, consultations were held at the level of the GEF national focal point at the Ministry of Environment (MTA), without the direct involvement of the project's implementing partner, the National Environment Directorate (DINAB), which is part of the MTA (MITADER until 2020).
64. The project's governance structures were complex. They included a global project management unit (GPMU) supported by the project's international implementing partners, national teams hosted at relevant national government organizations, and national steering committees, and an outreach component led by the secretariat of the Convention on Biological Diversity (SCBD). The project budget had a robust human resource, travel, and meeting component to sustain the government structures and enable coordination among the three countries. Despite the challenges and costs, the governance structures proved sufficient to implement the project, although national circumstances delayed key products in some instances.
65. Actual composition of the national steering committees was biased towards national government national government environmental bodies, mostly environmental agriculture, forestry, fishery, water, and wildlife regulators and policy-makers, with lesser participation by other government sectors, local government, the private sector and civil society than planned.

**66. Rating for Project Design: Highly satisfactory**

### C. Nature of the External Context

67. Political unrest or conflict did not affect the implementation of the project. Despite occurrences of conflict and impact of hydrometeorological hazards, the project managed to continue its activities without any significant disruption, according to respondents to the terminal review and project's reports.
68. The onset of the COVID-19 pandemic and consequent travel restrictions did have an impact on the project, delaying output delivery and making the no-cost extension recommended by the MTR in January 2020 the more necessary.
69. Since 2017, Mozambique's northeastern province of Cabo Delgado has seen intense armed conflict between government forces and extremists that caused the displacement of over 300,000 people. The province of Cabo Delgado and areas in central Mozambique also suffered a devastating cyclone season in 2019, with over 2,000,000 people affected by tropical storms Ida and Kenneth. Mozambique's general elections of 2019 did not cause any political changes, but a restructure of the government. The Ministry of Environment, the project's implementing partner was affected particularly, changing name<sup>1</sup> and staff, with restructuring of functions with the ministry of Agriculture, which caused delays in the delivery of project outputs.
70. Despite some political unrest, in Uganda, two presidential elections were held during the project implementation, yielding no political changes. In Ghana too, two presidential elections were held in 2016 and 2020.
71. 2,200 people died of COVID-19 in Mozambique since the pandemic's onset. Because of the subsequent global and national economic crises, Mozambique's real GDP fell by 1%, but has since recovered. In Uganda, 3,630 people are estimated to have died of COVID-19, without major macroeconomic impact. Ghana lost 1,459 people to COVID-19, which also slowed the economic growth.
72. Project reports and terminal review respondents report the severe disruptions that COVID-19 restrictions imposed onto project activities, as it particularly affected government activities and meetings, causing important delays. Mobilization of datasets and capacity-building activities were particularly affected. In Mozambique, COVID-19 was identified as one of the leading drivers in abandoning one the planned use of biodiversity data into fisheries licensing.

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<sup>1</sup> The Ministry of Environment was designated Ministério da Terra, Ambiente e Desenvolvimento Rural (MITADER) between 2015 and 2020. In 2020, its name was changed to Ministério da Terra e Ambiente (MTA), along with a restructuring of functions.

## D. Effectiveness:

### Achievement of project outputs

73. The terminal review considers the achievement of project outputs as highly satisfactory. The global project management unit and the national team accomplished the complete delivery of 12 out of 12 outputs (Table 11). The more robust outputs were those related to the political economy analysis and the biodiversity products, particularly the spatial biodiversity assessments and licensing platform, already incorporated into decision-making processes. The three outreach and upscaling outputs (1.5, 2.4, 3.3) have also been successful, with Connect approaches being incorporated into national plans and biodiversity information projects implemented in Africa, the Caribbean, and the Pacific (see the achievement of outcomes section below). However, despite efforts, peer-reviewed papers still need to be published.
74. The most important outputs, those that set the basis for the achievement of the outcomes below were the political economy analyses, the national biodiversity information landscapes (NBIL), the biodiversity information products (BIPs), National Action Plans, and collaboration agreements.
75. In 2018, the national project teams in each country prepared national action plans, reviewed, and approved by the national steering committees. The national action plans guided the national project teams in the implementation of the project in each of the target countries.
76. National consultants, with participation of the national steering committees and teams and support from the project implementing partners developed the political economy analyses (PEA) or context analyses. Context analyses identified the sectors where biodiversity information was most critical or urgent, and in which decision-making processes was biodiversity data needed. Thus, the context analyses identified agriculture and industry (Ghana), fisheries, forestry, agriculture and livestock and wildlife (Mozambique), and agriculture (Uganda). The PEA were necessary to complete the BIPs, and key to the achievement of the agreements. However, their detailed development took longer than planned: drafts were available by 2018 and their final versions were ready in 2019.
77. In parallel with the PEA, and in a similar manner, the project developed the National Biodiversity Information Landscapes (NBIL), which identified the types of national biodiversity data and information available in the three countries, and their associated meta-data, location, applicability, and accessibility. They were finalized in 2019.
78. In Ghana and Uganda, the project team supported national working groups to prepare spatial biodiversity assessments (SBA) as the main BIP. The working groups represented several national government bodies acting in environmental sub-sectors: environmental regulators (EPA, NEMA), agriculture ministries, forestry, fisheries, and water agencies, authorities or commissions, and planning bodies (LUSPA and NDPC in Ghana, NPA in Uganda). The SBA provides an overview of the state of biodiversity (ecosystem types, condition, and protection) that can be regularly updated by data suppliers (thematic government bodies and academic institutions). The SBAs include indicators on the status of biodiversity designed to be used in policy processes such as NBSAPs, Forestry, Agriculture

plans and national development plans. In Mozambique the BIP developed was a data platform, with similar information contained in the SBAs, that is linked to and informs Mozambique’s MTA licensing processes for all sectors including: agriculture, livestock, forestry, and wildlife projects.

79. In all three countries, the national teams achieved collaborative agreements described in section achievement of outcomes.

*Table 11. Achievement of project outputs*

#	Output	Indicator	Target	Review assessment
1.1	Political Economy Analysis and Assessment of User Needs for Biodiversity Information	Number of sectors related to natural resource management participating in /responding to calls for information to inform these user needs assessment	1 PEA/Context Analysis and assessment of user needs per project country	PEAs and NBIL reports completed, published 2021, identifying entry points in Ghana (agriculture and industry), Uganda (agriculture) and Mozambique (Licencing and enforcement for land use planning and the fisheries and forestry sectors).
1.2	User groups at national level established to advise on, review and validate project outputs.	Number of different sectors represented on National Steering Committee membership.	National Steering Committees remain operational in each project country until end of project to validate final outputs	NSCs active until end of project implementation, decisively contributing to review and validate project outputs
			National Steering Committee formed of a balance between males and females.	National Steering Committee formed of a balance between males and females
1.3	An innovative strategy to mainstream biodiversity information into identified decision processes is devised in each demonstration country.	Number of untried or tested new activities to access entry points included in National Action Plans.	3 x innovative National Action Plans to access entry points implemented and yielding lessons on how biodiversity information can be used by end-users	National action plans developed and validated
1.4	Targeted interventions devised to neutralise, or address identified barriers to biodiversity data sharing in each demonstration country.	Number of countries that have undertaken analyses of barriers to sharing of biodiversity data and who have implemented actions to address	1 National Action Plan including a barrier removal strategy per project country implemented (total of 3)	National action plans developed and validated



#	Output	Indicator	Target	Review assessment
1.5	Up-scaling approach devised and implemented including improved identification of entry points / response strategies achieved by sharing experiences, lessons, good practices, tools, etc. between countries and globally.	Proportion of co- authors for peer- reviewed papers within the upscaling approach who derive from outside of the environment sector	1- 3 peer-reviewed research papers developed on use of biodiversity information in decision making processes, including a balance of male and female authors;	Despite efforts, no peer-reviewed paper has been published to date.
2.1	Biodiversity information products and processes utilising innovative mechanisms and technologies are developed/strengthened and trialled to respond to the demands for biodiversity information identified under Outcome 1	Number of new information products developed and/or existing products strengthened	At least 1 x information product developed, implemented and used by end-users in each project country.	Biodiversity information products: Spatial Biodiversity Assessment (Ghana, Uganda) and Licensing Platform (Mozambique)
2.2	Public sector capacity to respond to future requests or opportunities for biodiversity information (including data standards, data management, technologies, reporting systems, etc.) is built/enhanced.	Number of technical staff applying good practice guidance for delivering biodiversity information to end-users.	Enhanced capacity demonstrated by tried and tested examples in each project country of how innovative technologies and mechanisms have responded to national biodiversity data needs	Workshops, e-courses, materials developed that raised awareness at government partners further need to develop capacities
2.3	Establishment or formalisation of partnerships necessary for the acquisition, sharing and delivery of biodiversity information, and catalysing the further development of national biodiversity monitoring networks.	Number of partnerships linking data providers with end-users.	Collaboration agreements in place, as above	Collaboration agreements formalized in all three countries

#	Output	Indicator	Target	Review assessment
2.4	Up-scaling approach devised and implemented including improved identification of entry points / response strategies achieved by sharing experiences, lessons, good practices, tools, etc. between countries and globally	Number of views/ downloads of materials generated via project by information providers/technical stakeholders through global biodiversity communities of practice and platforms for debate e.g. BIP, SGAN, NBSAPS Forum, CoPs, SBSTTAs etc .	A tested and revised theory of change; in the public domain	The three pilot countries revised and incorporated the global ToC into their national action plans  Project approach and results disseminated at African regional level through the African Ministerial Conference on the Environment (AMCEN) and globally through CBD secretariat meetings
3.1	Strategies and measures for integrating biodiversity information into decision-making recommended by national user boards, based on iterative review and assessment of results, are identified and implemented.	Number of strategies and measures for integrating biodiversity into decision-making recommended by National Steering Committees identified and implemented.	1 National Steering Committee recommendation adopted and implemented per project country.	1 National Steering Committee recommendation adopted and implemented per project country.
3.2	Capacity of decision makers across government sectors to respond (supported by biodiversity knowledge products) is enhanced	Positive shift in capacity of decision makers as measured by a capacity assessment tool at specific times during project.	At least 2 sectors across the three project countries show improved capacity to use biodiversity knowledge	Some capacity development in at least one sector per country
3.3	Up-scaling approach devised and implemented, including that capacity for embedding biodiversity information into national systems planning, and reporting processes is enhanced iteratively by sharing experiences, lessons, good practices, tools etc. between countries and globally.	Number of countries beyond the 3 project countries who are accessing/downloading materials generated via project through global biodiversity communities of practice and platforms for debate e.g., BIP, SGAN, NBSAP Forum, CBD CoP, SBSTTA etc.	Upscaling approach being tested out in countries across all regions	Connect components on mainstreaming of biodiversity data were incorporated into the standard workshop design for GBIF's BID program training events for grantees from the Caribbean (Belize, Colombia, Cuba, Dominican Republic, Jamaica, Mexico, Suriname, Trinidad and Tobago, Venezuela) and Pacific (Fiji, PNG, Samoa, Vanuatu) regions.  Connect approach incorporated into the second phase of GBIF's Biodiversity Information for Development (BID)

				<p>program (2020-2023), implemented in 24 countries in Sub-Saharan Africa, the Caribbean and the Pacific regions.</p> <p>The Belgian-funded Capacities for Biodiversity and Sustainable Development (CEBioS) uses Connect's approach in its science-policy-interface and discussions in African countries (DRC, Benin, Burundi).</p> <p>NatureServe is replicating Connect's approach in African, southeast Asian, and Caribbean countries to ensure sustained production of spatial data products and indicators addressing multiple policy entry-points.</p>
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## Achievement of project outcomes

80. The project objective should logically result from the achievement of three outcomes, indicated by evidence of nine indicators as described below. The terminal review rates the achievement of outcomes as satisfactory.

*Outcome 1. Decision points or processes across government sectors are identified where biodiversity information can be influential, and response strategies devised*

### ***Completed response strategies addressing identified decision points***

81. All three pilot countries completed a political economy/ context analysis to identify critical sectors and the decision-making processes where biodiversity data input was needed. In Ghana and Uganda, the national teams, with support from implementing partners SANBI and NatureServe, and the participation of the national steering committees, elaborated the Spatial Biodiversity Assessments (SBA), designed to provide the information needed to mainstream biodiversity in spatial planning and the national agricultural strategy respectively. In Mozambique, an online database and platform for licensing applications was developed.
82. In Ghana, the project incorporated biodiversity information into the planning processes of the Land Use and Spatial Planning Authority (LUSPA), mandated to perform the spatial, land use, and human settlements planning functions of the national development planning system. Thus, this agency transcends the limited scope of mainstreaming efforts such as NBSAPs that motivated this project. LUSPA has been involved in the project since participation in the first national workshop in 2017. It has worked with the NBA- CSIR national project team, following the development of the political economy analysis and reviewing the spatial biodiversity assessment (SBA). LUSPA is using the information contained in the SBA to prepare the spatial plan for the Jomoro petroleum hub. The SBA enables avoidance of threats to biodiversity by considering the distribution of threatened species. Beyond the petroleum hub plan, LUSPA will use the SBA to prepare other spatial plans.
83. In Uganda, agriculture was identified as the sector most critically dependent on biodiversity, and whose planning processes needed the most input on the status of biodiversity and ecosystems, and the SBA has informed the new National Development Plan and the Agriculture Development Plan.
84. In Mozambique, environmental licensing was identified as the entry point where biodiversity information was needed. Before the project, the licensing department of the Environment Ministry had minimal capacities and access to an incomplete and outdated database dependent on information supplied by private parties demanding approval of their projects.
85. Connect, supported by the World Conservation Society's (WCS) COMBO project catalyzed establishing a link established between the Mondlane University and the Licensing Department through the development of an updated online platform has enabled the licensing department to approve projects based on ready independent data.

***Natural resource management sectors stakeholders' understanding of decision-making processes and user needs.***

86. In Ghana, workshops organized by Connect to elaborate the context analysis reports, and the biodiversity information products have raised awareness and woke interest by participating stakeholders outside the environmental sector, particularly the Ghana Statistical Services (GSS) and the LUSPA. The GSS has interest in initiating natural capital accounts and strengthen their capacities to collect and report on environmental indicators. However, developing and applying the national environmental accounts will not yet start without any further external support.
87. In Uganda, participation in project activities contributed to raising awareness at the Ministry of Agriculture that now recognizes the interdependence between agriculture and livestock productivity and biodiversity. While this increased awareness has not yet translated into policy action, as policy development takes time, the national team has created, through the establishment of working groups, and focal points inside the key government organizations, national planning commissions, and ministry of agriculture that keep contact with NEMA (leading Connect national government organization) to update biodiversity data when updating national policy. As indicated below, Connect has consolidated the inclusion of biodiversity concerns and quantitative targets, providing baselines, into the National Development Plan and the Agriculture Development Plan. While those plans included biodiversity concerns and targets, e.g., forest cover in the NDP II, before Connect's implementation period, concerned national agencies (NPA, MAAIF) manifested intention of using biodiversity indicators included in Connect's BIPs in new planning cycles.
88. In Mozambique, the project has contributed to bridging the knowledge gaps among national government organizations, including bodies under the MITADER/ MTA. Thus, Connect has decisively contributed to sharing data needs and sources among several units of the ministry and, critically, the licensing department.
89. Connect also developed an E-learning module<sup>2</sup> on natural capital accounts (NCA) in Uganda with the Darwin-funded project 'Integrating Natural Capital into Sustainable Development Decision Making in Uganda', which was shared with all the national teams. In Uganda, NEMA is promoting the development of natural capital accounts based on this activity through a policy paper published in 2021<sup>3</sup>.

***Number of untried or tested new activities to remove barriers and access entry points included in National Action Plans.***

90. The three pilot countries developed national action plans to address the data needs of the sectors identified in the context/ political economy analysis documents and the biodiversity information products needed to address said conditions.
91. In Ghana, Connect stakeholders identified lack of awareness about links between biodiversity and development goals, and the need and existence of biodiversity data by

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<sup>2</sup> <https://ncalearning.unep-wcmc.org>

<sup>3</sup> <https://www.nema.go.ug/projects/using-natural-capital-accounts-green-growth-uganda>;

[https://www.nema.go.ug/sites/default/files/Using%20Natural%20Capital%20Accounts%20for%20Green%20Growth%20in%20Uganda\\_0.pdf](https://www.nema.go.ug/sites/default/files/Using%20Natural%20Capital%20Accounts%20for%20Green%20Growth%20in%20Uganda_0.pdf)

decision-makers, compounding the access and format barriers identified in the project document. Thus, the national action plan identifies providers of relevant information (e.g. EPA, LUSPA, Fisheries Commission) to provide the biodiversity data and indicators needed to address biodiversity threats generated by the critical sectors identified in the PEA: agriculture and industry. As described above, the SBA developed under Connect has helped shape the Jomoro Petroleum Hub spatial plan.

92. In Mozambique, Connect stakeholders focused on the environmental licensing process, identifying the following weaknesses: poor interagency collaboration (e.g. between AQUA and DINAB, and between DINAF and ADNAP), limited knowledge of legal requirements, compounded by irregularities in granting permits and inspections, and biased representation of biodiversity impacts for environmental and forestry licensing. The database and checklists developed under Connect will enable a more objective, data-based and transparent licensing system.
93. In Uganda, the national plan underlined the disconnect between agricultural goals and their potential impacts on biodiversity. Hence, the SBA developed under Connect was designed to inform decision-makers at the MAAIF on biodiversity hotspots and vulnerable ecosystems.

*Outcome 2. Technical stakeholders are more easily able to acquire and share relevant data, and use this to communicate effectively, for current and future information needs*

***Networks linking data providers with end users where biodiversity information is communicated and shared.***

94. Connect set up Working groups for the Biodiversity Information Products in all three pilot countries, including data providers and decision-makers, mostly national government organizations, primarily as data users, and some academic institutions and NGOs, primarily as data providers.
95. In Ghana, the process leading to the spatial biodiversity assessments has significantly increased awareness and flow of information, crystalizing in the spatial biodiversity assessment (SBA) report. The SBA has been used in at least one very significant spatial plan (Jomoro Petroleum Hub) and could be improved by converting it into an online platform facilitating access and updating of information. In its current format, the biodiversity information compiled cannot yet be mainstreamed into the national statistical system.
96. In Uganda, the technical working groups (TWG) and the national steering committee were based on existing working groups linked to previous interventions. The TWGs were composed of representatives from national government organizations, such as the Ministry of Agriculture, and the Forestry and Fisheries commissions. Said organizations participated in the development of the project products, including the biodiversity information products, and were recipients of the project's capacity development activities. Complementing the technical level, the National Steering Committee comprised senior political leaders from the same participating national government bodies, including the Prime Minister's Office. This was designed to develop technical capacities and increase awareness at the decision-making and operational levels.

97. In Mozambique, the project facilitated the access to updated biodiversity data, e.g., ecosystem maps, threats, protection, by the licensing department of the National Environment Directorate to make their licensing and environmental impact studies more efficient, transparent, and objective. Connect consolidated the newly developed Mozambique Biodiversity Information System SIBMOZ, <https://sibmoz.gov.mz>, conceptualized by WCS with DINAB, which is expected to be linked to the database for the licensing process. However, the DNA and the licensing department still needs to develop capacities in the use of biodiversity data for licensing and particularly, implement the planned biodiversity offsets policy. The DNA considers that SIBMOZ itself needs further strengthening, and that more capacity development at the individual level is needed to optimize its use.

***New information products co-developed and/or existing products co-strengthened by a team of data providers and end-users.***

98. This indicator partially duplicates the first indicator of the first outcome. Information products in the three pilot countries: context/ political economy analysis, spatial biodiversity assessment, and licensing support platform, are reported above. ‘

***Data providers’ understanding of how to communicate biodiversity information effectively***

99. Connect facilitated training and has developed capacities for participating national government organizations, namely LUSPA and GSS in Ghana, the Ministry of Agriculture Animal Industries and Fisheries and the National Forestry Authority in Uganda, and the Ministry of Land and Environment in Mozambique. Capacity development activities took the form of participation in workshops, e-learning courses, webinars, and training materials provided by the project's executing agency (UNEP-WCMC), and international partners: SANBI, NatureServe, IIED and GBIF.

100. The project designed a e-learning course on Natural Capital Accounting introducing natural capital accounting, finalized in August 2021. However, neither project reports nor review respondents mentioned its delivery or results. The e-learning course is not available at the connect webpage <https://www.connectbiodiversity.com> or the executing agency's web: <https://www.unep-wcmc.org>.

101. National stakeholders consider the project workshops to have been effective in raising awareness about the interdependence of vital economic sectors and biodiversity. However, the punctual character of most capacity development activities, having taken place once, and the limited participation in e-learning and webinars by field officers, e.g., district-level planners in Ghana, have not enabled the development of capacities at an operational level.

*Outcome 3. Policy frameworks, including accounting and reporting systems across a range of sectors are incorporating biodiversity decisions*

***National plans/strategies, policies, legislations, or regulations governing sectoral activities integrate biodiversity conservation information.***

102. In Ghana, LUSPA uses information on biodiversity contained in the Spatial Biodiversity Assessment Report (SBAR) to prepare the spatial plan for the Jomoro petroleum hub. LUSPA intends to use the SBAR in other planning processes further nationwide. However, a critical limitation of its use is the need to develop capacities at the district level to integrate the information into local plans effectively. Finally, the absence of an online platform limits the effectiveness of the SBAR.
103. In Uganda, the biodiversity information collected by the national team responding to demand from National Development Authority was incorporated into National Development Plan (NDP III) and the Agriculture Sector Strategy and Development Plan (ASSDP)
104. In Mozambique, the DINAB's licensing department plans to start using the project's biodiversity database by the end of 2022. The planned extension of this system to a fisheries licensing system also under the Ministry of Environment was not possible due to time constraints. Also, a new biodiversity offsets policy was planned to incorporate a "Checklist" developed by the Connect project and Wildlife Conservation Society which has been approved under the national offset policy.



Table 12. Achievement of outcomes

Outcome	Target	Achievement	Rating
2. Decision points or processes across government sectors are identified where biodiversity information can be influential, and response strategies devised.	Implementation activity from each response strategy per demonstration country underway and yielding initial results and lessons.	Data-based mainstreaming involving nationally identified sectors and processes established in all three pilot countries	HS
3. Technical stakeholders are more easily able to acquire and share relevant data, and use this to communicate effectively, for current and future information needs.	Technical stakeholders including data providers regularly sharing data which is salient, credible and legitimate in response to stated information needs	Link established between organizations providing salient, credible and legitimate data and data users established in all three pilot countries. However, process still need some consolidation to ensure continuity of the process in next planning cycles	S
4. Policy frameworks, including accounting and reporting systems across a range of sectors are incorporating biodiversity decisions	At least one example per demonstration country where biodiversity considerations have been incorporated into policies, frameworks or regulations governing sectoral activities	Biodiversity considerations included in the Jomoro Petroleum Hub (Ghana), Agriculture Development Plan (Uganda), and Environmental licensing system (Mozambique)	HS

### Likelihood of impact

105. The terminal review rates the project's impact as significant, as the project has prompted tangible changes in how national governments use biodiversity data in regulating and policy making in sectors, such as oil extraction, and agricultural development, that have significant impacts on ecosystems and biodiversity. However, the depth of the impact has been different in the three countries.
106. The project's objective is to ensure biodiversity is considered in decision making across government sectors by improving end- users' access to and use of biodiversity information and embedding biodiversity information within national development decision making processes, as indicated by four indicators:
- i. Biodiversity information products used by end-users within their decision-making processes per project country
  - ii. Cross-sectoral fora where stakeholders, including those from development and financial planning sectors, identify opportunities and actions to integrate biodiversity into national development decision making processes
  - iii. Collaborative agreements in place between data providers and end-users per project country.

- iv. Level of biodiversity mainstreaming strategy insight among donors and multilateral actors informed through the dissemination of Connect lessons and tested Theory of change.

### **Biodiversity information products used by end-users within their decision-making processes per project country**

107. There is evidence in Ghana of systemic changes in spatial planning incorporating biodiversity concerns. LUSPA is using the project's spatial biodiversity assessment to prepare a special plan for the Jomoro petroleum hub, an area with a network of infrastructure for the processing of crude oil and raw natural gas. This USD 60 billion investment covering 81 km<sup>2</sup> is considered a national priority. A public corporation to develop the hub was launched in 2021, expecting to start field work during 2022. The extent to which the development of the of the petroleum hub will follow LUSPA's guidelines will need monitoring. In the past, LUSPA has found it challenging to ensure compliance with its spatial plans, as local politics and interest tend to dominate the actual implementation of development projects, in detriment of environmental safeguards. However, the high visibility of this project, the involvement of the Environmental Protection Agency (EPA) and the leading role LUSPA plays in it, makes it likely that at least efforts will be made to ensure compliance with the environmental safeguards included in the petroleum hub spatial plan yet to be published. The SBA is also available for use by the National Development Planning Commission.
108. In Uganda, Connect raised awareness among key national stakeholders, including the National Planning Commission, influencing the development of the III National Development Plan, incorporating biodiversity as the base for the country's development and source of employment and food security. The plan acknowledges that biodiversity underlies some of the plans key programs including sustainable agriculture, and tourism. The Ugandan Ministry of Agriculture has used the project's BIP, spatial biodiversity assessment to consolidate the new agricultural zoning included in the Agriculture Sector Strategy and Development Plan (ASSDP). However, the SPA is not being used at the parish level in the frame of the parish development model.
109. Mozambique, access to the platform is expected to facilitate and make the environmental licensing process more agile, bridging knowledge gaps that exist among the department staff, who depended until now mostly on information provided by the entity demanding license for operations (forestry, agriculture, livestock, game). The database is not yet operative but expected to be launched by the end of the year.

### **Cross-sectoral fora identify opportunities and actions to integrate biodiversity into national development decision making processes**

110. All three pilot countries have established national steering committees and technical working groups that have shaped the process of elaboration of the biodiversity information products and the identification of the sectors and process to be addressed by the project.

111. In Ghana, the Connect Project collaborated with the Biodiversity Information Management Forum (BIMF) under a MoU in the development of the national plans and the biodiversity information products. The BIMF, which is a group of stakeholder organisations in biodiversity, participated in the development of the national plan, and biodiversity information products. However, after project end, the group stopped meeting regularly, although participating organizations expressed interest in keeping contact and sharing information as the situation demands. The collaboration with the Connect Project enabled the BIMF attract a thirty-thousand-dollar grant (\$30,000) to undertake their biodiversity conservation programs.
112. In Uganda, the Expert Working Group have been meeting to advise and implement other projects. However, the membership seems to have been reduced to the Ministry of Environment, unlike the more diverse membership during the implementation of the project. Although the project closed in December 2021, the cross-sectoral expert working group ceased meeting, stakeholders state maintaining interagency links established under the project, especially between NEMA and MAAIF, which can be activated to operationalize mainstreaming of biodiversity into sector plans.
113. In Mozambique the National Steering Committee, jointly chaired by the Ministry of Environment and Ministry of Finance, met two times per year up to the end of the project, but has stopped after project closure.

**New collaborative agreements in place between data providers and end-users per project country.**

114. In Ghana the project facilitated memoranda of understanding (MoU) signed between the the project and National Development Planning Commission (NDPC) and between the project and the Biodiversity Information Management Forum (BIMF). However, since the BIMF has stopped being convened, despite the manifested interest of the participating organizations, it is not clear how this MoU will be operationalized. In the case of the NDPC, the use of biodiversity-related data in planning could be institutionalized.
115. In Uganda the project facilitated a memorandum of understanding (MoU) signed between National Forestry Authority (NFA), and National Environment Management Authority (NEMA) as data providers for the use of the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) in policy making and regulatory activities.
116. In Mozambique, the DINAB had existing partnerships with several partners, including the National Coordination Group for Key Biodiversity Areas and Red Lists, the World Conservation Society (WCS), and the Eduardo Mondlane University to collaborate and maintain the national biodiversity portal <https://sibmoz.gov.mz>, so no need for a new formal agreement was identified.

**Level of biodiversity mainstreaming strategy insight among donors and multilateral actors informed through the dissemination of Connect lessons and tested Theory of change.**

117. The project produced several knowledge materials to help replication of the project's experience in other settings. Among others, the project has produced a guidance document

for undertaking political economy analysis, a lesson learned paper and a paper on biodiversity, intended for peer-reviewed publication.

118. However, dissemination of those materials has been limited. Despite elaborating an upscaling strategy, and a communication strategy to precisely boost the reach of the project and prompt new mainstreaming experienced based on linkage between data providers and users, there is little evidence of this. One of the main resources to disseminate the project's outputs, the project's website <https://www.connectbiodiversity.com> does not yet contain any of the publications or other resources, including webinars or e-learning courses, which are partially uploaded at the executing agency's web page: <https://ncalearning.unep-wcmc.org/>.
119. Another project tool to ensure the linkage to the CBD and enable replication of the project was the International Technical Advisory Group (ITAUG). Composed of representatives of the executing agency, implementing partners and other relevant organizations, the ITAUG met first in 2018 and has met regularly, but has rather provided advise in developing the project's global and national products than promote dissemination and replication.
120. The project expected to generate cross-learning among the three implementing partners. However, this only happened at the very limited scaled of project administration. The difference in national context, mainstreaming targets and language prevented real cross learning

**Rating for Effectiveness: Highly satisfactory**

## E. Financial Management

121. The project complied with UNEP's financial policies and procedures, including complete information on annual budgets, duly approved by the steering committee and expenditures, including all co-finance. The project finances were audited yearly, without any remarks.
122. There was some divergence between planned budget and actual expenditure per budget line and component, as the project had to adapt to the realities and context of implementation including the COVID-19 outbreak. The intense effort the project put in the base analyses (PEA and NBIL) and BIP, related to the relatively little time left for consolidating mainstreaming processes is also noticeable in the expenditure patterns (Tables 12,13 and figures 3, and 4).
123. The most important expenditure item was human resources, as this project was based on enhancing capacity and establishing partnerships, expertise, and staff time both from the project implementing units and external consultants was necessary.

*Table 13. Budget and expenditure per budget line*

Budget line	ProDoc Budget (US\$)	Total expenditure December 2021	Exp/Budget
Contract with National Project Management Units	\$ 1,401,000.00	\$ 2,389,537.00	170.56%
International staff	\$ 1,024,000.00	\$ 1,186,545.00	115.87%
Contract with data providers (national)	\$ 645,000.00	\$ -	0.00%
Contract with data providers (international)	\$ 510,000.00	\$ 402,442.00	78.91%
Contract with lead organisation (WP2)	\$ 300,000.00	\$ 307,583.00	102.53%
Contract - Upscaling support	\$ 250,000.00	\$ 60,731.00	24.29%
Contract for facilitation support	\$ 200,000.00	\$ 220,021.00	110.01%
Staff Travel &Transport	\$ 100,000.00	\$ 143,509.00	143.51%
Administrative assistant (international)	\$ 80,000.00	\$ 82,096.00	102.62%
Contract for mainstreaming support (national partners)	\$ 75,000.00	\$ -	0.00%
Inception meeting	\$ 60,000.00	\$ 56,882.00	94.80%
All-hands Technical Meeting 2	\$ 60,000.00	\$ -	0.00%
All-hands Technical Meeting 3	\$ 60,000.00	\$ -	0.00%
All-hands Technical Meeting 4	\$ 60,000.00	\$ 9,834.00	16.39%
Midterm evaluation	\$ 40,000.00	\$ 31,506.00	78.77%
Final evaluation	\$ 40,000.00	\$ 36,814.00	92.04%
Contract with website developer	\$ 20,000.00	\$ -	0.00%
Steering Committee Meeting 1	\$ 20,000.00	\$ 6,948.00	34.74%
Steering Committee Meeting 2	\$ 20,000.00	\$ 19,993.00	99.97%
Steering Committee Meeting 3	\$ 20,000.00	\$ 14,843.00	74.22%
Steering Committee Meeting 4	\$ 15,000.00	\$ -	NA
Steering Committee Meeting 5	\$ -	\$ -	NA
Laptops for National Project implementation Unit (Uganda)	\$ -	\$ 3,763.00	NA
Publications translation	\$ -	\$ 13,215.00	NA
Bank charges	\$ -	\$ 1,056.00	NA
Audit	\$ -	\$ 12,682.00	NA
<b>Total</b>	<b>\$ 5,000,000.00</b>	<b>\$ 5,000,000.00</b>	

Figure 3. Budget and expenditure per budget line

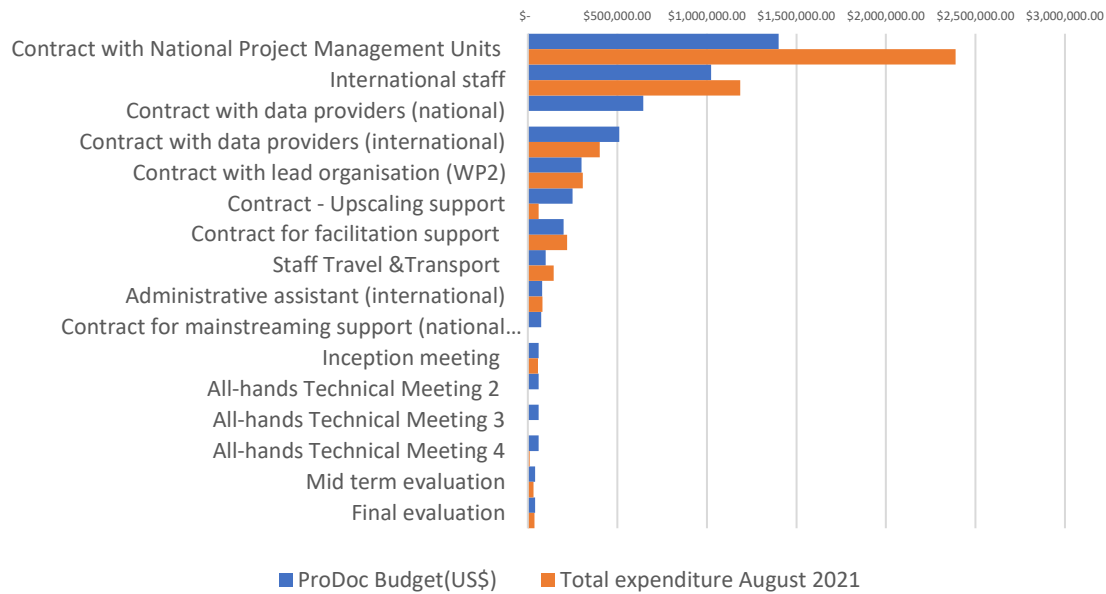


Table 14. Budget and expenditure per component

Component	ProDoc Budget (US\$)	Total expenditure August 2021	Exp/ Budget	%Budget	%Exp
Component 1:	\$ 1,204,000.00	\$ 1,412,150.00	117%	24%	28%
Component 2:	\$ 3,401,000.00	\$ 3,380,314.00	99%	68%	68%
Component 3:	\$ 315,000.00	\$ 108,500.00	34%	6%	2%
Project Management:	\$ 80,000.00	\$ 62,222.00	78%	2%	1%

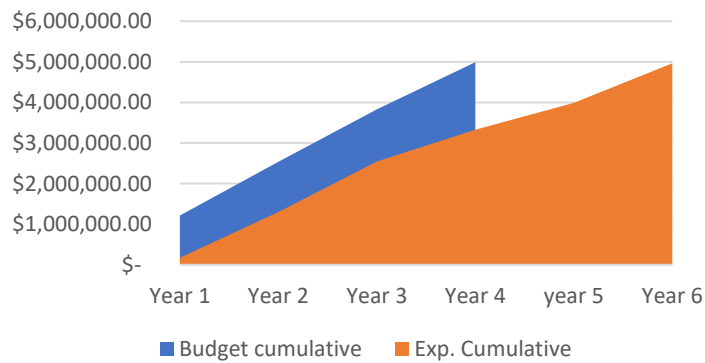


Figure 4. Budget and expenditure per year

Table 15. Financial Management Table

Financial management components:		Rating	Evidence/ Comments
<b>1. Adherence to UNEP's policies and procedures:</b>		<b>S</b>	
Any evidence that indicates shortcomings in the project's adherence <sup>4</sup> to UNEP or donor policies, procedures or rules		No	Project implementing partners highly satisfied with financial management
<b>2. Completeness of project financial information<sup>5</sup>:</b>		<b>S</b>	
Provision of key documents to the reviewer (based on the responses to A-H below)			
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes	[specify here level of detail provided]
B.	Revisions to the budget	Yes	Impacts of COVID-19 caused unexpended funds, returned to donor
C.	All relevant project legal agreements (e.g., SSFA, PCA, ICA)	Yes	SSFA with implementing partners
D.	Proof of fund transfers	Yes	Umoja
E.	Proof of co-financing (cash and in-kind)	No	No co-finance was planned, but implementing partners incurred costs, mostly not accounted for
F.	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	Yes	Expenditure reported by budget line, year and implementing unit
G.	Copies of any completed audits and management responses ( <i>where applicable</i> )	Yes	
H.	Any other financial information that was required for this project (list):	Yes	Precise co-finance information (implementing partners in-kind contributions)
<b>3. Communication between finance and project management staff</b>		<b>HS</b>	
Project Manager and/or Task Manager's level of awareness of the project's financial status.		HS	Yes
Fund Management Officer's knowledge of project progress/status when disbursements are done.		HS	Yes
Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.		HS	Optimal
Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.		HS	No issues reported
Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the review process		HS	No issues reported
<b>Overall rating</b>		<b>S</b>	

**Rating for Financial Management: Satisfactory**

<sup>4</sup> If the review raises concerns over adherence with policies or standard procedures, a recommendation may be given to cover the topic in an upcoming audit, or similar financial oversight exercise.

<sup>5</sup> See also document 'Criterion Rating Description' for reference

## F. Efficiency

124. The terminal review rates the project’s efficiency as satisfactory: Despite needing a 12-month “non-cost” extension, synergies with other initiatives and the engagement of the national project teams ensured the completion of activities, delivery of outputs and the achievement of tangible mainstreaming outcomes in line with the project’s results framework. Management costs were kept low because of co-financing contributions.
125. An alternative project could have invested the entirety of the USD 5 million grant in one country, establishing project management unit, avoiding travel and coordination costs. However, travel and coordination costs (e.g., all hand meetings) amounted to merely 6% of the project budget (table 11). The additional coordination costs were compensated by the decisive in-kind co-finance contributed by the project’s national and international implementing partners. Moreover, the project's replication strategy was based on cross learning and dissemination of lessons learned in the implementation of the same approach in three different countries. While that strategy did not deploy, and replication and cross-learning did not materialize, implementation in just one country would have eliminated the possibility
126. The project "no-cost" extension increased administrative and management costs as the over expenditure in human resources shows (table 11). However, as discussed above, the extension was necessary even before the onset of the COVID-19 pandemic, as recommended in the project's MTR. Without extension, most project's outputs could not have been realized.
127. The project developed vital synergies with interventions implemented by project partners or organizations that collaborate with the project implementing partners, particularly with SANBI's African Biodiversity Challenge, GBIF's Biodiversity Information for Development (BID) project, and WSC's COMBO Project. SANBI and NatureServe Canada’s inputs were critical in the development of the biodiversity information products in Ghana and Uganda. In Mozambique, the licensing platform was co-developed with WSC. Cooperation with GBIF in delivering capacity development complemented the executing agency and implementing partner (WCMC and IIED) expertise in stakeholder engagement and policy development with technical expertise in data infrastructure.

<b>Rating for Efficiency:</b>	<b>Satisfactory</b>
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## G. Monitoring and reporting

### Monitoring design and budgeting

128. The project's design logical framework included 12 output indicators for each of its 12 outputs (Table 11). Output indicators referred to key aspects of the availability of the output, i.e., completion of the outputs, and had clear targets, mostly one output per country, so three PEA completed, three National Steering Committees formed etc.
129. At the outcome level (Table 12) Connect had one outcome indicator with baselines and targets. The outcome indicators were SMART and referred to the use of the project's products by national stakeholders, e.g., incorporation/ use of the project's BIP into concrete policies, plans or procedures in each country.
130. The project's monitoring and evaluation plan had a budget of USD 530,000, of which 225,000 came out of the GEF grant (5%) (Table 16). Audit reports, also a monitoring activity were costed at USD 5,000 annually (i.e., a total USD 25,000), costs absorbed entirely by the executing partner, which executed USD 12,682 for audit reports.

Table 16. M&E budget and expenditure (GEF grant only)

M&E activity	Budget	Expenditure	% execution
Inception Workshop and report	\$ 30,000.00	\$ 30,000.00	100%
Measurement of project indicators, including baseline data	\$ 32,000.00	\$ 32,000.00	100%
Monitoring visits to field sites	\$ 25,000.00	\$ 25,000.00	100%
Project Steering Committee (PSC) meetings	\$ 58,000.00	\$ 58,000.00	100%
Mid Term Evaluation	\$ 40,000.00	\$ 31,506.00	79%
Final Evaluation	\$ 40,000.00	\$ 36,814.00	92%
	\$ 225,000.00	\$ 213,320.00	95%

### Rating for Monitoring Design and Budgeting: Highly satisfactory

### Monitoring of project implementation

131. The project teams at the international and national level updated and reported project developments which were included in the project's reports, both in qualitative and quantitative manner (i.e., against the indicator framework targets).
132. The project implementing agency recruited the independent consultants for the midterm and final reviews, which were facilitated and assisted by the project team.

### Rating for Monitoring of Project Implementation: Highly satisfactory

## Project reporting

133. The project Global Coordinating Unit prepared and submitted 10 half year reports for the period 2016-2020. Half year reports reported advances against the project's output targets and milestones. Expenditure per budget line was reported quarterly, and the project's produced yearly financial statements in 2017-2021, which were independently audited. The audits were satisfactorily concluded, with but minor corrections.
134. Connect reported against project's objective and outcome indicators, as well as risk identified at project design, stakeholder engagement and cross-cutting issues in four Project Implementation Reports (PIR).
135. Both half year and PIR reports presented project advances and challenges in a transparent manner, as confirmed with the final review's informants. Project reports were composed by the project coordination, based on information provided by the national teams and international partners. These reports were shared with the steering committee, and the independent midterm and final review teams.

**Rating for Project Reporting: Highly satisfactory**

**Rating for Monitoring and Reporting: Highly satisfactory**

## H. Sustainability

### Financial Sustainability

136. The terminal review rates the project's financial sustainability as moderately likely. Although all leading national organizations are integral and critical structures in the national government, and their budget and operational survival are guaranteed, they will not be able to consolidate the project's results without further external support. However, several projects currently operating in the three countries, supported by some Connect partners, can partially contribute to sustaining the results.

### Institutional Sustainability (including issues of partnerships)

137. The terminal review rates the institutional sustainability as moderately likely. Although the project national implementing partners and members of the national steering committees have strong institutional capacities and roles, not only do some of the project most significant results (BIPs) need consolidation, but the coordinating bodies created by the project have either ceased to meet or have reduced their scope.

138. In Ghana, the Biodiversity Information Management Forum convened by the National Biosafety Authority participated in the development of the national plan, and biodiversity information products, and serve as forum for coordination and to raise awareness among the participating national government sectors. However, after project end, the group stopped meeting regularly, although it is an active forum promoting the use of biodiversity data in decision-making<sup>6</sup>. Participating organizations stated interest in keeping contact and share information as the situation demands.

139. In Uganda, the expert working group, expected to maintain the level of awareness and the networking developed by Connect national teams. The working groups established focal points inside the key government organizations National Planning commissions and the Ministry of Agriculture that keep contact with NEMA (leading Connect national government organization) to update biodiversity data when updating national policy. NEMA intends to keep coordinating and expanding the working groups and mitigate attrition due to staff turnover. The Connect technical working group membership was partially replicated in a current project developing capacities for the implementation of the Nagoya Protocol in Uganda, albeit limited to NEMA, and not including other sectors, which has limited further mainstreaming of biodiversity data.

140. In Mozambique, while the licensing department perceives the need for further support, the operation of the SIBMOZ-linked licensing system is ensured.

**Rating for Sustainability: Likely**

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<sup>6</sup> <https://www.gna.org.gh/1.21534728>

## I. Factors affecting performance and cross-cutting issues.

### Preparation and readiness, Stakeholders' participation and cooperation, and Country Ownership

141. As indicated in the previous section, Connect was designed based on the expertise in science-policy nexus applied to biodiversity conservation by leading sector organizations, including UNEP-WCMC, IIED, and BirdLife, in dialogue with the national governments of the three pilot countries. As indicated in the Strategic Relevance section, relevant national stakeholders were engaged at a very early stage. Project implementation was led by the national teams, which were staff of the national implementing agencies and institutional biodiversity managers charged with facilitating the use of biodiversity data. As shown in the section Effectiveness, international expertise and national leadership ensured that the intended data connection was made and that biodiversity data was effectively used to strengthen planning processes, as exemplified by the spatial plans in the case of Ghana, agricultural policy design in the case of Uganda, and licensing procedures in the case of Mozambique.

### Communication and public awareness

142. While the project effectively communicated and convince relevant national partners, such as planning authorities in Ghana, agricultural authorities in Uganda and the licensing unit in Mozambique, and mobilized international partners not foreseen in the project document, such as WCS, and despite participation on international fora including the CBD's COP 13, the project did not succeeded in creating the mainstreaming waves intended at project design through publications and upscaling during the project's lifetime. Undoubtedly, the onset of the COVID-19 pandemic was at least partially responsible for the lesser scope of public awareness about the project. However, as indicated in the Effectiveness section, communication tools, such as the project webpage or the implementing agencies, both at the national and international level were not updated or contained sufficient relevant information and access to the technical documents produced under Connect.

### Quality of project management, and supervision

143. UNEP-WCMC carried the bulk of the project coordination processes, yearly organizing international "all hand" meetings (virtual during the high of the COVID-19 pandemic) and steering committee meetings, monitoring and reporting progress, including financially. Project activities were performed by the national teams advised by the national steering committees with support from international partners without any significant challenges besides delays in the elaboration of the BIDs. However, such "delays" were accepted by the project teams at the national level to ensure the quality and usefulness of the PEA and resulting BIDs. This strategy contributed to produced BIDs that could be integrated by relevant national agencies into their regular planning and decision-making processes.

144. Yet, as the focus of the national teams was in ensuring high-quality products at a national level, and considering the COVID-19 delays, the project could not dedicate many resources to the intended cross-country learning and/ or upscaling during project implementation.

#### Responsiveness to human rights and gender equality

145. The project did not have any specific gender or human right focus or targeted actions, beyond the implicit knowledge that all organizations involved, from the national to the international level, shared a culture of promoting human rights and gender equality. For instance, in all three countries, project actions were linked to their United Nations Development Assistance Frameworks (UNDAF), which have explicit human rights and gender outcomes.

146. Yet, the lack of explicit gender dimensions of project activities prompted an MTR recommendation to develop a gender strategy and action plan and appoint a gender focal point at the ITAUG. Connect developed said gender strategy and action that, was disseminated at the national level, however progress in implementation has been hampered by other priorities due to political and pandemic-related challenges.

147. Respondents to this review in the three pilot countries did not identify gender as an aspect in which project incidence was needed, as all involved organizations had gender equity policies in place and women have access to leading positions, as showed by several female leaders interviewed.

148. However, review respondents also acknowledged the current lack, but need, of sufficient information and disaggregated data on biodiversity uses and conservation efforts and differentiated effects on gender, and different social sectors.

**Rating for factors affecting performance and cross cutting issues: Moderately satisfactory.**

## Conclusions and Recommendations

### Conclusions

149. The Project Connect Biodiversity is highly relevant and decisively contributes to the GEF-5 to 7 biodiversity strategy, Aichi targets, and post-2020 CBD biodiversity strategy.
150. Connect was well aligned with national environmental goals framed in the three pilot countries' National Biodiversity Strategies and Action Plans.
151. The project design was adequate and based on lessons learned from previous interventions. Specifically, the project addressed barriers to implementing previous mainstreaming GEF projects, and national barriers based on consultations during the inception phase developed and consolidated during the project's implementation through the political economy analyses and national biodiversity landscapes.
152. Connect has achieved significant results, effectively mainstreaming biodiversity concerns into decision-making in the three pilot countries. Moreover, the project delivered virtually all its outputs and achieved its planned outcomes. However, the project invested more time than planned in delivering its outputs, which, compounded by the COVID-19 pandemic, contributed to diluting mainstreaming results. Thus, consolidating the project's mainstreaming results will need some more support for the national implementing partners in the three pilot countries.
153. The implementation in three pilot countries was designed to generate lessons learned that could be applied in other countries, especially in Sub-Saharan Africa, through consolidated research, publications, and international outreach through the International Technical Advisory and Upscaling Group (ITAUG). Exchanges of lessons among the countries was limited due to the different sectors and processes targeted by the project and were greater between the two English-speaking countries (Ghana and Uganda).
154. The project's approach has been replicated in projects implemented in Africa, the Caribbean and the Pacific by Connect's implementing partners. However, dissemination of project publications has not yet been optimized through the project's webpage.
155. The project successfully and highly satisfactorily supported the leading government organizations in each pilot country to produce biodiversity products that have induced changes in policymaking and have the potential to institutionalize mainstreaming of biodiversity outside the environmental sector.
156. The project's results, particularly mainstreaming processes, and collaborative agreements, will need consolidation through external projects, including those being implemented by the project's partners UNEP-WCMC, GBIF, SANBI, and NatureServe.

## Recommendations

157. UNEP and UNEP-WCMC need to boost the project's communication strategy by reactivating the ITAUG and the project's webpage, uploading the project's publications and resources. Moreover, both agencies should promote them during their participation in workshops, meetings, and events.
158. UNEP should secure resources from different sources for follow-up projects. The projects should consolidate the mainstreaming results in the three pilot countries by further strengthening the capacities of the national implementing partners to ensure effective inclusion of the BIPs into decision-making projects in the subsequent planning cycles and at the sub-national level and consolidate the data exchange and update mechanisms. Following the path set by GBIF's EU-funded BID, the Connect approach could also be expanded to other countries, benefiting from the lessons learned from the pilot phase implementation.
159. The next biodiversity data project should involve the national statistical services more strongly, to help them coordinate data generation also to support reporting on the SDGs and MEAs.
160. Capacity development activities should be part of a conscious capacity development strategy, addressing concrete needs, to avoid ad hoc short events, favoring rather longer-term resources, including e-learning courses and agreements with national and international academic institutions.

## Lessons learned

161. Targeting specific sectors and establishing links between concrete information needs and data providers, with the support of well-established non-government organizations (this project's implementing partners) and think-tanks has been effective in mainstreaming biodiversity into operational policy, beyond the environmental sector or general statements in overarching planning documents.
162. Sequential implementation of project components, where the next component depends on conclusion of the prior risks delays and can hamper project outcomes and impact. Thus, a more dynamic incorporation of results from studies funded by the project must be considered at project design.

Summary of project findings and ratings

163. The table below provides a summary of the ratings and findings discussed in Chapter five. Overall, the project demonstrates a rating of ‘Satisfactory’.

**UNEP Evaluation Office Validation of Performance Ratings:**

The UNEP Evaluation Office formally quality assesses (see Annex 9) management led Terminal Review reports and validates the performance ratings therein by ensuring that the performance judgments made are consistent with evidence presented in the Review report and in-line with the performance standards set out for independent evaluations.

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

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

In this instance the Evaluation Office applied the UNEP 6-point performance rating scale throughout and validates the overall project performance at the Satisfactory level.

*Table 14: Summary of project findings and ratings*

Criterion	Summary assessment	Rating	UNEP Evaluation Office: Justification for any ratings change from validation process	UNEP Evaluation Office Validated Rating
<b>Strategic Relevance</b>				<b>Satisfactory</b>
Alignment to UNEP MTS, POW and strategic priorities	Connect is explicitly aligned with SP3 EAs	HS	There is no mention of contributions to the UNEP’s Capacity building (BSP), and South - South Cooperation (S-SC) policies.	Satisfactory



Criterion	Summary assessment	Rating	UNEP Evaluation Office: Justification for any ratings change from validation process	UNEP Evaluation Office Validated Rating
Alignment to Donor/Partner strategic priorities	Connect implements GEF's lessons learned in the frame of the GEF biodiversity strategy	HS	The performance rating is validated	Highly Satisfactory
Relevance to global, regional, sub-regional and national environmental priorities	Connect links to the Aichi and post-2020 biodiversity targets and SDGs	HS	There is no mention of contributions to regional or sub-regional priorities, which one would have expected to be relevant given the global aspirations of the project and its 'Proof of Concept' approach.	Satisfactory
Complementarity with relevant existing interventions/coherence	Connect has established synergies with other partners and projects in Africa	HS	This section should have included the OECD-DAC criterion of 'Coherence' but is missing.	Not Rated
<b>Quality of Project Design</b>	Project design based on sound analysis and national involvement	HS	Only two strengths and one weakness are identified. There is no evidence to support the consultant's high rating of two of the most significant areas of design (Intended Results and Causality and Sustainability/Replication and Catalytic Effects).	Satisfactory
<b>Nature of External Context</b>	Project was affected by COVID-19 but managed to complete outputs, with some limitations	S	The experience with, and effects of, COVID-19 represented challenges that the report records as having been met by the project, contributing only to a project extension but not causing project activities to be abandoned or substantially altered.	Moderately Favourable
<b>Effectiveness</b>			The UNEP Evaluation Office notes that some outputs are expressed at an outcome (i.e. uptake) level. For example, the target for <a href="#">output 2.2</a> is 'a tested and revised theory of change; in the public domain'. <a href="#">Output 3.2</a> refers to demonstrated and evidenced (capacity assessment tool) capacity enhancement. Output 3.3 has the target of 'upscaling approach being tested out in countries across all regions'. <b>Performance at the outcome level has therefore been validated with consideration of the performance rating at output level.</b>	<b>Moderately Satisfactory</b>

Criterion	Summary assessment	Rating	UNEP Evaluation Office: Justification for any ratings change from validation process	UNEP Evaluation Office Validated Rating
Availability of outputs	Project delivered all outputs	HS	The Evaluation Office notes that there is no discussion of either the timeliness or utility (from the perspective of beneficiaries) of the outputs. Of the 12 outputs, the Evaluation Office, based on Table 11 and the text provided in paras 73 – 79 finds that there is support for the following: 6 outputs were <i>fully delivered</i> (1.1, 1.2, 1.3, 1.4, 1.5, 2.1 and 2.3) – noting, however, that there is no disaggregated data for the NSC composition; 3 outputs were <i>partially delivered</i> (2.2, 3.1 and 3.3) and 3 were <i>not delivered</i> (1.5, 2.4 and 3.2). However, some outputs had outcome level features.	Satisfactory
Achievement of project outcomes	Significant advances in concrete mainstreaming of biodiversity into sector policies	S	This analysis suffers from the fact that the TOC was not reconstructed and the Outcomes are not formulated to clearly reflect the project's uptake ambitions. Limitations to the uptake of the project's outputs are noted under each outcome: Outcome 1, see paras 86 and 87; Outcome 2, see para 96 and 97 and Outcome 3, see para 100 and 101.	Moderately Satisfactory
Likelihood of impact	Significant impact in achieving tangible demonstration of how biodiversity data can improve decision-making processes, but consolidation is needed	S	The discussion of likelihood of impact refers to the project objective but is a discussion of the outcome level effects against 4 indicators which had not previously been introduced. There is no reference to the effects of assumptions and drivers. Paras 111-113 indicate a significant drop off in collaboration since the end of the project. Para 118 -120 suggest that the dissemination of project materials and learning has not taken place as intended.	Moderately Likely
<b>Financial Management</b>				<b>Satisfactory</b>
Adherence to UNEP's financial policies and procedures	Project adhered to UNEP's financial policies and procedures	HS	Table 15 records a rating of Satisfactory and that rating is validated.	Satisfactory

Criterion	Summary assessment	Rating	UNEP Evaluation Office: Justification for any ratings change from validation process	UNEP Evaluation Office Validated Rating
Completeness of project financial information	Financial information complete, including co-finance	HS	Table 15 records a rating of Satisfactory. There is no detailed information on the USD 14,648,080 secured as cash/in-kind co-finance. This is, however, a systemic issue within UNEP.	Moderately Satisfactory
Communication between finance and project management staff	Fluid communications	HS	This rating is validated.	Highly Satisfactory
<b>Efficiency</b>	Despite “no-cost’ extension, project showed efficient structures and strategy	S	This rating is validated.	Satisfactory
<b>Monitoring and Reporting</b>				<b>Satisfactory</b>
Monitoring design and budgeting	ProDoc indicator framework SMART	S	The report text records a HS rating. This rating of S is validated.	Satisfactory
Monitoring of project implementation	Adequate monitoring, but not of the original framework	S	The report text records a HS rating. The consultant’s assessment (left) is not explained within the report.  In the two paragraphs (paras 131 and 132) there is no discussion or evidence of a robust monitoring function (i.e. the use of information gathered through site visits, data tracking indicators being used to track progress against the project plans and adaptive management taking place) despite sufficient funds having been included in the project budget.	Moderately Satisfactory
Project reporting	Project reporting adequate	S	The report text records a HS rating. This rating of S is validated.	Satisfactory
<b>Sustainability</b>				<b>Moderately Likely</b>
Financial sustainability	Secure commitments needed to consolidate results	ML	This rating is validated.	Moderately Likely
Institutional sustainability	National stakeholders see it in their interest to further project results, but support is needed	ML	This rating is validated.	Moderately Likely
<b>Factors Affecting Performance</b>				
Preparation and readiness		S	This rating is validated.	Satisfactory

Criterion	Summary assessment	Rating	UNEP Evaluation Office: Justification for any ratings change from validation process	UNEP Evaluation Office Validated Rating
Quality of project management and supervision		S	Aggregated from the two sub-categories below.	Satisfactory
2.1 UNEP/Implementing Agency:	Project management and supervision were adequate,	S	The Evaluation Office validates the rating in the sense that the project was managed and supervised well. However, the Office notes that the roles within UNEP between the GEF Focal Area of Biodiversity and the WCMC are not clear within this report and this is a cause for concern in an internally executed project.	Satisfactory
2.2 Partners/Executing Agency:	Project management and supervision adequate	S	This rating is validated.	Satisfactory
Stakeholders' participation and cooperation	Stakeholders actively participated and benefited from the project activities	S	The report records high levels of government engagement and cooperation.	Highly Satisfactory
Responsiveness to human rights and gender equality	Project developed gender strategy, but was rather gender blind	MS	The Evaluation Office notes that a gender strategy and action plan was developed as a result of an MTR recommendation (para 146) yet respondents noted the lack of, and need for, disaggregated data (para 148). As disaggregated data is one of the easiest gender related actions to take, the performance against this sub-category is validated as <b>Moderately Satisfactory</b> .	Moderately Satisfactory
Environmental and social safeguards	Not applicable		Para 107 refers to a recognition that they may be safeguarding risks: <i>'In the past, LUSPA has found it challenging to ensure compliance with its spatial plans, as local politics and interest tend to dominate the actual implementation of development projects, in detriment of environmental safeguards'</i> . However, no management by the project of safeguarding issues is identified in this report.	Moderately Unsatisfactory
Country ownership and driven-ness	Strong involvement by national partners	HS	This rating is validated.	Highly Satisfactory

Criterion	Summary assessment	Rating	UNEP Evaluation Office: Justification for any ratings change from validation process	UNEP Evaluation Office Validated Rating
Communication and public awareness	Outreach and dissemination need improvement	MS	The report notes (para 142) that: <i>“communication tools, such as the project webpage or the implementing agencies, both at the national and international level were not updated or contained sufficient relevant information and access to the technical documents produced under Connect.”</i>	Moderately Unsatisfactory
<b>Overall Project Performance Rating</b>		<b>S</b>		<b>S</b>

## Annexes

1. Response to stakeholder's comments
2. List of individuals interviewed
3. List of documents consulted, including references
4. Detailed results framework of the project
5. Review Matrix
6. Data collection instruments/tools
7. Brief CV of the review consultant
8. TOR for the Terminal Review
9. Quality Assessment of the Review Report

## ANNEX 1. RESPONSE TO STAKEHOLDER COMMENTS

#	Paragraph Comment	Response
1	NA Page 4 states that 'The project's overall development goal was to improved water resource management and use at a global level.' The project's aim was to investigate more effective means to mainstream biodiversity information into decision-making at the national level with the purpose of also being able to upscale these techniques more broadly.	Corrected thanks!
2	18 Four criteria listed – these are not verbatim the criteria used, which should be found in the pro-doc	Indeed. There were seven criteria. List has been corrected
3	16 Implicit is also that delivering independently conceptualized, designed and built tools is less likely to result in sustained use than if the tools are co-designed with end-users to address their specific needs.	Indeed. A sentence has been added to capture this dimension
4	20 NB as above, partnering with GBIF provided opportunity for significant dissemination, as also opportunities such as plenary presentation to CBD's SBI, at AMCEN etc.	
5	21 Which are the 12 project outputs? Is the log frame in an annex? I ask because I don't recall these being required in a specific sequence, rather it was envisaged some would be developed concurrently	The 12 outputs are listed in table 10
6	Table 4 This is missing a number of key stakeholders and implementation partners: 01. GBIF – partner, co-funder, participated in project design, co-delivered capacity building 02. JRC – partner, co-funder, participated in project design, ITAUG, BIP design process etc. 03. IIED – project implementer, cofunder, participated in project design, led WP2 04. Prospex – project implementer, facilitating and communications. 05. SCBD – partner, participated in project design, co-led WPs with WCMC 06. WCS – project implementer (Mozambique)	Thank you for noting. Table focused on national stakeholders, but these international stakeholders and proejct implementing partners have been now added.
7	Table 4 Table 4 outlining stakeholders indicates that NatureServe was not involved in the original design of the project. This is incorrect as NatureServe was requested to and did provide directed input into the project design particularly regarding the production and use of time-series indicators at the national scale. Also, regarding the 'Roles and Responsibilities', NatureServe served the same role as SANBI and thus, this should be noted in the table	The statement in Table 4 was based in the absence of NatureServe in the project document, among others. This has been now corrected
8	22 and related matters (addition)	Accepted
9	22 but jointly facilitated consultations at the sector Ministry (MESTI) (addition)	Accepted
10	22 The partnership with NBA in implementing the project came after the project formulation. The NBA did not participate in design, but jointly facilitated consultations at the sector Ministry (MESTI) level (addition)	Accepted
11	22 The NBA did not participate in design, but jointly facilitated consultations at the sector Ministry (MESTI) level.	This applies to the NBA, for which it was added, but not for LUSPA
12	25 Interested to know where this comes from. It does create the impression of 13 FTEs, which was definitely not the case. The GPMU was operationally comprised of part time (~20%?) Project coordinator (me), part time (~75%?) project manager (Nadine), and part time (~50%) assistant. Other staff engaged were technical delivery.	The number 10 + 2 is a misread from financial reports. The prodoc budget indicates four POs (coordinator, manager, lead scientist and scientific coordinator) and 1 assistant

13	25	Not all 10 worked on the project at the same time as there were changes in PO level staff during the project	
14	26	The National Biosafety Authority, collaborating with the Council for Scientific and Industrial Research (CSIR) of Ghana (addition)	Accepted
15	27	National Biosafety Authority and the CSIR (Ghana) both under (addition)	Accepted
16	29	A deliberate decision was taken to ensure this stage was completed sufficiently, with IIED being subcontracted to assist in that regard at the national level in each country. This contributed to the “slow delivery”, and might be better termed “considered delays in delivery”	The deliberate decision has been taken into consideration and the section modified accordingly
17	32	Might be worth double checking this against the final report and final CAR as recently agreed with UNEP.	The terminal reviewed used the latest financial reports
18	33	Implementing?	Yes, thank you!
19	39	Line 36 on Page 24 suggests that the relevance of the outputs of the Connect project to certain SDG goals and indicators was perhaps accidental or coincidental. In fact, the selection and development of certain Biodiversity Information Products was driven by the desire to align with and allow these national partners to report against certain SDG Goals and indicators.	No, the review finds that the project was explicitly aligned with the SDGs since design, however, it did not fully link to all SDG targets claimed (Table 6)
20	Table 6	Table 6 indicates that ‘Connect contributed to sustainable agriculture in Uganda’ - while this was one primary aim it would be helpful to include some specific evidence of how this was achieved in Uganda	Details in section effectiveness
21	41	Ecosystems Division (for Science Division)	Accepted
		the Political Economy Analyses were an integral part of the project design as approved and hence a very deliberate activity of project delivery. Some background analysis had been done and fed into the prodoc, but would be interested to understand whether this is being counted a reason not to mark the project design as highly satisfactory, given that it was very overtly part of the design. Delivery of the PEAs was slower than anticipated, but presumably that doesn’t impact on design?	Yes, it is true that the PEAs were an integral part of the design and the delays in completing were not due to flaws in the project strategy. However, as in many other projects, this kind of scoping studies are always delayed, due to both challenges in the analysis itself, as well as administrative bottlenecks, i.e. hiring consultants, etc. In fact, even if the PEAs were only published in 2021, Connect already acted upon the PEA’s results at an earlier point.
22	43	Also, as above, Ghana and Uganda were involved in project design before PPG phase, and during the PPG phase WCMC staff visited each of the three countries to ensure their needs were strongly built into project design.	Concluding: the review accepts that the project’s design should not have been penalized by the late completion of the PEAs. However, assuming that a comprehensive baseline study would be completed within the first year is probably too optimistic.
23	46	This is factually incorrect. As above, Ghana and Uganda did informally engage in project design before the PPG stage and all three countries were visited during the PPG phase.	
24	46	This is partly true. National institutions did participate in project design, indeed extensive consultation was undertaken with stakeholders in all three project countries. However, the purpose of the Connect project was to include such scoping in the project itself, and not to design ‘ready-made’ solutions for the project to implement. It is entirely based on this learning taking place during the first year(s) of the project, hence the protracted PEA phase.	This was inferred from project reports and interviews. Having reviewed that, and with these comments, the review has corrected these statements
25	50	However, it delayed (addition)	I don't think this is necessary here, Thanks!
26	51	There was a re-structure of the Mozambique government during the latter stages of the project, causing severe difficulties in implementation due to staff changing office and departments having their remits modified	Duly noted, and paragraph modified



27	51	Whilst mostly true, the elections did result in a substantial change in the structure of Government. MITADER was effectively abolished and replaced by MTA. And the part of MITADER that WCMC had contracted moved into another Ministry. This created very significant administrative issues for the Mozambique team and for WCMC.	
28	55	Given commentary from GBIF and ourselves, would appreciate some reflection on whether this assessment should be refined.	Yes, thank you! Table and section reviewed and corrected
29	57	MTA	
30	57	MITADER initially, MTA more recently	Corrected thanks!
31	58	Sector missing	Corrected thanks!
32	58	agriculture i.e. crops, livestock, forestry and fisheries (substitute for industry)	Industry is one of the sectors identified in the PEA. Moreover, the BIPs had an effect on industry, by informing LUSPA on the spatial plan for the petroleum hub
33	60	In Mozambique, the BIPs developed were: 1. The Biodiversity Information Portal: Sistema de Biodiversidade de Moçambique (SIBMOZ <a href="https://sibmoz.gov.mz/">https://sibmoz.gov.mz/</a> ), 2. The Environmental Licensing Management Platform, Sistema de Gestão de Licenciamento Ambiental (SGLA) and 3. The checklist to accompany environmental licensing processes, "Fichas padrão".	Duly noted and added
34	Table 10	I am not clear on this – each pilot country revised the global ToC for their national context (incorporated into their national action plans). In what was does the assessment consider that the ToC adoption in new project development should have contributed to the overall success here? Also to note that the Connect ToC was adopted in both GBIF BID programme and incorporated into CEBios projects.	
35	Table 10	Is this assessment based entirely on dissemination of the up-scaling plan? Should be noted that as a direct result of the pandemic the GPSC were faced with a choice of either diverting funds from the up-scaling budget line to ensure that national delivery was secured, or retaining the up-scaling delivery at the costs of completing national activities.	
36	Table 10	Indeed, although this is not for want to effort. For example, the peer-review paper on mainstreaming has been submitted to three (?) journals with the support of WCMC Chief Scientist, but was not accepted for publication.	Yes, I am afraid the review initially assessed solely the project's upscaling strategy paper. The whole section has been reviewed in the light of the partner's comments
37	Table 10	As above, through GBIF, CEBios, at SCBD meetings, AMCEN, to donors such as JRC, through the ITAUG members etc...interviewing international partners might have assisted with gathering evidence here, but hopefully their review comments on this report will assist.	
38	Table 10	As above, not clear what the assessment here is driving at.	
39	Table 10	Table 10, Item 2.4 – it states that no evidence exists for global lessons being disseminated thru existing networks, however, we have been working to apply the workflow approach both through our own projects at NatureServe and more broadly with the global network (Group on Earth Observations – Biodiversity Observation Network) via their implementation of national Biodiversity Observation Networks. The Connect project benefited from GEO BON's national Biodiversity Observation Network design process but also the outputs and lessons from Connect has helped to refine our approach to national Biodiversity Observation Network design and implementation.	
40	58	Sector missing	Added
41	64	?	Typo corrected

42	Item 62, Page 34: states 'To feed biodiversity data into planning processes, the Uganda national team, with participation by the technical working groups and the national steering committee, 65 and support by the international implementing partners.' There seems to be some important information missing from this sentence on what was done to feed biodiversity data into planning processes in Uganda.	Indeed, thank you for spotting this. Corrected
43	66 I would say COMBO provided a significant contribution and established the enabling conditions for this need...	Thank you. This has been added
44	67 Natural Capital Accounts? (for national environmental accounts)	Corrected thanks!
45	Item 65, Page 35 states that the biodiversity targets in the National Development Plans in Uganda preceded the Connect project – while this is true, the important point is that a series of indicators were 68 produced as part of the Biodiversity Information Products to facilitate Uganda being able to use evidence-based data products to guide and track progress towards these targets. The Connect project enabled that capacity. This is supported by the statement in Item 77 on page 38	Added: While those plans included biodiversity concerns and targets, e.g., forest cover in the NDP II, before Connect's implementation period, concerned national agencies (NPA, MAAIF) manifested intention of using biodiversity indicators included in Connect's BIPs in new planning cycles.
46 70-73	Item 67, Page 35 – it would be helpful to have information included that specifies how barriers and access entry points were addressed. As written, the presented evidence is too vague to help ascertain if the project specifically addressed certain mainstreaming barriers for instance	The section has been expanded
47	75 Agree this can be improved, but the Land Use and Spatial Planning Authority do have the SBA (and played a crucial role in developing it – building capacity within the Authority) and have used it as per comment above.	The paragraph has been reformulated underlining this. Yet, the format issue was raised by national stakeholders
48	75 Item 69, Page 36 – its worth noting that efforts are underway, led by NatureServe and Esri for some follow up work that involves the Ghana Statistical Service (GSS). When this work commences, capacity for hosting and maintaining indicators, spatial data products and related from the Spatial Biodiversity Assessment and elsewhere should be available to the GSS.	Thank you for the information. However, national stakeholders did not mention this. I could be added to sustainability or in this section after confirmation from national stakeholders.
49	76 These groups were in existence in some form prior to the project, and were built on for use in the project. This ensured that working systems were capitalized on, and that the groups would remain in existence beyond the life of the project. Connect also strengthened these existing groups through co-design and development of the BIPs	The preexistence of the groups is acknowledged. Sustainability is addressed in section sustainability. Unfortunately, according to national stakeholders, the groups are dormant now.
50	77 SIBMOZ	Corrected thanks!
51	77 SIMBOZ was conceptualized by WCS with DINAB and developed through CONNECT.	Added
52 79-81	This is a particularly relevant section for the collaboration with GBIF BID – Connect stakeholders participated in those trainings as well	National action plans and project reports did not underlined support by GBIF BID and IIED. This has been now acknowledged
53	79 in (substituted for and)	Corrected thanks!
54	78 The fisheries BIP was shortlisted but wasn't prioritised as a tool we would develop	From national stakeholders
55	87 The BIPs are also available for use by the National Development Planning Commission (addition)	Accepted
56	91 See comment from Ghana team on sustainability of the National Biodiversity Information Management Forum	Added
57	92 It may have ceased meeting under the guise of Connect, but it may be worth investigating if the same individuals still meet under other projects	Unfortunately, they are not meeting, but contacts have been established. The report reflects this now
58	90 DINAB?	Corrected thanks!

59	94 I am surprised by this conclusion. I know that the project managers in the countries exchanged lessons and stayed in touch, and the project teams were always very enthusiastic when they came together to scrutinize one another's approaches, to learn from one another and to improve their own as a result.	The question was asked to all national stakeholders and apparently cross-country lessons learned were very limited due to different target sectors and procedures. Yet the legacy of Connect is now highlighted
60	108 I believe that it would be useful to highlight the need for lesson learning and application of good practices beyond other GEF projects. E.g. we discussed the missed opportunity of applying lessons from the UNEP-UNDP Poverty-Environment Initiative and related knowledge products. The integrated mainstreaming approach promoted by the PEI would have strengthened the design, implementation and sustainability of Connect.	The project document explicitly cites PEI but considers that PEI does not address the data and information barriers which are the focus of Connect
61	109 The fisheries BIP was shortlisted but wasn't prioritised as a tool we would develop	I will double check with national stakeholders. However, I don't think it is worth mentioning it at the conclusions, as the main result was achieved in Mozambique
62	109 I would suggest that this recommendation be nuanced with the need to apply more lessons to strengthen a potential proposal. I.e. replicating the same approach would be insufficient as we move towards more integrated approaches in GEF and UNEP programming that require much more reflection on effective mechanisms to promote policy coherence.	Recommendation nuanced. We could further discuss the implications

## ANNEX 2. PEOPLE CONSULTED DURING THE REVIEW

Name	Country	Affiliation
Alexandre Bartolomeu	Mozambique	MTA, Ministério da Terra e Ambiente. Previously MITADER, DINAB, Direcção Nacional do Ambiente (DINAB/DGA) and Mozambique
Baiba Gaile	Mozambique	Independent consultant
Bernice S. Ofori-Baadu	Ghana	Ghana Statistical Service (GSS)
Consolata (Connie) Acayo	Uganda	Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)
Rosalind Goodrich	NA	IIED
Erik Okoree	Ghana	National Biosafety Authority
Ernest Lamptey	Ghana	National Biosafety Authority
Felix Addo-Yobo	Ghana	National Development Planning Commission,
Francis Meri Sabino Ogwal	Uganda	National Environment Management Authority (NEMA)
George Essegbey	Ghana	The Council for Scientific and Industrial Research of Ghana - Science and Technology Policy Research Institute (CSIR - STEPRI)
Hilde Keunen	NA	Capacities for Biodiversity and Sustainable Development (CEBioS)
Hugo Costa	Mozambique	Wildlife Conservation Society
John Tayleur	NA	UNEP-WCMC
Josefa Jussar	Mozambique	MTA-DINAB Divisão Licenciamento Ambiental
Julius Muyizzi	Uganda	National Environment Management Authority (NEMA) SGIS/RSO
Miguel Fernandes	Mozambique	MTA, Ministério da Terra e Ambiente / National Fund for Sustainable Development
Nada Tandoh	Ghana	Land Use and Spatial Planning Authority (LUSPA) -
Nadine Bowles-Newark	NA	UNEP-WCMC
ND	NA	Nature Servre
Stephen Holness	South Africa	Nelson Mandela University
Tim Hirsch	NA	GBIF
Vera Baffoe	Ghana	National Development Planning Commission (NDPC)
Victoria Luque	NA	UNEP

## ANNEX 3 LIST OF DOCUMENTS

Author	Year	Title
Brann, J.	2019	Connect Biodiversity Mid-term Review Report
CBD Secretariat	2021	First Draft of the Post-2020 Global Biodiversity Framework
Ghana national team	2019	National Action Plan for Development of Biodiversity Information Products
Gonçalves, A.	2021	Connect project implementation final report
Gonçalves, A.	2022	Integração da biodiversidade no centro de tomada de decisões: Relatório de Análise de Economia Política de Moçambique
GPMU	2021	PIR
GPMU	2018	Progress report Q3 Q4 2017
GPMU	2019	Progress report Q3 Q4 2018
GPMU	2020	Progress report Q3 Q4 2019
GPMU	2021	Progress report Q3 Q4 2020
GPMU	2018	Connect Biodiversity 2018 PIR
GPMU	2019	Connect Biodiversity 2019 PIR
GPMU	2020	Connect Biodiversity 2020 PIR
GPMU	2021	Connect Biodiversity 2021 PIR
GPMU	2016	Project's Theory of Change
Huntley, B.J. and Redford, K.H.	2014	Mainstreaming biodiversity in Practice: a STAP advisory document
Ministério da Terra Ambiente e Desenvolvimento Rural	2014	National Strategy and Action Plan of Biological Diversity of Mozambique (2015-2035)
Mozambique national team	2019	National Action Plan for Development of Biodiversity Information Products
National Biosafety Authority and Council for Scientific and Industrial Research (CSIR)	2021	Ghana Spatial Biodiversity Assessment,
National Environment Management Authority	2016	National Biodiversity Strategy and Action Plan II (2015-2025). Theme: Supporting Transition to a Middle Income Status and Delivery of Sustainable Development Goals
Osei-Amponsah, C	2018	Context Analysis Report: Mainstreaming biodiversity information into the heart of government decision making in Ghana. UNEP-WCMC, UK.
Proposed programme of work and budget for the biennium 2020– 2021	2019	United Nations Environment Assembly of the United Nations Environment Programme
Sabano , J.	2021	NEMA blames depletion of forest cover on subsistence farming
Sabino, F. O., James, O. -A., Akullo, M., Lala, T., and Koire, C.	2019	Mainstreaming biodiversity information into the heart of government decision making: Uganda's focused Political Economy Analysis report. UNEP-WCMC, UK.
The GEF	2018	GEF-7 Biodiversity Strategy
The GEF	2011	GEF 5 Focal Area Strategies
Uganda national team	2019	National Action Plan for Development of Biodiversity Information Products
UNEP	2016	Project Document: Connect: Mainstreaming biodiversity into the heart of government decision making
UNEP	2021	Terms of Reference: Terminal Review of the UNEP/GEF project "Connect: Mainstreaming biodiversity into the heart of government decision making" GEF ID 5730

UNEP	2021	For people and planet. The United Nations Environment Programme strategy for tackling climate change, biodiversity and nature loss, and pollution and waste from 2022—2025
UNEP	2021	For people and planet. The United Nations Environment Programme strategy for tackling climate change, biodiversity and nature loss, and pollution and waste from 2022—2025
UNEP	2019	Global Environmental Outlook - GEO 6 Technical Summary
UNEP-WCMC, BirdLife	ND	The global biodiversity information landscape: showcasing data and tools for the Connect project
UNEP-WCMC, IIED, NEMA, NBA, MTA	2021	Mainstreaming biodiversity into government decision-making. A practical context analysis guide to improve understanding and strategy for the political challenge of integrating biodiversity information
UNEP-WCMC, IIED, NEMA, NBA, MTA	2021	Mainstreaming nature in development: A Brief Guide to Political Economy Analysis for non-specialists
United Nations Environment Assembly of the United Nations Environment Programme	2014	Proposed biennial programme of work and budget for 2016–2017
United Nations Environment Assembly of the United Nations Environment Programme Fourth session Nairobi	2016	Programme of work and budget for the biennium 2018-2019

## ANNEX 4 DETAILED RESULTS FRAMEWORK OF THE PROJECT

Level	Result	Indicator
Objective	<p><b>Project objective:</b> To ensure biodiversity is taken into account in decision making across government sectors by improving end- users’ access to and use of biodiversity information and embedding biodiversity information within national development decision making processes</p>	Number of new or existing biodiversity information products used by end-users within their decision making processes per project country
		Number of cross-sectoral fora where stakeholders, including those from development and financial planning sectors, identify opportunities and actions to integrate biodiversity into national development decision making processes.
		Number of new collaborative agreements in place between data providers and end-users per project country.
		Level of biodiversity mainstreaming strategy insight among donors and multilateral actors informed through the dissemination of Connect lessons and tested Theory of change.
Outcome 1	<p>Outcome 1. Decision points or processes across government sectors are identified where biodiversity information can be influential, and response strategies devised</p>	Number of completed response strategies addressing identified decision points.
		Natural resource management sectors stakeholders’ understanding of decision making processes and user needs.
		Number of untried or tested new activities to remove barriers and access entry points included in National Action Plans.
	1.1 Political Economy Analysis and Assessment of User Needs for Biodiversity Information	Number of sectors related to natural resource management participating in /responding to calls for information to inform these user needs assessment
	1.2 User groups at national level established to advise on, review and validate project outputs.	Number of different sectors represented on National Steering Committee membership.
		National Steering Committee formed of a balance between males and females.
	1.3 An innovative strategy to mainstream biodiversity information into identified decision processes is devised in each demonstration country.	Number of untried or tested new activities to access entry points included in National Action Plans.
1.4 Targeted interventions devised to neutralise or address identified barriers to biodiversity data sharing in each demonstration country.	Number of countries that have undertaken analyses of barriers to sharing of biodiversity data and who have implemented actions to address	
1.5 Up-scaling approach devised and implemented including improved identification of entry points / response strategies achieved by sharing experiences, lessons, good practices, tools, etc. between countries and globally.	Proportion of co- authors for peer- reviewed papers within the upscaling approach who derive from outside of the environment sector	

Level	Result	Indicator
Outcome 2	2. Technical stakeholders are more easily able to acquire and share relevant data, and use this to communicate effectively, for current and future information needs	Number of networks linking data providers with end users where biodiversity information is communicated and shared.
		Number of new information products co-developed and/or existing products co-strengthened by a team of data providers and end-users.
		Data providers' understanding of how to communicate biodiversity information effectively
	2.1 Biodiversity information products and processes utilising innovative mechanisms and technologies are developed/strengthened and trialled to respond to the demands for biodiversity information identified under Outcome 1	Number of new information products developed and/or existing products strengthened
	2.2 Public sector capacity to respond to future requests or opportunities for biodiversity information (including data standards, data management, technologies, reporting systems, etc.) is built/enhanced.	Number of technical staff applying good practice guidance for delivering biodiversity information to end-users.
	2.3 Establishment or formalisation of partnerships necessary for the acquisition, sharing and delivery of biodiversity information, and catalyzing the further development of national biodiversity monitoring networks.	Number of partnerships linking data providers with end-users.
2.4 Up-scaling approach devised and implemented including improved identification of entry points / response strategies achieved by sharing experiences, lessons, good practices, tools, etc. between countries and globally	Number of views/ downloads of materials generated via project by information providers/technical stakeholders through global biodiversity communities of practice and platforms for debate e.g. BIP, SGAN, NBSAPS Forum, CoPs, SBSTTAs etc .	
Outcome 3	3. Policy frameworks, including accounting and reporting systems across a range of sectors are incorporating biodiversity decisions	Number of national plans/strategies, policies, legislations or regulations governing sectoral activities integrate biodiversity conservation information.
		Number of accounting and reporting systems that integrate biodiversity information.
		Number of downloads of project generated materials through global biodiversity communities of practice and platforms.
	3.1 Strategies and measures for integrating biodiversity information into decision-making recommended by national user boards, based on iterative review and assessment of results, are identified, and implemented.	Number of strategies and measures for integrating biodiversity into decision-making recommended by National Steering Committees identified and implemented.
	3.2 Capacity of decision makers across government sectors to respond (supported by biodiversity knowledge products) is enhanced	Positive shift in capacity of decision makers as measured by a capacity assessment tool at specific times during project.
	3.3 Up-scaling approach devised and implemented, including that capacity for embedding biodiversity information into national systems planning, and reporting processes is enhanced iteratively by sharing experiences, lessons, good practices, tools etc. between countries and globally.	Number of countries beyond the 3 project countries who are accessing/downloading downloads of materials generated via project through global biodiversity communities of practice and platforms for debate e.g. BIP, SGAN, NBSAP Forum, CBD CoP, SBSTTA etc.
3.4 Project monitoring system operating providing systematic information on progress in meeting project outcome and output targets		



## ANNEX 5 REVIEW MATRIX

### Evaluation criterion: Strategic Relevance

**EQ1: To what extent are the objectives and results of the project consistent with global, donor, regional and national environmental priorities development priorities and policies, and were aligned with the SDGs and with global policies and strategies?**

**-To what extent was the project strategy:**

- **Aligned and supportive of the Agenda 2030 and the Sustainable Development Goals (SDGs)?**
- **Aligned with UNEP's Medium-Term Strategy (MTS) and Program of Work (POW) and Strategic Priorities?**
- **Aligned with GEF's biodiversity strategy for 2014-2018**
- **Aligned with the United Nations Development Assistance Framework (UNDAF) in Ghana, Mozambique, and Uganda?**
- **Aligned with National Biodiversity Strategies and Action Plans (NBSAP)?**

<b>Indicators</b>	<ul style="list-style-type: none"> <li>• Connect contributes to SDGs 2, 14 and 15</li> <li>• Connect contributes to UNEP's 2013-2017 and 2018-2021 MTS, particularly to the Sub-Programme 3 and Sub-Programme 7</li> <li>• Connect contributes to the GEF-6' s biodiversity strategy for 2014-2018, particularly, Objective (BD) 4, Program 10</li> <li>• Connect contributes to UNDAF outcomes in Ghana, Mozambique, and Uganda</li> <li>• Connect contributes to Ghana, Mozambique, and Uganda NBSAPs</li> <li>• National stakeholders in Ghana, Mozambique and Uganda participated in the design and implementation of the project</li> <li>• The project has used disaggregated data to identify women, children, youth, and vulnerable groups</li> </ul>
<b>Sources of information</b>	<ul style="list-style-type: none"> <li>• Project document and project reports</li> <li>• UNEP, UN and GEF policy documents (e.g., UNEP MTS and POW, UNDAF, GEF-6 Biodiversity Strategy)</li> <li>• National policy/strategy documents (e.g., NBSAPs, Nationally Determined Contributions (NDCs))</li> <li>• UNEP and implementing partner's staff, including national agencies</li> </ul>
<b>Methods for data collection</b>	<ul style="list-style-type: none"> <li>• Documentary analysis</li> <li>• Interviews/ Focus Discussion Groups (FDG) with project staff and implementing partners</li> <li>• Interviews/ FDG with implementing partners</li> <li>• Interviews/focus groups and survey with national stakeholders</li> </ul>
<b>EQ2: To what extent is the project strategy coherent with and complements other ongoing initiatives?</b>	
<b>Indicators/Criteria</b>	<ul style="list-style-type: none"> <li>• The project team, in collaboration with Regional Offices and Sub-Programme Coordinators, made efforts to ensure their own intervention was complementary to other interventions, optimized any synergies and avoided duplication of effort</li> </ul>
<b>Sources of information</b>	<ul style="list-style-type: none"> <li>• Project document and project reports</li> <li>• Other relevant project documents</li> <li>• Other relevant studies used to understand the context</li> <li>• UNEP and implementing partner's staff, including national agencies</li> </ul>
<b>Methods for data collection</b>	<ul style="list-style-type: none"> <li>• Documentary analysis</li> <li>• Interviews/ FDG with project staff and implementing partners</li> <li>• Interviews/focus groups and survey with national stakeholders</li> </ul>

## Evaluation criterion: Quality of Project Design

<b>EQ4: Does the project design achieve satisfactory quality ratings?</b> <ul style="list-style-type: none"> <li>• Did the PPG adequately consider the project operational context and clearly identified and rated risks and defined mitigation strategies?</li> <li>• Was the project theory of change based on lessons learned from past interventions and designed with involvement of relevant stakeholders?</li> <li>• Were the project governance arrangement adequate and in accordance with the executing agency and implementing partner's capacities?</li> </ul>	
<b>Indicators/Criteria</b>	<ul style="list-style-type: none"> <li>• Ratings of the quality of project design assessment</li> </ul>
<b>Sources of information</b>	<ul style="list-style-type: none"> <li>• Project document, Project Identification Form (PIF) and Project Preparation Grant (PPG) documents and reports</li> <li>• Peer reviewed, grey literature reports (Academia, UN, multilateral financial institutions)</li> <li>• UNEP and implementing partner's staff, including national agencies</li> </ul>
<b>Methods for data collection</b>	<ul style="list-style-type: none"> <li>• Documentary analysis</li> <li>• Interviews/ FDG with project staff and implementing partners</li> <li>• Interviews/focus groups and survey with national stakeholders</li> </ul>
<b>EQ5: Did the project address gender and human rights issues?</b> <ul style="list-style-type: none"> <li>• Does the project document include a clear and adequate stakeholder analysis, including gender/ minority groupings or indigenous peoples?</li> <li>• Does the project document include a description of stakeholder consultation/participation during project design process?</li> </ul>	
<b>Indicators/Criteria</b>	<ul style="list-style-type: none"> <li>• The project has identified and engaged all relevant stakeholders at the global, regional, and national level</li> <li>• The project has addressed gender and human right issues ensuring equal access to capacity development and outreach activities and striving to collect disaggregated data</li> </ul>
<b>Sources of information</b>	<ul style="list-style-type: none"> <li>• Project document, Project Identification Form (PIF) and Project Preparation Grant (PPG) documents and reports</li> <li>• Peer reviewed, grey literature reports (Academia, UN, multilateral financial institutions)</li> <li>• UNEP and implementing partner's staff, including national agencies</li> </ul>
<b>Methods for data collection</b>	<ul style="list-style-type: none"> <li>• Documentary analysis</li> <li>• Interviews/ FDG with project staff and implementing partners</li> <li>• Interviews/focus groups and survey with national stakeholders</li> </ul>

## Evaluation criterion: Nature of External Context

<b>EQ3: were the project's governance structures able to give response to unexpected implementation challenges, including COVID-19?</b> <ul style="list-style-type: none"> <li>• To what extent has the project been flexible, innovative, and agile in adapting to the Covid-19 pandemic?</li> <li>• To what extent has the project been flexible, innovative, and agile in adapting to political, migratory crisis, natural disasters, and conflict?</li> </ul>	
<b>Indicators/Criteria</b>	<ul style="list-style-type: none"> <li>• Degree to which the project has provided rapid responses to the health, political and social changes caused by the Covid-19 pandemic/ another crisis affecting project implementation</li> </ul>
<b>Sources of information</b>	<ul style="list-style-type: none"> <li>• Project reports, AWP, and other</li> <li>• National policy/strategy documents related to Covid-19</li> <li>• UNEP and implementing partner's staff, including national agencies</li> </ul>
<b>Methods for data collection</b>	<ul style="list-style-type: none"> <li>• Documentary analysis</li> <li>• Interviews/ FDG with project staff and implementing partners</li> <li>• Interviews/focus groups and survey with national stakeholders</li> </ul>

## Evaluation criterion: Effectiveness

<b>EQ6: Has the project delivered its programmed outputs and made them available to the intended beneficiaries in a timely manner?</b>	
<b>Indicators/Criteria</b>	<ul style="list-style-type: none"> <li>Project outputs including political economy analysis, agreements with data providers and biodiversity information products have been produced and delivered with adequate quality to be used by the project's national partners</li> </ul>
<b>Sources of information</b>	<ul style="list-style-type: none"> <li>Project's outputs and publications</li> <li>UNEP and implementing partner's staff, including national agencies</li> </ul>
<b>Methods for data collection</b>	<ul style="list-style-type: none"> <li>Documentary analysis</li> <li>Interviews/ FDG with project staff and implementing partners</li> <li>Interviews/focus groups and survey with national stakeholders</li> </ul>
<b>EQ7: Have the project outcomes been realized?</b>	
<ul style="list-style-type: none"> <li><b>Are the Drivers to support transition from Outputs to Project Outcomes in place (effective project management, participation of stakeholders and communication and awareness)</b></li> <li><b>Decision points or processes across government sectors are identified where biodiversity information can be influential, and response strategies devised.</b></li> <li><b>Technical stakeholders are more easily able to acquire and share relevant data, and use this to communicate effectively, for current and future information needs</b></li> <li><b>Policy frameworks, including accounting and reporting systems across a range of sectors incorporate biodiversity decisions?</b></li> <li><b>Do project's outcomes address the differential needs of men, women and vulnerable communities?</b></li> </ul>	
<b>Indicators/Criteria</b>	<ul style="list-style-type: none"> <li>National agencies have used the project outputs (political economy analysis, agreements with data providers, information products) to enhance integration of biodiversity into national development and investing processes</li> <li>Decision points or processes across government sectors are identified where biodiversity information can be influential, and response strategies devised.</li> <li>Technical stakeholders are more easily able to acquire and share relevant data, and use this to communicate effectively, for current and future information needs</li> <li>Policy frameworks, including accounting and reporting systems across a range of sectors incorporate biodiversity decisions?</li> <li>National agencies also collect and deliver information on how changes in biodiversity differently affect men and women and vulnerable communities</li> </ul>
<b>Sources of information</b>	<ul style="list-style-type: none"> <li>Project's outputs and publications</li> <li>Peer reviewed publications and publications by UN agencies and multilateral financial institutions.</li> <li>UNEP and implementing partner's staff, including national agencies</li> <li>Other National Partners (UN, Government, CSO and Academia)</li> </ul>
<b>Methods for data collection</b>	<ul style="list-style-type: none"> <li>Documentary analysis</li> <li>Interviews/ FDG with project staff and implementing partners</li> <li>Interviews/focus groups and survey with national stakeholders</li> <li>Interviews/ FDG with other relevant partners (government, CSOs, UN, Academia)</li> </ul>
<b>EQ8: How likely is the realization of the project's intended impact (threats to biodiversity reduced and/ or improved status of species/ ecosystems)?</b>	
<ul style="list-style-type: none"> <li><b>Is there indication of progress towards the project's implicit intermediate results (Government policies and decisions appropriately factor in and apply measures considering the value of biodiversity for sustainable development)</b></li> <li><b>Has the enhanced input of biodiversity information strengthened the national biodiversity strategy and action plan process to foster national mainstreaming of biodiversity and reporting to the CBD?</b></li> </ul>	

<ul style="list-style-type: none"> <li>• <b>Has the project promoted scaling up and/or replication as part of its Theory of Change?</b></li> </ul>	
<b>Indicators/Criteria</b>	<ul style="list-style-type: none"> <li>• Enhanced biodiversity mainstreaming processes likely to results in mitigation of threats against biodiversity</li> </ul>
<b>Sources of information</b>	<ul style="list-style-type: none"> <li>• Project’s outputs and publications</li> <li>• Peer reviewed publications and publications by UN agencies and multilateral financial institutions.</li> <li>• UNEP and implementing partner’s staff, including national agencies</li> <li>• Other National Partners (UN, Government, CSO and Academia)</li> </ul>
<b>Methods for data collection</b>	<ul style="list-style-type: none"> <li>• Documentary analysis</li> <li>• Interviews/ FDG with project staff and implementing partners</li> <li>• Interviews/focus groups and survey with national stakeholders, including those not involved in the implementation of the project (CSO, UN, Academia)</li> </ul>

### Evaluation criterion: Financial management

<b>EQ9: Are the budgets / financial management adequate?</b> <ul style="list-style-type: none"> <li>• <b>Has the project complied with UNEP’s financial policies and procedures?</b></li> <li>• <b>Has the project completed financial reports?</b></li> <li>• <b>Were expenditures (amounts, lines) in agreement with approved budgets?</b></li> <li>• <b>Were there clear accounting and communication lines between project management and administrative staff allowing for timely disbursement of budget?</b></li> </ul>	
<b>Indicators/Criteria</b>	<ul style="list-style-type: none"> <li>• Disbursements against AWP allowed the timely delivery of project activities and outputs</li> <li>• The project financial management is in accordance with UNEP rules and regulations</li> </ul>
<b>Sources of information</b>	<ul style="list-style-type: none"> <li>• Project document, reports, including financial reports and audits</li> <li>• UNEP and implementing partner’s staff, including national agencies, and including administrative staff</li> </ul>
<b>Methods for data collection</b>	<ul style="list-style-type: none"> <li>• Documentary analysis</li> <li>• Interviews/FDG with project, implementing partners and administrative staff</li> </ul>

### Evaluation criterion: Efficiency

<b>EQ10: Was the project strategy cost-effective?</b> <ul style="list-style-type: none"> <li>• <b>Were alternative project strategies (including business-as-usual) considered and their cost-effectiveness determined?</b></li> <li>• <b>Did the project implement its activities and delivered its outputs within the secured budget and planned timeframe?</b></li> <li>• <b>Were synergies generated with other projects resulting in avoided duplications and costs?</b></li> <li>• <b>Were UNEP’s and implementing partners costs considered in the project’s requests for extension?</b></li> <li>• <b>Were there measures to minimize the project’s material and energy footprint?</b></li> </ul>	
<b>Indicators/Criteria</b>	<ul style="list-style-type: none"> <li>• The project management and implementing partners were able to deliver the expected outputs within the implementation timeframe</li> <li>• The project management and implementing partners took steps to minimize the project’s their material and energy footprint</li> </ul>
<b>Sources of information</b>	<ul style="list-style-type: none"> <li>• Project’s outputs and publications</li> <li>• Project document, reports, including financial reports and audits</li> <li>• UNEP and implementing partner’s staff, including national agencies</li> </ul>
<b>Methods for data collection</b>	<ul style="list-style-type: none"> <li>• Documentary analysis</li> <li>• Interviews/FDG with project, implementing partners</li> </ul>

## Evaluation criterion: Monitoring and reporting

**EQ11: Does the project logical framework captures the main elements of the project's ToC and is equipped with cost-effective, SMART indicators, including baseline and targets?**

- **Did the project count with sufficient financial and human resources for monitoring and evaluation?**
- **Were the baselines determined at project design accurate and useful for the project's monitoring?**
- **Were the monitoring tools (reports, MTR, etc.) submitted timely and their results incorporated into the next year AWP's?**
- **Did the project count with an adequate knowledge management and communications strategy and action**

<b>Indicators/Criteria</b>	<ul style="list-style-type: none"> <li>• The project's logical framework has SMART indicators at output and outcome level (baseline and target)</li> <li>• The project's design includes a monitoring and evaluation plan</li> <li>• The project's monitoring strategy was implemented in a cost-effective manner (data collection, reporting)</li> <li>• The project was effective in communicating actions and results to relevant national and international stakeholders</li> </ul>
<b>Sources of information</b>	<ul style="list-style-type: none"> <li>• Project's outputs and publications</li> <li>• Project document, reports, including financial reports and audits</li> <li>• UNEP and implementing partner's staff, including national agencies</li> </ul>
<b>Methods for data collection</b>	<ul style="list-style-type: none"> <li>• Documentary analysis</li> <li>• Interviews/FDG with project, implementing partners</li> </ul>

## Evaluation criterion: Sustainability

**EQ12: Are project results likely to be sustained over the next five years?**

- **What is the expectation in terms of funding for national processes accessing and using biodiversity information products?**
- **Do project's stakeholders see it in their interest to sustain and apply the products and capacities obtained through the project?**
- **Have the institutional frameworks for biodiversity monitoring been strengthened thanks to the project?**

<b>Indicators/Criteria</b>	<ul style="list-style-type: none"> <li>• Funding for water quality monitoring at global access is secured for the next 5 years</li> <li>• Funding for water quality monitoring at the national access is secured for the next 5 years</li> <li>• Policy framework and capacities for water policy monitoring present</li> </ul>
<b>Sources of information</b>	<ul style="list-style-type: none"> <li>• Project's outputs and publications</li> <li>• Peer reviewed publications and publications by UN agencies and multilateral financial institutions.</li> <li>• UNEP and implementing partner's staff, including national agencies</li> <li>• Other National Partners (UN, Government, CSO and Academia)</li> </ul>
<b>Methods for data collection</b>	<ul style="list-style-type: none"> <li>• Documentary analysis</li> <li>• Interviews/ FDG with project staff and implementing partners</li> <li>• Interviews/focus groups and survey with national stakeholders</li> <li>• Interviews/ FDG with other relevant partners (government, CSOs, UN, Academia)</li> </ul>

**Project implementing partners**

1. Please describe the project's main strengths and weaknesses
  - Project design
  - Project budget and resource mobilization
  - Project monitoring and reporting
  - Project management
  - Synergies, complementarities with other projects
2. What were the main challenges during the project's implementation? How did you work to solve them?
3. Did the project address gender, human rights, energy efficiency issues during implementation?
4. Please describe the project's main results.
  - Has the level of awareness on biodiversity changed since the project inception in the three pilot countries? Why?
  - How has the project contributed to those changes?
5. Please comment of the project's impacts.
  - a. How has biodiversity mainstreaming changed in the three pilot countries since project inception? What was Connect's contribution to those changes?
  - b. What is the status of the project's upscaling strategy?
6. How do you see biodiversity mainstreaming in the next 10 years?
  - What would the role of UNEP/ UNEP-WCMC/ CBD secretariat/ IIED in biodiversity mainstreaming up to 2030?
  - How do you think biodiversity mainstreaming will evolve in up to 2030?

## National/ regional stakeholders

1. How is your organization involved in providing/ using biodiversity information? How is your organization involved with mainstreaming biodiversity into development/ planning processes?
2. How were you involved with the project Connect?
3. How has the project supported your organization achieve its goals?
  - a. Improve biodiversity information (updated, better timing, more/ less useful)
  - b. Support biodiversity mainstreaming
  - c. Develop capacities of staff
  - d. Develop capacities at the level of policy formulation.
4. Were there any challenges during the implementation of the project's activities?
5. What other projects/ programs/ initiatives supported your organization between 2014 and now?
6. What are the main barriers preventing efficient biodiversity mainstreaming in 2015? What barriers are there now?
  - a. Capacity barriers
  - b. Policy/ institutional barriers
  - c. Financial barriers
7. Were there any issues of equity and/or empowerment of women/ indigenous/ vulnerable groups addressed by the project? Are those issues still present?
8. How do you think awareness on biodiversity at the national government has changed over the last five years?
9. How do you see water biodiversity mainstreaming up to 2030?
  - a. What would the role of your organization in biodiversity mainstreaming?
  - b. What do you think would be the role of biodiversity data in mainstreaming biodiversity concerns into development processes?

## ANNEX 7. BRIEF CV OF THE REVIEW CONSULTANT

1. **Family Name:** Cabo Buján
2. **First Names:** José Antonio
3. **Date of Birth:** June 23, 1974
4. **Nationality:** Spanish
5. **Education:**

Technical/academic education and Trainings	
Institution (period)	Subject and degree(s)/certificate(s) obtained
School of Oriental and African Studies (SOAS), University of London (02/2014-12/2019)	MSc. Environmental Economics
Universidade de Vigo (Spain) (09/1992- 04/1999)	MSc. Marine Science

6. **Language skills:** (1 = excellent, 5 = basic)

Language	Reading	Speaking	Writing
Galician and Spanish	Mother tongue		
Portuguese	1	2	3
English	1	1	1
French	1	3	4

7. **Other skills:** Computer literacy in Word, Power Point and Excel, QGIS and other GIS software, R (statistics)
8. **Key qualifications:**  
22 years' experience researching, implementing, and evaluating solutions for people and ecosystems.

9. **Professional experience:**

mm/yyyy– mm/yyyy	Location	Organization	Position	Description
<b>Employment:</b>				
12/2012- present	Worldwide	Independent evaluation consultant	Independent evaluation consultant	<ul style="list-style-type: none"> <li>• 30 successfully concluded evaluations of projects in topics ranging from renewable energy to management of protected areas in 24 countries in Africa, Asia and the Pacific, Latin America, and the Caribbean</li> </ul>
06/2009- 09/2011	Guatemala	UNDP	Climate change advisor and technical liaison Environment and Energy	<ul style="list-style-type: none"> <li>• Implementation of the US\$ 10 million energy, environment, and climate change project portfolio.</li> <li>• Supervised formulation of the new GEF-5 and Adaptation Fund project portfolio approved for a grant value of US\$ 12 million.</li> <li>• Engagement with indigenous leadership catalyzed funding by bilateral partners with approximately US\$ 1.5 million</li> </ul>



mm/yyyy– mm/yyyy	Location	Organization	Position	Description
08/2001- 06/2007	Philippines	DED	Technical advisor ICZM	<ul style="list-style-type: none"> <li>• Established new marine protected areas in partnership with local government, civil society, and people's organizations. Small locally managed protected areas constituted a de-facto network within the structure of an inter-municipal alliance.</li> <li>• Surveys and monitoring of marine protected areas, together with fisherfolk organizations</li> <li>• Development of capacities of local government, fisherfolk organizations, civil society organizations, and junior technical advisors</li> </ul>

## ANNEX 8. TOR FOR THE TERMINAL REVIEW

Standard Format for Terms of Reference (ToR)

Request for: Consultant  Individual contractor

**Organizational Unit Ecosystems Division: GEF-Biodiversity and Land Degradation Unit / Level C**

**Title: Terminal Evaluation Expert - CONNECT Project (PART TIME)**

1. Purpose

1.1 Explain the requirement for a consultant

The United Nations Environment Programme (UNEP) is the leading global environmental authority that sets the global environmental agenda, promotes the coherent implementation of the environmental dimension of sustainable development within the United Nations system and serves as an authoritative advocate for the global environment. Its mandate is to coordinate the development of environmental policy consensus by keeping the global environment under review and bringing emerging issues to the attention of governments and the international community for action. UNEP's Ecosystems Division works with international and national partners, providing technical assistance and capacity development for the implementation of environmental policy, and strengthening the environmental management capacity of developing countries and countries with economies in transition. This consultancy post is located in UNEP / Ecosystems Division / GEF Biodiversity unit and reports to the GEF Portfolio Manager.

The GEF Biodiversity and Land Degradation Unit within the Biodiversity and Ecosystem Services Branch fulfils the implementing agency role for UNEP on the Biodiversity and Land Degradation Focal Areas projects supported through Global Environment Facility funds. The unit currently oversees over 100 projects globally. The Global Environment Facility (GEF) Trust Fund was established on the eve of the 1992 Rio Earth Summit to help tackle our planet's most pressing environmental problems. The Biodiversity focal area of GEF addresses the loss of Biodiversity and the Land Degradation focal area encourages the implementation of sustainable land management practices.

The Connect: Mainstreaming biodiversity into the heart of government decision making project objective is to help achieve sustainable development by bringing biodiversity information to the heart of government decision making using actionable biodiversity information.

The project objective is to ensure biodiversity is taken into account in decision making across government sectors by improving development decision makers' access to and use of biodiversity information and embedding biodiversity information within national development decision making processes.

The ultimate objective of the project is that decision making processes in the three project countries more explicitly account for biodiversity information leading to sustainable development outcomes, and that the lessons from this will be disseminated and shared at the regional and global level.

The GEE-Biodiversity and Land Degradation unit is seeking to recruit a consultant to conduct the Terminal Evaluation of the project to assess the overall achievements of the project, the challenges faced and engage with project counterparts to overcome the issues.

This consultancy post is located in UNEP / Ecosystems Division / GEF Biodiversity and Land Degradation unit and reports to the GEF Task Manager based in Nairobi. The consultant will work under the direct supervision of the Portfolio Manager of the GEF Biodiversity and Land Degradation Unit who is also based in Nairobi.

Specifically, the consultant will be required to complete the following tasks:

Inception phase:

- preliminary desk review and introductory interviews with project staff;
- prepare the review framework in line with UNEP's evaluation guidelines;
- identify stakeholders;
- develop the interview/questions matrix;
- plan the review schedule;
- prepare the Inception Report;

Data collection and analysis phase of the Main Review, including:

- conduct further desk review and in-depth interviews with project implementing and executing agencies, project partners and project stakeholders;
- regularly report back to the Task Manager on progress and inform of any possible problems or issues encountered and;

Reporting phase, including:

- draft the Main Review Report, ensuring that the review report is complete, coherent and consistent with the Task Manager guidelines both in substance and style; - liaise with the Task Manager on comments received (including from the UNEP Evaluation Office) and finalize the Review Report, ensuring that comments are taken into account until approved by the Task Manager
- prepare a Response to Comments annex for the main report, listing those comments not accepted indicating the reason for the rejection; and

Managing relations, including:

- maintain a positive relationship with stakeholders, ensuring that the review process is as participatory as possible but at the same time maintains its independence; - communicate in a timely manner with the Task Manager on any issues requiring its attention and intervention.

The consultant will prepare the following documents, in consultation and collaboration with the Project team and in line with the detailed Terms of Reference for the Review and the guidance package provided by UNEP Evaluation Office:

Review Inception Report: containing an assessment of project, project stakeholder analysis, review framework and a tentative review schedule.

Preliminary Findings Note: typically, in the form of a PowerPoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings.

Draft and Main Final Review Report: containing an executive summary that can act as a stand-alone document; detailed analysis of the review findings organised by review criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.

The consultancy will be home-based with possible field visits.

**1.2 Qualifications / special skills or knowledge** The Consultant should have:

***Academic Qualifications:***

A University degree in environmental sciences, international development or other relevant political or social sciences area is required and an advanced degree in the same areas is desirable.

***Experience:***

A minimum of 8 years of technical / evaluation experience is required, preferably including evaluating large, regional or global programmes and using a Theory of Change approach in the context of biodiversity conservation, preferably in relation to mainstreaming in Africa.

Hands-on experience in managing national and international natural resources projects, in particular, concerning biodiversity, natural resources management, protected area management, environmental information management, capacity building etc. is highly desirable.

Working knowledge of the UN system and specifically the work of UNEP is an added advantage.

***Language:***

English and French are the working languages of the United Nations Secretariat. For this consultancy, fluency in oral and written English is a requirement and knowledge of Portuguese is desirable.

**Ultimate result of services:** Terminal Evaluation Report of the “Connect: Mainstreaming biodiversity into the heart of government decision making”

**Title and identification number of projects:**

**Project Title:** “Connect: Mainstreaming biodiversity into the heart of government decision making” (GEF ID – 5730).

**Duration**

This consultancy will run for 6 months (February to July 2022).

2. Funding Source of Funds Regular  Extra-budgetary  Budget

**2.1 Budget Line**

M99- GFL-11207-14AC0003- SB-006295

**2.3 Indicative level of remuneration**

The total remuneration payable for this service is US\$ 32,000 (upon delivery of outputs as outlined in below).

Schedule of Payment for the [Consultant]:

<b>Deliverable</b>	<b>Percentage Payment</b>
Approved Inception Report	30% \$ 9,600
Approved Draft Main Evaluation Report	30% \$ 9,600
Approved Final Main Evaluation Report	40% \$ 12,800

3. Travel involved –

Travel will be organized by Substantive Office  
Not applicable

Selected  
candidate

4. Work plan

**4.1 Objectives, output expectations and performance indicators:**

Tentative schedule for the review Milestone and Indicative Time frame:

Inception Report by Mid Feb 2022

Review Mission 14 to 25 February 2022 (If travel allowed)

E-based Telephone interviews, surveys etc. February to March 2022

PowerPoint/presentation on preliminary findings and recommendations by 20

April 2022 Draft report to Task Manager (and Project Manager) by 15 May 2022

Draft Report shared with the wider group of stakeholders by 10 June 2022 Final

Main Review Report by 5 July 2022

Final Main Review Report shared with all respondents by 20 July 2022

**4.2 Reporting lines:**

The consultant will work under the direct supervision of the Portfolio Manager, Johan Robinson of the GEF Biodiversity Unit based in Nairobi.

## Annex 9. Quality Assessment of the Review Report

Review Title: *Connect: Mainstreaming biodiversity into the heart of government decision making* (GEF ID 5730)

Consultant: José Antonio Cabo Buján

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

	UNEP Evaluation Office Comments	Final Review Report Rating
<b>Substantive Report Quality Criteria</b>		
<p><b>Quality of the Executive Summary:</b></p> <p>The Summary should be able to stand alone as an accurate summary of the main review product. It should include a concise overview of the review object; clear summary of the review objectives and scope; overall project performance rating of the project and key features of performance (strengths and weaknesses) against exceptional criteria (plus reference to where the review ratings table can be found within the report); summary of the main findings of the exercise, including a synthesis of main conclusions (which include a summary response to key strategic review questions), lessons learned and recommendations.</p>	<p><b>Final report:</b></p> <p>Most of the requested elements are presented. However, the overall project performance rating is not recorded and no guidance is given on where the ratings table can be found.</p> <p>The Summary doesn't indicate which part of UNEP was the Implementing Agency, nor does it introduce the Executing Agency.</p> <p><b>READER GUIDANCE</b> – see Table 1 for Implementing Agency (UNEP GEF Focal Area for Biodiversity and Land Degradation, within Ecosystems Division) and Executing Agency (UNEP World Conservation Monitoring Centre, WCMC)</p> <p>There is no reference to findings specific to any of the three implementing countries.</p> <p>Paras 15 and 16 reflect lessons learned rather than actionable recommendations. The lessons learned are formulated as general 'findings' rather than learnings with an identified context where they can be applied.</p>	4
<p><b>I. Introduction</b></p> <p>A brief introduction should be given identifying, where possible and relevant, the following: institutional context of the project (sub-programme, Division, regions/countries where implemented) and coverage of the review; date of PRC approval and project document signature); results frameworks to which it contributes (e.g. Expected Accomplishment in POW); project duration and start/end dates; number of project phases (where appropriate); implementing partners; total secured budget and whether the project has been</p>	<p><b>Final report:</b></p> <p>The leading partners in the three implementing countries are not introduced and no introduction to those three countries is given (see para 35 for selection country criteria). Table 5 is referred to but this is a list of all stakeholders.</p> <p>Para 21 refers to UNEP's WCMC as 'coordinating' the project whereas Table 1 indicates WCMC was the Executing Agency.</p>	4

<p>reviewed/evaluated in the past (e.g. mid-term, part of a synthesis evaluation, evaluated by another agency etc.)</p> <p>Consider the extent to which the introduction includes a concise statement of the purpose of the review and the key intended audience for the findings?</p>	<p>The contribution the project was expected to make under UNEP's Medium-Term Strategies is not specified. The reader is advised to refer to Table 1 for this detail.</p> <p>As the project is complete, this section should have been written in the past tense.</p>	
<p><b>II. Review Methods</b></p> <p>A data collection section should include: a description of review methods and information sources used, including the number and type of respondents; justification for methods used (e.g. qualitative/quantitative; electronic/face-to-face); any selection criteria used to identify respondents, case studies or sites/countries visited; strategies used to increase stakeholder engagement and consultation; details of how data were verified (e.g. triangulation, review by stakeholders etc.). Efforts to include the voices of different groups, e.g. vulnerable, gender, marginalised etc) should be described.</p> <p>Methods to ensure that potentially excluded groups (excluded by gender, vulnerability or marginalisation) are reached and their experiences captured effectively, should be made explicit in this section.</p> <p>The methods used to analyse data (e.g. scoring; coding; thematic analysis etc.) should be described.</p> <p>It should also address review limitations such as: low or imbalanced response rates across different groups; gaps in documentation; extent to which findings can be either generalised to wider review questions or constraints on aggregation/disaggregation; any potential or apparent biases; language barriers and ways they were overcome.</p> <p>Ethics and human rights issues should be highlighted including: how anonymity and confidentiality were protected and strategies used to include the views of marginalised or potentially disadvantaged groups and/or divergent views. E.g. <i>'Throughout the review process and in the compilation of the Final Review Report efforts have been made to represent the views of both mainstream and more marginalised groups. All efforts to provide respondents with anonymity have been made'</i></p>	<p><b>Final report:</b></p> <p>While Contribution Analysis is described, there is little evidence (see TOC at Review section, pg 23) that this approach was applied in the assessment of performance and in deriving Findings.</p> <p>11 project partners in 3 countries seems high. There might be a confusion between the project partners and the collaborating partners.</p> <p>Para 31. The reference to 2,4,3 and 6-points scales is misleading and Table 3 refers to GEF Guidance on ratings instead of UNEP Guidance, which uses only a 6-point scale. <u>The UNEP Evaluation Office validation is based on the UNEP 6-point ratings scale.</u> There is also no reference to UNEP tools such as guidance on selecting points on the ratings scale and the weighting of ratings for individual criteria.</p> <p>There is no discussion on who the contacted beneficiaries are, and how they were selected for interview. The total number of the individual interviews (Table 2 suggests 23 respondents) and the group interviews would have been appreciated (with a split per pilot countries).</p> <p>An explanation of the efforts made to include the voices of different groups, e.g. vulnerable, gender, marginalised etc) is absent in this section.</p> <p>There is no review limitation section.</p>	<p>2</p>
<p><b>III. The Project</b></p> <p>This section should include:</p>	<p><b>Final report:</b></p>	<p>4</p>

<ul style="list-style-type: none"> <li>• <i>Context</i>: Overview of the main issue that the project is trying to address, its root causes and consequences on the environment and human well-being (i.e. synopsis of the problem and situational analyses).</li> <li>• <i>Results Framework</i>: Summary of the project's results hierarchy as stated in the ProDoc (or as officially revised)</li> <li>• <i>Stakeholders</i>: Description of groups of targeted stakeholders organised according to relevant common characteristics</li> <li>• <i>Project implementation structure and partners</i>: A description of the implementation structure with diagram and a list of key project partners</li> <li>• <i>Changes in design during implementation</i>: Any key events that affected the project's scope or parameters should be described in brief in chronological order</li> <li>• <i>Project financing</i>: Completed tables of: (a) budget at design and expenditure by components (b) planned and actual sources of funding/co-financing</li> </ul>	<p>The Evaluation Office notes that the first two outcomes are formulated at an output level and that most of the indicators are output indicators (i.e. they indicate project delivery rather than beneficiary uptake).</p> <p>The source of the outcomes, indicators and targets is not given, so it is not clear if this was the original results framework or if a revision was made during the life of the project. The Reader is advised to refer to Table 11 for a list of outputs.</p> <p>It is not clear how Table 5 on Stakeholders relates to Table 2 on Respondents. The number of partners by country varies with Uganda having only 1 and Ghana having 4 – an explanation of the factors affecting partner composition would have been of benefit.</p> <p>The project implementation structure is not clear and would have benefited from a diagram (e.g. WCMC is sometimes referred to as implementing and other times as executing; it is not clear how UNEP WCMC related to the Ecosystems Task Manager and FMO).</p> <p>In the description of the project's finances, co-financing is recorded as a mixture of cash and in-kind. This should have been separated, especially given some of the large sums involved (total USD 14m).</p>	
<p><b>IV. Theory of Change</b></p> <p>The reconstructed TOC at Review should be presented clearly in both diagrammatic and narrative forms. Clear articulation of each major causal pathway is expected, (starting from outputs to long term impact), including explanations of all drivers and assumptions as well as the expected roles of key actors.</p> <p>This section should include a description of how the <i>TOC at Review</i><sup>7</sup> was designed (who was involved etc.) and applied to the context of the project? Where different groups (e.g. vulnerable, gender,</p>	<p><b>Final report:</b></p> <p>It is not clear whether the TOC at project design or the TOC formulated during the Mid Term Review is being used in this Terminal Review. In addition, neither Fig 1 nor Fig 2 conform to UNEP Evaluation Office Guidelines or definitions of results statements. The TOC should have been reconstructed to meet these definitions and to support a contribution analysis within a cause and effect context.</p> <p>The Evaluation Office notes some variability in the formulation of Outcome 3 with Table 2 and the narrative on</p>	<p><b>2</b></p>

<sup>7</sup>During the Inception Phase of the review process a *TOC at Design* is created based on the information contained in the approved project documents (these may include either logical framework or a TOC or narrative descriptions). During the review process this TOC is revised based on changes made during project intervention and becomes the *TOC at Review*.



<p>marginalised etc) are included in, or affected by the project in different ways, this should be reflected in the TOC.</p> <p>Where the project results as stated in the project design documents (or formal revisions of the project design) are not an accurate reflection of the project's intentions or do not follow UNEP's definitions of different results levels, project results may need to be re-phrased or reformulated. In such cases, a summary of the project's results hierarchy should be presented for: a) the results as stated in the approved/revised Prodoc logframe/TOC and b) as formulated in the TOC at Review. <i>The two results hierarchies should be presented as a two column table to show clearly that, although wording and placement may have changed, the results 'goal posts' have not been 'moved'.</i> This table may have initially been presented in the Inception Report and should appear somewhere in the Main Review report.</p>	<p>pg 39 referring to 'policy frameworks' and the TOC referring to 'national development systems'. The rationale for the project, para 32, states that <i>'introducing biodiversity considerations in policy documents, including national development strategies'</i> had already been successfully achieved and that the focus, by implication in this project, was to be on <i>'operational development policies and projects e.g. agriculture policy, road, port and energy infrastructure development'</i>.</p> <p>The narrative on the causal pathways of the TOC is very limited. In particular, there is no articulation or discussion of how the 'Proof of Concept' would a) be evidenced and b) be applied either among the 3 implementing countries (i.e. national level) nor at the aspired global level. Nor is there any discussion of how the private sector was expected to be engaged.</p> <p>Gender/ vulnerable groups have not been added to the TOC at review.</p>	
<p><b>V. Key Findings</b></p> <p><b>A. Strategic relevance:</b></p> <p>This section should include an assessment of the project's relevance in relation to UNEP's mandate and its alignment with UNEP's policies and strategies at the time of project approval. An assessment of the complementarity of the project at design (or during inception/mobilisation<sup>8</sup>) with other interventions addressing the needs of the same target groups should be included. Consider the extent to which all four elements have been addressed:</p> <ol style="list-style-type: none"> <li>1. Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities</li> <li>2. Alignment to Donor/Partner Strategic Priorities</li> <li>3. Relevance to Regional, Sub-regional and National Environmental Priorities</li> <li>4. Complementarity with Existing Interventions</li> </ol>	<p><b>Final report:</b></p> <p>This section lacks an assessment of the project's complementarity with other initiatives (i.e. OECD-DAC's Coherence criterion) and does not show the individual ratings by sub-category. There are also no mentions of regional or sub-regional priorities, which one would have expected to be relevant given the global aspirations of the project.</p> <p>There is no mention on the UNEP's Capacity building (BSP), and South - South Cooperation (S-SC) policies.</p> <p>The discussion of relevance to the SDGs, UNEP's MTS and the 3 country NBSAPs is noted.</p> <p>Given the above-mentioned omissions, the rating of Highly Satisfactory is not supported. The Evaluation Office validates a rating of <b>Satisfactory</b>.</p>	<p><b>3</b></p>

<sup>8</sup> A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

<p><b>B. Quality of Project Design</b> To what extent are the strength and weaknesses of the project design effectively <u>summarized</u>?</p>	<p><b>Final report:</b></p> <p>Only two strengths and one weakness are identified. There is no evidence to support the consultant’s high rating of two of the most significant areas of design (Intended Results and Causality and Sustainability/Replication and Catalytic Effects).</p> <p>The Evaluation Office assumes that paras 64 and 65 refer to country engagement during project preparation, otherwise findings related to implementation would not be relevant in this section.</p> <p>A rating of Highly Satisfactory is not supported by the report content. The Evaluation Office validates the rating as <b>Satisfactory</b>.</p>	<p><b>3</b></p>
<p><b>C. Nature of the External Context</b> For projects where this is appropriate, key external features of the project’s implementing context that may have been reasonably expected to limit the project’s performance (e.g. conflict, natural disaster, political upheaval<sup>9</sup>) and how they have affected performance, should be described.</p>	<p><b>Final report:</b></p> <p>The necessary elements are covered, including country details and information about the effects of COVID-19. The rating is recorded in the Conclusions section as ‘Satisfactory’. The Evaluation Office validates this rating as <b>Moderately Favourable</b> given the effects of COVID-19, which the project overcame.</p>	<p><b>5</b></p>
<p><b>D. Effectiveness</b></p> <p><b>(i) Outputs and Project Outcomes:</b> How well does the report present a well-reasoned, complete and evidence-based assessment of the a) availability of outputs, and b) achievement of project outcomes? How convincing is the discussion of attribution and contribution, as well as the constraints to attributing effects to the intervention.</p> <p>The effects of the intervention on differentiated groups, including those with specific needs due to gender, vulnerability or marginalisation, should be discussed explicitly.</p> <p>UNEP Evaluation Office notes text that indicates limitations in the project achievements at outcome level:</p>	<p><b>Final report:</b></p> <p>The UNEP Evaluation Office notes that some outputs are expressed at an outcome (i.e. uptake) level. For example, the target for <u>output 2.2</u> is ‘a tested and revised theory of change; in the public domain’. <u>Output 3.2</u> refers to demonstrated and evidenced (capacity assessment tool) capacity enhancement. Output 3.3 has the target of ‘<i>upscaling approach being tested out in countries across all regions</i>’.</p> <p><b>Performance at the outcome level has therefore been validated with consideration in the performance rating at output level.</b></p> <p><u>OUTPUTS:</u></p>	<p><b>2</b></p>

<sup>9</sup> Note that ‘political upheaval’ does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project’s design and addressed through adaptive management of the project team.

**OUTCOMES:**

Para 86 says in Ghana – while workshops were organized by the project, *‘developing and applying the national environmental accounts will not yet start without any further external support’.*

Para 87 says in Uganda – *‘this increased awareness has not yet translated into policy action, as policy development takes time’.* Noted that there is some form of a national network to *‘update biodiversity data when updating national policy’*

Para 96 says in Uganda the project built on existing working groups to form the technical working groups and national steering committee. While this is a good approach, it means that not all capacity development can be attributed to this project.

Para 97 says in Mozambique – *‘the licensing department still needs to develop capacities in the use of biodiversity data for licensing and particularly, implement the planned biodiversity offsets policy’.*

Para 100 says, on the e-learning course on Natural Capital Accounting, that *‘neither project reports nor review respondents mentioned its delivery or results’.*

Para 101 says, on the project workshops *‘However, the punctual character of most capacity development activities, having taken place once, and the limited participation in e-learning and webinars by field officers, e.g., district-level planners in Ghana, have not enabled the development of capacities at an operational level.’*

Para 122 on expenditure notes: *‘The intense effort the project put in the base analyses (PEA and NBIL) and BIP, related to the relatively little time left for consolidating mainstreaming processes is also noticeable in the expenditure patterns’*

The Evaluation Office notes that there is no discussion of either the timeliness or utility (from the perspective of beneficiaries) of the outputs.

Of the 12 outputs the Evaluation Office, based on Table 11 and the text provided in paras 73 – 79 finds that there is support for the following: 6 outputs were *fully delivered* (1.1, 1.2, 1.3, 1.4, 1.5, 2.1 and 2.3) – noting, however, that there is no disaggregated data for the NSC composition; 3 outputs were *partially delivered* (2.2, 3.1 and 3.3) and 3 were *not delivered* (1.5, 2.4 and 3.2).

**Partial delivery:** 2.2 – the indicator refers to the demonstration of enhanced capacity while the Review Report cites only the completion of activities (workshops and materials); 3.1 – there is no description provided to support which recommendations were adopted or how they were implemented and 3.3 – there is no information provided regarding the testing (and therefore proof of concept/efficacy) of the up-scaling approach.

**Not delivered:** 1.5 – no peer-reviewed publications yet available; 2.4 – the report provides no information re. the testing and revision of a global TOC and no evidence of this being in the public domain and 3.2 – the report provides no information or evidence of capacity being measured through a capacity assessment tool.

Using its Ratings Matrix, on outputs the Evaluation Office validates a rating of **Moderately Satisfactory**, based on the information provided in the report, which is significantly limited.

OUTCOMES:

There is no reference to the causal pathways underpinning the TOC, nor any consideration of the necessary Drivers and Assumptions. The section is limited and lacks detailed examples.

Para 79 refers to 9 indicators but only 7 are discussed. The final 2 indicators under Outcome 3, are not discussed.

This section suffers from the fact that the TOC was not reconstructed and the Outcomes are not formulated to

	<p>clearly reflect the project's uptake ambitions. Limitations to the uptake of the project's outputs are noted under each outcome: Outcome 1, see paras 86 and 87; Outcome 2, see para 96 and 97 and Outcome 3, see para 100 and 101. Para 122 also notes that the completion of the analyses (PEA, NBIL and BI) led to 'relatively little time left for consolidating mainstreaming processes', reflected in expenditure patterns.</p> <p>It is reported that the Connect approach has been adopted in other GBIF funded projects, which is evidence of it being replicated. However, given the chronology (i.e. projects in other countries are already being implemented and this project has only just reached completion), it does not appear that this adoption can be attributed to the success (i.e. evidence and documentation of experiences and performance) of this Connect project.</p> <p>The Evaluation Office validates performance at the outcome level, based on the information in this Review Report, as <b>Moderately Satisfactory</b>.</p>	
<p><b>(ii) Likelihood of Impact:</b> How well does the report present an integrated analysis, guided by the causal pathways represented by the TOC, of all evidence relating to likelihood of impact?</p> <p>How well are change processes explained and the roles of key actors, as well as drivers and assumptions, explicitly discussed?</p> <p>Any unintended negative effects of the project should be discussed under Effectiveness, especially negative effects on disadvantaged groups.</p>	<p><b>Final report:</b></p> <p>The review confuses the project's objective (reflecting project outcomes) with its impact (long-lasting benefits) and refers to 4 indicators, whose origin is not clear, but which also reflect the project outcome level, rather than impact. In addition, the Reviewer has not used UNEP's ratings scale.</p> <p>There is no discussion of whether assumptions and drivers have been seen to hold. A new assumption on compliance with Environmental Safeguards is introduced with an uncertain result (p 107). Paras 111-113 indicate a significant drop off in collaboration since the end of the project. Para 118 -120 suggest that the dissemination of project materials and learning has not taken place as intended.</p> <p>The Evaluation Office validates the performance as <b>Moderately Likely</b>.</p>	<p><b>2</b></p>

<p><b>E. Financial Management</b></p> <p>This section should contain an integrated analysis of all dimensions evaluated under financial management and include a completed 'financial management' table.</p> <p>Consider how well the report addresses the following:</p> <ul style="list-style-type: none"> <li>• <i>adherence</i> to UNEP's financial policies and procedures</li> <li>• <i>completeness</i> of financial information, including the actual project costs (total and per activity) and actual co-financing used</li> <li>• <i>communication</i> between financial and project management staff</li> </ul>	<p><b>Final report:</b></p> <p>Of concern here is that Table 7 refers to \$14,648,080 having been secured as co-finance (cash and in-kind are not differentiated), yet Table 15 records, under 'Proof of co-financing (cash and in-kind)': '<i>No co-finance was planned, but implementing partners incurred costs, mostly not accounted for</i>' and that '<i>precise co-finance information</i>' was required.</p> <p>The high value of the co-finance warrants greater documentation than is provided in the Review Report.</p> <p>As the reporting of co-finance is a UNEP systemic issue, the Evaluation Office validates this performance as <b>Satisfactory</b>.</p>	<p style="text-align: center;"><b>3</b></p>
<p><b>F. Efficiency</b></p> <p>To what extent, and how well, does the report present a well-reasoned, complete and evidence-based assessment of efficiency under the primary categories of cost-effectiveness and timeliness including:</p> <ul style="list-style-type: none"> <li>• Implications of delays and no cost extensions</li> <li>• Time-saving measures put in place to maximise results within the secured budget and agreed project timeframe</li> <li>• Discussion of making use during project implementation of/building on pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc.</li> <li>• The extent to which the management of the project minimised UNEP's environmental footprint.</li> </ul>	<p><b>Final report:</b></p> <p>All elements are covered.</p>	<p style="text-align: center;"><b>4</b></p>
<p><b>G. Monitoring and Reporting</b></p> <p>How well does the report assess:</p> <ul style="list-style-type: none"> <li>• Monitoring design and budgeting (<i>including SMART results with measurable indicators, resources for MTE/R etc.</i>)</li> <li>• Monitoring of project implementation (<i>including use of monitoring data for adaptive management</i>)</li> <li>• Project reporting (<i>e.g. PIMS and donor reports</i>)</li> </ul>	<p><b>Final report:</b></p> <p><u>Monitoring design:</u> para 129 refers to the project having one outcome indicator with baselines and targets but the table referenced (Table 12) shows three outcome indicators.</p> <p><u>Monitoring of project implementation:</u> The two paras in this section (para 131 and 132) do not support a rating of Highly Satisfactory. The failure to use the capacity assessment tool is a stark omission in the monitoring activities.</p>	<p style="text-align: center;"><b>3</b></p>
<p><b>H. Sustainability</b></p>	<p><b>Final report:</b></p> <p>Socio-political sustainability is not assessed in the report.</p>	<p style="text-align: center;"><b>3</b></p>

<p>How well does the review identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of achieved project outcomes including:</p> <ul style="list-style-type: none"> <li>• Socio-political Sustainability</li> <li>• Financial Sustainability</li> <li>• Institutional Sustainability (<i>including issues of partnerships</i>)</li> </ul>	<p>Under financial sustainability the report notes that further external support will be needed.</p> <p>Under institutional sustainability the report notes that (para 137) '<i>coordinating bodies created by the project have either ceased to meet or have reduced their scope</i>' and this is noted in para 138 as being the case in Ghana.</p>	
<p><b>I. Factors Affecting Performance</b>  These factors are <u>not</u> discussed in stand-alone sections but are <b>integrated in criteria A-H as appropriate</b>. Note that these are described in the Evaluation Criteria Ratings Matrix. To what extent, and how well, does the review report cover the following cross-cutting themes:</p> <ul style="list-style-type: none"> <li>• Preparation and readiness</li> <li>• Quality of project management and supervision<sup>10</sup></li> <li>• Stakeholder participation and co-operation</li> <li>• Responsiveness to human rights and gender equity</li> <li>• Environmental and social safeguards</li> <li>• Country ownership and driven-ness</li> <li>• Communication and public awareness</li> </ul>	<p><b>Final report:</b></p> <p>On gender the Evaluation Office notes that a gender strategy and action plan was developed as a result of an MTR recommendation (para 146) yet respondents noted the lack of, and need for, disaggregated data (para 148). As disaggregated data is one of the easiest gender related actions to take, the performance against this subcategory is validated as <b>Moderately Satisfactory</b>.</p>	<p><b>3</b></p>
<p><b>VI. Conclusions and Recommendations</b></p> <p><b>Quality of the conclusions:</b> The key strategic questions should be clearly and succinctly addressed within the conclusions section.</p> <p>It is expected that the conclusions will highlight the main strengths and weaknesses of the project, and connect them in a compelling story line. Human rights and gender dimensions of the intervention (e.g. how these dimensions were considered, addressed or impacted on) should be discussed explicitly. Conclusions, as well as lessons and recommendations, should be consistent with the evidence presented in the main body of the report.</p>	<p><b>Final report:</b></p> <p>A short conclusions section that mentions salient points but would have benefited from more detail on effectiveness and omits any conclusion on human rights and gender.</p>	<p><b>3</b></p>
<p><b>ii) Quality and utility of the lessons:</b> Both positive and negative lessons are expected and duplication with recommendations should be avoided. Based on explicit review findings, lessons should be rooted in real project experiences or derived from problems encountered and mistakes made that should be avoided</p>	<p><b>Final report:</b></p> <p>Two appropriate lessons are presented.</p>	<p><b>3</b></p>

<sup>10</sup> In some cases 'project management and supervision' will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the Executing Agency and the overall supervision/technical backstopping provided by UNEP, as the Implementing Agency. Comments and a rating should be provided for both types of supervision and the overall rating for this sub-category established as a simple average of the two.

<p>in the future. Lessons are intended to be adopted any time they are deemed to be relevant in the future and must have the potential for wider application (replication and generalization) and use and should briefly describe the context from which they are derived and those contexts in which they may be useful.</p>		
<p><b>iii) Quality and utility of the recommendations:</b>  <u>To what extent are the recommendations proposals for specific action to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results?</u> They should be feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when.</p> <p>At least one recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions, should be given.  Recommendations should represent a measurable performance target in order that the Evaluation Office can monitor and assess compliance with the recommendations.</p> <p>In cases where the recommendation is addressed to a third party, compliance can only be monitored and assessed where a contractual/legal agreement remains in place. Without such an agreement, the recommendation should be formulated to say that UNEP project staff should pass on the recommendation to the relevant third party in an effective or substantive manner. The effective transmission by UNEP of the recommendation will then be monitored for compliance.</p> <p>Where a new project phase is already under discussion or in preparation with the same third party, a recommendation can be made to address the issue in the next phase.</p>	<p><b>Final report:</b></p> <p>The recommendations are not presented in the UNEP format and therefore do not provide all the information required. The recommendations are not formulated in a way that makes them clearly actionable.</p>	<p><b>2</b></p>
<p><b>VII. Report Structure and Presentation Quality</b></p>		
<p><b>i) Structure and completeness of the report:</b> To what extent does the report follow the Evaluation Office guidelines? Are all requested Annexes included and complete, including a gender disaggregation total for respondents.</p>	<p><b>Final report:</b></p> <p>The consultant did not apply the UNEP performance ratings 6-point scale but refers to the GEF Guidance instead.</p> <p>Text on the questions required for the GEF Portal have not been provided.</p>	<p><b>3</b></p>
<p><b>ii) Quality of writing and formatting:</b>  Consider whether the report is well written (clear English language</p>	<p><b>Final report:</b></p>	<p><b>4</b></p>

and grammar) with language that is adequate in quality and tone for an official document? Do visual aids, such as maps and graphs convey key information? Does the report follow UNEP Evaluation Office formatting guidelines?	The writing is clear and the report is well structured.	
<b>OVERALL REPORT QUALITY RATING</b>		<b>3</b> <b>Moderately Unsatisfactory</b>

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