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**Terminal Evaluation of the UN Environment project: “Protected Areas Resilient to Climate Change (PARCC West Africa), officially known as “Evolution of Protected Area systems with regard to climate change in West Africa”**

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**FINAL REPORT**



**Evaluation Office of UN Environment**  
**October 2017**



## Evaluation Office of UN Environment

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Front cover: Elephants in Nazinga game reserve, Burkina Faso, © Elise Belle / PARCC Project

This report has been prepared by the independent consultants Dr Juliane Zeidler & Dr Aida Cuni Sanchez and is a product of the Evaluation Office of UN Environment. The findings and conclusions expressed herein do not necessarily reflect the views of Member States or the UN Environment Senior Management.

For further information on this report, please contact:

Evaluation Office of UN Environment  
P. O. Box 30552-00100 GPO  
Nairobi Kenya  
Tel: (254-20) 762 3389  
Email: [chief.eou@unenvironment.org](mailto:chief.eou@unenvironment.org)

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### **Evaluation team**

Dr Juliane Zeidler - Lead Consultant

Dr Aida Cuni Sanchez – Supporting Consultant

### **Evaluation Office of UN Environment**

Pauline Marima - Evaluation Manager

Mercy Mwangi- Evaluation Programme Assistant

## ABOUT THE EVALUATION<sup>1</sup>

**Joint Evaluation:** No

**Report Language(s):** English

**Evaluation Type:** Terminal Project Evaluation

**Brief Description:** This report is a terminal evaluation of a UN Environment project implemented between October 2010 and June 2016. The project's overall development goal was *Conservation and sustainable management of representative PA ecosystems in West Africa is enhanced through strengthened assessment and adaptation to the impacts of CC*. The evaluation 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 evaluation 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 UN Environment and their implementing partners especially UN Environment– World Conservation and Monitoring Centre (UNEP-WCMC) and the relevant agencies of the project participating countries.

**Key words:** PARCC, West Africa, climate change adaptation, climate change modelling, climate change vulnerability, protected areas

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<sup>1</sup>This data is used to aid the internet search of this report on the Evaluation Office of UN Environment Website

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## List of Abbreviations

ACMAD	African Centre of Meteorological Applications for Development
AGRHYMET	Regional Centre for food security and agricultural production in CILSS member states (specialized institute under CILSS)
CC	Climate change
DICE	Durrell Institute for Conservation and Ecology
EA	Executing agency
ECOWAS	Economic Community of West African States
EOP	End of project
FFI	Fauna and Flora International
GEF	Global Environment Facility
IUCN - GSP	International Union for Conservation of Nature – Global Species Programme
IUCN PACO	International Union for Conservation of Nature - West and Central Africa Programme
MAVA	MAVA Fondation pour la Nature
METT	Management Effectiveness Tracking Tool
M&E	Monitoring and evaluation
MTR	Mid-term review
NAPA	National Adaptation Programme of Action
NBSAP	National Biodiversity Strategy and Action Plan
NLO	National Liaison Officer
PA	Protected Area
PARCC	Evolution of Protected Area systems with regard to climate change in the West Africa Region
PIR	Project implementation report
PM	Project manager
PMU	Project management unit
Document	Project Document (GEF official project document)
PSC	Project Steering Committee
RMU	Regional management unit
ROtI	Review of Outcomes to Impacts
SPWA	Strategic Programme for West Africa (GEF)
TAG	(Project) Technical Advisory Group
TOC	Theory of change
ToR	Terms of reference
UN Environment	New name and abbreviation of former United Nations Environment Programme (UNEP)
DEPI	Division of Environmental Policy Implementation
UNEP-WCMC	UN Environment World Conservation Monitoring Centre
USD	United States dollar

## Project Identification Table

<b>UN Environment PIMS ID:</b>		<b>GEF project ID:</b>	3781
<b>Sub-programme:</b>	Ecosystem management/climate change	<b>Project Type:</b>	Full sized project
<b>GEF OP #:</b>	GEF 4	<b>Focal Area(s):</b>	Biodiversity
<b>GEF approval date:</b>	July 20 2010	<b>GEF Strategic Priority/Objective:</b>	BD – SO 1
<b>UN Environment approval date</b>	September 17 2010	<b>Actual start date:</b>	October 2010
<b>Planned completion date:</b>	September 2015	<b>Actual completion date:</b>	June 2016
<b>Planned project budget at approval:</b>	USD 15,655,834	<b>Total expenditures reported as of 30 June 2016</b>	USD 15,741,777
<b>GEF Allocation:</b>	USD 3,536,363	<b>GEF grant expenditures reported as of 30/06/2016:</b>	USD 3,488,878 with USD 47,485 remaining for TE
<b>Expected FSP co-financing:</b>	USD 12,119,471	<b>Secured FSP co-financing June 30 2016</b>	USD TOTAL \$12,200,422 (pledged), but \$12,252,899 realised (additional - \$52,477)
<b>No. of revisions:</b>	Two	<b>Date of last revision:</b>	July 17 2013
<b>Date of last Steering Committee meeting:</b>	25/01/2016	<b>Mid-term review/evaluation (actual date):</b>	October 2013
<b>Date of financial closure:</b>	September 2016	<b>Project closure</b>	June 2016
<b>Terminal evaluation (actual date):</b>	April 2017		

## Executive Summary

### Evaluation overview

In line with the UN Environment Evaluation Policy<sup>2</sup> and the UN Environment Programme Manual<sup>3</sup>, a Terminal Evaluation (TE) is undertaken at completion of a project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability.

### Subject and scope of the evaluation

The evaluation had two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UN Environment and the project partners. Therefore, this evaluation particularly identifies lessons of operational relevance for future project formulation and implementation.

### Evaluation methodology

In order to determine project achievements against the expected outputs, outcomes and impacts, both quantitative and qualitative evaluation methods have been used. A participatory approach has been applied, whereby key stakeholders were consulted throughout the evaluation process. The findings are based on a variety of data sources, including interviews, country visits, online consultations and desk top reviews.

### Summary of the main evaluation findings

#### **A. Strategic relevance**

The project's objectives and implementation strategy are highly relevant in that they are aligned with the UN Environment and Global Environment Facility (GEF) Strategic planning foci, and address climate change, ecosystem and protected areas management priorities. Even though not all indicated policy instruments such as the Bali Strategic Plan and the UN Environment Strategy were specifically mentioned in the project document, the project is well aligned with the specific strategies. It came short on gender and south-south cooperation.

#### **B. Achievement of outputs**

All planned outputs were produced and are generally of high quality.

#### **C. Effectiveness**

The direct outcomes and Intermediate States of the reconstructed Theory of Change (TOC) are only partially met. The project design was not impact oriented, which leads to some non-achievements of specific intermediary states. The likelihood of impact assessed applying the Review of Outcomes to Impacts (ROtI) approach is said to be satisfactory, accepting that the project largely was output focused and suggesting that some impacts will likely materialise after project completion. The project document actually formulated goal and planned objective were fully achieved, with the caveat that they were not impact oriented, but rather focused on output based planning.

#### **D. Sustainability and replication**

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<sup>2</sup> <http://www.unep.org/eou/StandardsPolicyandPractices/UNEPEvaluationPolicy/tabid/3050/language/en-US/Default.aspx>

<sup>3</sup> [http://www.unep.org/QAS/Documents/UNEP\\_Programme\\_Manual\\_May\\_2013.pdf](http://www.unep.org/QAS/Documents/UNEP_Programme_Manual_May_2013.pdf)

The project has been designed from a conservation point of view, largely leaving out socio-political considerations. The intended re-planning of Protected Areas (PAs) in West Africa to accommodate long-term climate risks is unlikely to be sustainable without more socio-economic considerations. There was no financial sustainability planning considered as part of the project other than suggesting to plan a follow-on project. Integration into ongoing national budgets may take place through mainstreaming of certain management activities at pilot site level into ongoing planning and management tools. As people encroachment on existing PAs, and other threats likely, are more pressing for some time than Climate Change (CC), it seems unlikely that national resources will be geared towards continuing and applying the project tools without external support. No specific capacities and institutions were supported and strengthened by the project with regards to project management, which was largely managed and steered from outside. The national level institutional framework remains weak and sustainability of project activities at that level are unlikely.

The project's main intent is to enhance environmental sustainability.

In terms of catalytic role and replication it is noted that good intent was demonstrated through implementing training activities and other, however, generally behaviour change investments were low and absorption of the project outputs amongst the key target groups in country and region are quite limited. Some countries, such as Chad, have integrated some PARCC results in their national reports to CBD and UNFCCC. Overall some good momentum has been built: the topic of Climate Change (CC) and biodiversity is now 'on the table'; great technical reports are available and a network of contacts and experts has been created (among core countries, and elsewhere). Some lasting institutional partnerships especially at the international level have been built.

#### ***E. Efficiency***

The project team invested into cost efficiencies by leveraging partner support under very tight budgets allocations, and proposing specific project budget adjustments as needed. Overall it is asserted that with leveraged co-financing cost efficiency was high, and the relatively modest Global Environment Facility (GEF) investment of USD 3,536,363 could generate some impressive outputs under this project.

#### ***F. Factors affecting project performance***

While there were certain difficulties with the initial project document, budget and plan, they were easily overcome by the project team and managed in an adaptive manner. Project management was handled very well by a competent and committed project team. With the caveat that the success of National Liaison Officers (NLOs) to interact with Government varied between countries. The partnership arrangement at the international level seems to have worked quite well, while some foreseen regional partnerships were not pursued. The levels of influence and interest each stakeholder group had over the project outcome varied. In terms of communication various support activities have been implemented, and a communication plan was drawn up and implemented. A practical website has been set up and the most critical project information in the form of Technical reports is accessible in English/French. In terms of country ownership, it is noted that country representatives were part of the Project Steering Committee (PSC), as well as they were key target groups and participants of all in country activities. It is noted that this aspect, however, lack of country ownership was the most criticized throughout the project evaluation. The financial planning at project design phase and project start was identified as a major problem during the inception as well as during the Mid-term Review (MTR). Relevant realignments were implemented, following adaptive management principles. Supervision, guidance and technical back stopping of project partners by the executing agency (UNEP-WCMC) were

rated highly. From project planning M&E has been problematic, with no dedicated formal Monitoring and Evaluation (M&E) plan. Monitoring focused on output and outcome tracking.

### Summary of evaluation ratings

<b>Criterion</b>	<b>Evaluators' Rating<sup>4</sup></b>	<b>Evaluation Office Rating</b>
<b>A. Strategic relevance</b>	<b>S</b>	S
<b>B. Achievement of outputs</b>	<b>HS</b>	S
<b>C. Effectiveness: Attainment of project objectives and results</b>	<b>S</b>	MS
1. Achievement of direct outcomes	MS	MS
2. Likelihood of impact	L	ML
3. Achievement of project goal and planned objectives	HS	MS
<b>D. Sustainability and replication</b>	<b>ML</b>	U
1. Socio-political	U	U
2. Financial	U	U
3. Institutional framework	ML	ML
4. Environmental	L	L
5. Catalytic role and replication	MS	MS
<b>E. Efficiency</b>	<b>S</b>	MS
<b>F. Factors affecting project performance</b>		
1. Preparation and readiness	MS	MS
2. Project implementation and management	S	S
3. Stakeholders participation and public awareness	S	MS
4. Communication and public awareness	S	S
5. Country ownership and driven-ness	MS	MS
6. Financial planning and management	S	S
7. UN Environment supervision and backstopping	MS	MS
8. Monitoring and evaluation	U	U
<b>Overall project rating</b>	<b>S</b>	<b>MS</b>

Criteria are rated on a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability is rated from Highly Likely (HL) down to Highly Unlikely (HU).

## Summary of lessons learnt and key recommendations

### Lessons Learnt

A project of this scope does lend itself to identifying many detailed lessons. The Lessons covered here are mostly focused on tier level comments that are relevant to future project, and do not cover specific lessons of technical nature. Overall, nine lessons can be learned:

Lesson #1: Delivering excellent outputs is not a guarantee for achieving lasting project impacts

Lesson #2: Trying to influence behavior change requires detailed strategies and time (which should be in project design)

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<sup>4</sup>Criteria are rated on a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability is rated from Highly Likely (HL) down to Highly Unlikely (HU).

Lesson #3: Training only a few individuals per institution does not mean that the whole institution will use these new methods from now on

Lesson #4: It is really important to understand the training needs (and target groups) so that appropriate solutions can be designed

Lesson #5: Country ownership is a critical success factor

✓ Lesson #6: A good log frame

✓ and M&E plan from the project onset helps guide a good project

Lesson #7: Work with local communities and decision makers ~~in the future~~

Lesson #8: ☒ Solutions have to be identified and implemented, not only at the local and national level, but also at a regional level

Lesson #9: Having a realistic budget and timeframe for the delivery of all the planned outputs and outcomes is necessary at the onset of the project,

### **Recommendations**

Four salient recommendations have been identified based on the evaluation findings, and should be considered in future programming. This is especially important should a follow-up initiative for the PARCC project should be considered. These salient **recommendations** are:

1. Recommendation #1: Most funding should be availed to local level action, and more power given for managing national activities
2. Recommendation #2: Include institutions with strong experience in human development and co-management of areas surrounding Protected Areas (PAs)
3. Recommendation #3: Continue the implementation of the started activities and mainstream them into the countries' ongoing work and budgets
4. Recommendation #4: Take particular care to comprehensively budget and plan for designing and implementing cutting edge approaches to community facilitation, communication and training

Detailed descriptions of these lessons and recommendations can be found in Section IV.

## I. Introduction

1. The Protected Areas Resilient to Climate Change (PARCC West Africa) project, officially known as “*Evolution of Protected Area systems with regard to climate change in West Africa*” was designed to enhance the resilience of Protected Areas (PAs) to climate change *inter alia* by gaining more knowledge on Climate Change (CC) impacts on PAs and then by improving management based on this new knowledge. The project operated in five pilot countries in West Africa: Chad, Gambia, Mali, Sierra Leone and Togo.

2. The Implementing Agency for this GEF project was UN Environment. The executing agency (EA) was the UN Environment World Conservation Monitoring Centre (UNEP-WCMC). The Regional Management Unit (RMU) was IUCN West and Central Africa Programme (IUCN PACO).

3. In line with the UN Environment Evaluation Policy<sup>5</sup> and the UN Environment Programme Manual<sup>6</sup>, a Terminal Evaluation (TE) is undertaken (see Annex A for TOR) at completion of a project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. A team of two independent consultants was recruited at the end of November 2016 to carry out the TE. The evaluation had two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UN Environment and the project partners. Therefore, this evaluation will identify lessons of operational relevance for future project formulation and implementation.

### Evaluation criteria

4. The evaluation assesses the project with respect to **several evaluation criteria** grouped in five categories: (1) Strategic Relevance; (2) Attainment of objectives and planned result, which comprises the assessment of outputs achieved, effectiveness and likelihood of impact; (3) Sustainability and replication; (4) Efficiency; and (5) Factors and processes affecting project performance, including preparation and readiness, implementation and management, stakeholder participation and public awareness, country ownership and driven-ness, financial planning and management, UN Environment supervision and backstopping, and project monitoring and evaluation. Three other **key questions**, based on the project’s intended objective and outcomes, will also be used to evaluate the project:

- a) Has a better understanding of the potential effects of climate change on biodiversity and ecosystem services at national and regional level been gained?
- b) Have climate change related risks to PAs (or climate change vulnerability of PAs) been comprehensively assessed in the participating countries?
- c) To what extent have strategies, plans and guidelines for risk-based adaptation and policy been adequately developed and mainstreamed in the participating countries?

### Evaluation methods

5. In order to determine project achievements against the expected outputs, outcomes and impacts, both quantitative and qualitative evaluation methods have been used. A

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<sup>5</sup> <http://www.unep.org/eou/StandardsPolicyandPractices/UNEPEvaluationPolicy/tabid/3050/language/en-US/Default.aspx>

<sup>6</sup> [http://www.unep.org/QAS/Documents/UNEP\\_Programme\\_Manual\\_May\\_2013.pdf](http://www.unep.org/QAS/Documents/UNEP_Programme_Manual_May_2013.pdf)

participatory approach has been applied, whereby key stakeholders were consulted throughout the evaluation process.

6. The findings of the evaluation are based on the following data sources:

(a) A **desk review** of:

- Relevant background documentation
- Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), the logical framework (original and revised versions) and budget (original and revised versions);
- Project reports such as PIR, six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence etc.;
- Project outputs: available on the project's site (<http://parcc.protectedplanet.net/en>);
- MTR Report of the project

(b) **Interviews/ consultations with:**

- UN Environment Task Manager(s); (the previous and the current Task Manager)
- Project management team (UNEP-WCMC);
- UN Environment Fund Management Officer;
- Project partners, including IUCN PACO, National Governments, UK Met Office Hadley Centre, Durrell Institute for Conservation and Ecology (DICE) at the University of Kent, and Birdlife International
- Representative from other key stakeholder groups (e.g. key regional partners, community representatives. See list in Annex B.

(c) **Field visits** - to The Gambia and Togo

(d) **Online short survey** using SurveyMonkey(<https://www.surveymonkey.com/>) facilitated by the project manager Elise Belle. Although the survey was not conducted independently by the evaluators, the results are drawn on. The short survey, based on closed questions, focused on the usefulness of the project outputs and did not assess other issues.

7. Two countries were selected for field visits, based on the following criteria: (i) language (one Anglophone and one Francophone), (ii) country security for a trip (Mali and Chad were found difficult to reach under current political conditions and FCO advice against travel to these countries). As the National Liaison Officer (NLO) in Sierra Leone was not responsive, the Gambia and Togo were selected.

8. All individuals consulted are listed in Annex B., and in Annex C there is a short summary of the strengths and weaknesses mentioned by participants in the evaluation.

## **Evaluation Framework**

9. The evaluation framework is presented in Annex G. It specifies the questions under the various criteria and which data sources were used.

## **Evaluation schedule/Timeline**

10. The final schedule for the overall evaluation can be found in Table 1.

**Table 1:** Evaluation schedule

<b>Month</b>	<b>Activities</b>
<b>November</b>	Initial orientation call with UN Environment Evaluation Office and project management team Inception report preparation Organise country visits
<b>December</b>	1 <sup>st</sup> to 15 <sup>th</sup> Inception report preparation + organisation of country visits 15 <sup>th</sup> -24 <sup>th</sup> Inception meeting (skype call) + feedback on inception report Liaison between consultants First Telephonic/ Skype interviews (see details in Annex 4)
<b>January</b>	1 <sup>st</sup> to 15 <sup>th</sup> Country visit: the Gambia and Togo (3 <sup>rd</sup> to 10 <sup>th</sup> January) 15 <sup>th</sup> -31 <sup>st</sup> Remaining Telephonic/ Skype interviews
<b>February</b>	Online short survey and consultant facilitated questionnaires
<b>March</b>	Final consultations on specific gaps
<b>April</b>	13/04 DRAFT TE report

## II. The Project

### A. Context

11. Protected Areas (PAs) are internationally recognized as a major tool in conserving species and ecosystems. The West Africa sub-region however has only an estimated 55 Million Ha or 6.3% of the land area protected according to the World Database on Protected Areas 2003. This is low compared to a global average of 12%. In addition, there are numerous challenges, gaps and barriers that render the PAs not able to deliver on conservation as they were intended to. The West Africa countries experience various challenges related to climate change. Potential climate change impacts on biodiversity include: (a) effect of climate change on species distribution; (b) changes in community composition and configuration; (c) changes in ecosystem functioning, services and (d) disturbance regimes and changes in human land use pressures all of which cause socio-economic changes, potentially exacerbating impacts on people and their environment. West Africa is highly vulnerable to climatic changes: exposed, with low levels of adaptive capacity, and limited resilience already under heavy pressure from many sources, both natural and anthropogenic. The globally significant biodiversity found in the region are heavily threatened, and are likely to be placed under increasing pressure in the near future by the changing regional climate. The regional PA systems are currently struggling to provide adequate coverage to the habitats and species they contain, and the pressures on them are only set to increase. The current state of knowledge about the effects of climate change on protected areas is limited.

12. The wider global benefits from the project were two-fold. First, through increased adaptive capacity, the region's PAs can be expected to better conserve globally significant biodiversity. Second, through contributing new techniques, models and approaches to global science, other regions will be able to replicate the successes in West Africa. All five participating countries have ratified the UN Convention on Biological Diversity (CBD), and have articulated their plans to create and sustainably manage their PAs.

13. The project context has not changed since the start of the project. Climate change continues to be a major threat to West African PAs and the biodiversity they preserve; and PAs have little capacity to adapt to climate change, they have poor connectivity and heavy existing pressures (poverty, food security crisis). Importantly, during the project period, three major events affected the countries involved in the project. These include insecurity issues in Chad and Mali, which meant that some national meetings had to be held in other countries (Togo and The Gambia), and the Ebola epidemic in Sierra Leone. These events also affected PAs in these countries, adding extra pressures on them.

## B. Objectives and components and Project outputs and outcomes

14. The project objective was: “**Enhanced regional (trans-boundary) and national PA management through strengthened scientific and technical capacity** in: a) assessment of climate change related risks, b) development of planning and guidelines for adaptation, and c) mainstreaming risk-based adaptation into PA management”. The project was organized under four components: *Component 1*: Vulnerability Assessment and risk reduction strategies for existing PA systems (with regard to climate change); *Component 2*: Gap analysis/ studies and spatial planning (related to creation/extension or demarcation of new or existing PAs to design protected area networks that are ecologically representative and climate proofed); *Component 3*: Policy Support & Implementation, Pilot Projects and Training; and *Component 4*: Knowledge Management, Communication and M&E.

15. Each component had several outcomes and outputs. Following the Mid Term Review (MTR), the project log frame and M&E plan were revised as recommended. This involved revising certain outputs and the timeframe (but the components and outcomes stayed the same). The revised formulation of the project outcomes and outputs after the MTR were as follows:

### **OUTCOME 1.1** Baseline for future monitoring of CC effects on PA systems in West Africa

- Output 1.1.1 (previously output 1.1 and activity 1.1) Improved regional baseline data through a review of the data availability and quality (especially regarding PAs) and gap filling strategy through the identification of new datasets
- Output 1.1.2 (previously output 1.2 and activity 1.2) Improved national baseline data based on consolidated data from the five countries, including on PA boundary information, categories, management effectiveness, financing mechanism, conservation goals, species and habitat distributions

### **OUTCOME 1.2** Better understanding at national and regional level of the potential effects of CC on biodiversity and PAs

- Output 1.2.1 (previously output 1.3.a and activity 1.3.a) A review of the approaches used for vulnerability assessments, including recommendations of the best approaches for this project
- Output 1.2.2 (previously output 1.4 and activity 1.3.b) Future climate scenario modelling for the West Africa region using PRECIS model"
- Output 1.2.3 (previously outputs 1.5-1.6 and activities 1.4.a.i-1.4.a.ii) A species based framework model for assessing the vulnerability of regional species to CC
- Output 1.2.4 (previously output 1.7 and activity 1.4.b.i) A framework methodology integrating the two species-based approaches used in the project in order to assess the vulnerability of PAs to the impacts of CC
- Output 1.2.5 (previously output 1.8 and activity 1.4.b.ii) An enhanced science-based understanding of which PAs are likely to be the most impacted by CC
- Output 1.2.6 (previously outputs 1.9-1.10 and activities 1.4.b.iii-1.4.c) A range of maps of the PA network at the regional and national level highlighting areas of vulnerability of the PA network to CC, possibly layered with additional parameters

### **OUTCOME 2.1** (previously OUTCOME 2.4) The effect of CC on communities and their activities in and around PAs are better understood

- Output 2.1.1 (previously output 2.1 and activity 2.1) A consolidated analysis (based on 5 country studies) on the effects of CC and climate variability on community activities and conversely the effects of those affected community activities on PAs

**OUTCOME 2.2** (previously OUTCOME 2.1) Potential for the establishment of transboundary PAs assessed, maps drawn and discussed by participating countries authorities

- Output 2.2.1 (previously output 2.2.i-2.2.ii and activities 2.2.i-2.2.ii) An assessment of PA coverage and connectivity for regionally important areas (forest, savannah, and desert), including maps to show extent of the possible transboundary/corridor PA placements

**OUTCOME 2.3** Status of globally threatened species updated and better understood to facilitate better future planning for their management

- Output 2.3.1 (previously output 2.3 and activity 2.3) Assessment report of the status of globally threatened species within the region, including each of the core project countries

**OUTCOME 2.4** (previously OUTCOME 2.2) Recommendations for improving effectiveness of PA management in the face of CC, including transboundary initiatives

- Output 2.4.1 (previously output 2.4.1 and activity 2.4.i) Regional level policy recommendations for PAs in the face of CC
- Output 2.4.2 (previously output 2.4.ii and activity 2.4.ii) Draft of national policy recommendations for uptake by individual countries, including innovative management systems of PAs for CC
- Output 2.4.3 (previously output 2.5.i-2.5.ii and activity 2.5.i-2.5.ii) Research results on a broad range of possible options for managing PAs for CC impacts (in the region and beyond), and a review of PA financing mechanisms

**OUTCOME 3.1** (previously OUTCOME 3.1 and 3.2) Increased awareness about the effects of CC on biodiversity and PAs and improved capacity for addressing PA management with regard to CC

- Output 3.1.1 (previously output 3.1.i and activity 3.1.i) Training brochure/manual with modules on the training provided on at least 6 different topics
- Output 3.1.2 (previously output 3.1.ii and activity 3.1.ii) Regional and national training workshops conducted on topics related to the effects of CC on PA and ways of enhancing adaptive capacity of species and PAs

**OUTCOME 3.2** Improved PA management in the face of CC as a result of implementing pilot projects

- Output 3.2.1 (previously output 3.2 and activity 3.2) i) Finalized management plans for at least two selected transboundary PAs taking into account CC impacts, ii) Relevant authorities have met in order to discuss and sign the draft agreements for the joint management of at least two transboundary areas, and iii) Initiation of the implementation of the transboundary agreements and management plans
- Output 3.2.2 (previously output 3.3 and activity 3.3) A long-term monitoring system of the effects of CC on PAs is designed for adoption for at least two selected pilot sites

**OUTCOME 4.1** Project Monitoring and Evaluation system with SMART indicators developed and implemented

- Output 4.1.1 (previously output 4.1 and activity 4.1) i) An inception workshop report, ii) Regional training workshop on climate information to enhance resilience of West African PAs, iii) Revised log-frame and M&E plan, and iv) Project evaluation reports

**OUTCOME 4.2** (previously 4.3) Effective communication and adaptive management

- Output 4.2.1 (previously output 4.2.i and activity 4.2) Development of a communication strategy for the project
- Output 4.2.2 (previously outputs 4.2.ii-4.2.iii and activities 4.3.a-4.3.b) A project website and data portal for stakeholder interactions with relevant documents

**OUTCOME 4.3** (previously OUTCOME 4.2) Improved monitoring of management effectiveness of protected area systems and selected PAs through the inclusion of CC impacts

- Output 4.3.1 (previously outputs 4.3.i-4.3.ii and activities 4.4.a-4.4.b) A revised regional framework on PA management effectiveness and an additional module for the GEF METT to include information on CC
- Output 4.3.2 (previously output 4.2.iv and activity 4.5) Recommendations for PA managers on the best approaches to manage PAs for CC

## C. Target areas/ groups

16. The key target areas of the project were the protected area (PA) networks in five West African countries, namely Chad, the Gambia, Mali, Sierra Leone and Togo. Initially the project aimed to include 15 West African countries and to focus on transboundary issues, however the additional ten other partner countries were only involved to much lesser extent, mostly as they had no remaining GEF allocations to dedicate to this UN Environment project. An additional three countries (Burkina Faso, Côte d'Ivoire and Ghana) were involved in regional training workshops and some of the activities at the transboundary pilot sites. All technical elements of the project (such as the climate projections, vulnerability assessments and conservation planning systems) were completed at the regional scale, covering the entire West African region.



**Figure 1:** Protected Areas (PAs) of West Africa, in red core project countries (Source <http://parcc.protectedplanet.net/en/general-project-information/project-background>)

17. For the project leadership and within the five core countries, several key stakeholders have been identified as part of this project. These can be grouped into five key categories. While the first two groups were involved in the development and implementation of the project, the other three groups were meant to be mainly beneficiaries/ target groups.

### (a) Project development and implementation

- **Implementing partners:** these were in charge of implementation of activities in the region/country level. These included the National Liaison Officer (NLO) in each country, IUCN PACO (Regional Management Unit), UN Environment World Conservation Monitoring Centre (UNEP-WCMC) (Executing Agency) and UN Environment (Implementing Agency). At a country level, NLO identified participants for workshops and 'national experts' to be contacted by consultants (e.g. species vulnerability assessments, policy briefs and guidelines), and helped in the logistics of the workshops onsite, they helped implement the pilot activities and in country dissemination of the project results.
- **Technical partners:** these worked on specific topics and were mainly involved in delivering the scientific outputs of the project (all described in technical reports) and training participants during the regional and national workshops. These included: (1) IUCN Global Species Programme (Cambridge, UK); (2) BirdLife International and

Africa Secretariats; (3) Academic institutions: Durham University and Durrell Institute of Conservation and Ecology (DICE) at the University of Kent; and (4) Met Office Hadley Centre, UK. These formed the Technical Advisory Group (TAG), in addition to UN Environment-WCMC, IUCN PACO and the Technical Advisory Group (TAG) Chair.

**(b) Target groups**

- **Beneficiaries of training workshops:** these were from several government organizations, academic (universities and regional centers such as AGRHYMET, ACMAD, IDRC) and NGOs in the five core countries and other countries in the region. These participants were trained on different topics related to protected areas and climate change and were taught new skills which were meant to help them with the work they do at their respective institutions. These became part of the PARCC email list and received the project newsletters, reports and other updates.
- **PA managers and policy makers:** in theory these benefited from improved capacity for addressing PA management with regard to climate change, notably thanks to the guidelines developed (e.g. country policy briefs) and revised METT tool, in particular at the pilot sites. Some participated at regional or national workshops. Some became part of the PARCC email list and received the project newsletters, reports and other updates.
- **Local communities (living adjacent to PA):** these were barely involved in the project (e.g. the link between PA, communities and climate change was a desk review), and only few communities were involved in some activities organized at the pilot sites (e.g. tree planting in pilot site in Chad, and assessment of the vulnerability to climate change of communities living near a PA in The Gambia). However, they were meant to benefit indirectly from the project (e.g. through improved management of PAs which provide multiple ecosystem services) in the long-term.

**D. Milestones/ key dates in project design and implementation**

**Table 2:** Project milestones

Milestones	Completion dates
Evolution of protected area systems with regard to climate change in the West Africa region (PARCC). Project approved by UN Environment	17 September 2010
project start date (official)	30 October 2010
Actual	January 2011
Intended completion date	September 2015
Actual Completion date	June 2016
Mid-term Review	October 2013
Terminal Evaluation	April 2017

**E. Implementation Arrangements**

18. The **Implementing Agency** was UN Environment. At the start of the project, it was implemented through the Division of the Global Environment Facility. It was later implemented through the Division of Environmental Policy Implementation (DEPI) now re-named the Ecosystems Division. Key roles and responsibilities of UN Environment in this project included among others, to: (1) Provide project oversight and ensure that GEF policies and criteria are adhered to and that the project meets its objectives and achieves expected

outcomes in an efficient and effective manner; (2) Perform the liaison function between UN Environment and the GEF Secretariat; (3) Rate and report on the progress against milestones; (4) Review and clear manuscripts prepared by UNEP-WCMC before publication; (5) Coordinate the mid-term review; and (6) Ensure that EOU arranges for an independent terminal evaluation;

19. The **executing agency** (EA) was the UN Environment World Conservation Monitoring Centre (UNEP-WCMC), under the oversight of the Ecosystems Division. Key roles and responsibilities for the EA included among other things: hosting the Project Management Unit; subcontracting IUCN PACO as the Project Regional Management Unit and all technical partners;(see below); transmitting funds to co-executers; taking responsibility for the execution of the project in accordance with the objectives, activities and budget; notifying Ecosystems Division on modifications to the implementation plan and budget; supporting the project mid-term review delivering all project outputs and outcomes; and reporting to UN Environment/Ecosystems Division.

20. The **Regional Management Unit** was represented by IUCN PACO based in Ouagadougou, Burkina Faso. IUCN PACO had a regional project manager paid by GEF funds to oversee the implementation of activities in the region and in the five core countries. Key roles and responsibilities of IUCN PACO included among other things: hosting the Regional Management Unit; subcontracting the 5 national institutions (NLOs) and overseeing their work at the national level, including the pilot projects; subcontracting national and regional consultants and supervising their work; reporting (technically and financially) to WCMC on activities at the national and regional level, organising national and regional workshops.

21. Each country partner had a **National Liaison Officer** (NLO) partially paid by GEF funds and partially by co-financing. These country based officers were required to ensure the implementation of the project at the national level and liaise with IUCN PACO. Their key roles and responsibilities included: delivering clearly outlined packages of work at the national level, including activities at pilot sites, and reporting to IUCN PACO, and disseminating the project results in country.

22. The Project Steering Committee (PSC) was made of representatives from the five project countries, as well as UNEP-WCMC, IUCN PACO, and the Head of the Technical Advisory Group. The role of the PSC was to provide strategic direction to the project, solve issues that might arise, and approve major changes to the project such as project budget and log frame.

## F. Project financing

23. The total project budget at approval was **USD 15,665,834**, with a GEF contribution of USD 3,536,363 and by USD 12,119,471 non GEF resources in the form of co-financing. The GEF project funds were used at both regional and national level, complemented with relevant co-financing. The original budget is described in detail in the project document. A first budget revision was done in November 2011 and a second budget revision took place following the mid-term review in 2013. All project funds were spent or allocated as per the final expenditure statement of 30 June 2016. Co-financing partners listed in the project document are the 5 project countries, UNEP-WCMC (EA), IUCN PACO and the 5 technical partners (BirdLife International; Durham University; DICE University of Kent; The UK Met Office Hadley Centre; IUCN-Global Species Programme (GSP) (in place of Fauna and Flora International (FFI) in original documents).

**Table 3:** Overall budget summary from Project Document

Overall Budget	Amount (US\$)
Grant to UN Environment	3,536,363.00
Planned Co-financing	12,119,471.00
<b>Total planned project budget</b>	<b>USD 15,665,834.00</b>

**Table 4:** Planned co-financing by source (USD) <sup>7</sup>

Partner	Type	Amount (US\$)
Project countries (5)	Cash	-
	Kind	2,700,000
UN Environment-WCMC	Cash	32,000
	Kind	4,170,000
IUCN PACO	Cash	-
	Kind	2,020,000
BirdLife International	Cash	-
	Kind	250,000
Durham University	Cash	-
	Kind	516,634
IUCN Global Species Programme	Cash	-
	Kind	300,000
DICE University of Kent	Cash	-
	Kind	1,581,788
Met Office Hadley Centre	Cash	-
	Kind	630,000
<b>TOTAL<sup>8</sup></b>	<b>Cash</b>	<b>32,000</b>
	<b>Kind</b>	<b>12,168,422</b>

24. Notably the final co-financing expenditures have been reported as USD 12,252,899 – which is an additional amount of 52,477 committed in addition to the pledged co-financing. See Annex D.

## G. Project partners

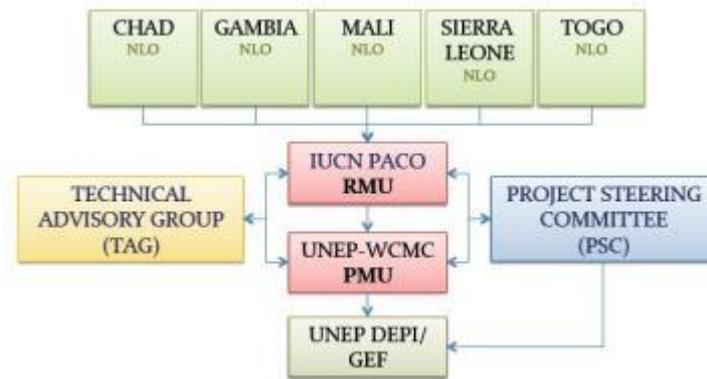
25. The **key technical partners** of the project included: (1) IUCN Global Species Programme (Cambridge, UK); (2) BirdLife International and Africa Secretariats; (3) Academic institutions: Durham University and Durrell Institute of Conservation and Ecology (DICE) at the University of Kent; (5) Met Office Hadley Centre, UK; and (6) National experts who worked alongside technical partners on specific topics.

26. The project also had a **Technical Advisory Group** (TAG) made of all the project technical partners and led by an appointed chairman.

### Project organisational structure

<sup>7</sup> Co-financing figures presented here are based on the commitment letters received from project partners

<sup>8</sup> Notably, the co-financing amounts in Table 3 and 4 do not correspond – and it could not be resolved why figures varied. The grand total in table 4 is USD 12,200,422 instead of USD 12,119,471 in table 3, thus a difference of USD 80,951.



**Figure 2:** Overview of implementation arrangements

## H. Changes in design during implementation

27. The project officially began in October 2010, but the project manager only started at the end of January 2011. An inception meeting took place in Banjul, The Gambia in March/April 2011.

28. The Mid-Term Review (MTR) was conducted between July and September 2013. The review found that the project outputs to date were impressive. They noted high quality technical input, good project management and communication between the different management partners. However, the MTR pointed out at three weaknesses in the project design: (i) a poor Log Frame (e.g. some targets were not relevant to the project activities); (ii) the fact that there was no M&E Plan to monitor progress towards project Outcomes using 'SMART' indicators and targets; and (iii) that there was an assumption in the project design that sufficient national capacity will be built through the project workshops to use the tools and to affect policy and management change (which was unrealistic). It was mentioned these weaknesses in project design would have a negative effect on project performance. It was recommended that the log frame was revised (see section B for specific changes), a M&E plan created and that a second budget revision made to ensure that budgets were available to implement national activities, to implement the M&E plan and allow for other necessary adjustments in the light of revisions to the log frame. Following the MTR, an extra Project Steering Committee (PSC) meeting was held in Togo in 2013 so that the budget, project log frame and M&E plan were revised as recommended. This involved revising the outputs and the timeframe (but the components stayed the same) in the Log Frame.

29. In the post MTR period, some project activities were delayed in some countries, notably due to security issues (in Chad and Mali), which meant that some national meetings had to be held in other countries (Togo and The Gambia), and to the Ebola epidemic (in Sierra Leone), which caused delays in some activities. Furthermore, the lack of active involvement of the National Liaison Officer of Sierra Leone since the beginning of the project, and the relatively high turnover of staff involved in the project countries (3 out of 5 Project Steering Committee (PSC) members and 2 out of 5 National Liaison Officers (NLOs) changed throughout the lifetime of the project) was also problematic.

30. A project extension was requested, particularly to allow project countries to complete their activities at their pilot sites.

## I. Reconstructed Theory of Change of the project

31. The initial Theory of Change (TOC) is based on the provided project documentation, which was reviewed in preparation of the inception report. The existing project documentation does not contain a detailed or complete TOC, although relevant planning elements are found throughout different project documents. The TOC has been generated by the consultants to guide the evaluation. It is clear that the project team may have had different intentions during the project implementation. The TOC presented in the following sections is based on the main components of the programme logical framework. The draft reconstructed TOC was used in country and stakeholder consultations, further refined and validated throughout the evaluation process.

32. Overall, the TOC starts with the project outputs, which lead to several intermediate outcomes, which lead to several intermediate stages, and finally, to the overall project intended impact. In detail, it is as follows:

33. The outputs from component 1 (Improved baseline and monitoring data on PAs; and Vulnerability assessments, climate modelling, and mapping of the vulnerability of PAs to CC at the regional and national level) will lead to the intermediate **outcome 1: *Effects of CC on biodiversity and PAs at national and regional level are better understood by scientists, policy makers and other key actors.*** Then, the outputs from component 2 (Assessment of impacts of CC on communities around PAs; PA connectivity assessment; Assessment of species vulnerability to CC; and Regional level policy recommendations for PAs in the face of CC) will lead to the intermediate outcomes<sup>1</sup> and **outcome 2: *Effects of CC on communities, the status of globally threatened species and the potential of transboundary PA are better understood by policy makers and other key actors.*** The outputs from component 2 together with those of component 3 (workshops and training manuals; management plans for pilot sites; and monitoring systems for pilot sites) will lead to the intermediate **outcome 3: *PA management in the face of CC is improved at pilot sites.*** Then, the outputs from component 4 (communication strategy, project website and data portal; new module in METT; recommendations for PA managers; and evaluation reports, revised log frame and M&E plan) will lead to the intermediate outcome 3 as well as immediate **outcome 4: *All key stakeholders have access to project outputs & Monitoring of PA management effectiveness is improved at pilot sites.*** The intermediate outcomes are related to each other, with outcomes 1, 2 and 4 contributing to outcome 3 (see Figure 3).

34. Assuming that the first three intermediate outcomes are achieved and maintained, the process will lead to the intermediary stage 1: **Recommendations and guidelines are developed for enhancing the resilience of PAs to CC, including adaptation strategies and policy recommendations, and policy briefs (IS1).** The main driver expected to contribute to realization of this intermediary stage is 'Project partners play a leading role', and the main assumption for this intermediary stage is 'Human resources trained remain in the institution and can use the acquired new skills and knowledge'.

35. Then, thanks to the achievement of IS1 and intermediary outcome 4, the process will lead to intermediary stage 2: **Adaptation strategies and policy recommendations are implemented at national and regional level (mainstreaming risk-based adaptation into PA management), IS2.** Four drivers are expected to contribute to the realisation of this intermediate stage: Credible easy-to use knowledge is available, Climate change awareness is increased among key agencies, High level of ownership motivates long-term change and Pilot sites are representative to allow for replicability. There are three key assumptions for this intermediary stage: Stakeholders respond positively to new guidelines, Differences between countries do not affect project approach and relevance, and Climate change concerns are not overshadowed by more urgent issues.

36. Then, thanks to the achievement of IS2, the process will in due course lead to intermediary stage 3: **Enhanced ecosystem resilience to climate change is achieved through improved PAs management in the target countries and others, IS3**. In this case, two assumptions play an important role: Climate change concerns are not overshadowed by more urgent issues (which also affected IS2) and Sustained post project financing mechanisms for PAS management at national and regional levels.

37. Finally, through the completion of the IS3, the process will eventually lead to the project intended impact: **CC effects on globally significant biodiversity and ecosystem functions in West African PAs are significantly lessened**. For more details see Figure 3.

38. It should be noted that the completion of the first intermediary state is necessary for the successful completion of the second intermediary state, and the completion of the second one is necessary for the third. However, the achievement of the first and second intermediary states does not automatically imply that the third intermediary state can be completed and that the main Project Impact is achieved.

39. The three intermediary stages identified have been developed based on reviewing Project Document, and refined after receiving feedback from project stakeholders.

40. Drivers are defined as the significant, external factors that if present are expected to contribute to the realization of the intended impacts and can be influenced by the project / project partners & stakeholders. Emerging from the Project Document, the main drivers for the above mentioned process which leads to the intended project impact are:

- Project partners play a leading role: e.g. they make sure that the science produced is translated into realistic policy recommendations for the country context and regional context
- Credible easy-to use data and results are available: non-technical reports are understandable for end users, tailored to them
- Pilot countries are representative to allow for replicability in other West African countries: the reality of the chosen sites reflects what happens in other PAs in these countries or region, so that guidelines and activities implemented there can be replicated elsewhere
- Climate change awareness is increased among key agencies: they realize how important it is to start thinking about CC impacts now, to prepare for them, not just to cope with changes once they happen
- High level of ownership motivates long-term change: so that they can continue to build on from the project, as CC is a long term problem

41. Assumptions are the significant external factors that if present are expected to contribute to the realization of the intended impacts but are largely beyond the control of the project / project partners & stakeholders. The main assumptions for the abovementioned process are which leads to the intended project impact follow. Note that while some assumptions were mentioned in the Project Document (noted as \*), others were identified during the TE (noted as \*\*).

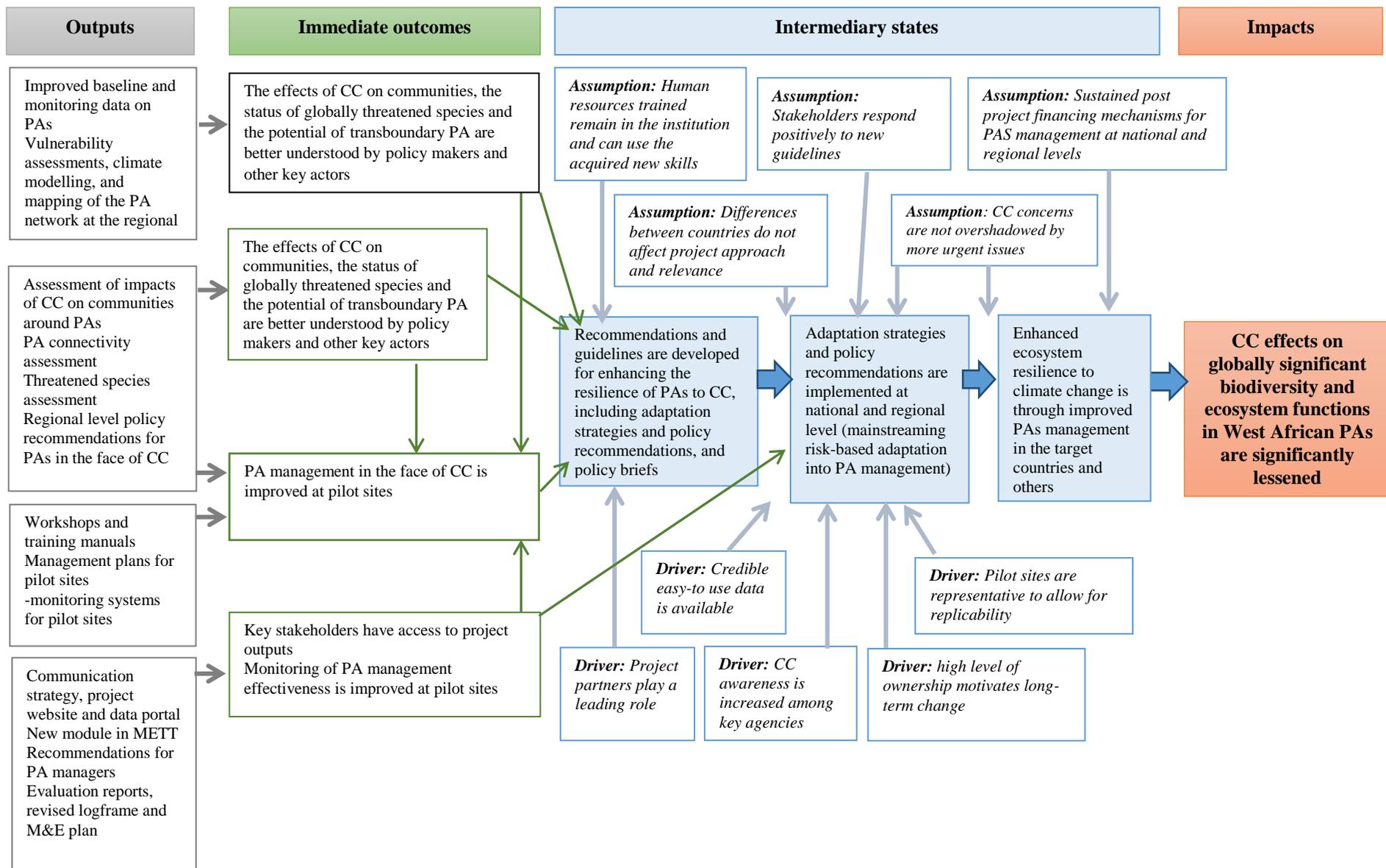
- Human resources trained remain in the institution and can use the acquired new skills and knowledge(\*): often this is not the case as staff members are offered a better position and change to another position/Department. Moreover, in some cases

young skilled members in an organization are not given enough power or responsibility to act or make the decisions needed

- Differences between countries do not affect project approach and relevance (\*): in terms of environment and biomes but also in terms of political and socio-economic context
- Climate change concerns are not overshadowed by more urgent issues (\*): such as political instability or disease outbreak (which is actually what happened in some core countries during the project)
- Stakeholders respond positively to new recommendations and guidelines (\*\*): some stakeholders might think that they are too complicated, not feasible or tailored enough or have other priorities or interests.
- Sustained post project financing mechanisms for PAs management at national and regional levels (\*\*): it should be noted that economic and human resources are very limited in most countries in the region and several protected areas are not really 'protected' on the ground.

42. Another issue with regard to the Theory of Change is that in the Project Document and first version of the Project Log Frame, the terms 'output' and 'outcome' were not always used in the correct way. Even the term 'activity' was often used instead of 'output'. In the initial Log frame (see Annex 4 in Project Document), for each project component, the outputs were not related to a certain outcome, but they were all listed together. This lack of link between output and outcome in the design phase hampered not only the global view of the project's pathway but also project monitoring and that is why the Log Frame was revised after the MTR.

**Figure 3: Reconstructed Theory of Change and Results of Impact Analysis for the PARCC project**



### III. Evaluation Findings

#### A. Strategic Relevance

##### Alignment with UN Environment's strategy, policies and mandate

43. UN Environment's Medium-term Strategy 2010–2013, under which this project was mainly implemented, identifies six cross-cutting thematic priorities as climate change, disasters and conflicts, ecosystem management, environmental governance, harmful substances and hazardous waste, resource efficiency – sustainable consumption and production. Sub-programme 1 addresses climate change, sub-programme 3 addresses Ecosystem management, and sub-programme 4 environmental governance - both of which this project contributes to.

44. The approaches and methods used by the project are also consistent with those proposed by UN Environment globally, including pilot projects, experimentation and the development of methodologies, partnerships with financial institutions, and monitoring and evaluation. When completed, the project will have contributed to several of the expected accomplishments of UN Environment's current medium-term strategy and programme of work<sup>9</sup>, especially with respect to the sub-programmes on climate change and ecosystem management (increased integration of an ecosystem management approach into development and planning processes, increased capacity to utilise the ecosystem approach). It will have impacted on the sub-programme on environmental governance (increased implementation of national environmental obligations and achievement of national environmental priority goals, targets and objectives through strengthened laws and institutions).

##### Gender balance

45. The project does not address gender issues relevant to protected area management either at the design or implementation stage. This is a clear omission and should be addressed in future interventions more systematically. It is understood that gender does not necessarily imply a focus on women only, however, equal opportunity hiring of female staff is considered one important aspect of supporting gender opportunities. It is noted that the project team always tried to have well balanced gender representation at training workshops.

46. Overall the project missed the opportunity to include gender disaggregated data in their approach and reporting, and in the absence of a strong M&E plan, no gender markers were included in such a framework.

##### Human rights based approach (HRBA)

47. The issue of Rights of Indigenous People was not considered during the design or implementation stage of the project. However, it can be asserted that climate change impacts on the PA system and the management thereof would possibly affect and impact on indigenous people and should be considered for relevance in future.

##### South-South Cooperation

48. *South-South Cooperation* was achieved to a certain extent. On the one side, there was the involvement of the IUCN PACO office as regional coordinator and a considerable amount of exchange amongst country representatives during workshops, which was highly

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<sup>9</sup> UNEP Medium Term Strategy (MTS) 2010-2013 and Programme of Work 2010-2011. <http://www.unep.org/PDF/FinalMTSGCSS-X-8.pdf>  
The importance of and potential for such collaborations was already mentioned in the MTR.

appreciated by country participants (see Annex C). On the other side, the project document did foresee the involvement of regional partners such as Agrymet, ACMAD and ECOWAS, however, some of these partnerships seem to not have materialised in any meaningful manner during project implementation. Another downside was the insufficient involvement of technical partners from the south (universities or other research institutions in core countries, see Annex C), which could have been greater involved in the project.

49. For future planning the strategic positioning of local and regional expert organisations through formal partnerships should be improved, amongst other to create more sustainable institutional capacities and project ownership. The importance of and potential for such collaborations was already mentioned in the MTR, i.e. highlighting opportunities with Agrymet.

### Alignment with GEF focal areas and strategic priorities

50. The project addresses the Biodiversity Focal area (under which it was funded) and to some extent the Climate Change Focal area. It is consistent with GEF-4 Strategy on biodiversity esp. strategic objective BD-SO#1 "To catalyse sustainability of PA systems". As such it addresses various strategic programmes (SP 1: Sustainable financing of PA systems at the national level and SP 2: Increasing representation of effectively management marine PA areas in PA systems), but mostly SP 3: Strengthening terrestrial PA networks. Additionally, the project supports the GEF programmatic approach for West Africa of 2008.

51. It is noted that the project's integration of climate change and protected areas management issues has been prescient, and that the project focus aligns well with subsequent GEF priorities.

### Relevance to global, regional and national environmental issues and needs

52. During the project preparation, all countries interested in the project identified that CC threats including on PAs was a significant problem. A system for assessment and identifying relevant management responses were largely seen to be absent, and the focus on generating a better knowledge base and analytical tools for application to country contexts were seen to be strategic.

53. The response to an end-of-project survey, answered by about 50 participants from the partner countries, as well as one-on-one interviews, revealed, that the contributions to knowledge generation and tools development were seen to be of particular relevance. Associated capacity building amongst key country and regional experts and managers was rated as successful. The relevance and usefulness of the project has thus been confirmed.

54. A need for a stronger strategy for catalysing effective mainstreaming and application of knowledge was mentioned as the major shortcoming in the projects' strategic fit.

**The overall rating for project relevance is Satisfactory.**

## B. Achievement of outputs

55. The assessment of project outputs is being assessed based on the Revised Logical Framework, which was included as abridged version from the latest Project document and included as Annex H. Annex G provides a systematic assessment, based on the review of project outputs and interviews.

56. Additionally, the final project report (Belle et al., 2016) provides a summary assessment of the key project outputs.

### **Component 1: Vulnerability Assessment and risk reduction strategies for existing PA systems (with regard to climate change)**

57. All outputs foreseen in the project design under Component 1 were produced. All outputs are considered to be of high technical quality, assessed by the evaluators and interviewees. Importantly, all outputs of this component are regional (all WA countries), which makes them more relevant for management interventions outside core countries

58. In a first step, climate projections for West Africa were developed. The Met Office Hadley Centre (MOHC) provided high resolution climate projections for the project. They also studied the potential future impact of land use change and climate change on ecosystem services (including carbon storage, water provision and vegetation productivity) in the region, and provided a summary of their projections for each core project country. Climate projections were derived from global and regional climate model experiments to assist in informing country-level decision making and adaptation activities in the five project countries. Five high resolution regional climate simulations were performed to assess the potential changes in temperature and rainfall across West Africa as well. For each country, the MOHC provided a summary of the climate projections, their likely impacts on ecosystem services, explained the levels of confidence of each projection and gave advice for national planning.

59. Thereafter, future species' distributions in the face of climate change were assessed. Durham University developed Species Distribution Models that link species' distributions to biologically important climatic variables. The projections of future climatic conditions from the MOHC were used, as well as estimates of species dispersal potential, to assess impacts of changing climatic conditions on faunal (birds, mammals and amphibians) distributions and faunal representation across the region's PA network (e.g. species turnover). Only three groups were assessed, (e.g. no plants assessed). Country partners mentioned that no field surveys were done to confirm that certain species are still present in certain PAs, which could have improved the output of the assessment (as most data available on species presence is from old surveys, see Annex C). This would have required a significant amount of extra funding, and should have been included in the project design. Another issue is that Togo is in the process of revising their national PA network, e.g. if suggested corridors between PAs include, for instance, PAs which are not protected on the ground and have been heavily encroached.

60. Species vulnerability according to their biological traits was also assessed by IUCN Global Species Programme. Two expert workshops on this topic, held in Lomé, Togo with national and international experts were organised. Additionally, remote consultations took place and data available from previous projects were included. Species biological and ecological trait data were collated for 183 amphibians, 1,172 birds, 517 freshwater fish, 405 mammals and 307 reptiles. These data were used to infer, for each individual species, their 'sensitivity' and 'adaptive capacity' to climate change, in addition to their 'exposure'. Species distribution polygons, collated through the process of assessing species for the IUCN Red List, were overlaid with future climate projections provided by MOHC to determine the changes in the means and variability of temperature and precipitation that each species may be exposed to. Based on the results, maps were created highlighting the broad geographical areas that contain high numbers and/or proportions of climate change vulnerable species within a given taxon. Additionally, for each taxonomic group, the study also showed the extinction risk of threatened species across the region (and the extinction risk for all West African reptile species was assessed for the first time)

61. After the two approaches to assess the vulnerability of species and PAs to climate change had been carried out, Durham University explored the potential for combining the Species Distribution Models and Traits-based Vulnerability Assessments approaches to produce integrated assessments of the potential threat of climate change to species of conservation concern in West African PAs, adding further information for conservation planning. Regional and national maps were also produced (in electronic and printed formats) to show the vulnerability of protected areas to climate change.

**Component 2: Gap analysis/ studies and spatial planning (related to creation/extension or demarcation of new or existing PAs to design protected area networks that are ecologically representative and climate proofed)**

62. Various studies on the links between PAs, communities and climate change, and of available options for managing and financing PAs to adapt to climate change were carried out.

63. First the relationships that exist between climate change, PAs and communities in West Africa were studied. Five national studies were conducted by 5 national consultants from each pilot country and were subsequently consolidated, with the inclusion of a further analysis of these relationships, in a regional report by IUCN PACO. It is noted that PAs in West Africa, and in the five core project countries, are subject to considerable pressure, principally caused by human activities (including poaching, the over-exploitation of resources, and bush fires, among others). Habitats are deteriorating and changing, and wildlife populations are gradually diminishing. PAs are becoming increasingly vulnerable, particularly to the effects of climate change, as are the surrounding ecosystems. Several key recommendations for planning and management concerning the different stakeholders in PA management were derived. However, this was a desk-review and little information is available on the region.

64. Secondly, an overview assessment of the connectivity of the West African PA network was conducted by UNEP-WCMC using a set of generic focal species as surrogates to represent variation amongst terrestrial species. The approach used highlighted specific (potential or existing) key transboundary PAs (e.g., Gola Rainforest National Park in Sierra Leone, Niokolo-Koba National Park in Senegal, Grebo National Park in Liberia, Comoé National Park in Cote d'Ivoire, Sahel Partial Faunal Reserve in Burkina Faso, and the WAP complex in Benin, Niger and Burkina Faso) and links between PAs which would greatly improve the overall connectivity of the West African PA network. These results were partially the foundation for selecting pilot sites under Component 3. Vulnerability assessments of threatened species were already reported on under Component 1. The presented results from that section apply also here. .

65. Thirdly, the Durrell Institute of Conservation and Ecology (DICE) from the University of Kent carried out a gap analysis and spatial conservation prioritisation for the West African region and the five project countries using Marxan conservation planning software. These systems were then used to help identify ways in which PA networks could be improved to conserve biodiversity both now and in the future, taking into consideration future climate projections. The gap analysis highlighted the need to both extend certain PAs and create new ones, in order to meet all the conservation targets (for which over 20% of the West Africa region would need to be protected). The national planning systems were developed in collaboration with national experts through a series of national workshops, which helped to tailor results to countries' realities. Again, the fact that Togo did not update the list of PAs makes the results less relevant for this country, as some existing PAs (used for this project

assessments) are not actually protected on the ground and the information of existing species existing in these PAs is not up to date..

66. While the work produced all planned outputs, part of this work was undertaken remotely and with little inputs and guidance from the country level (especially the links between PAs, communities and climate change). Financial constraints to increase the surface of PAs at a country level, including the difficulty to effectively protect already currently existing PAs, were mentioned as a key constraints by several project partners. Comments such as *'How can we increase the surface of PA or set up new ones if we struggle to protect the ones we have?'* were raised. Moreover, as abovementioned, country partners mentioned that no field surveys were done to confirm that certain species are still present in certain PAs, which could have improved the output of the assessment (as most data available on species presence is from old surveys). As mentioned before, this would have required significant additional financial resources, and should have been included in the project design.

67. Strategies and policy recommendations were formulated on the identified best approaches to managing protected areas in the region and for each project country. Existing protected areas and their management plans were reviewed at national and regional levels.

### **Component 3: Policy Support & Implementation, Pilot Projects and Training**

68. Based on the scientific outputs mentioned above, five transboundary pilot sites were selected and activities on the ground implemented. These activities included recommendations for species monitoring and for designing or revising transboundary management plans that consider climate change, as well as the development of a new Management Effectiveness Tracking Tool (METT) integrating climate change aspects. Furthermore, several training workshops were held throughout the project lifetime in order to increase understanding of how climate change is likely to impact biodiversity and protected areas in the West Africa region, and how policy changes could lead to an improved and more climate resilient PA network in West Africa.

69. The various key workshops and trainings conducted are mentioned in Annex H, and specific workshop reports are available. Notably, a specific project training manual has been created, including six relevant training modules. The modules are accessible online both in French and English. In the evaluation interviews, most workshop participants responded that they found the trainings conducted very relevant and helpful (see Annex C). The end of project survey conducted by UNEP-WCMC, illustrated similar positive feedback for all training components.

70. In terms of the implementation of pilot projects to improve PA management in light of CC, the five selected pilot sites were:

- SenaOura National Park in Chad, with BoubbaNdjidda National Park in Cameroon
- Gourma Elephant Reserve in Mali, with Sahel Partial Faunal Reserve in Burkina Faso
- Niomi National Park in The Gambia, with Delta du Saloum National Park in Senegal
- Gola Rainforest National Park in Sierra Leone, with Gola National Park in Liberia
- Oti-Kéran-Mandouri (OKM) in Togo, with the WAP ('W', Arly, Pendjari) complex between Benin, Burkina Faso, and Niger

71. Although different specific activities were conducted at these pilot sites depending on the country (the signature of a transboundary agreement between countries, a joint PA

management plan integrating climate change considerations, the implementation of the revised METT, recommendations for species monitoring, and others such as social vulnerability assessments, and reforestation schemes, etc.); the stakeholder feedback received on the implementation of these was quite negative. Overall respondents noted that very limited time and resources were available for the implementation of the pilots late into the project implementation period (see Annex C). The MTR already picked this up as a deficiency and clearly country partners were disappointed with the limited site specific project interventions. Notably, country partners felt that all money was spent on providing good science to make decisions and on developing evidence-based decision-making tools. However, 'little was done on the ground' and existing key threats to PAs remained unresolved during and after the PARCC project implementation. Key PA conservation and management actions are lacking to serve as a basis for successfully addressing the key recommendations from the PARCC project in the near future.

72. Various outputs were geared to provide policy guidance to country level and regional institutions on integrating CC as a key planning component into PA management, including the consideration of new PAs partially with a transboundary component. Adaptation strategies and other instruments were developed. The quality of the policy guidance was partially questioned, mostly from an application point of view. Recommendations were made to invest further into mainstreaming the excellent scientific knowledge into national policies and strategies, and more importantly action. There was some questioning why the project had fallen short in actually effecting the needed policy changes on the ground – as no financial resources were left for national partners to bring the project recommendations forward. Stakeholders also queried that key national partners and institutions were not effectively involved in creating the policy guidance development (they were only consulted).

73. One example of a technically good and relevant document which did not reach its potential users is the 'recommendations for PA managers' developed at the very end of the project. After the field visit, Dr.Cuni-Sanchez(evaluator) shared it with several respondents and those who received it mentioned that it was a good document, but difficult to put in place.

#### **Component 4: Knowledge Management, Communication and M&E.**

74. A dedicated, clear and accessible project website has been set up at <http://parcc.protectedplanet.net>. It is now part of the UNEP-WCMC hosted "Protected Planet" portal, which is the global online interface for the World Database on Protected Areas (WDPA), a joint project of UNEP-WCMC and IUCN, and the most comprehensive global database on terrestrial and marine protected areas. The project website has all project reports and documents in both English and French. Respondents found the website a great tool for communication, sharing documents and outreach (see Annex C).

75. The project also had a data portal, through which project partners had access to data gathered and used in the different components (e.g. maps of species distributions, etc.). Respondents highlighted that this was found to be inaccessible for most partners in Africa, due to slow internet connection. This was therefore subsequently replaced by PARCC web pages on the Protected Planet website.

76. All project outputs have been professionally published as a UNEP-WCMC Technical Paper in English and French. Some peer-reviewed publications are already available and others may be published in the future. Annual project newsletters were produced and distributed to over 200 people via email by IUCN PACO. Moreover, country specific fact sheets and summaries were specifically produced for different target audiences, as

additional outputs of the project. During the last regional workshop all participants received paper copies of the final PARCC report and /USB sticks with all project documents. Paper copies of the final PARCC report were also sent to NLOs so that they could distribute it among different ministries and key agencies in their countries.

77. Although this is a highly sophisticated and professionally conducted knowledge management approach, more paper copies should have been distributed, of all reports, as highlighted by respondents to questionnaires. There are a number of lessons to be learnt about target-group focused output development and facilitating absorption of knowledge – a decades’ old problem that usually needs to be addressed through decisive project planning and management. In the future, it is also recommended to have a follow-up system whereby key target groups (e.g. PA managers) can be contacted to check if they have received or not a copy of the report that might be relevant to them.

78. The M&E component of the project was not clear at MTR – and still was not completely clarified at TE. For example, no comprehensive GEF Tracking Tools (TTs) were part of the PIRs and the two assessments. While the project did pilot how CC could be mainstreamed into the standard Biodiversity (BD) Focal Area (FA) monitoring tool, the METT, it was only applied to pilot sites. This may well be as the work on a pilot site level only was implemented towards the end of the project implementation and resources were limited at that stage, but this clearly is a key gap in the project – probably already from design stage on.

79. Practical guidelines have been developed to present good practices and approaches to plan and manage protected areas in the face of climate change, with a focus on West Africa. They are primarily aimed at protected area managers and planners, but can also be useful to other stakeholders involved with the management of protected areas. This report adapted key elements of the IUCN WCPA Best Practice Protected Area Guidelines Series: 'Responding to Climate Change, Guidance for protected area managers and planners' (Gross et al., in press), which were complemented with examples and considerations specific to the West Africa region, drawing on the findings of the PARCC project.

**The overall rating for achievement of outputs is Highly Satisfactory.**

## C. Effectiveness: Attainment of project objectives and results

80. As discussed in Section 2. I (Reconstructed TOC), the project sought to achieve outcomes that are supposed to lead the project towards its overall objective. The evaluation of the effectiveness is based on the extent to which the objectives were achieved, especially keeping in view the reconstructed TOC developed for the project post-hoc at time of TE.

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

### i. Direct outcomes from reconstructed TOC

Immediate outcome 1: Effects of CC on biodiversity and PAs at national and regional level are better understood by scientists, policy makers and other key actors

81. An impressive suite of technical outputs has been produced and are available on an internet platform. The lead institutions have all been based abroad and even out of the region, however, training and capacity transfer events have been implemented at national

and regional level. As such it is understood that a sizeable cadre of technical experts from the partner countries and other countries in the region have improved their know how of generating relevant information, as well as in applying the research knowledge. The evaluation interviews, as well as the end-of-project survey conducted by the project team, clearly indicate that the generation and availing of knowledge products was rated to be of great value (see Annex C). There have been, however, critical voices raising certain concerns about project ownership, and if GEF country funding should be spent on such – even if applied – research interventions mostly conducted by foreigners. Additionally, country representatives did note that internet accessibility is still problematic for a number of reasons, and that having the Data portal per se was not a guarantee that some of the available information would be utilized in the future. The project team had tried to find solutions, such as to disseminate reports also on a USB stick, which ameliorated some problems. Difficulties in internet connectivity were mentioned as a barrier, but also the absence of a research and evidence-based decision-making culture.

#### Immediate outcome 2: Effects of CC on communities, the status of globally threatened species and the potential of transboundary PA are better understood by policy makers and other key actors

82. The delivery on intermediate outcome 2 follows on from outcome 1. High caliber technical work has been undertaken, but ownership and in certain cases even inputs were low from stakeholders in project countries. The development of national and regional policy recommendations for managing PAs for CC were criticized as being largely desk-based top-down outputs. It was difficult for the evaluation team to fully assess and triangulate the critical voices, as the track record of meetings held and processes described for the production of these outputs all pointed to the fact that certain levels of stakeholder inputs were given. As this type of feedback was repeating itself, there could potentially have been a shortcoming in ownership-building and a more sophisticated partner and stakeholder engagement plan, with clear behavior change and information uptake strategies may be needed.

83. A shortcoming already noted during the MTR and also highlighted in the End-of-project report has been that investments into understanding and addressing the human aspect and community interactions in areas surrounding the parks was too limited and simplistic (see Annex C). Only in The Gambia, the vulnerability of communities living in and around PAs was investigated in detail thanks to a project funded by the MAVA Foundation. While probably the key to defining future PA management strategies will lie in focusing on people, a huge gap in refined policy and management guidance is currently evident.

#### Immediate outcome 3: PA management in the face of CC is improved at pilot sites and awareness about the effects of CC on biodiversity and PAs is improved

84. While at a late stage of the project five pilot sites were selected and some significant work has been implemented in these five pilot sites, project resources had largely been spent and time for long-term engagement had run out. It also seems that the project implementation arrangements were designed in a way that they facilitated the research aspects of the project however were less suitable for supporting successful application of the research-based tools, plans and implementation of activities at site level. The fact that five pilot sites were chosen (instead of three, as planned in the Project Document) for local level actions further reduced the money available for pilot sites activities.

85. In consultations, especially with country representatives, the expectations of the project were not met with regards to intermediate outcome 3. It is recognized that the scope of the project was probably too ambitious for the project time frame and allocated resources, and consequently a “Phase II” project that would focus on the local level applications is needed. And notably, the Project Team is currently in the process of developing such an intervention.

**Immediate outcome 4: Key stakeholders have access to project outputs / Monitoring of PA management effectiveness is improved at pilot sites**

86. Only after reallocating financial resources to developing a highly effective website, was it possible to actually make all the valuable research results available in the longer-term and accessible to a wide range of users. The website, as well as the fact that technical reports have been published as part of the UNEP-WCMC Technical Series, added a lot of value to the project.

87. While there has been a dedicated communication strategy, it is found that the strategy has been too simplistic and not sufficiently targeted to the realities of West African countries (lack of good internet access, high staff turnover in institutions etc) (evaluators’ views and comments made during interviews). It is noted, however, that the project team did try to be responsive to the needs and implemented some practical solutions, such as using USB sticks for data dissemination and using the Protected Planet website for availing and storing project outputs longterm. Moreover, it has been developed with little know-how of behavior change and influencing of decision-making by the various project target groups with few activities and even fewer resources allocated to such change processes;

88. With regard to ‘Monitoring of PA management effectiveness is improved at pilot sites’, as previously mentioned, although the METT tool was used in all pilot sites and all PAs in The Gambia, and a list of species for monitoring were selected at each pilot site, it is questionable how these tools will be used in the future in these PAs, considering current economic constraints and other more urgent issues in these PAs (evaluators’ views and comments made during interviews). For example, none of the PAs managers interviewed at the country level had seen the report ‘guidelines for PA managers’ but once the evaluators send it to them (email), they mentioned that it was useful for guiding but challenging to implement given limited financial and human resources in PAs.

**The rating for achievement of outcomes as reconstructed in the TOC is Moderately Satisfactory.**

**ii. Likelihood of impacts using RoTI and based on reconstructed TOC**

89. The Review of Outcomes to Impacts approach (ROTI) approach is used to assess the likelihood of impact by building upon the concepts of Theory of Change (Section 2.1). The ROTI approach requires ratings to be determined for the outcomes achieved by the project and the progress made towards the ‘intermediate states’ at the time of the evaluation. The rating system is presented in Table 5 below and the assessment of the project’s progress towards achieving its intended impacts is presented in Table 6.

**Table 5:** Rating Scale for Outcomes and Progress towards Intermediate States

Outcome rating	Rating of progress towards intermediate states
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D: The project's intended outcomes were not all delivered	D: No measures taken to move towards intermediate states.
C: The project's intended outcomes were delivered, but were not designed to feed into a continuing process after project funding	C: The measures designed to move towards states have started, but have not produced results.
B: The project's intended outcomes were delivered, and were designed to feed into a continuing process, but with no prior allocation of responsibilities after project funding	B: The measures designed to move towards intermediate states have started and have produced results, which give no indication that they can progress towards the intended long term impact.
A: The project's intended outcomes were delivered, and were designed to feed into a continuing process, with specific allocation of responsibilities after project funding.	A: The measures designed to move towards intermediate states have started and have produced results, which clearly indicate that they can progress towards the intended long term impact.

**Table 6:** Overall likelihood of achieving impact

Results rating of PARCC project							
Outputs	Outcomes	Rating (D-A)	Intermediate states	Rating (D-A)	Impact (GEB)	Rating	Overall

Results rating of PARCC project							
Outputs	Outcomes	Rating (D-A)	Intermediate states	Rating (D-A)	Impact (GEB)	Rating	Overall
<p>Improved baseline and monitoring data on PAs</p> <p>Vulnerability assessments, climate modelling, and mapping of the PA network at the regional and national level</p> <p>Assessment of impacts of CC on communities around PAs</p> <p>PA connectivity assessment</p> <p>Threatened species assessment</p> <p>Regional level policy recommendations for PAs in the face of CC</p> <p>Workshops and training manuals</p> <p>Management plans for pilot sites</p> <p>-monitoring systems for pilot sites</p> <p>Communication strategy, project website and data portal</p> <p>New module in METT</p> <p>Recommendations for PA managers</p> <p>Evaluation reports, revised logframe and M&amp;E plan</p>	<p>Effects of CC on biodiversity and PAs at national and regional level are better understood by scientists, policy makers and other key actors</p> <p>Effects of CC on communities, the status of globally threatened species and the potential of transboundary PA are better understood by policy makers and other key actors</p> <p>PA management in the face of CC is improved at pilot sites</p> <p>Key stakeholders have access to project outputs</p> <p>Monitoring of PA management effectiveness is improved at pilot sites</p>	B	<p>Recommendations and guidelines are developed for enhancing the resilience of PAs to CC, including adaptation strategies and policy recommendations, and policy briefs</p> <p>Adaptation strategies and policy recommendations are implemented at national and regional level (mainstreaming risk-based adaptation into PA management)</p> <p>Enhanced ecosystem resilience to climate change is through improved PAs management in the target countries and others</p>	C	<p>Conservation and sustainable management of representative PA ecosystems in West Africa is enhanced through strengthened assessment and adaptation to the impacts of CC</p>	+	BC+
	Justification for rating:		Justification for rating:		Justification for rating:		

Results rating of PARCC project							
Outputs	Outcomes	Rating (D-A)	Intermediate states	Rating (D-A)	Impact (GEB)	Rating	Overall
	<p>All outputs foreseen in the project design were produced. All outputs are considered to be of high technical quality, assessed by the evaluators and interviewees. However, there were conceptual limitations and outputs did not necessarily have a direct link to outcomes. Consequently, although all planned project outputs were delivered, the project's intended outcomes have been only partially delivered. There is the propensity and potential that generated knowledge will lead to improved management, but this will largely depend on available follow-on funding.</p>		<p><b>IS 1:</b>An impressive suite of technical outputs has been produced and are available on an internet platform. The lead institutions have all been based abroad and even out of the region, however, training and capacity transfer events have been implemented.</p> <p><b>IS 2:</b> The delivery on intermediate outcome 2 follows on from outcome 1. High caliber technical work has been undertaken, but ownership and in certain cases even inputs were low from stakeholders in project countries. The development of national and regional policy recommendations for managing PAs for CC were criticized as being largely desk-based top-down outputs.</p> <p><b>IS 3:</b> While at a late stage of the project five pilot sites were selected and some significant work has been implemented in these five pilot sites, project resources had largely been spent and time for long-term engagement had run out. It also seems that the project implementation arrangements were designed in a way that they facilitated the research aspects of the project however were less</p>		<p>The GEB is very ambitious and the project has not yet demonstrated significant impact during the project lifetime. The project design per se had limitations, which were not fully addressed during the project implementation. A lack of decisive corrective action by the IA is observed. For what the project set out to do, a lasting impact is expected.</p>		<p>Likely to achieve impact as intended in project document</p>

90. While all project outputs were fully achieved, the intended project outcomes were only partially realized. A commendable amount of technical knowledge and management recommendations have been developed, however the project ended short of achieving large scale and meaningful implementation of the designed management plans and policy guidelines. There is no reliable indication that PA management in the face of CC has improved at pilot sites nor that Monitoring of PA management effectiveness is improved at pilot sites. It is recognized that such impacts may only be realized at a later stage. While the METTs were upgraded to include CC relevant questions and subsequently applied at the pilot sites and all PAs in The Gambia, there is no indication that such monitoring will continue beyond the project lifetime. Also, while the project website is a useful tool for knowledge repository, not all target audiences have access to internet (e.g. PAs managers), and the data portal was not accessible. With the exception of individuals that were intimately involved in the project through a series of trainings, not all key stakeholders have access to project outputs. Rating of progress towards Outcomes is rated “B”.

91. The Intermediate states have partially been started or achieved. IS1 Recommendations and guidelines are developed for enhancing the resilience of PAs to CC, including adaptation strategies and policy recommendations, and policy briefs, has been fully achieved. However, critical assumptions made for achieving IS2 and IS3 were not necessarily in place – or additional assumptions were omitted. **Assumption:** *Stakeholders respond positively to new guidelines* is critical. While responses to the project towards the project team always seemed very positive and supportive, the evaluation team picked up that there was some criticism and resistance within partner countries. It is recognised that country ownership is a key success factor. Additionally, it is important to acknowledge that information availability and knowledge per se do not necessarily lead to policy changes and improvements of (PA) management. More sophisticated behaviour change investments are needed to facilitate lasting changes and support absorption of know how. It is very difficult to achieve change in ecosystem resilience through a short project interventions like the PARCC project, especially (a) for a topic such as PA management, where sustained post project financing mechanisms is key and (b) in a region where CC concerns can be overshadowed by more urgent issues (e.g. observed insecurity issues in Mali, Ebola outbreak in Sierra Leone). There is potential that the generated know how will have lasting effects well beyond the project lifetime. Rating of progress towards the Intermediate States is rated “C”.

92. Based on the above, the aggregate rating is “BC”. In the long-term, creating a foundation for evidence-based planning and management with regards to CC will lead to improvements in management effectiveness<sup>10</sup> which means that environmental changes are also positive.. The Project, with an aggregated rating of BC can therefore be rated as “Likely” to achieve/ contribute to the expected Impact.

**The likelihood of impact considered “likely”.**

### iii. Achievement of project goal and planned objectives

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<sup>10</sup>Notably management effectiveness was only once assessed through establishing the METTs at four out of five project sites, but no follow-up monitoring was undertaken, as few investments on site were made during the short project implementation period.

93. The project goal was *Conservation and sustainable management of representative PA ecosystems in West Africa is enhanced through strengthened assessment and adaptation to the impacts of CC*. This goal was underpinned by the project objective: “Enhanced regional (trans-boundary) and national PA management through strengthened scientific and technical capacity in: a) assessment of climate change related risks, b) development of planning and guidelines for adaptation, and c) mainstreaming risk-based adaptation into PA management”.

94. The project goal and objectives have been formulated quite precisely and all project outcomes and outputs align well with the higher level vision that was set for the project intervention. The project clearly delivered the foundations to attain the project goal and all elements of the three-part objective were attained. However, it remains uncertain if the technical know-how will lead to improved PA management, addressing CC risks.

95. Assessing purely the achievement of the goal and objective, a highly satisfactory rating can be given. However, it is arguable if the project from the beginning focused too narrowly on providing knowledge and tools, with relatively less prioritization of national ownership and investments into strengthening the local level PA capacities.

**The rating for the achievement of project goals and objectives is Highly Satisfactory.**

#### D. Sustainability and replication

96. Generally, sustainability is understood to mean the probability of continued long-term project-derived results and impacts after the project funding and assistance has ended. The project invested into integrating the project results in Protected Planet, the online interface of the World Database on Protected Areas to ensure the permanent access to all the many high calibre knowledge products generated, which provides some level of continued availability of outputs. Furthermore, the project invested into technical trainings to help build up and support a cadre of technical experts who are knowledgeable about undertaken future assessments as well as interpreting the research results and applying them in a PA management context. Furthermore, the project supported the development of guidelines and specific PA management plans and related tools for the five pilot sites of the project. There is an intension to design a follow-up project and access funding for targeted follow-up interventions (implementation of some of the recommended guidelines in the reports produced), and a draft proposal to the GCF has been written. Notably, countries, other than The Gambia, did not commit to setting aside further GEF resources for such a follow-up project, although, according to the project team, at the last regional meeting all countries were excited about the continuation of the work.

97. During the evaluation interviews, some prevailing criticism surfaced with regards to the GEF 4 intervention. Country representatives felt that their money was spent on international research, and resources were not sufficiently channelled to support the national and local level PA management priorities and problems endemic to the region. Such issues, although not comprehensively assessed during the evaluation as country feedback was relatively limited outside the countries visited (see annex B), likely will impact on sustainability.

98. While technical experts generally saw the value in the technical work and trainings, the reality is that penetration of the more political and management levels of decision-making were not consistently successful. There is a high risk that much of the very useful

technical work will fade into quasi non-existence, if no specific follow-up interventions are implemented. A follow-on project would have to be carefully designed to invest where this project felt short in the end – the investments in country capacities and in the region.

**The overall rating for project sustainability Moderately Likely.**

### Socio-political sustainability

99. While the project invested into specifically assessing the effect of CC on communities and their activities in and around PAs, the desk-review analysis was very peripheral. Various project reports and project team views point to the need to invest further into looking into the people issues, as it is clear that there are limitations to finding PA management solutions in the light of the high population density and human pressures already existing around PAs – and even on resources within PAs. The project team realised this was a weakness of the project design from the onset and tried to address this by developing a complementary proposal to look at social aspects. This gave rise to a MAVA-funded project which assessed the vulnerability of populations living in and around PAs in The Gambia and Senegal.

100. Specific report, output 2.1.1A *consolidated analysis (based on 5 country studies) on the effects of CC and climate variability on community activities and conversely the effects of those affected community activities on PAs* provides some contextualisation of communities, CC and the PAs problematic. However, the recommendations proposed may fall short of practical solutions and support to countries and PA managers, and lack simple proposals on how to address the increasing threats to the existing PAs.

101. The lack of political support and ownership has been already detailed elsewhere in Section B and C. While the project has made efforts to prepare policy guidance, including the production of easily accessible and concise fact sheets, the project has fallen short of a decisive policy influencing strategy. The position of NLOs and country focal points should have served as support to generate such political in-ways, facilitated by IUCN PACO as the Regional Management Unit. However, it seems that the project investments were limited in this regard, especially as project resources were inadequate. Moreover, NLOs should have had more guidelines on how to share the documents and to whom, for example (comments' made during interviews).

102. While CC is a concern, other, more immediate PA management concerns such as human encroachment into PAs are clearly of overriding importance, although a linkage to CC can be made. The project's terminal report identified the need for further work in human and social aspects as a key lesson, and concluded that any follow-on project should invest more specifically into the socio-political sphere of Conservation and PA management.

**The rating for socio-political sustainability is Unlikely.**

### Sustainability of financial resources

103. CC-risks to PAs can be addressed through mainstreaming of CC in regular and ongoing PA management. Thus major advancements could be made through continuous implementation of existing PA management tools and processes, including a CC lenses. Arguably, the need for dedicated resources to address CC risks is limited, especially now that evidence-based planning is possible. However, it is clear that PA management and conservation in most countries in West Africa (and elsewhere) is a challenge and that PAs are underfunded. Few investments into addressing the human encroachment concerns into PAs and generating tangible benefits and options for conservation compatible development

in park fringes are made. With the increasing pressures that CC likely will pose on people, PA's will be under continuous or even increasing threat. Thus there is an urgent need to invest more into supporting local level conservation and PA management solutions, which are inclusive of human development components. All PAs that were part of this study are far off from financial sustainability, in this regard.

104. Countries are unable to invest further national resources on research, and have voiced that they will have to prioritise local level actions if additional resources can be leveraged from other sources for funding, which otherwise would remain untapped, further investments into CC and PA specific activities will likely be made.

105. Overall though countries in West Africa clearly see the importance of addressing CC and PAs. The project has solidified this view.

**The rating for sustainability of financial resources is Unlikely.**

### Sustainability of Institutional framework

106. Working through IUCN PACO to facilitate country liaison seems to have been a sensible approach, instilling some level of institutional sustainability and continuity. However, the project did invest little into establishing project-specific institutional management capacities within partner countries. It is noted that suites of useful technical trainings were implemented at the national and regional level, but none of these included project management. While NLOs were appointed and paid for by the GEF project, these individuals have moved on to new responsibilities. Ownership amongst government focal points varies between countries, as well as their views about the project. However, with the overall accessibility of the knowledge generated through the project, any existing PA management structure could, in principle, pick up on the results and recommendations and take action.

107. In terms of research, the international partners involved in the project form a strong institutional alliance. Linkages with regional expert institutions have been neglected though, although they clearly were intended. Institutions such as Agrymet, ACMAD and others were not visibly involved in the project realisation – thus have not benefited from any capacity support of knowledge transfer. No formal institutional linkages have been made e.g. with those institutions which technical experts attending the various training workshops were representing, especially the link with universities. There is scope to improve such linkages in the future, to increase institutional sustainability.

**The rating for institutional sustainability is Moderately Likely.**

### Environmental sustainability

108. The project was designed to benefit the environment. Consequently, it inherently sought to address environmental sustainability, which is an integral part of the TOC. No adverse environmental impacts are expected.

**The rating for environmental sustainability is Likely**

## Catalytic Role and Replication

### Science know-how and evidence-based decision-making

109. The project concentrated on generating and sharing knowledge in support of evidence-based planning and decision-making. Setting a high standard for systematic knowledge product generation, which subsequently translates into management and decision-making tools, set a good example to national stakeholders. The project manager reported that other countries in the region participating in the final workshop mentioned being inspired by the project results. Similarly, interviewees from non-core countries also reported using project results. Thus a catalytic role is evident.

### Policy changes

110. The project invested into developing specific policy guidelines for the national and regional level, as well as it supported the development of detailed PA management plans for four out of five pilot sites. While these are commendable efforts, the absorption of such guidance into higher level policy processes is questionable, as some national stakeholders interviewed highlighted. Also, certain key topics, which will likely be hard to resolve, such as the human encroachment and demands on PAs, will require a completely different set of interventions than what the policy guidance addressed. Commendable first efforts to addressing CC risks to PAs in West Africa have been made, but critical follow-on work is needed to lead to sustainable solutions, in this regard. It is noted that some countries, such as Chad, have integrated some PARCC results in their national reports to CBD and UNFCCC. Furthermore, it is noted that some lasting relationships have been brokered by the project, and the UK Met Office, IUCN GSP and PACO, BirdLife International and the Durrell Institute are now engaging more fully in capacity support work and collaborative science in West Africa – a side effect triggered. Aspects of the work have been absorbed into the Critical Ecosystem Partnership Fund's (CEPF) Ecosystem Profile for West Africa.

### Behavioral changes

111. Behavioral changes are needed to effect long-term sustainable change. At time of the TE, limited visible long-term impacts on project target groups were detected. Having access to knowledge products alone is insufficient to lead to changes. It is recognized that the project strategy was limited in this regard, possibly as this is a skill not fully embraced in the team of project partners. While IUCN PACO has expertise, in the MTR it was already highlighted that it provided more management and logistic support rather than technical advice to the project. For future planning and the design of follow-on interventions, more specific expertise could be included in the project team, for this purpose.

### METTs

112. The formal GEF tracking tools, the METTs have been adjusted to include climate change related questions. The modified METTs were applied to the pilot sites and PAs in The Gambia (the latter thanks to a side project led by WCMC). However, it is not clear to the evaluation team, whether the tested METTs tools have been further shared at the international level and if the suggested changes<sup>11</sup> have officially been integrated by GEF.

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<sup>11</sup>A specific module relating to CC in the PA context has been added to the METT. See also: [Belle E., Stolton S., Dudley N., Hockings M. and Burgess N.D. 2012. Protected Area Management effectiveness: A regional framework and additional METT module for monitoring the effects of climate change. UNEP-WCMC technical report.](#)

There seems to be general replication value here, however, it was beyond the capacity of the evaluators to assess the full technical usefulness of the expanded tool.

**The project's catalytic role and replication is rated as Moderately Satisfactory.**

## E. Efficiency

113. Most planned activities were delivered according to expected timeframes. The outputs which were slightly delayed were the implementation of at least some of the activities planned at the pilot sites and the delivery of the adaptation strategies and policy recommendations by the consultant (outputs 2.4.1 and 2.4.2) and the maps by Durham University (output 1.2.6). These small delays had no impact on the project.

114. A no-cost extension of the project was requested mainly because the policy recommendations and pilot site activities were delayed. Activities at pilot sites were delayed because of major issues (country insecurity and Ebola outbreak). It seems that the no-cost extension was difficult to have been avoided.

115. The project took advantage of locally existing resources/ongoing events. For example, the project team developed a complementary project focused on social aspects, which was funded by the MAVA Foundation and provided key information on the effects of climate change in communities in the Gambia (and Senegal).

116. The project team invested into cost efficiencies by leveraging partner support under very tight budgets allocations, and proposing specific project budget adjustments as needed. Overall it is asserted that with the high amount of leveraged co-financing (USD 15,655,834) cost efficiency was high, and the relatively modest GEF investment of USD 3,536,363 could generate some impressive outputs under this project.

Country stakeholders voiced their discomfort that "all resources were used for phase 1 of the project" (the research component), while little funding and time were left for "phase 2" of the project (i.e. the implementation of the pilot projects and in the results dissemination). Considering that precious country GEF allocations were used for the project, this was criticised frequently during the interviews with national stakeholders. The evaluators also think that a greater part of the budget should have been spent on 'phase 2', as GEF funds are meant to be to increase capacity building at the country level.

**The overall rating for efficiency is Satisfactory.**

## F. Factors affecting performance

### Preparation and readiness

117. The TE's Inception report included an initial assessment of the project design quality. A six-point scale was used for each section and was then aggregated to determine an overall rating for the Quality of Project Design (see Annex I). In this initial assessment it was already highlighted that two important aspects were poorly designed: (i) the intended results and causality and (ii) the Logical Framework and monitoring. In particular, there was little attention and allocation of resources to the process leading from production of outputs to the higher level of results. Project partners also mentioned that the initial design was very poor and already at inception the first changes were made. It is likely that the limited

stakeholder engagement (and capacity) at the preparation phase affected project design (as project managers mentioned).

118. Following the detailed review at MTR relevant changes were made to the logframe. At time of TE all outputs were more clearly associated with relevant outcomes and the project logic was more straight forward. However, it could be argued that some outcomes still seem more outputs than outcomes (in particular for outcomes 1 and 2). The project team seemed to be well accustomed with the project design and no major problems were detected. Whether the project goal was set broadly enough is debatable. This may have led to decisions in project implementation that were focused mostly on the generation of discernible outputs, without keeping the bigger picture of the real conservation and PA management needs on the country level in sight.

**The overall rating for preparedness and readiness is Moderately Satisfactory.**

### Project implementation and management

119. The project implementation was coordinated out of the UNEP-WCMC's headquarters in Cambridge, with a dedicated project manager in place. Interviewees highlighted the great personal involvement of the project manager and how important this had been for the project implementation. For example, she translated all emails to both French and English and she spent time at night during workshops to clarify things with project partners. The attainment of all project outputs in good time is another good indication of this. It is noted that the project team has identified several project shortcomings independently, and there are certainly plans to improve on them in future. She successfully coordinated with the also very committed regional coordinator, IUCN PACO, with whom they had a good relationship. Interviewees also highlighted the great personal involvement in the project of the regional coordinator, with whom many had previously work with and regarded as a great regional partner.

120. The project management was positively responsive to recommendations given by the MTR or by the steering body. For instance, they were keen to change the project Logframe and to change from two pilot sites to five, although the initial project document suggested two.

121. While there were NLOs hired in each country, staff changes took place. The NLOs facilitated national inputs into the various research outputs, and they identified national stakeholders to participate in trainings and, to a lesser extent, consultancies.

122. The success of NLOs to interact with Government varied between countries. In some countries, e.g. in The Gambia, they successfully engaged with the Minister to come to the opening of a workshop.

**The overall rating for project implementation and management is Satisfactory.**

### Stakeholder participation, cooperation and partnerships

123. The partnership arrangement at the international level seems to have worked quite well, with certain difficulties e.g. in managing time-bound delivery of products. International 'technical' partners felt that they all learnt through the project as well, including for example, how to better communicate research results to an African audience. The TAG met regularly, as well as the PSC, and the minutes of the meetings were well documented. Few controversial matters had to be resolved.

124. Absent, however, has been any sign of regional cooperation, and this is a major deviation from the initial project document. Project managers mentioned that they contacted Aghrymet centre at the start of the project, but that they were not very responsive. ECOWAS and WAEMU participated in the final workshop.. This is a shortcoming, as greater involvement of regional institutions might have helped increase project ownership (some partners have long established collaborations with certain Ministries and regional research institutions such as Agrhymet) and helped replicate/disseminate the project further.

125. The levels of influence and interest each stakeholder group had over the project outcome varied. The technical partners had a strong influence on the project outcome. Most likely their interest was higher in the first part of the project (science part) than in the second one (implementation, guidelines for policy, pilot sites etc). They also were crucial for capacity building as they run the regional and national training workshops. UNEP-WCMC and IUCN PACO had a strong influence throughout the project.

126. The implementing partners at the national level had relatively strong influence on the project outcome, mainly on the second part of the project (e.g. in implementing the pilot projects and in results dissemination), however, not all national partners felt they were sufficiently involved, especially in critical project decisions, and not all of them were similarly committed to the project. For example, local universities would have preferred to be more involved in the research aspect, local Meteorological departments would have preferred to be more involved in the project (not only send one member to a workshop) and PA managers would have liked to be able to share their views on which activities might have been a priority at a certain pilot site (mentioned in interviews). The project team, on the other hand, felt that everyone had a just opportunity to engage in PSC decisions.

**The rating for stakeholder participation, cooperation and partnerships is Satisfactory.**

### Communication and public awareness

127. With regards to channels of communication, the technical partners met regularly at the TAG meetings (9 meetings every 6-12 months). The Project Steering Committee (made of representatives from the five project countries, as well as UNEP-WCMC, IUCN PACO, and the Head of TAG) met once a year. At a regional and country level, the IUCN PACO and NLO communicated regularly with each other and with other stakeholders: they selected the participants at workshops, contacted PA managers of pilot sites and key experts for consultants' reports etc. The project website and data portal were major channels of communication and dissemination of results including reports and training materials between project partners and key stakeholders.

128. The annual newsletter, distributed to over 200 people via email by IUCN PACO was another important channel of communication. The last regional workshop was also key in disseminating project results to different representatives from all West Africa countries (except Mauritania, who was invited but did not attend). All participants received paper copies of the final PARCC report and USB sticks with all project documents. Reports, workshop materials and other communications were produced in both project languages (French and English), which helped communication. A communications strategy and a knowledge management strategy were developed in partnership with project stakeholders at the beginning of the project. The project's outputs were primarily directed towards consumption by decision-makers, managers and scientists in each country, to assist them in their official capacities. These were identified and reached through the NLO. While it can be said that this strategy was effective to reach them (as most interviews pointed out), some other stakeholders might have been overlooked (e.g. PA managers). The general public in

the countries were recognised as important stakeholders in the Project Document, but it was not intended that the project communicated directly at this level.

**The rating for communication and public awareness is Satisfactory.**

### Country ownership and driven-ness

129. Country representatives were part of the PSC, as well as they were key target groups and participants of all in-country activities. The initial project idea and concept were discussed at several levels and occasions, and the PPG phase included country consultations and agreements.

130. It is noted that this aspect, however, was the most criticized throughout the project evaluation. Generally, there was a feeling that “all resources were used for phase 1 of the project” (the research component), while little funding and time were left for “phase 2” or “second half” of the project after the MTR (i.e. the implementation of the pilot projects), which to country representatives, were the most critical aspect of the project.

131. While there is an opportunity for a follow-on project, and UNEP-WCMC and IUCN PACO have demonstrated full commitment to leveraging such follow-on interventions, some country partners have been extremely critical and they expect a clear focus on country interventions and request GEF resources to directly go to national institutions.

**The rating for country ownership and driven-ness is Moderately Satisfactory.**

### Financial planning and management

132. The financial planning at project design phase and project start was identified as a major problem during the inception as well as during the MTR. Relevant realignments to the project budget were implemented.

133. Some significant budgetary issues that were experienced in the early stages of project implementation included:

- Some technical partners were not budgeted in the project, and all the ones that were had an insufficient budget to deliver the planned outputs (and the budget for several partners was initially grouped in a single budget line causing reporting issues)
- Specific funds were not allocated to the pilot site activities in the project budget.
- No budget was allocated to the development of the project website and data portal.
- No specific budget was allocated to translation costs, as well as printing and dissemination costs.

134. These issues were resolved to a certain extent through a first budget revision in November 2011. The revision consisted in allocating more funds to: (i) IUCN PACO to coordinate all the national and regional activities associated with the project; and (ii) to the technical partner for the delivery of the planned scientific outputs (both from the international consultant and meeting budgets lines).

135. During the second budget revision, following the MTR, more funds were allocated to: (i) activities at transboundary pilot sites; (ii) the development of the website and data portal; and (iii) the dissemination and communication of the project results. However, funds for activities at pilot sites remained limited.

136. It is noted that country partners complained that payments were delayed and took a very long time to reach the target country. Some payments were allegedly not received, as in

the case of The Gambia. However, the project team also pointed to the fact that financial reporting from a country level was problematic at times, which did lead to delayed payments.

137. The flexibility to allow for two budget revisions is a useful management tool. All too often the initial budgets are not fully aligned with the actual needs.

138. Financial reporting and management are nevertheless considered clear and straight forward by the responsible organisation (UN Environment), and the terminal expenses report has been cleared.

**Table 7:** Aggregated rating for Financial planning and management...

Financial management components			Rating	Evidence/ Comments
Attention paid to compliance with procurement rules and regulations			HS	Full compliance; WCMC fully acquainted with rules (UN Environment and GEF)
Contact/communication between the PM & FMO			S	According to the PM a good working relationship was in place; professional and prompt.
PM & FMO knowledge of the project financials			HS	On request; all updated reports available
FMO responsiveness to financial requests			HS	Apparently very responsive.
PM & FMO responsiveness to addressing and resolving financial issues			HS	Especially needed budget revisions were done.
Were the following documents provided to the evaluator:				
A.	An up to date co-financing table	Yes		On request
B.	A summary report on the projects financial management and expenditures during the life of the project - to date	Yes		On request
C.	A summary of financial revisions made to the project and their purpose	Yes		On request
D.	Copies of any completed audits	No		No audits specifically undertaken for project; but part of overall UNEP-WCMC audits. Not verified. By UN Environment signed off Terminal Expenditure report was shared.
Availability of project financial reports and audits			S	
Timeliness of project financial reports and audits			HS	
Quality of project financial reports and audits			HS	
FMO knowledge of partner financial requirements and procedures			HS	
<b>Overall rating</b>			<b>HS</b>	

**The rating for financial planning and management is Satisfactory, considering the short comings of the initial project budget.**

### Supervision, guidance and technical backstopping

139. Supervision, guidance and technical backstopping of project partners by the executing agency (UNEP-WCMC) were rated highly. It is noted though that the fact that the project design has major shortcomings and lacks an impact focus, attributed to UN Environment as the IA, responsible for project identification and project preparation.

140. Project supervision was provided by GEF/UN Environment Task Manager, and was rated as positive.

141. Notably, there have been three Task Managers throughout the project's lifetime. The initial task Manager was very involved in the start-up phase of the project, when recruitment of project staff took time. Once the project was on track, UN Environment supervision became lighter and has been very supportive. Two other Task Managers got involved after the retirement of the first. Support was helpful, however, remained light, as the project was generally considered as very successful at the output level, but less successful at the achievement of higher level change.

**The rating for supervision, guidance and technical backstopping is Moderately Satisfactory.**

## Monitoring and evaluation

**The overall rating for M&E is Unsatisfactory.**

### M&E design

142. The M&E design – or lack thereof – was identified as a weakness early on in the project and particularly during the MTR. Together with the realignment of the logframe came also an improvement of the framework indicators and targets for delivery. However, overall there has been a glaring absence of a M&E plan, and even at TE the reporting is simply based on an outputs basis. No specific impact indicators have been formulated, nor has any baseline been set.

143. The project has been much managed with an eye to producing the agreed to products, however, the big picture and impacts was left out of sight.

144. This is a general weakness of earlier GEF project, and today, much more rigorous detail is invested into developing useful and M&E frameworks that go beyond ticking off the delivery of expected outputs.

145. While the project did work on the METT and attempted to improve the framework to include CC considerations, the METT was not used for any meaningful tracking of impacts on the ground, including due to the short time frame. There is potential to apply the METT in the future to the existing pilot sites to identify if any improvements of the METT score and especially the CC component are evident.

**The rating for M&E design is Unsatisfactory.**

### Budgeting and funding for M&E activities

146. No funding was allocated to M&E activities, other than to conduct the obligatory MTR and TE.

**The rating for budgeting and funding for M&E activities is Unsatisfactory.**

### M&E plan implementation

147. No M&E plan was implemented.

**The rating for M&E plan implementation is Unsatisfactory.**

## G. Other key questions

148. Three other key questions were also used to evaluate the project:

- a) Has a better understanding of the potential effects of climate change on biodiversity and ecosystem services at national and regional level been gained?
- b) Have climate change related risks to PAs (or climate change vulnerability of PAs) been comprehensively assessed in the participating countries?
- c) To what extent have strategies, plans and guidelines for risk-based adaptation and policy been adequately developed and mainstreamed in the participating countries?

149. The answer to the first two questions is positive. The knowledge base has been greatly improved, and understanding about climate change and conservation planning has increased amongst some targeted decision makers.

150. However, the answer to the third one is only positive for the first part 'have strategies, plans and guidelines for risk-based adaptation and policy been adequately developed?' As discussed above, in various sections of the evaluation, one thing is to develop a guideline, and another one is that a country implements it. Clearly, strategies, plans and guidelines for risk-based adaptation and policy have not been mainstreamed in the participating countries within the time-frame of the project. As noted elsewhere, country reporting to CBD and UNFCCC by some countries on this project has taken place.

## IV. Conclusions and Recommendations

### A. Conclusions

151. **The project is considered to be overall Satisfactory.** Excellent outputs have been produced, with certain weaknesses in achieving a lasting impact. There are specific lessons and recommendations, which particularly aim to inform the planning of follow-up interventions, building on PARCC. In fact, not only one follow-up project would be needed, but probably a suite of projects, which could be implemented by various partners. The excellent knowledge base could be used as foundation of the planning of a much broader conservation vision for West Africa.

**Table 8:** Summary of Evaluation Ratings

Criterion	Evaluators' Summary Assessment	Evaluators' Rating	Evaluation Office Rating	Evaluation Office (EO) comments
A. Strategic relevance	Even though not all indicated policy instruments such as the Bali Strategic Plan and the UN Environment Strategy were specifically mentioned in the design document, the project is well aligned with the specific strategies. It is in line with the GEF BD Focal Area Strategies as well. It came short on gender and south-south cooperation.	S	S	EO concurs
B. Achievement of outputs	All planned outputs were produced and are generally of high quality.	HS	S	Outputs delivered are deemed to be of high quality but score low on utility for intended users. Low levels of ownership due to sub-optimal involvement of intended uses in their preparation (mostly developed externally). 'S' rating given because the follow –up project is expected to remedy this shortcoming
C. Effectiveness: Attainment of project objectives and results	The aggregated assessment is satisfactory, while certain shortcomings in delivering to the reconstructed TOC are evident.	S	MS	Direct outcomes partially achieved. Local/national level capacity has not been sufficiently strengthened resulting in weak uptake and behaviour change

Criterion	Evaluators' Summary Assessment	Evaluators' Rating	Evaluation Office Rating	Evaluation Office (EO) comments
1. Achievement of direct outcomes	The direct outcomes and Intermediate States of the reconstructed TOC are only partially met. The project design was not impact oriented, which leads to some non-achievements of specific intermediary states. Those outcomes formulated in the project logframe were mostly achieved, although only output level indicators were monitored in the project.	MS	MS	EO concurs
2. Likelihood of impact	Despite the relatively lower ranking on C1, the likelihood of impact assessed applying the RoTI approach is said to be satisfactory, accepting that the project largely was output focused and suggesting that some impacts will likely materialise after project completion.	Likely	ML	High calibre outputs without sufficient local capacity to utilise them is expected to constrain forward linkages beyond direct outcomes. Tools developed were intended to be used by the countries themselves but ownership and capacity remained low. Follow-up project is critical to ensure better national-level integration, now that good science and evidence – based decision making tools are locally available
3. Achievement of project goal and planned objectives	The project document actually formulated goal and planned objective were fully achieved, with the caveat that they were not impact oriented, but rather focused on output based planning.	HS	MS	Project delivered remarkably well on knowledge and tools. The objective (enhanced regional/national PA management) however requires uptake by the countries. Low stakeholder ownership and capacity will affect sustainability elements needed for regional and national implementation
D. Sustainability and replication	The aggregated rating for sustainability and replication is Moderately Likely.	ML	U	All the dimensions of sustainability are deemed critical, therefore, the overall rating for sustainability will

Criterion	Evaluators' Summary Assessment	Evaluators' Rating	Evaluation Office Rating	Evaluation Office (EO) comments
				be the lowest rating on the separate dimensions (Ref. TOR Annex 3)
1. Socio-political	The project has been designed from a conservation point of view, largely leaving out socio-political considerations. The intended replanning of PAs in West Africa to accommodate long-term climate risks is unlikely to be sustainable without more socio-political considerations.	U	U	EO concurs with the evaluators' recommendation that a follow-on project should invest more specifically into the socio-political sphere of Conservation and PA management (ref. report section D)
2. Financial	There was no financial sustainability planning considered as part of the project other than suggesting to plan a follow-on project. Integration into ongoing national budgets may take place through mainstreaming of certain management activities at pilot site level into ongoing planning and management tools. As people encroachment on existing PAs and other threats likely are more pressing for some time than CC, it seems unlikely that national resources will be geared towards continuing and applying the through the project prepared and tools without external support.	U	U	EO concurs
3. Institutional framework	No specific capacities and institutions were supported and strengthened by the project, which was largely managed and steered from outside. While IUCN PACO may provide some institutional sustainability in the region, the national level institutional framework remains weak and sustainability of project activities at that level are unlikely.	ML	ML	EO concurs
4. Environmental	The project's main intent is to enhance environmental sustainability.	L	L	EO concurs
5. Catalytic role and replication	This aggregated rating mostly indicates that although good intent was demonstrated through implementing training activities and other, generally behaviour change investments were low and absorption of the project outputs amongst the key target groups in country and region are quite limited.	MS	MS	EO concurs

Criterion	Evaluators' Summary Assessment	Evaluators' Rating	Evaluation Office Rating	Evaluation Office (EO) comments
E. Efficiency	The project team invested into cost efficiencies by leveraging partner support under very tight budgets allocations, and proposing specific project budget adjustments as needed. Overall it is asserted that with leveraged co-financing cost efficiency was high, and the relatively modest GEF investment of USD 3,536,363 could generate some impressive outputs under this project.	S	MS	Funds were predominantly allocated for delivery of tools and science, perhaps to the detriment of capacity development and 'on the ground' pilot activities in PAs
F. Factors affecting project performance				
1. Preparation and readiness		MS	MS	EO concurs
2. Project implementation and management	Handled very well by a competent and committed project team. With the caveat that the success of NLOs to interact with Government varied between countries.	S	S	EO concurs but with reservations as the value of greater engagement of national counterparts was overlooked
3. Stakeholders participation	The partnership arrangement at the international level seems to have worked quite well, while foreseen regional partnerships were not pursued. The levels of influence and interest each stakeholder group had over the project outcome varied.	S	MS	Integration into <b>national</b> level not very successful as evidenced by low country ownership and elements of sustainability of outcomes. Output delivery was mostly 'top-down', with sub-optimal engagement of the intended users. Capacity needs (national/regional level) not well integrated into the implementation approach
4. Communication and public awareness	A communication plan was drawn up and implemented. A practical website has been set up and integrated into the Protected Planet interface, and the most critical project information in form to Technical reports is accessible in English/French.	S	S	EO concurs
5. Country ownership and driven-ness	Country representatives were part of the PSC, as well as they were key target groups and participants of all in country activities. It is noted that this aspect, however, was the most criticized throughout the project evaluation.	MS	MS	EO concurs. Low level of ownership generated by the project over outputs and outcomes - this is necessary for long

Criterion	Evaluators' Summary Assessment	Evaluators' Rating	Evaluation Office Rating	Evaluation Office (EO) comments
				term impact to be realised
6. Financial planning and management	The financial planning at project design phase and project start was identified as a major problem during the inception as well as during the MTR. Relevant realignments were implemented, following adaptive management principles.	S	S	EO concurs
7. UN Environment supervision and backstopping	Supervision, guidance and technical back stopping of project partners by the implementing agency were rated satisfactorily by the project team. However, the TE team found that oversight short comings at design stage and esp. with a view to M&E seemed limited.	MS	MS	EO concurs
8. Monitoring and evaluation	This aggregated rating is Unsatisfactory, as no formal M&E plan was part of the project and monitoring focused solely on output tracking.	U	U	EO concurs
<b>Overall project rating</b>		<b>S</b>	<b>MS</b>	<b>High calibre outputs acknowledged, but there appears to be insufficient integration of the intended users, and a sub-optimal regional/national level capacity development which puts the project outcomes at risk of being unsustainable. A follow-up project is critical to support forward linkages to higher result levels beyond outputs</b>

Criteria are rated on a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability is rated from Highly Likely (HL) down to Highly Unlikely (HU).

## B. Lessons learnt

152. A project of this scope does lend itself to identifying many detailed lessons. The Lessons covered here are mostly focused on tier level comments that are relevant to future project, and do not cover specific lessons of technical nature. Overall, nine lessons can be learned:

- ✓ Delivering excellent outputs is not a guarantee for achieving lasting project impacts
- ✓ Trying to influence behavior change requires detailed strategies and time
- ✓ Training a few individuals per institution does not mean that the whole institution will use these new methods from now on
- ✓ It is really important to understand the training needs (and target groups) so that appropriate solutions can be designed
- ✓ Country ownership is a critical success factor
- ✓ A good log frame and M&E plan from the project onset helps guide a good project
- ✓ Work with local communities and decision makers enhances the project impacts
- ✓ **Solutions have to be identified and implemented, not only at the local and national level, but also at a regional level**
- ✓ Lesson #9: Having a realistic budget and timeframe for the delivery of all the planned outputs and outcomes is necessary at the onset of the project

153. A more detailed explanation follows:

Context	The project has delivered an impressive suit of outputs, delivering fully on the agreed project logframe. However, project outcomes and impacts have only been partially achieved, especially when considering the reconstructed TOC.
Lesson # 1	<b>Delivering excellent outputs is not a guarantee for achieving lasting project impacts.</b>
Application:	In future project planning, especially should a PARCC follow-up project be considered, an impact focus should be applied already at the planning stage. It is asserted that the prioritization of project activities would shift from a strong technical conservation planning focus to facilitating difficult management impacts, including on securing PA "spaces" for long-term conservation.

Context	The project reports as well as evaluation interviews of the international technical partners have often pointed to the fact that local institutional and individual capacities are low. Furthermore the evaluation identified that some of the excellent technical outputs could not be easily used.
Lesson # 2	<b>Trying to influence behavior change requires detailed strategies and time (which should be in project design).</b> "Will you change, just because I ask you to?"- probably not. Even to change people to actually use and apply good knowledge products, to actually make an effort and access -and read - and digest - and apply - information, requires more than just making results available online and providing training.
Application:	In future interventions and especially the planning of follow-up activities on the PARCC project, even more dedicated focus must be on behavior change thinking and knowledge. Sufficient budgetary investments must be made to lead to an actual impact .

Context	A suite of excellent trainings were conducted to transfer skills for conservation and CC planning, data processing, and application of research results. While most participants in the evaluation rated the trainings as very successful, most also cited that they were too short and longer term coaching was need to master the technical skills and make use of them.
Lesson # 3	<b>Training a few individuals per institution does not mean that the whole institution will use these new methods from now on.</b> Real investments need to be made to ensure that the good technical work will find its way into decision-making at various levels.
Application:	Training design should not be necessarily based on short workshops. Other approaches which include more interaction between training-trainee, and a strategy to integrate the new skills into different institutions should also be considered. Tracking and evaluating capacity improvements can become an exciting aspect of meaningful

	project monitoring. Relevant budget allocations must be made at planning stage.
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Context	Learning by all project partners in countries has been very useful, but short. Moreover, some key stakeholders were not always involved in all the training process: e.g. policy makers, PA managers. International project partners frequently mentioned “low capacities” as problems, as well as they learned through the project and especially the interactions in the trainings about what would be useful to the trainees. It is critical to fully understand the need and capacities of the countries early on to be able to develop suitable solutions. This, preferably, would be part of the project preparation work and is probably the hardest part in making our interventions suitable and useful.
Lesson # 4	<b>It is really important to understand the training needs (and target groups) early on so that appropriate solutions can be designed.</b> Usually this is a two or multi-dimensional interaction and learning process.
Application:	In any follow-up intervention, and already during project preparation, it is critical to identify training and capacity support needs carefully. It is important to speak to the beneficiaries directly and genuinely try to find the best solutions to the local needs. It should be a principle of adaptive management to review if actual capacity support interventions are suitable or not, and re-plan them if needed. IN good practice it would be good to establish an upfront interaction and joint planning between “trainee and target group” to converse early on about expectations and foster mutual learning.

Context	The lack of country ownership was mentioned by various interviewees and in a variety of contexts. Country Government representatives felt that their GEF allocations were not used for critically needed activities in country, but were spent internationally on expensive consultancies. Evidently, no further GEF funds would be earmarked for a proposed GEF 6 by countries in the region, with the exception of one.
Lesson # 5	<b>Country ownership is a critical success factor</b>
Application:	In future planning of follow-up projects clear country ownership should be sought early on and a specific strategy be developed to foster such. This is also reflected in the key recommendations form the TE.

Context	The project team and lead clearly identified that the lack of a strong project log frame and M&E plan at the inception of the project was problematic. This problem was resolved and in the end the project delivered clearly and systematically to the accepted logframe. However, it has also been identified that the PARCC project was very output driven, rather than impact focused. This clearly reduces any sustainability ratings.
Lesson # 6	<b>A good impact-focused log frame from the onset of the project helps guide a good project;</b> room for adaptive management is needed. Important to formulate project goal hierarchy with a view to reaching an impact, not only outputs.
Application:	In planning a new project special care should be placed into defining a visionary project goal hierarchy that is likely to lead to lasting conservation and development impacts on the ground, building CC resilience for people and nature. A practical logframe can underpin this.

Context	To implement a more climate resilient PAs network in West Africa, replanning and reshaping of existing PAs will be needed, as well as the creation of specific corridors and other effective area based conservation measures. Considering the already mounting human pressures on land in the region, it is considered to be very difficult if not impossible to implement such plans.
Lesson # 7	The fact that population density in West Africa is high and that already most PAs are fighting human encroachment, clearly poses limitations to being able to re-plan PA

	boundaries to accommodate future CC impacts. Even with the best conservation planning, it will be largely a responsibility for non-conservationists to <b>work with local communities and decision makers</b> at various levels to identify solutions and adaptation options that hopefully can leverage conservation and development goals.
Application:	PARCC project follow-up interventions must move away from conducting more research and assessment work, but rather develop people-focused solutions and options on the ground. The lion share of budgets mobilized must be for the human dimension of conservation and practical local level management.

Context	The project approach which involved different countries and institutions gave the participants the opportunity to exchange experiences and it also increased networking, which was highly appreciated by project participants.
Lesson # 8	CC has no borders, nor does biodiversity. Cooperation is needed. <b>Solutions have to be identified and implemented, not only at the local and national level, but also at a regional level</b> , for it to be effective.
Application:	Future projects should continue to build from this momentum created, these new networks established. Even if a follow up phase is based on country level projects, reports, results and lessons learned should be shared at the regional level, as it was being done with the project newsletter, etc.
Context	The project design phase is crucial. For example, if some key activities are not budgeted, this can significantly affect the project outcome, and therefore, impact. For instance, no budget was allocated to pilot site activities in the project design, which had great effects on amount and timing of activities delivered with this regard, and which also affected project ownership.
Lesson # 9	Having a realistic budget and timeframe for the delivery of all the planned outputs and outcomes is necessary at the onset of the project.
Application:	In future planning of follow-up projects, particular attention should be paid to create a realistic budget and timeframe. This would clearly help project management.

## C. Recommendations

154. Four salient recommendations have been identified based on the evaluation findings, and should be considered in future programming. This is especially important should a follow-up initiative for the PARCC project should be considered. These salient recommendations are:

- ✓ Most funding should be availed to local level action, and more power given for managing national activities
- ✓ Include competent institutions with experience in human development and co-management of areas surrounding PAs
- ✓ Continue the implementation of the started activities and mainstream them into the countries ongoing work and budgets
- ✓ Take particular care to comprehensively budget and plan for designing and implementing cutting edge approaches to community facilitation, communication and training

155. A more detailed explanation follows:

Context:	Stakeholders have shown an interest in a follow-up project, which would facilitate and support the implementation of the tools and knowledge which the PARCC project generated. Stakeholders confirmed the need for such a follow-up intervention, which should focus on emerging priorities on the national and site specific implementation level. National ownership will be a key success factor and should be specifically considered.
Recommendation # 1:	Leverage funding for a new project, capitalizing on the strong technical work produced under the PARCC project. <b>Notably most funding should be availed to local level action, and more power given for managing national activities</b> (e.g. organize workshops that help link different institutions). Limited further research is needed. Research that is required will largely address gaps in knowledge pertaining to human dimension issues. It is recommended that project leads would be competent national institutions, which should be in a driving seat. Conservation expert organizations such as WCMC and IUCN PACO could play a coordinating role. It should further be considered to prepare standalone national projects rather than a regional initiative or a regional umbrella project with national sub-projects.
Responsibility:	Countries and partners such as WCMC and IUCN PACO
Timeframe:	Asap, but most certainly in the next year

Context:	Addressing critical human dimension issues is considered to be a key for a successful follow-on project. While excellent institutions have been involved from a technical side, there has been a clear gap in working with institutions which have experience in facilitating, planning and implementing human development components, which will be key to successfully advancing an enhancement of the protected and conserved area network, including through climate proofing it. Especially where we are speaking about moving borders and extending PAs, careful planning and facilitation of the human interactions will be required.
Recommendation # 2:	It is critically recommended to broaden any follow-up project to

	<b>include institutions with strong experience in human development and co-management of areas surrounding PAs.</b> For example, if a UK based institution is being sought for, e.g. IIED and ODI have ample of experience in facilitating meaningful human components. Twinning national, regional and international expertise will potentially be a good model.
Responsibility:	Pen holders for follow-up project formulation
Timeframe:	As above, within the coming months

Context:	Further dissemination of results from the PARCC project, promotion of its outputs and continued implementation of started pilot projects and policy improvements should take place beyond the project horizon and be the responsibility of the national and regional project partners. There is some great potential in using the improved knowledge base.
Recommendation # 3:	While no specific financial resources remain from the PARCC project, it is recommended that the project partners, particularly in the core countries, <b>continue the implementation of the activities and mainstream them into their ongoing work and budgets.</b> There is ample of reason why the high quality information base should be utilized and applied to conservation priorities in each country, and locally appropriate communication and dissemination of the project outputs should continue.
Responsibility:	Country partners
Timeframe:	Over the next five years.

Context:	During the PARCC project budget issues were serious. Two reallocations took place, and still next to no funding was available for the meaningful implementation of the five in-country pilot projects. While it is agreed that the research and science part conducted under PARCC is very valuable and has also been done cost efficiently, many voices from the partners countries felt that their priorities are on finding local management solutions. Criticism on the high cost of international research consultancies was frequently heard.
Recommendation # 4:	Budget allocations – please <b>take particular care to comprehensively budget and plan for designing and implementing cutting edge approaches to community facilitation, communication and training.</b> Work with professionals from fields such as adult learning, etc. Ensure that these aspects are not just after thoughts in the budgeting process, as they are real success factors. It needs to be considered to keep and manage country budgets more “locally”. Probably a fundraising plan for post PARCC activities should be designed for the various countries and the region, as well as for international research.
Responsibility:	Country partners, anyone who will help country partners in accessing funding for follow-up activities
Timeframe:	Over the next 2 years.

156. Finally, it should be highlighted that a great momentum has been build: the topic of CC and biodiversity is now ‘on the table’; great technical reports are available and a network of contacts and experts has been created (among core countries, and elsewhere). More should be done to continue their efforts so that this West African globally significant biodiversity continues to exist.

## Annexes

### A. Evaluation TORs

(Note that only Section II : Terms of Reference for the evaluation is included here)

#### TERMS OF REFERENCE FOR THE EVALUATION

##### Objective and Scope of the Evaluation

157. In line with the UN Environment Evaluation Policy<sup>12</sup> and the UN Environment Programme Manual<sup>13</sup>, the Terminal Evaluation is undertaken at 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 evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UN Environment and the project partners. Therefore, the evaluation will identify lessons of operational relevance for future project formulation and implementation.
158. In addition to the general evaluation questions proposed under the various criteria (section II.4) the evaluation will endeavour to answer the following **key questions**, based on the project's intended objective and outcomes, which may be expanded by the consultants as deemed appropriate:
- d) Has a better understanding of the potential effects of climate change on biodiversity and ecosystem services at national and regional level been gained?
  - e) Have climate change related risks to PAs (or climate change vulnerability of PAs) been comprehensively assessed in the participating countries?
  - f) To what extent have strategies, plans and guidelines for risk-based adaptation and policy been adequately developed and mainstreamed in the participating countries?

##### Overall Approach and Methods

159. The Terminal Evaluation of the Project will be conducted by independent consultants under the overall responsibility and management of the UN Environment Evaluation Office in consultation with the UN Environment Task Manager and the Sub-programme Coordinators of the Ecosystem management and Climate Change sub-programmes.
160. It will be an in-depth evaluation using a participatory approach whereby key stakeholders are kept informed and consulted throughout the evaluation process. Both quantitative and qualitative evaluation methods will be used to determine project achievements against the expected outputs, outcomes and impacts. It is highly recommended that the consultants maintain close communication with the project team and promotes information exchange throughout the evaluation implementation phase in order to increase their (and other stakeholder) ownership of the evaluation findings.
161. The findings of the evaluation will be based on the following:
- (e) A **desk review** of:
    - Relevant background documentation

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<sup>12</sup> <http://www.unep.org/eou/StandardsPolicyandPractices/UNEPEvaluationPolicy/tabid/3050/language/en-US/Default.aspx>

<sup>13</sup> [http://www.unep.org/QAS/Documents/UNEP\\_Programme\\_Manual\\_May\\_2013.pdf](http://www.unep.org/QAS/Documents/UNEP_Programme_Manual_May_2013.pdf)

- Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), the logical framework and its budget;
  - Project reports such as PIR, six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence etc.;
  - Project outputs: available on the project's site (<http://parcc.protectedplanet.net/en>);
  - MTR Report of the project
- (f) **Interviews (individual or in group) with:**
- UN Environment Task Manager(s); (the previous and the current Task Manager)
  - Project management team
  - UN Environment Fund Management Officer;
  - Project partners, including IUCN PACO, National Governments, Hadley institute, Durham University, DICE and Bird life International
  - Representative from other key stakeholder groups (e.g. key regional partners, community representatives.
- (g) **Surveys** – if required to support interviews and field visits.
- (h) **Field visits** - to two or more of the participating countries
- (i) **Other data collection tools** – as required

#### Key Evaluation principles

162. Evaluation findings and judgements should be based on **sound evidence and analysis**, clearly documented in the evaluation report. Information will be triangulated (i.e. verified from different sources) to the extent possible, and when verification was not possible, the single source will be mentioned. Analysis leading to evaluative judgements should always be clearly spelled out.
163. The evaluation will assess the project with respect to **a minimum set of evaluation criteria** grouped in five categories: (1) Strategic Relevance; (2) Attainment of objectives and planned result, which comprises the assessment of outputs achieved, effectiveness and likelihood of impact; (3) Sustainability and replication; (4) Efficiency; and (5) Factors and processes affecting project performance, including preparation and readiness, implementation and management, stakeholder participation and public awareness, country ownership and driven-ness, financial planning and management, UN Environment supervision and backstopping, and project monitoring and evaluation. The evaluation consultants can propose other evaluation criteria as deemed appropriate.
164. **Ratings.** All evaluation criteria will be rated on a six-point scale. Annex 3 provides guidance on how the different criteria should be rated and how ratings should be aggregated for the different evaluation criterion categories.
165. **Baselines and counterfactuals.** In attempting to attribute any outcomes and impacts to the project intervention, the evaluators should consider the difference between *what has happened with, and what would have happened without, the project*. This implies that there should be consideration of the baseline conditions, trends and counterfactuals in relation to the intended project outcomes and impacts. It also means that there should be plausible evidence to attribute such outcomes and impacts to the actions of the project. Sometimes, adequate information on baseline conditions, trends or counterfactuals is lacking. In such cases this should be clearly highlighted by the evaluators, along with any simplifying assumptions that were taken to enable the evaluator to make informed judgements about project performance.
166. **The “Why?” Question.** As this is a terminal evaluation and a follow-up project is likely [or similar interventions are envisaged for the future], particular attention should be given to learning from the experience. Therefore, the “Why?” question should be at the front of the consultants’ minds all through the evaluation exercise. This means that the consultants need to go beyond the assessment of “what” the project performance was, and make a serious effort to provide a deeper understanding of “why” the performance was as it was, i.e. of processes affecting attainment of

project results (criteria under category F – see below). This should provide the basis for the lessons that can be drawn from the project. In fact, the usefulness of the evaluation will be determined to a large extent by the capacity of the consultants to explain “*why things happened*” as they happened and are likely to evolve in this or that direction, which goes well beyond the mere review of “*where things stand*” at the time of evaluation.

167. A key aim of the evaluation is to encourage reflection and learning by UN Environment staff and key project stakeholders. The consultants should consider how reflection and learning can be promoted, both through the evaluation process and in the communication of evaluation findings and key lessons.
168. **Communicating evaluation results.** Once the consultants have obtained evaluation findings, lessons and results, the Evaluation Office will share the findings and lessons with the key stakeholders. Evaluation results should be communicated to the key stakeholders in a brief and concise manner that encapsulates the evaluation exercise in its entirety. There may, however, be several intended audiences, each with different interests and preferences regarding the report. The Evaluation Manager will plan with the consultants which audiences to target and the easiest and clearest way to communicate the key evaluation findings and lessons to them. This may include some or all of the following; a webinar, conference calls with relevant stakeholders, the preparation of an evaluation brief or interactive presentation.

#### Evaluation criteria

##### Strategic relevance

169. The evaluation will assess, in retrospect, whether the project’s objectives and implementation strategies were consistent with global, regional and national environmental issues and needs.
170. The evaluation will assess whether the project was in-line with the GEF Biodiversity focal area’s strategic priorities and operational programme(s).
171. The evaluation will also assess the project’s relevance in relation to UN Environment’s mandate and its alignment with UN Environment’s policies and strategies at the time of project approval. UN Environment’s Medium Term Strategy (MTS) is a document that guides UN Environment’s programme planning over a four-year period. It identifies UN Environment’s thematic priorities, known as Subprogrammes (SP), and sets out the desired outcomes [known as Expected Accomplishments (EAs)] of the Subprogrammes. The evaluation will assess whether the project makes a tangible/plausible contribution to any of the EAs specified in the Medium Term Strategy of 2010 - 2013. The magnitude and extent of any contributions and the causal linkages should be fully described.

The evaluation should also assess the project’s alignment / compliance with UN Environment’s policies and strategies. The evaluation should provide a brief narrative of the following:

1. *Alignment with the Bali Strategic Plan (BSP)*<sup>14</sup>. The outcomes and achievements of the project should be briefly discussed in relation to the objectives of the UN Environment BSP.
2. *Gender balance*. Ascertain to what extent project design, implementation and monitoring have taken into consideration: (i) possible gender inequalities in access to and the control over natural resources; (ii) specific vulnerabilities of women and children to environmental degradation or disasters; and (iii) the role of women in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation. Are the project intended results contributing to the realization of international GE (Gender Equality) norms and agreements as reflected in the UN Environment Gender Policy and Strategy, as well as to regional, national and local strategies to advance HR & GE?
3. *Human rights based approach (HRBA) and inclusion of indigenous peoples issues, needs and concerns*. Ascertain to what extent the project has applied the UN Common

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<sup>14</sup><http://www.unep.org/GC/GC23/documents/GC23-6-add-1.pdf>

Understanding on HRBA. Ascertain if the project is in line with the UN Declaration on the Rights of Indigenous People, and pursued the concept of free, prior and informed consent.

4. *South-South Cooperation*. This is regarded as the exchange of resources, technology, and knowledge between developing countries. Briefly describe any aspects of the project that could be considered as examples of South-South Cooperation.
5. *Safeguards*. Whether the project has adequately considered environmental, social and economic risks and established whether they were vigilantly monitored. Was the safeguard management instrument completed and were UN Environment ESES requirements complied with?

172. Based on an analysis of project stakeholders, the evaluation should assess the relevance of the project intervention to key stakeholder groups.

### Achievement of Outputs

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

### Effectiveness: Attainment of Objectives and Planned Results

175. The evaluation will assess the extent to which the project's objectives were effectively achieved or are expected to be achieved.
176. The **Theory of Change** (ToC) of a project depicts the causal pathways from project outputs (goods and services delivered by the project) through outcomes (changes resulting from the use made by key stakeholders of project outputs) towards impact (long term changes in environmental benefits and living conditions). The ToC will also depict any intermediate changes required between project outcomes and impact, called 'intermediate states'. The ToC further defines the external factors that influence change along the major pathways; i.e. factors that affect whether one result can lead to the next. These external factors are either drivers (when the project has a certain level of control) or assumptions (when the project has no control). The ToC also clearly identifies the main stakeholders involved in the change processes.
177. The evaluation will reconstruct the ToC of the project based on a review of project documentation and stakeholder interviews. The evaluator will be expected to discuss the reconstructed TOC with the stakeholders during evaluation missions and/or interviews in order to ascertain the causal pathways identified and the validity of impact drivers and assumptions described in the TOC. This exercise will also enable the consultants to address some of the key evaluation questions and make adjustments to the TOC as appropriate (the ToC of the intervention may have been modified / adapted from the original design during project implementation).
178. The assessment of effectiveness will be structured in three sub-sections:
- (j) Evaluation of the **achievement of outcomes as defined in the reconstructed ToC**. These are the first-level outcomes expected to be achieved as an immediate result of project outputs. For this project, the main question will be to what extent the project has contributed to the stated project outcomes (see log frame Annex 1).
  - (k) Assessment of the **likelihood of impact** using a Review of Outcomes to Impacts (ROtI) approach<sup>15</sup>. The evaluation will assess to what extent the project has to date

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<sup>15</sup> Guidance material on Theory of Change and the ROtI approach is available from the Evaluation Office.

contributed, and is likely in the future to further contribute, to [intermediate states], and the likelihood that those changes in turn to lead to positive changes in the natural resource base, benefits derived from the environment and human well-being. The evaluation will also consider the likelihood that the intervention may lead to unintended negative effects (project documentation relating to Environmental, Social and Economic Safeguards)

- (l) Evaluation of the **achievement of the formal project overall objective, overall purpose, goals and component outcomes** using the project's own results statements as presented in the Project Document<sup>16</sup>. This sub-section will refer back where applicable to the preceding sub-sections (a) and (b) to avoid repetition in the report. To measure achievement, the evaluation will use as much as appropriate the indicators for achievement proposed in the Logical Framework (Logframe) of the project, adding other relevant indicators as appropriate. Briefly explain what factors affected the project's success in achieving its objectives, cross-referencing as needed to more detailed explanations provided under Section F. Most commonly, the overall objective is a higher level result to which the project is intended to contribute. The section will describe the actual or likely **contribution** of the project to the objective.
- (m) The evaluation should, where possible, disaggregate outcomes and impacts for the key project stakeholders. It should also assess the extent to which HR and GE were integrated in the Theory of Change and results framework of the intervention and to what degree participating institutions/organizations changed their policies or practices thereby leading to the fulfilment of HR and GE principles (e.g. new services, greater responsiveness, resource re-allocation, etc.)

### Sustainability and replication

179. Sustainability is understood as the probability of continued long-term project-derived results and impacts after the external project funding and assistance ends. The evaluation will identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of benefits. Some of these factors might be direct results of the project while others will include contextual circumstances or developments that are not under control of the project but that may condition the sustainability of benefits. The evaluation will ascertain that the project has put in place an appropriate exit strategy and measures to mitigate risks to sustainability. The reconstructed ToC will assist in the evaluation of sustainability, as the drivers and assumptions required to achieve higher-level results are often similar to the factors affecting sustainability of these changes.

180. Four aspects of sustainability will be addressed:

- (n) **Socio-political sustainability.** Are there any social or political factors that may influence positively or negatively the sustenance of project results and progress towards impacts? Is the level of ownership by the main stakeholders sufficient to allow for the project results to be sustained? Did the project conduct 'succession planning' and implement this during the life of the project? Was capacity building conducted for key stakeholders? Did the intervention activities aim to promote (and did they promote) positive sustainable changes in attitudes, behaviours and power relations between the different stakeholders? To what extent has the integration of HR and GE led to an increase in the likelihood of sustainability of project results?
- (o) **Financial resources.** To what extent are the continuation of project results and the eventual impact of the project dependent on financial resources? What is the likelihood that adequate financial resources<sup>17</sup> will be or will become available to use capacities built by the project? Are there any financial risks that may jeopardize sustenance of project results and onward progress towards impact?

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<sup>16</sup> Or any subsequent **formally approved** revision of the project document or logical framework.

<sup>17</sup> Those resources can be from multiple sources, such as the national budget, public and private sectors, development assistance etc.

- (p) **Institutional framework.** To what extent is the sustenance of the results and onward progress towards impact dependent on issues relating to institutional frameworks and governance? How robust are the institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. required to sustaining project results and to lead those to impact on human behaviour and environmental resources, goods or services?
- (q) **Environmental sustainability.** Are there any environmental factors, positive or negative, that can influence the future flow of project benefits? Are there any project outputs or higher level results that are likely to affect the environment, which, in turn, might affect sustainability of project benefits? Are there any foreseeable negative environmental impacts that may occur as the project results are being up-scaled?

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

- (r) *catalyzed behavioural changes* in terms of use and application, by the relevant stakeholders, of capacities developed;
- (s) provided *incentives* (social, economic, market based, competencies etc.) to contribute to catalyzing changes in stakeholder behaviour;
- (t) contributed to *institutional changes*, for instance institutional uptake of project-demonstrated technologies, practices or management approaches;
- (u) contributed to *policy changes* (on paper and in implementation of policy);
- (v) contributed to sustained follow-on financing (*catalytic financing*) from Governments, private sector, donors etc.;
- (w) created opportunities for particular individuals or institutions ("*champions*") to catalyze change (without which the project would not have achieved all of its results).

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

#### Efficiency

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

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

#### Factors and processes affecting project performance

185. **Preparation and readiness.** This criterion focuses on the quality of project design and preparation. Were project stakeholders<sup>18</sup> adequately identified and were they sufficiently involved in project development and ground truthing e.g. of proposed timeframe and budget? Were the project's objectives and components clear, practicable and feasible within its timeframe? Are potentially negative environmental, economic and social impacts of projects identified? Were the capacities of executing agencies properly considered when the project was designed? Was the project document clear and realistic to enable effective and efficient implementation? Were the partnership arrangements properly identified and the roles and responsibilities negotiated prior to project implementation? Were counterpart resources (funding, staff, and facilities) and enabling legislation assured? Were adequate project management arrangements in place? Were lessons from other relevant projects properly incorporated in the project design? What factors influenced the quality-at-entry of the project design, choice of partners, allocation of financial resources etc.? Were any design weaknesses mentioned in the Project Review Committee minutes at the time of project approval adequately addressed?
186. **Project implementation and management.** This includes an analysis of implementation approaches used by the project, its management framework, the project's adaptation to changing conditions and responses to changing risks including safeguard issues (adaptive management), the performance of the implementation arrangements and partnerships, relevance of changes in project design, and overall performance of project management. The evaluation will:
- (x) Ascertain to what extent the project implementation mechanisms outlined in the project document have been followed and were effective in delivering project milestones, outputs and outcomes. Were pertinent adaptations made to the approaches originally proposed?
  - (y) Evaluate the effectiveness and efficiency of project management and how well the management was able to adapt to changes during the life of the project.
  - (z) Assess the role and performance of the teams and working groups established and the project execution arrangements at all levels.
  - (aa) Assess the extent to which project management responded to direction and guidance provided by the UN Environment Task Manager and project steering bodies.
  - (bb) Identify operational and political / institutional problems and constraints that influenced the effective implementation of the project, and how the project tried to overcome these problems.
187. **Stakeholder participation, cooperation and partnerships.** The Evaluation will assess the effectiveness of mechanisms for information sharing and cooperation with other UN Environment projects and programmes, external stakeholders and partners. The term stakeholder should be considered in the broadest sense, encompassing both project partners and target users of project products. The TOC and stakeholder analysis should assist the evaluators in identifying the key stakeholders and their respective roles, capabilities and motivations in each step of the causal pathways from activities to achievement of outputs, outcomes and intermediate states towards impact. The assessment will look at three related and often overlapping processes: (1) information dissemination to and between stakeholders, (2) consultation with and between stakeholders, and (3) active engagement of stakeholders in project decision making and activities. The evaluation will specifically assess:
- (cc) the approach(es) and mechanisms used to identify and engage stakeholders (within and outside UN Environment) in project design and at critical stages of project implementation. What were the strengths and weaknesses of these approaches with respect to the project's objectives and the stakeholders' motivations and capacities?
  - (dd) How was the overall collaboration between different functional units of UN Environment involved in the project? What coordination mechanisms were in place? Were the incentives for internal collaboration in UN Environment adequate?
  - (ee) Was the level of involvement of the Regional, Liaison and Out-posted Offices in project design, planning, decision-making and implementation of activities appropriate?

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<sup>18</sup> Stakeholders are the individuals, groups, institutions, or other bodies that have an interest or 'stake' in the outcome of the project. The term also applies to those potentially adversely affected by the project.

- (ff) Has the project made full use of opportunities for collaboration with other projects and programmes including opportunities not mentioned in the Project Document? Have complementarities been sought, synergies been optimized and duplications avoided?
  - (gg) What was the achieved degree and effectiveness of collaboration and interactions between the various project partners and stakeholders during design and implementation of the project? This should be disaggregated for the main stakeholder groups identified in the inception report.
  - (hh) To what extent has the project been able to take up opportunities for joint activities, pooling of resources and mutual learning with other organizations and networks?
  - (ii) How did the relationship between the project and the collaborating partners (institutions and individual experts) develop? Which benefits stemmed from their involvement for project performance, for UN Environment and for the stakeholders and partners themselves? Do the results of the project (strategic programmes and plans, monitoring and management systems, sub-regional agreements etc.) promote participation of stakeholders, including users, in environmental decision making?
188. **Communication and public awareness.** The evaluation will assess the effectiveness of any public awareness activities that were undertaken during the course of implementation of the project to communicate the project's objective, progress, outcomes and lessons. This should be disaggregated for the main stakeholder groups identified in the inception report. Did the project identify and make use of existing communication channels and networks used by key stakeholders? Did the project provide feedback channels?
189. **Country ownership and driven-ness.** The evaluation will assess the degree and effectiveness of involvement of government / public sector agencies in the project, in particular those involved in project execution and those participating in the PSC and TAG.
- (jj) To what extent have Governments assumed responsibility for the project and provided adequate support to project execution, including the degree of cooperation received from the various public institutions involved in the project?
  - (kk) How and how well did the project stimulate country ownership of project outputs and outcomes?
190. **Financial planning and management.** Evaluation of financial planning requires assessment of the quality and effectiveness of financial planning and control of financial resources throughout the project's lifetime. The assessment will look at actual project costs by activities compared to budget (variances), financial management (including disbursement issues), and co-financing. The evaluation will:
- (ll) Verify the application of proper standards (clarity, transparency, audit etc.) and timeliness of financial planning, management and reporting to ensure that sufficient and timely financial resources were available to the project and its partners;
  - (mm) Assess other administrative processes such as recruitment of staff, procurement of goods and services (including consultants), preparation and negotiation of cooperation agreements etc. to the extent that these might have influenced project performance;
  - (nn) Present the extent to which co-financing has materialized as expected at project approval (see Table 3). Report country co-financing to the project overall, and to support project activities at the national level in particular. The evaluation will provide a breakdown of final actual costs and co-financing for the different project components (see tables in Annex 4).
  - (oo) Describe the resources the project has leveraged since inception and indicate how these resources are contributing to the project's ultimate objective. Leveraged resources are additional resources—beyond those committed to the project itself at the time of approval—that are mobilized later as a direct result of the project. Leveraged resources can be financial or in-kind and they may be from other donors, NGO's, foundations, governments, communities or the private sector.
191. Analyse the effects on project performance of any irregularities in procurement, use of financial resources and human resource management, and the measures taken UN Environment to prevent such irregularities in the future. Determine whether the measures taken were adequate.

192. **Supervision, guidance and technical backstopping.** The purpose of supervision is to verify the quality and timeliness of project execution in terms of finances, administration and achievement of outputs and outcomes, in order to identify and recommend ways to deal with problems which arise during project execution. Such problems may be related to project management but may also involve technical/institutional substantive issues in which UN Environment has a major contribution to make.
193. The evaluators should assess the effectiveness of supervision, guidance and technical support provided by the different supervising/supporting bodies including:
- (pp) The adequacy of project supervision plans, inputs and processes;
  - (qq) The realism and candour of project reporting and the emphasis given to outcome monitoring (results-based project management);
  - (rr) How well did the different guidance and backstopping bodies play their role and how well did the guidance and backstopping mechanisms work? What were the strengths in guidance and backstopping and what were the limiting factors?
194. **Monitoring and evaluation.** The evaluation will include an assessment of the quality, application and effectiveness of project monitoring and evaluation plans and tools, including an assessment of risk management based on the assumptions and risks identified in the project document. The evaluation will assess how information generated by the M&E system during project implementation was used to adapt and improve project execution, achievement of outcomes and ensuring sustainability. M&E is assessed on three levels:
- (ss) **M&E Design.** The evaluators should use the following questions to help assess the M&E design aspects:
    - Arrangements for monitoring: Did the project have a sound M&E plan to monitor results and track progress towards achieving project objectives? Have the responsibilities for M&E activities been clearly defined? Were the data sources and data collection instruments appropriate? Was the time frame for various M&E activities specified? Was the frequency of various monitoring activities specified and adequate?
    - How well was the project logical framework (original and possible updates) designed as a planning and monitoring instrument?
    - SMART-ness of indicators: Are there specific indicators in the logframe for each of the project objectives? Are the indicators measurable, attainable (realistic) and relevant to the objectives? Are the indicators time-bound?
    - Adequacy of baseline information: To what extent has baseline information on performance indicators been collected and presented in a clear manner? Was the methodology for the baseline data collection explicit and reliable? For instance, was there adequate baseline information on pre-existing accessible information on global and regional environmental status and trends, and on the costs and benefits of different policy options for the different target audiences? Was there sufficient information about the assessment capacity of collaborating institutions and experts etc. to determine their training and technical support needs?
    - To what extent did the project engage key stakeholders in the design and implementation of monitoring? Which stakeholders (from groups identified in the inception report) were involved? If any stakeholders were excluded, what was the reason for this? Was sufficient information collected on specific indicators to measure progress on HR and GE (including sex-disaggregated data)?
    - Arrangements for evaluation: Have specific targets been specified for project outputs? Has the desired level of achievement been specified for all indicators of objectives and outcomes? Were there adequate provisions in the legal instruments binding project partners to fully collaborate in evaluations?
    - Budgeting and funding for M&E activities: Determine whether support for M&E was budgeted adequately and was funded in a timely fashion during implementation.
  - (tt) **M&E Plan Implementation.** The evaluation will verify that:

- the M&E system was operational and facilitated timely tracking of results and progress towards projects objectives throughout the project implementation period;
- PIR reports were prepared (the realism of the Task Manager’s assessments will be reviewed)
- Half-yearly Progress & Financial Reports were complete and accurate;
- Risk monitoring (including safeguard issues) was regularly documented
- the information provided by the M&E system was used during the project to improve project performance and to adapt to changing needs.

### The Consultants’ Team

195. This evaluation shall be undertaken by **one lead consultant** and **one supporting consultant**. Details about the specific roles and responsibilities of the team members are presented in Annex 1 of these TORs.
196. The lead consultant should have at least 10 years of technical / evaluation experience, including of evaluating large, regional and/or global programmes and using a Theory of Change approach; and a broad understanding of large-scale, consultative assessment processes and factors influencing the use of assessments and/or scientific research for decision-making. S/he should have experience in climate change adaptation, protected area management, policies and conventions related to protected areas and climate change. S/he should be able to read, conduct interviews and present findings in both French and English.
197. The consultants’ team should preferably include experience in project evaluation/review within United Nations system, as well as expertise in climate projections, species distribution models and systematic conservation planning.
198. The Lead Consultant will coordinate data collection and analysis, and the preparation of the main report for the evaluation. S/He will ensure that all evaluation criteria and questions are adequately covered as a collaborative effort of the team.
199. By undersigning the service contract with UN Environment/UNON, the consultants certify that they have not been associated with the design and implementation of the project in any way which may jeopardize their independence and impartiality towards project achievements and project partner performance. In addition, they will not have any future interests (within six months after completion of the contract) with the project’s executing or implementing units.

### Evaluation Deliverables and Review Procedures

200. The evaluation team will prepare an inception report (see Annex 2(a) of TORs for Inception Report outline) containing a thorough review of the project context, project design quality, a draft reconstructed Theory of Change of the project, the evaluation framework and a tentative evaluation schedule.
201. It is expected that a large portion of the desk review will be conducted during the inception phase. It will be important to acquire a good understanding of the project context, design and process at this stage. The review of design quality will cover the following aspects (see Annex 7 for the detailed project design assessment matrix):
- Strategic relevance of the project
  - Preparation and readiness;
  - Financial planning;
  - M&E design;
  - Complementarity with UN Environment strategies and programmes;
  - Sustainability considerations and measures planned to promote replication and up-scaling.
202. The inception report will present a draft, desk-based reconstructed Theory of Change of the project. It is vital to reconstruct the ToC before most of the data collection (review of progress reports, in-depth interviews, surveys etc.) is done, because the ToC will define which direct outcomes, drivers and assumptions of the project need to be assessed and measured – based on

which indicators – to allow adequate data collection for the evaluation of project effectiveness, likelihood of impact and sustainability.

203. The inception report will also include a stakeholder analysis identifying key stakeholders, networks and channels of communication. This information should be gathered from the Project document and discussion with the project team. See annex 2 for template.
204. The evaluation framework will present in further detail the overall evaluation approach. It will specify for each evaluation question under the various criteria what the respective indicators and data sources will be. The evaluation framework should summarize the information available from project documentation against each of the main evaluation parameters. Any gaps in information should be identified and methods for additional data collection, verification and analysis should be specified. Evaluations/reviews of other large assessments can provide ideas about the most appropriate evaluation methods to be used.
205. Effective communication strategies help stakeholders understand the results and use the information for organisational learning and improvement. While the evaluation is expected to result in a comprehensive document, content is not always best shared in a long and detailed report; this is best presented in a synthesised form using any of a variety of creative and innovative methods. The evaluator is encouraged to make use of multimedia formats in the gathering of information e.g. video, photos, sound recordings. Together with the full report, the evaluator will be expected to produce a 2-page summary of key findings and lessons. A template for this has been provided in Annex?.
206. The inception report will also present a tentative schedule for the overall evaluation process, including a draft programme for the country visit and tentative list of people/institutions to be interviewed.
207. The inception report will be submitted for review and approval by the Evaluation Office before the any further data collection and analysis is undertaken.
208. **The main evaluation report** should be brief (no longer than 40 pages – excluding the executive summary and annexes), to the point and written in plain English. The report will follow the annotated Table of Contents outlined in Annex 2. It must explain the purpose of the evaluation, exactly what was evaluated and the methods used (with their limitations). The report will present evidence-based and balanced findings, consequent conclusions, lessons and recommendations, which will be cross-referenced to each other. The report should be presented in a way that makes the information accessible and comprehensible. Any dissident views in response to evaluation findings will be appended in footnote or annex as appropriate. To avoid repetitions in the report, the authors will use numbered paragraphs and make cross-references where possible.
209. **Review of the draft evaluation report.** The evaluation team will submit a zero draft report to the UN Environment EO and revise the draft following the comments and suggestions made by the EO. Once a draft of adequate quality has been accepted, the EO will share this first draft report with the Task Manager, who will alert the EO in case the report would contain any blatant factual errors. The Evaluation Office will then forward the first draft report to the other project stakeholders for their review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions. It is also very important that stakeholders provide feedback on the proposed recommendations and lessons. Comments would be expected within two weeks after the draft report has been shared. Any comments or responses to the draft report will be sent to the UN Environment EO for collation. The EO will provide the comments to the evaluation team for consideration in preparing the final draft report, along with its own views.
210. The evaluation team will submit the final draft report no later than 2 weeks after reception of stakeholder comments. The team will prepare a **response to comments**, listing those comments not or only partially accepted by them that could therefore not or only partially be accommodated in the final report. They will explain why those comments have not or only partially been accepted, providing evidence as required. This response to comments will be shared by the EO with the interested stakeholders to ensure full transparency.

211. **Submission of the final evaluation report.** The final report shall be submitted by Email to the Head of the Evaluation Office. The Evaluation Office will finalize the report and share it with the interested Divisions and Sub-programme Coordinators in UN Environment. The final evaluation report will be published on the UN Environment Evaluation Office web-site [www.UNEnvironment.org/eou](http://www.UNEnvironment.org/eou).
212. As per usual practice, the UN Environment EO will prepare a **quality assessment** of the zero draft and final draft report, which is a tool for providing structured feedback to the evaluation consultants. The quality of the report will be assessed and rated against the criteria specified in Annex 3.
213. The UN Environment Evaluation Office will assess the ratings in the final evaluation report based on a careful review of the evidence collated by the evaluation consultants and the internal consistency of the report. Where there are differences of opinion between the evaluator and UN Environment Evaluation Office on project ratings, both viewpoints will be clearly presented in the final report. The UN Environment Evaluation Office ratings will be considered the final ratings for the project.
214. At the end of the evaluation process, the Evaluation Office will prepare a Recommendations Implementation Plan in the format of a table to be completed and updated at regular intervals by the Task Manager. After reception of the Recommendations Implementation Plan, the Task Manager is expected to complete it and return it to the EO within one month. (S)he is expected to update the plan every six month until the end of the tracking period. As this is a Terminal Evaluation, the tracking period for implementation of recommendations will be 18 months, unless it is agreed to make this period shorter or longer as required for realistic implementation of all evaluation recommendations. Tracking points will be every six months after completion of the implementation plan.

#### Logistical arrangements

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

#### Schedule of the evaluation

215. Table 7 below presents the tentative schedule for the evaluation.

**Table 7. Tentative schedule for the evaluation**

<b>Milestone</b>	<b>Tentative timelines</b>
Consultant recruitment and contracting process	October-November 2016
<b>Inception meeting</b>	<b>November 2016</b>
Inception Report	November 2016
Evaluation Missions to Cambridge UK (WCMC), Gambia, Togo, Chad and Burkina Faso	December 2016
Additional data gathering via telephone/Skype interviews, electronic surveys, etc.	December 2016-January 2017

"Zero" draft report submitted to Evaluation Office	January 2017
"First" Report shared with UN Environment Task Manager and Project Team	February 2017
Draft report submitted to EO for circulation	February 2017
Report review by stakeholders	March 2017
Final Report and 2-page summary of key findings and lessons submitted by consultant	March 2017

## B. Evaluation program

### A) Skype interviews

Schedule for Skype interviews made on the week 19<sup>th</sup> -23<sup>rd</sup> December:

		19	20	21	22	23
<b>Neil Burgess</b>	TAG member	5pm UK				
<b>Richard Jones</b>	TAG member	9am UK				
<b>Andrew Hartley</b>	TAG member	11am UK				
<b>Stuart Butchart</b>	TAG member			4pm UK		
<b>Jamie Carr</b>	TAG member			2pm UK		
<b>Bob Smith</b>	TAG member			10am UK		
<b>Elise Belle</b>	Project Manager		4pm UK			
<b>Bora Masumbuko</b>	Regional Coordinator		3pm UK			
<b>BrahimHissein Dagga</b>	NLO Chad				10am UK	

### B) Programme for the country visits by Dr Cuni Sanchez

The programme was slightly modified from the Inception report, as some candidates were unavailable during the field visit. The final program was as follows:

The Gambia (3<sup>rd</sup>-8<sup>th</sup> January 2017) interviews with 11 respondents.

Tuesday 3<sup>rd</sup>: arrive at the airport and take a taxi to hotel.

Wednesday 4<sup>th</sup>:

- 8.30am: meetings at NEA with Mr M Suwareh, Mr Ceseray and Mr Jawo.
- 11am: meeting with Mr SulaymanJawo, consultant helped in policy recommendations and also transboundary management plan for Niumi NP.
- 3pm: meeting with Mrs NdeyeBakurin (PSC member, Executive Director, NEA).

Thursday 5<sup>th</sup>:

- 9am: meetings at Parks and Wildlife Management Agency with Mr Gassama, Mr Jammeh, Mr Jobote and Mr Sao.
- 2pm: meeting with Ousainou Cham (Forestry Department, consulted for Policy report)

Friday 6<sup>th</sup>:

- Visit to Pilot site manager Niumi NP.
- Meeting with Mr Sajo (Assistant to pilot site manager Niumi NP, consulted for Policy report)

Sunday 8<sup>th</sup>: fly to Lome.

Togo (8<sup>th</sup>-11<sup>th</sup> January 2017) interviews with 11 respondents.

Sunday 8<sup>th</sup>: arrive at Lome.

- Dinner with Mr Apla, Mr Okoumassou, Mr Alaba.

Monday 9<sup>th</sup>:

- 8.30am: meetings at MERF with Mr Apla, Mr Okoumassou, Mr Alaba, Mr Tellou, Mr N'pohTissaname, Mr Nayabi and Mrs Abamy.
- 3pm: Interview with Mr Laogbessi (Direction Générale de Météorologie Nationale)

Tuesday 10<sup>th</sup>:

- 9am: Mr Atsri (before MERF, now works for GIZ )
- 2pm: meeting at University foLome with Mr Segniagbeto and Mr Guelly
- 4pm. Mr Tandalenga (NGO which made a well at Pilot site).

Wednesday 11<sup>th</sup>: fly back.

**C) List of individuals consulted during the main evaluation phase**

From the initial list of 70 potential respondents identified in the inception report, only 40 were available during field visits, or responded to our emails. Note that no candidates responded from Sierra Leone and Mali, despite sending them several emails.

Note that the following refer to :

CC.w participant in Climate Change workshop (regional or national)

vul.w participant in vulnerability of biodiversity and PA workshop (regional or national)

plan.w conservation planning workshop (regional or national)

final.w participant in final PARCC workshop (regional or national)

Policy candidate contacted for the policy report

**Project Management Unit and Project Regional Unit**

Elise Belle Project Manager (from end of Jan 2011)

Bora Masumbuko Regional Coordinator

**UN Environment**

Pauline Marima Evaluation Unit

Adamou Bouhari DEPI Task Manager (after Esther Mwangi and ErsinEsen)

Shakira Khawaja FMO Portfolio Manager

**Technical Partners**

Neil Burgess Lead Consultant Scientist and TAG chair

Richard Jones Technical partner

Andrew Hartley Technical partner

Stuart Butchart Technical partner

Jamie Carr Technical partner (from beg of July 2013)

Bob Smith Technical partner

**Country level**

**Chad**

		CC.w	vul.w	plan.w	final.w	Policy
BrahimHissein Dagga	NLO			x		x
KemsolNagomgar Angeline	Service de la Télédétection et du Système d'information Géographique au Centre National d'appui à la Recherche				x	

<b>Gambia</b>		
NdeyBakurin	PSC member, from at least beg of Dec 2012	
MomodouSuwareh	NLO (and now GEF OFP), from beg of Mar 2015	x
Omar Ceseray	National Environment Agency (NEA), helping NLO	
Ousainou Cham	Forestry Department	x
FatouSima	Department of Water Resources, The Gambia	x
Mr Jawo	Consultant helped write policy recommendations	
Mr SulaymanJawo	Programme Assistant GIS Unit, NEA	x
Mr Gassama	Department of Parks and Wildlife, Senior Parks and Wildlife Officer	
Mr KawsuJammeh	Department of Parks and Wildlife, Cadet Parks and Wildlife Officer	x
Lamin JOBAATE	Abuko Reserve	x
Mr Sao	Department of Parks and Wildlife Management (DPWM)	
<b>Togo</b>		
PyoabaloAlaba	PSC member	
KotchikpaOkoumassou	NLO	
Mr Apla	Director MERF	
Tellow Komi	DRF/MERF	x
N'pohTissaname	DRF/MERF	
Mr NAYABI Limbila	DRF/MERF	x
EgbesemTchitchi-the Laogbessi	Chef Bureau Climatologie, Direction Générale de Météorologie Nationale - Togo	x
Gabriel Hoinsoudé SEGNIAGBETO	Université de Lomé, Département de Zoologie	x
Mr Guelly	Université de Lomé, Département de Botanie	
Honam K. ATSRI	Écologue à la direction de la faune et de la chasse (DFC)	x
Madame ABAMY KossiwaviOgoua	chargée de la gestion des zones humides, DFC	x
Mr Tandalenga	Director of an NGO which made a well at Pilot site	
<b>Other countries in West Africa</b>		
Dr.Leonildo Alves Cardoso	Instituto da Biodiversidade e das Áreas Protegidas (IBAP), Bissau, Guinée-Bissau	x
Dr. OkeyoyinOkedeji George	Director, National Park Service, Lagos, Nigeria	x
AnyaaVohiri	Executive Director, Environmental Protection Agency of Liberia	x

**Other candidates in West Africa**

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KoularambayeKoundja Julien

DG environnement du Tchad

Mohamed GAREYANE

Chargé de Programmes Wetlands International, Mali

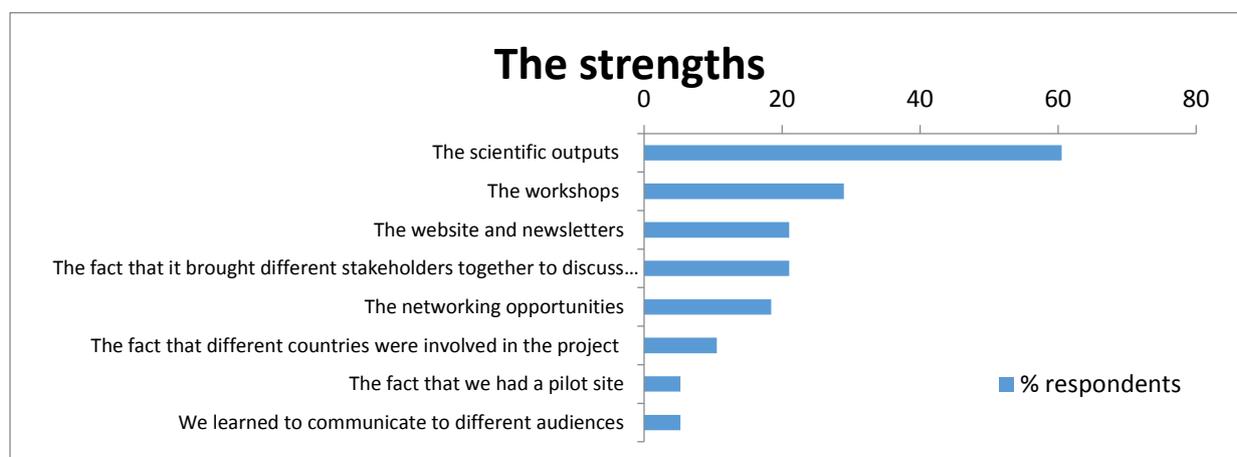
## C. Respondents' views

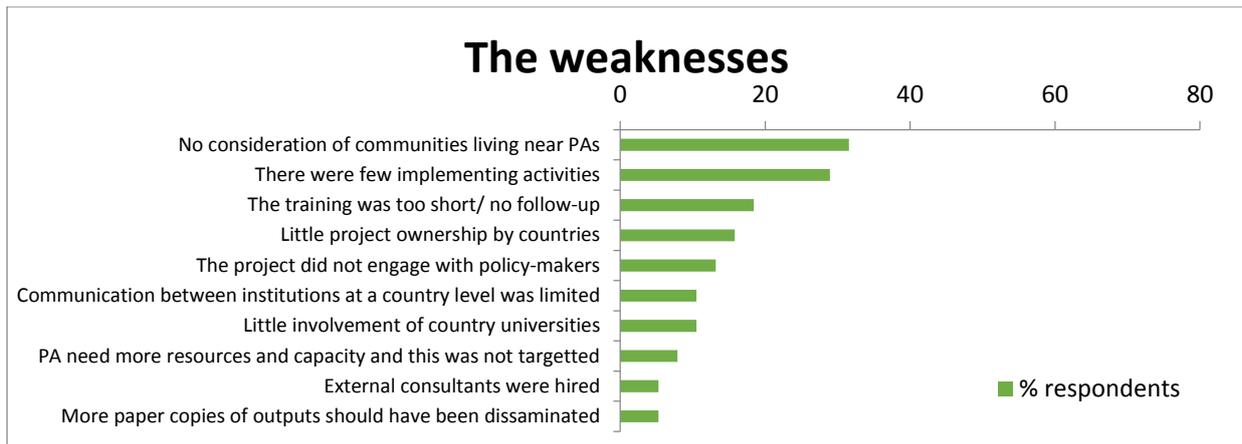
Among the 15 questions in the questionnaire used for the consultations (see Inception report), respondents were asked to highlight the two most important strengths and weaknesses of the project, from their point of view.

With regard to strengths, most respondents mentioned the scientific outputs; the workshops and the website/newsletters (Figure 4). With regard to weaknesses, the lack of inclusion of communities and small amount of implementation were the most mentioned ones (see Figure 4).

Some important messages mentioned during the process are as follows:

- *The problem is that the PARCC project was not home-grown but we tried to domesticate it*
- *The problem is that the countries feel that the PARCC project was 'too technical and externally dominated'; but it was designed like that.*
- *The issue is not only low capacity countries but 'other priorities'*
- *At least people now talk about CC and its impacts on biodiversity,*
- *The hardest was to find out what the decision-makers in the region wanted (to identify information is useful to them).*
- *A consultant should be hired 1 year before end of project to assess how outputs are being used by stakeholders and also how else they could be disseminated*
- *It is important that if phase 2 takes place is also includes marine PA*
- *PARCC provided us a great opportunity; we need to build on from it.*





**Figure 4:** Strengths and weaknesses as identified by participants in the evaluation (n=40)

## D. Bibliography

The following project related documents were consulted:

- PARCC Pro-Doc EN with annexes (version 151010)
- PARCC Project Review documents 12122008, 02052009, 12042010, 08062010, 28062010.
- PARCC Project Document EN with annexes. ([www.thegef.org](http://www.thegef.org))
- PARCC Project Newsletters (number=6). These are publicly available on the PARCC website: <http://parcc.protectedplanet.net/en/newsletters>

PARCC Project Training Brochure modules 1-6. These are publicly available on the PARCC website:

<http://parcc.protectedplanet.net/en/regional-and-national-activities/capacity-development>.

- PARCC Project PIR Report Fiscal Year 15.
- PARCC End of Project report, Annex 10.
- PARCC Terminal Expenditure Report, June 2016.
- PARCC Project Regional workshops reports (climate, conservation planning, policy and outreach, species distribution models, species vulnerability mammals/fish, species vulnerability reptile, n=6).
- PARCC Project Steering Committee Meeting Report (number=6).
- PARCC Project Technical Advisory Group (TAG) Meeting Report (number=9).
- Belle EMS 2012. Communication strategy. UN Environment-WCMC technical report.

Belle EMS et al. 2016. Climate Change Impacts on Biodiversity and Protected Areas in West Africa, Summary of the main outputs of the PARCC project, Protected Areas Resilient to Climate Change in West Africa. UN Environment-WCMC, Cambridge, UK. This is publicly available on the PARCC website:

<http://parcc.protectedplanet.net/en>.

- Coulthard N 2013. GEF/UN Environment Mid-term review of the PARCC project.
- UNEP-WCMC 2016. Enhancing the Resilience of Protected Areas to Climate Change in the Gambia/Togo/Mali/Sierra Leone/Chad, PARCC Policy Brief. These are publicly available on the PARCC website:

<http://parcc.protectedplanet.net/en/policy-briefs>.

The following technical reports were consulted:

- Arnell, A.P., Belle, E. and Burgess, N.D. 2014. Assessment of Protected Area Connectivity in West Africa. UN Environment-WCMC technical report. Annex: Additional figures and tables
- Baker D.J. and Willis S.G. 2015. Projected Impacts of Climate Change on Biodiversity in West African Protected Areas. UN Environment-WCMC technical report
- Belle E., Stolton S., Dudley N., Hockings M. and Burgess N.D. 2012. Protected Area Management effectiveness: A regional framework and additional METT module for monitoring the effects of climate change. UN Environment-WCMC technical report
- Carr, J., Hughes, A.F. and Foden, W.B. 2014. A Climate Change Vulnerability Assessment of West African Species. UN Environment-WCMC technical report
- Carr, J. 2015. Recommandations pour le suivi des espèces pour l'aire transfrontalière du Parc National de SenaOura (Tchad) et du Parc National de BoubbaNdjidda (Cameroun). UN Environment-WCMC technical report
- Carr, J. 2015. Species monitoring recommendations for the transboundary area of NiimiSaloum National Park (the Gambia) and Delta du Saloum National Park (Senegal). UN Environment-WCMC technical report
- Carr, J. 2015. Recommandations pour le suivi des espèces pour l'aire transfrontalière de la Réserve des éléphants (Mali) et de la Réserve partielle de faune du Sahel (Burkina Faso). UN Environment-WCMC technical report
- Carr, J. 2015. Species monitoring recommendations for the transboundary area of Greater Gola Peace Park (Liberia and Sierra Leone). UN Environment-WCMC technical report
- Carr, J. 2015. Recommandations pour le suivi des espèces pour l'aire transfrontalière du complexe Oti-Kéran-Mandouri (Togo) et du complexe WAP ('W', Arly, Pendjari) (Bénin, Burkina Faso, Niger). UN Environment-WCMC technical report
- Durham University. 2015. Integrating species distribution models and trait data to inform conservation planning. UN Environment-WCMC technical report
- Hartley, A., Jones, R. and Janes, T. 2015. Projections of change in ecosystem services under climate change. UN Environment-WCMC technical report
- Hartley, A., Jones, R. et Janes, T. 2015. Fiche d'information : Changement climatique et services écosystémiques : Tchad. UN Environment-WCMC technical report
- Hartley, A., Jones, R. and Janes, T. 2015. Climate Change and Ecosystem Services Fact Sheet: The Gambia. UN Environment-WCMC technical report
- Hartley, A., Jones, R. et Janes, T. 2015. Fiche d'information : Changement climatique et services écosystémiques : Mali. UN Environment-WCMC technical report
- Hartley, A., Jones, R. and Janes, T. 2015. Climate Change and Ecosystem Services Fact Sheet: Sierra Leone. UN Environment-WCMC technical report
- Hartley, A., Jones, R. et Janes, T. 2015. Fiche d'information : Changement climatique et services écosystémiques : Togo. UN Environment-WCMC technical report
- Janes, T., Jones, R. and Hartley, A. 2015. Regional Climate Projections for West Africa. UN Environment-WCMC technical report
- Jones R., Hartley A., McSweeney C., Mathison C. and Buontempo C. 2012. Deriving high resolution climate data for West Africa for the period 1950-2100. UN Environment-WCMC technical report

- Masumbuko B. and Somda J. 2014. Analysis of the links between climate change, protected areas and communities in West Africa. UN Environment-WCMC technical report
- Misrachi M., and Belle E. 2016. Guidelines for protected area managers in the face of climate change in West Africa, Insights from the PARCC project. UN Environment-WCMC technical report
- Mulongoy, J. 2015. Regional strategy and policy recommendations for the planning and management of protected areas in the face of climate change. UN Environment-WCMC technical report
- Mulongoy, J. 2015. National strategies and policy recommendations for the planning and management of protected areas in the face of climate change. UN Environment-WCMC technical report
- Smith R.J. 2015. Analyse des carences et établissement de priorités géographiques pour la conservation au Tchad. UN Environment-WCMC technical report
- Smith R.J. 2015. Gap Analysis and Spatial Conservation Prioritisation in The Gambia. UN Environment-WCMC technical report
- Smith R.J. 2015. Analyse des carences et établissement de priorités géographiques pour la conservation au Mali. UN Environment-WCMC technical report
- Smith R.J. 2015. Gap Analysis and Spatial Conservation Prioritisation in Sierra Leone. UN Environment-WCMC technical report
- Smith R.J. 2015. Analyse des carences et établissement de priorités géographiques pour la conservation au Togo. UN Environment-WCMC technical report
- Smith J. 2013. Managing and financing protected areas to adapt to climate change: A rapid review of options. UN Environment-WCMC technical report

## E. Summary of co-finance information and a statement of project expenditure by activity

### Summary of co-finance information

Partner	Type	Amount (US\$) pledged	Amount (US\$) spent
Project countries: Mali	Cash	-	-
	Kind	500,000	498,920
Project countries: Tchad	Cash	-	-
	Kind	500,000	50
Project countries: Togo	Cash	-	200,000
	Kind	700,000	500,000
Project countries: Sierra Leone	Cash	-	-
	Kind	500,000	200,000
Project countries: The Gambia	Cash	-	-
	Kind	500,000	500,000
UN Environment-WCMC	Cash	32,000	32,000
	Kind	4,170,000	4,249,224
IUCN PACO	Cash	-	-
	Kind	2,020,000	2,113,839
BirdLife International	Cash	-	-
	Kind	250,000	257,530
Durham University	Cash	-	-
	Kind	516,634	523,509

IUCN Global Species Programme	Cash	-	-
	Kind	300,000	408,950
DICE University of Kent	Cash	-	-
	Kind	1,581,788	1,581,927
Met Office Hadley Centre	Cash	-	-
	Kind	630,000	634,000
<b>TOTAL</b>	<b>Cash</b>	<b>32,000</b>	<b>32,000</b>
	<b>Kind</b>	<b>12,200,422</b>	<b>12,525,899</b>

## F. 2-page summary of Evaluation findings and lessons

**The project is considered to be overall Satisfactory.** Excellent outputs have been produced, with certain weaknesses in achieving a lasting impact. There are specific lessons and recommendations, which particularly aim to inform the planning of follow-up interventions, building on PARCC. In fact is to concluded that not only one follow-up project would be needed, but probably a suite of projects, which could be implemented by various partners. The excellent knowledge base could be used as foundation of the planning of a much broader conservation vision for West Africa.

### Summary of Evaluation Ratings

Criterion	Summary Assessment	Rating
A. Strategic relevance	Even though not all indicated policy instruments such as the Bali Strategic Plan and the UN Environment Strategy were specifically mentioned in the design document, the project is well aligned with the specific strategies. It is in line with the GEF BD Focal Area Strategies as well. It came short on gender and south-south cooperation.	S
B. Achievement of outputs	All planned outputs were produced and are generally of high quality.	HS
C. Effectiveness: Attainment of project objectives and results	The aggregated assessment is satisfactory, while certain short comings in delivering to the reconstructed TOC are evident.	S
1. Achievement of direct outcomes	The direct outcomes and Intermediate States of the reconstructed TOC are only partially met. The project design was not impact oriented, which leads to some non-achievements of specific intermediary states.	MS
2. Likelihood of impact	Despite the relatively lower ranking on C1, the likelihood of impact assessed applying the RoTI approach is said to be satisfactory, accepting that the project largely was output focused and suggesting that some impacts will likely materialise after project completion.	Likely
3. Achievement of project goal and planned objectives	The in the project document actually formulated goal and planned objective were fully achieved, with the caveat that they were not impact oriented, but rather focused on output based planning.	HS
D. Sustainability and replication	The aggregated rating for sustainability and replication is Moderately Likely.	ML
1. Socio-political	The project has been designed from a conservation point of view, largely leaving out socio-political considerations. The intended replanning of PAs in West Africa to accommodate long-term climate risks is unlikely to be sustainable without more socio-economic considerations.	U
2. Financial	There was no financial sustainability planning considered as part of the project other than suggesting to plan a follow-on project. Integration into ongoing national budgets may take place through mainstreaming of certain management activities at pilot site level into ongoing planning and management tools. As people encroachment on existing PAs and other threats likely are more pressing for some time than CC, it seems unlikely that national resources will be geared towards continuing and applying the through the project prepared and tools without external support.	U
3. Institutional framework	No specific capacities and institutions were supported and strengthened by the project, which was largely managed and steered from outside. While IUCN PACO may provide some institutional sustainability in the region, the national level institutional framework remains weak and sustainability of project activities at that level are unlikely.	ML
4. Environmental	The project's main intent is to enhance environmental sustainability.	L
5. Catalytic role and replication	This aggregated rating mostly indicates that although good intent was demonstrated through implementing training activities and other, generally behaviour change investments were low and absorption of the project outputs amongst the ley target groups in country and region are quite low.	MS

Criterion	Summary Assessment	Rating
E. Efficiency	The project team invested into cost efficiencies by leveraging partner support under very tight budgets allocations, and proposing specific project budget adjustments as needed. Overall it is asserted that with leveraged co-financing cost efficiency was high, and the relatively modest GEF investment of USD 3,536,363 could generate some impressive outputs under this project.	S
F. Factors affecting project performance		
1. Preparation and readiness	While there were certain difficulties with the initial project document and plan, there were easily overcome by the project team and managed in an adaptive manner.	MS
2. Project implementation and management	Handled very well by a competent and committed project team. With the caveat that the success of NLOs to interact with Government varied between countries.	S
3. Stakeholders participation	The partnership arrangement at the international level seems to have been quite well, while foreseen regional partnerships were not pursued. The levels of influence and interest each stakeholder group had over the project outcome varied.	S
4. Communication and public awareness	A communication plan was drawn up and implemented. A practical website has been set up and the most critical project information in form to Technical reports is accessible in English/French.	S
5. Country ownership and driven-ness	Country representatives were part of the PSC, as well as they were key target groups and participants of all in country activities. It is noted that this aspect, however, was the most criticized throughout the project evaluation.	MS
6. Financial planning and management	The financial planning at project design phase and project start was identified as a major problem during the inception as well as during the MTR. Relevant realignments were implemented, following adaptive management principles.	S
7. UN Environment supervision and backstopping	Supervision, guidance and technical back stopping of project partners by the executing agency (WCMC) were rated highly.	MS
8. Monitoring and evaluation	This aggregated rating is Unsatisfactory, as no formal M&E plan was part of the project and monitoring focused solely on output tracking.	US
<b>Overall project rating</b>		<b>S</b>

Criteria are rated on a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability is rated from Highly Likely (HL) down to Highly Unlikely (HU).

## Lessons learnt

A project of this scope does lend itself to identifying many detailed lessons. The Lessons covered here are mostly focused on tier level comments that are relevant to future project, and do not cover specific lessons of technical nature. Overall, nine lessons can be learned:

- ✓ Delivering excellent outputs is not a guarantee for achieving lasting project impacts
- ✓ Trying to influence behavior change requires detailed strategies and time
- ✓ Training a few individuals per institution does not mean that the whole institution will use these new methods from now on
- ✓ It is really important to understand the training needs (and target groups) so that appropriate solutions can be designed
- ✓ Country ownership is a critical success factor
- ✓ A good log frame and M&E plan from the project onset helps guide a good project
- ✓ Work with local communities and decision makers enhances the project impacts
- ✓ Solutions have to be identified and implemented, not only at the local and national level, but also at a regional level
- ✓ Having a realistic budget and timeframe for the delivery of all the planned outputs and outcomes is necessary at the onset of the project

A more detailed assessment and description of the Lessons learnt can be found in the main report.

## G. Evaluation Framework

### The Table 4: Evaluation Framework.

Note that this has been adapted from the TOR, and a questionnaire specifically tailored to the PARCC project is included in Annex 4. The questionnaire is designed based on the evaluation Framework and TOC and represents the adapted guidance for the evaluation. The questionnaire is used, in an adaptive manner during semi-structured interviews, work sessions, skype interviews and for written/ email-based feedback.

Criterion	Data source
<b>A. Strategic relevance</b>	
Were the project's objectives and implementation strategies consistent with global, regional and national environmental issues and needs?	Project Document
Was the project in-line with the GEF Biodiversity focal area's strategic priorities and operational programme(s) ?	Project Document
Does the project make a tangible/plausible contribution to any of the EAs specified in the Medium Term Strategy of 2010 - 2013?	Project Document
Does the project align / compliance with UN Environment's policies and strategies with regard to BSP, gender balance, Human rights based approach, south-south cooperation and safeguards?	Project Document
Is the project relevant to the priorities and needs of key stakeholder groups?	Project Document interviews
<b>B. Achievement of outputs</b>	
For project component 1-4, has the project been successful in producing the programmed outputs and milestones as stated in Document in terms of quantity and quality, also in terms of usefulness and timeliness?	Project Document, MTR report, PARCC output report, technical reports, PIRs, interviews
What are the reasons for the <i>success (or failure) in producing the programmed outputs and milestones? Is this related to stakeholder appropriate involvement?</i>	Project Document, MTR report, PARCC output report, technical reports, PIRs, interviews
<b>C. Effectiveness: Attainment of project objectives and results</b>	
1. Achievement of direct outcomes: has the project contributed to the stated project outcomes in the log frame?	Project Document, TOC, LogFramework, MTR report, PARCC output report, PIRs, interviews
2. Likelihood of impact using a Review of Outcomes to Impacts (ROtI) approach and TOC (also consider the likelihood that the intervention may lead to unintended negative effects in project documentation relating to Environmental, Social and Economic. Safeguards)	Project Document, TOC, LogFramework, MTR report, PARCC output report, PIRs, interviews
3. Achievement of project goal and planned objectives (briefly explain what factors affected the project's success)	Project Document, TOC, LogFramework, MTR report, PARCC output report, PIRs, interviews
<b>D. Sustainability and replication</b>	
1. Financial	
To what extent are the continuation of project results and the eventual impact of the project dependent on financial resources? What is the likelihood that adequate financial resources will be or will become available to use capacities built by the project? Are there any financial risks that may jeopardize sustenance of project results and onward progress towards impact?	Project Document, PARCC final progress report, national recommendations report, interviews, policy briefs, PIRs.
2. Socio-political	

Are there any social or political factors that may influence positively or negatively the sustenance of project results and progress towards impacts? Is the level of ownership by the main stakeholders sufficient to allow for the project results to be sustained? Did the project conduct 'succession planning' and implement this during the life of the project? Was capacity building conducted for key stakeholders? Did the intervention activities aim to promote (and did they promote) positive sustainable changes in attitudes, behaviours and power relations between the different stakeholders? To what extent has the integration of HR and GE led to an increase in the likelihood of sustainability of project results?	Project Document, PARCC final progress report, interviews, training workshops reports, PIRs
<b>3. Institutional framework</b>	
To what extent is the sustenance of the results and onward progress towards impact dependent on issues relating to institutional frameworks and governance? How robust are the institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. required to sustaining project results and to lead those to impact on human behaviour and environmental resources, goods or services?	Project Document, PARCC final progress report, interviews
<b>4. Environmental</b>	
Are there any environmental factors, positive or negative, that can influence the future flow of project benefits? Are there any project outputs or higher level results that are likely to affect the environment, which, in turn, might affect sustainability of project benefits? Are there any foreseeable negative environmental impacts that may occur as the project results are being up-scaled?	Project Document, PARCC final progress report, interviews
<b>5. Catalytic role and replication</b>	
Catalytic role: to what extent the project has: (a) catalyzed behavioural changes in terms of use and application, by the relevant stakeholders, of capacities developed; (b) provided incentives (social, economic, market based, competencies etc.) to contribute to catalyzing changes in stakeholder behaviour; (c) contributed to institutional changes, for instance institutional uptake of project-demonstrated technologies, practices or management approaches; (d) contributed to policy changes (on paper and in implementation of policy); (e) contributed to sustained follow-on financing (catalytic financing) from Governments, private sector, donors etc.; (f) created opportunities for particular individuals or institutions ("champions") to catalyze change (without which the project would not have achieved all of its results).	, PARCC final progress report, interviews, results from the online questionnaire
Replication: to what extent actual replication has already occurred, or is likely to occur in the near future? What are the factors that may influence replication and scaling up of project experiences and lessons?	PARCC final progress report, interviews, draft proposal to the GCF for a follow up phase
<b>E. Efficiency</b>	
Describe any cost- or time-saving measures put in place in attempting to bring the project as far as possible in achieving its results within its (severely constrained) secured budget and (extended) time.	Finance reports, interviews, technical reports, PIRs
Describe how delays, if any, have affected project execution, costs and effectiveness.	PSC and TAG reports, interviews, PIRs
Describe how the project teams to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. to increase project efficiency.	PSC and TAG reports, interviews
<b>F. Factors affecting project performance</b>	
<b>1. Preparation and readiness</b>	

Were project stakeholders adequately identified and were they sufficiently involved in project development and ground truthing e.g. of proposed timeframe and budget? Were the project's objectives and components clear, practicable and feasible within its timeframe? Are potentially negative environmental, economic and social impacts of projects identified? Were the capacities of executing agencies properly considered when the project was designed? Was the project document clear and realistic to enable effective and efficient implementation? Were the partnership arrangements properly identified and the roles and responsibilities negotiated prior to project implementation? Were counterpart resources (funding, staff, and facilities) and enabling legislation assured? Were adequate project management arrangements in place? Were lessons from other relevant projects properly incorporated in the project design? What factors influenced the quality-at-entry of the project design, choice of partners, allocation of financial resources etc.? Were any design weaknesses mentioned in the Project Review Committee minutes at the time of project approval adequately addressed?	Project Document, Project Review documents, TOR between partners, interviews
<b>2. Project implementation and management</b>	
Have the project implementation mechanisms outlined in the project document been followed? Were they effective in delivering project milestones, outputs and outcomes? Were pertinent adaptations made to the approaches originally proposed?	Project Document, PARCC final progress report, MTR report, PSC and TAG reports, interviews, PIRs
Was project management effective and efficient? Has it been able to adapt to changes during the life of the project?	Project Document, PARCC final progress report, MTR report, PSC and TAG reports, interviews, PIRs
Was the role of the teams and working groups clear and effective? How has the project execution arrangements been at all levels?	Project Document, Project Review documents, TOR between partners, interviews, PIRs
Has project management responded to direction and guidance provided by the UN Environment Task Manager and project steering bodies?	Project Document, PARCC final progress report, MTR report, PSC and TAG reports, interviews, PIRs
Were there any operational and political / institutional problems and constraints that influenced the effective implementation of the project? How were these overcome?	Project Document, PARCC final progress report, MTR report, PSC and TAG reports, interviews, PIRs
<b>3. Stakeholders participation and public awareness</b>	
What were the strengths and weaknesses of the used to identify and engage stakeholders with respect to the project's objectives and the stakeholders' motivations and capacities?	Project Document, interviews
How was the overall collaboration between different functional units of UN Environment involved in the project? What coordination mechanisms were in place? Were the incentives for internal collaboration in UN Environment adequate?	Project Document, interviews
Was the level of involvement of the Regional, Liaison and Out-posted Offices in project design, planning, decision-making and implementation of activities appropriate?	Project Document, interviews
Has the project made full use of opportunities for collaboration with other projects and programmes including opportunities not mentioned in the Project Document? Have complementarities been sought, synergies been optimized and duplications avoided?	Project Document, interviews
What was the achieved degree and effectiveness of collaboration and interactions between the various project partners and stakeholders during design and implementation of the project? This should be disaggregated for the main stakeholder groups identified in the inception report.	Project Document, interviews
To what extent has the project been able to take up opportunities for joint activities, pooling of resources and mutual learning with other organizations and networks?	Project Document, PARCC project final progress report, interviews, PIRs

How did the relationship between the project and the collaborating partners (institutions and individual experts) develop? Which benefits stemmed from their involvement for project performance, for UN Environment and for the stakeholders and partners themselves? Do the results of the project (strategic programmes and plans, monitoring and management systems, sub-regional agreements etc.) promote participation of stakeholders, including users, in environmental decision making?	Project Document, PARCC project final progress report, interviews, PIRs
Communication and public awareness: Did the project identify and make use of existing communication channels and networks used by key stakeholders? Did the project provide feedback channels?	Project Document, PARCC project final progress report, interviews, PIRs
<b>4. Country ownership and driven-ness</b>	
To what extent have Governments assumed responsibility for the project and provided adequate support to project execution, including the degree of cooperation received from the various public institutions involved in the project?	Project Document, interviews, PSC reports, PIRs
How and how well did the project stimulate country ownership of project outputs and outcomes?	Project Document, PSC reports, interviews
<b>5. Financial planning and management</b>	
Was the application of proper standards (clarity, transparency, audit etc.) and timeliness of financial planning, management and reporting adequate?	Project Document, project finance reports, interviews
Did administrative processes (such as recruitment of staff, consultants) have influenced project performance?	Project Document, project finance reports, interviews
Has co-financing materialized as expected at project approval?	Project co-finance reports, interviews
Describe the resources the project has leveraged since inception and indicate how these resources are contributing to the project's ultimate objective.	Project Document, project finance reports, interviews
<b>6. UN Environment supervision and backstopping</b>	
Assess the effectiveness of supervision, guidance and technical support provided by the different supervising/supporting bodies with regard to project supervision plans, inputs and processes	Project Document, interviews
Assess the effectiveness of supervision, guidance and technical support provided by the different supervising/supporting bodies with regard to project reporting and outcome monitoring	Project Document, interviews
How well did the different guidance and backstopping bodies play their role and how well did the guidance and backstopping mechanisms work? What were the strengths in guidance and backstopping and what were the limiting factors?	Project Document, interviews
<b>7. Monitoring and evaluation</b>	
<b>a. M&amp;E Design</b>	
Arrangements for monitoring: Did the project have a sound M&E plan to monitor results and track progress towards achieving project objectives? Have the responsibilities for M&E activities been clearly defined? Were the data sources and data collection instruments appropriate? Was the time frame for various M&E activities specified? Was the frequency of various monitoring activities specified and adequate?	Project Document, MTR report, revised Logframe, M&E plan, interviews
How well was the project logical framework (original and possible updates) designed as a planning and monitoring instrument?	Project Document, MTR report, revised Logframe, interviews
SMART-ness of indicators: Are there specific indicators in the log frame for each of the project objectives? Are the indicators measurable, attainable (realistic) and relevant to the objectives? Are the indicators time-bound?	Project Document, MTR report, revised Logframe, M&E plan, interviews

Adequacy of baseline information: To what extent has baseline information on performance indicators been collected and presented in a clear manner? Was the methodology for the baseline data collection explicit and reliable? For instance, was there adequate baseline information on pre-existing accessible information on global and regional environmental status and trends, and on the costs and benefits of different policy options for the different target audiences? Was there sufficient information about the assessment capacity of collaborating institutions and experts etc. to determine their training and technical support needs?	Project Document, Baseline data reports (PPG), interviews
To what extent did the project engage key stakeholders in the design and implementation of monitoring? Which stakeholders (from groups identified in the inception report) were involved? If any stakeholders were excluded, what was the reason for this? Was sufficient information collected on specific indicators to measure progress on HR and GE (including sex-disaggregated data)?	Project Document, MTR report, revised Logframe, M&E plan, interviews
Arrangements for evaluation: Have specific targets been specified for project outputs? Has the desired level of achievement been specified for all indicators of objectives and outcomes? Were there adequate provisions in the legal instruments binding project partners to fully collaborate in evaluations?	Project Document, MTR report, revised Logframe, M&E plan, interviews
<b>b. Budgeting and funding for M&amp;E activities:</b> Determine whether support for M&E was budgeted adequately and was funded in a timely fashion during implementation.	Project Document and finance reports
<b>c. M&amp;E Plan Implementation</b>	
Was the M&E system operational and facilitated timely tracking of results and progress towards projects objectives throughout the project implementation period?	Project Document, MTR report, revised Logframe, M&E plan, interviews
Were PIR reports prepared ?(the realism of the Task Manager's assessments will be reviewed)	PIR reports
Were Half-yearly Progress & Financial Reports complete and accurate?	, PIRs & Financial Reports
Was risk monitoring (including safeguard issues) regularly documented?	PIRs & Financial Reports
Was the information provided by the M&E system used during the project to improve project performance and to adapt to changing needs?	interviews
<b>Other key questions:</b>	
a) Has a better understanding of the potential effects of climate change on biodiversity and ecosystem services at national and regional level been gained?	All technical reports, and the final PARCC report summarizing the project's achievements, interviews,
b) Have climate change related risks to PAs (or climate change vulnerability of PAs) been comprehensively assessed in the participating countries?	All technical reports, country summary reports,
c) To what extent have strategies, plans and guidelines for risk-based adaptation and policy been adequately developed and mainstreamed in the participating countries?	interviews, adaptation strategies and policy recommendations reports, and the guidelines for PA managers

## H. Logical Framework - Review of attainment of project outputs

Revised Logical Framework (abridged version from latest Project document revision) – review of project outputs

Notably, a summary of the main outputs is provided in the following key project report.

[http://parcc.web-staging.linode.UN Environment-wcmc.org/system/comfy/cms/files/files/000/000/072/original/PARCC\\_EN\\_WEB.pdf](http://parcc.web-staging.linode.UN Environment-wcmc.org/system/comfy/cms/files/files/000/000/072/original/PARCC_EN_WEB.pdf)

Belle E.M.S., Burgess N.D., Misrachi M., Arnell A., Masumbuko B., Somda J., Hartley A., Jones R., Janes T., McSweeney C., Mathison C., Buontempo C., Butchart S., Willis S.G., Baker D.J., Carr J., Hughes A., Foden W., Smith R.J., Smith J., Stolton S., Dudley N., Hockings M., Mulongoy J., and Kingston N. 2016. Climate Change Impacts on Biodiversity and Protected Areas in West Africa, Summary of the main outputs of the PARCC project, Protected Areas Resilient to Climate Change in West Africa. UN Environment-WCMC, Cambridge, UK.

The table below assesses the individual outputs as per the project Log Frame.

Objective / Outcomes / Outputs	Description of indicator	End-of-project target	Summary of assessment results at MTR according to MTR targets (Annex 5, MTR)	EOP review (TE, 2017)
<b>PROJECT OBJECTIVE</b> <b>Enhanced regional (transboundary) and national PA management through strengthened scientific and technical capacity in: a) assessment of CC related risks, b) development of planning and guidelines for adaptation, and c) mainstreaming risk-based adaptation into PA management</b>	PA networks planning incorporating CC impacts and adaptation strategies	PA vulnerability assessments completed; Regional and national CC adaptation strategies for PA networks completed; adaptation strategies included in policy recommendations		
<b>COMPONENT 1: Vulnerability Assessment and risk reduction strategies for existing PA systems (with regard to climate change)</b>				
<b>OUTCOME 1.1</b> <b>Baseline for future monitoring of CC effects on PA systems in West Africa</b>	Baseline data related to PAs and CC compiled and summarized in a report	Active users of the website in 5 project countries and 3 additional countries		No website usage statistics were accessed, however, all consultations and in the online survey, the usefulness of the web portal was confirmed by a wide range of users.
<b>Output 1.1.1 (previously output 1.1 and activity 1.1)</b> Improved regional baseline data through a review of the data availability and quality (especially regarding PAs) and gap filling strategy through the identification of new datasets	Review of the data situation at the regional level, including an updated map of West African PAs, a new methodology to assess data quality, and the identification of	Improved PA data have been used in the PA vulnerability assessments	<b>T 1.1:</b> Data accessible on-line; records indicate active users in 5 countries  <b>100%</b>  Baseline data & reports updated & via project portal (national Action Plans available from PMU/ RMU and countries); no monitoring of levels of use/ demand; stakeholders report the need for additional dissemination	<i>See overall website:</i> <a href="http://parcc.protectedplanet.net/en/scientific-results/climate-projections-for-the-west-africa-region">http://parcc.protectedplanet.net/en/scientific-results/climate-projections-for-the-west-africa-region</a>  <i>And specific reports:</i> <a href="#">Janes, T., Jones, R. and Hartley, A. 2015. Regional Climate Projections for West Africa. UN Environment-WCMC technical report</a> <a href="#">Hartley, A.J., Jones, R. and Janes, T. 2015. Projections of change in ecosystem services under climate change. UN Environment-WCMC technical report.</a>  <i>Belle E. 2011. Data review and gap filling strategy. UN Environment-WCMC technical</i>

Objective / Outcomes / Outputs	Description of indicator	End-of-project target	Summary of assessment results at MTR according to MTR targets (Annex 5, MTR)	EOP review (TE, 2017)
	other datasets		methods.	report.
<b>Output 1.1.2 (previously output 1.2 and activity 1.2)</b> Improved national baseline data based on consolidated data from the five countries, including on PA boundary information, categories, management effectiveness, financing mechanism, conservation goals, species and habitat distributions	Review of the data situation at the national level, including on PAs, species, climate, vegetation, socio-economic data, and preparedness to CC	National baseline data have been used to validate the models of CC and species distribution	See above T1.1  <b>100%</b>	<i>National Data Collection Report The Gambia / Chad / Mali / Togo / Sierra Leone. 2011. UN Environment WCMC technical report.</i>  <i>Later produced country fact sheets:</i> <a href="#">Hartley, A., Jones, R. et Janes, T. 2015. Fiche d'information : Changement climatique et services écosystémiques : Tchad. UN Environment-WCMC technical report.</a>  <a href="#">Hartley, A., Jones, R. and Janes, T. 2015. Climate Change and Ecosystem Services Fact Sheet: The Gambia. UN Environment-WCMC technical report.</a>  <a href="#">Hartley, A., Jones, R. et Janes, T. 2015. Fiche d'information : Changement climatique et services écosystémiques : Mali. UN Environment-WCMC technical report</a>  <a href="#">Hartley, A., Jones, R. and Janes, T. 2015. Climate Change and Ecosystem Services Fact Sheet: Sierra Leone. UN Environment-WCMC technical report</a>  <a href="#">Hartley, A., Jones, R. et Janes, T. 2015. Fiche d'information : Changement climatique et services écosystémiques : Togo. UN Environment-WCMC technical report</a>
<b>OUTCOME 1.2</b> <b>Better understanding at national and regional level of the potential effects of CC on biodiversity and PAs</b>	Assessments of the vulnerability of West African species and PAs to CC	Assessments and maps produced at the regional and national level integrating the two different approaches		
<b>Output 1.2.1 (previously output 1.3.a and activity 1.3.a)</b> A review of the approaches used for vulnerability assessments, including recommendations of the best approaches for this project	Study reviewing the different vulnerability assessment approaches and making recommendations for the project	Same as for mid-term	See above T 1.1  <b>100%</b>	Lacambra C. 2011. Rapid Screening of vulnerability assessment tools and framework proposal. UN EnvironmentWCMC technical report.
<b>Output 1.2.2 (previously output 1.4 and activity 1.3.b)</b> Future climate scenario modelling for the West Africa region using PRECIS model	Regional climate data and future CC models for West Africa	Same as for mid-term	<b>T 1.2:</b> Maps for all 5 core countries produced; updated national assessments available for all 5 core countries  <b>80%</b>  Baseline maps, reports and updated national assessments available for 5 countries (project portal)	Jones R., Hartley A., McSweeney C., Mathison C. and Buontempo C. 2012. Deriving high resolution climate data for West Africa for the period 19502100. UN Environment-WCMC technical report.  Janes, T., Jones, R. and Hartley, A. 2015. Regional Climate Projections for West Africa. UN Environment-WCM technical report. Hartley,  A.J., Jones, R. and Janes, T. 2015. Projections of change in ecosystem services under climate change. UN Environment-WCMC technical report.

Objective / Outcomes / Outputs	Description of indicator	End-of-project target	Summary of assessment results at MTR according to MTR targets (Annex 5, MTR)	EOP review (TE, 2017)
			Full completion expected by October 2013	
<b>Output 1.2.3 (previously outputs 1.5-1.6 and activities 1.4.a.i-1.4.a.ii)</b> A species based framework model for assessing the vulnerability of regional species to CC	An adapted methodology of the traits-based vulnerability assessments (TVA) applied to West African vertebrate species	Adapted methodology has been used for the assessments of vulnerability of West African vertebrate species to CC	See above T 1.2  <b>80%</b>	Carr, J.A., Hughes, A.F. and Foden, W.B. (2014). A climate change vulnerability assessment of West African species. UN Environment-WCMC technical report.
<b>Output 1.2.4 (previously output 1.7 and activity 1.4.b.i)</b> A framework methodology integrating the two species-based approaches used in the project in order to assess the vulnerability of PAs to the impacts of CC	A methodology integrating the two project approaches to species and PA vulnerability assessments	Two vulnerability assessment methodologies integrated to assess the vulnerability of PAs to CC	See above T 1.2  <b>100%Framework complete</b>	<a href="http://parcc.protectedplanet.net/en/scientific-results/integrating-sdm-and-tva">http://parcc.protectedplanet.net/en/scientific-results/integrating-sdm-and-tva</a>  Willis S., Butchart S., Foden W., Smith R.J., Hartley A., Carr J., Belle E. and Burgess N.D. 2012. A Framework Methodology for Integrating Climate Change Vulnerability Assessments from Species Distribution Model and Traits-Based Approaches. UN Environment-WCMC technical report.
<b>Output 1.2.5 (previously output 1.8 and activity 1.4.b.ii)</b> An enhanced science-based understanding of which PAs are likely to be the most impacted by CC	Vulnerability assessments highlighting PAs which are likely to be the most impacted by CC	Integrated assessments of PA vulnerability to CC based on the SDM and traits-based approaches	See above T 1.2  <b>40%Assessments and maps expected by end 2013</b>	Protected Planet website (with links to the vulnerability assessment results for each West African PA, i.e. over 2,000 PAs). See for the full list:  <a href="https://www.protectedplanet.net/search?has_parcc_info=true&amp;main=has_parcc_info">https://www.protectedplanet.net/search?has_parcc_info=true&amp;main=has_parcc_info</a>  David J. Baker and Stephen G. Willis. 2015. Projected Impacts of Climate Change on Biodiversity in West African Protected Areas. UN Environment-WCMC technical report.  Durham University. 2015. Integrating species distribution models and trait data to inform conservation planning. UN Environment-WCMC technical report.
<b>Output 1.2.6 (previously outputs 1.9-1.10 and activities 1.4.b.iii-1.4.c)</b> A range of maps of the PA network at the regional and national level highlighting areas of vulnerability of the PA network to CC, possibly layered with additional parameters	A regional map and 5 national maps (including hard copies) showing areas of vulnerability to CC of the PA network	All regional and national maps completed integrating the two approaches and shared with project partners and other stakeholders	See above T 1.2  <b>40%Maps expected by end 2013</b>	Durham University. 2016. Species distribution modelling of potential climate impacts across West African protected areas. UN Environment-WCMC technical report.  All maps produced by Durham University (in electronic and printed formats) showing, at the national and regional level, the PAs the most vulnerable to climate change with regard to bird, mammal and amphibian species.  Note: Togo not recently updated their PA network in WDPA, as they are still in the process of reviewing it.

Objective / Outcomes / Outputs	Description of indicator	End-of-project target	Summary of assessment results at MTR according to MTR targets (Annex 5, MTR)	EOP review (TE, 2017)
<b>Component 2: Gap analysis/ studies and spatial planning (related to creation/extension or demarcation of new or existing PAs to design protected area networks that are ecologically representative and climate proofed)</b>				
<b>OUTCOME 2.1 (previously OUTCOME 2.4) The effect of CC on communities and their activities in and around PAs are better understood</b>	National and regional analyses enhancing the current understanding of the relationships between community activities, CC and PAs	Improved knowledge on the ways in which communities living in and around PAs are affected by CC		
<b>Output 2.1.1 (previously output 2.1 and activity 2.1)</b> A consolidated analysis (based on 5 country studies) on the effects of CC and climate variability on community activities and conversely the effects of those affected community activities on PAs	A series of national studies and a consolidated report on the effect of CC on communities living in and around PAs	All reports (regional and national) on the effects of CC on community activities completed	<b>T 2.1.</b> No MTR target; Most activities YR4; Discussions underway (TAG & PSC) on transboundary issues and pilot projects  <b>60%</b> Some national reports complete; regional consultancy planned	<a href="http://parcc.protectedplanet.net/en/regional-and-national-activities/links-between-pas-communities-and-climate-change">http://parcc.protectedplanet.net/en/regional-and-national-activities/links-between-pas-communities-and-climate-change</a>  <a href="#">Masumbuko B. and Somda J. 2014. Analysis of the links between climate change, protected areas and communities in West Africa. UN Environment-WCMC technical report.</a>  Notably much of this work was done desk-bound, without any local ground truthing, due to budget constraints.
<b>OUTCOME 2.2 (previously OUTCOME 2.1) Potential for the establishment of transboundary PAs assessed, maps drawn and discussed by participating countries authorities</b>	Assessment of the potential for new transboundary PAs and draft transboundary agreements	Report completed and used for pilot site selection, and meetings held for the signature of the agreements		
<b>Output 2.2.1 (previously output 2.2.i-2.2.ii and activities 2.2.i-2.2.ii)</b> An assessment of PA coverage and connectivity for regionally important areas (forest, savannah, and desert), including maps to show extent of the possible transboundary/corridor PA placements	Assessment of the connectivity of the PA network in West Africa, highlighting PAs important for connectivity, and potential new links between PAs, including transboundary, which would enhance connectivity	Completed report informed the selection of pilot sites and the conservation planning systems	<b>T 2.2.</b> No MTR target; Most activities YR4; Discussions underway (TAG, PSC, international experts) on trans-boundary issues, pilot projects and best practice guidelines (for METT see Outcome 4.2 and relevant Outputs)  <b>20%</b> Preliminary data collection on connectivity; Consultancy outputs (assessment & maps) due end Oct. 2013	<a href="http://parcc.protectedplanet.net/en/scientific-results/assessment-of-the-connectivity-of-the-west-african-pa-network">http://parcc.protectedplanet.net/en/scientific-results/assessment-of-the-connectivity-of-the-west-african-pa-network</a>  <a href="#">Arnell, A.P., Belle, E. and Burgess, N.D. 2014. Assessment of Protected Area Connectivity in West Africa. UN Environment-WCMC technical report.</a>  and  <a href="#">Annex: Additional figures and tables</a>

Objective / Outcomes / Outputs	Description of indicator	End-of-project target	Summary of assessment results at MTR according to MTR targets (Annex 5, MTR)	EOP review (TE, 2017)
<b>OUTCOME 2.3</b> <b>Status of globally threatened species updated and better understood to facilitate better future planning for their management</b>	Species assessments for their extinction risk and vulnerability to CC	Updated report on the extinction risk of West African species, including reptiles, complemented with their vulnerability to CC, and used in management plans		
<b>Output 2.3.1 (previously output 2.3 and activity 2.3)</b> Assessment report of the status of globally threatened species within the region, including each of the core project countries	Assessments of West African vertebrate species (amphibians, reptiles, mammals, freshwater fish and birds) extinction risk and vulnerability to CC based on their biological traits	Report completed and raw data available upon request	<b>T 2.3.</b> Preliminary reports on overall status of threatened species available IUCN Synthesis report on West African species data available (project portal); species vulnerability data being updated with data from regional workshops  <b>80%</b>  <i>W. Africa synthesis report available (portal); update due end 2013</i>	Carr, J.A., Hughes, A.F. and Foden, W.B. (2014). A Climate Change Vulnerability Assessment of West African Species. <i>UN Environment-WCMC technical report</i> . Data repository at WCMC accessible.  Climate Change Unit - IUCN Global Species Programme. 2011. A synthesis of existing species data of the West Africa region. UN Environment-WCMC technical report.
<b>OUTCOME 2.4 (previously OUTCOME 2.2)</b> <b>Recommendations for improving effectiveness of PA management in the face of CC, including transboundary initiatives</b>	A review of PA management approaches for CC and policy recommendations at the national and regional level	All policy recommendations at the national and regional level completed		
<b>Output 2.4.1 (previously output 2.4.1 and activity 2.4.i)</b> Regional level policy recommendations for PAs in the face of CC	Regional policy recommendations for managing PAs for CC	Regional policy recommendations completed, informed by the regional conservation planning system	<b>T 2.4.</b> Preliminary reports on effects of CC on community activities available  <b>10%</b>  <i>Review of policy instruments (W. Africa) complete; no progress at national level</i>	<a href="http://parcc.protectedplanet.net/en/recommendations-and-planning/identification-of-priority-areas-for-biodiversity-conservation">http://parcc.protectedplanet.net/en/recommendations-and-planning/identification-of-priority-areas-for-biodiversity-conservation</a>  <a href="#">Mulongoy, J. 2015. Regional strategy and policy recommendations for the planning and management of protected areas in the face of climate change. UN Environment-WCMC technical report.</a>
<b>Output 2.4.2 (previously output 2.4.ii and activity 2.4.ii)</b> Draft of national policy recommendations for uptake by individual countries, including innovative management	National policy recommendations for managing PAs for CC, for each of the 5 project countries	All 5 country policy recommendations completed, informed by the national conservation planning systems	See above T.2.4.  <b>10%</b>  National consultancies/ reports completed or near completion for all countries; TOR for regional synthesis under discussion	<a href="#">For each project country: Mulongoy, J. 2015. National strategy and policy recommendations for the planning and management of protected areas in the face of climate change. UN Environment-WCMC technical report.</a>

Objective / Outcomes / Outputs	Description of indicator	End-of-project target	Summary of assessment results at MTR according to MTR targets (Annex 5, MTR)	EOP review (TE, 2017)
systems of PAs for CC				
<b>Output 2.4.3 (previously output 2.5.i-2.5.ii and activity 2.5.i-2.5.ii)</b> Research results on a broad range of possible options for managing PAs for CC impacts (in the region and beyond), and a review of PA financing mechanisms	A review of options for managing and financing PAs to adapt to CC	Same as for mid-term	See above T.2.4.  <b>20%</b>  Preliminary research carried out; consultancy due to start Oct. 2013  New MAVA funded project (also executed by WCMC) will provide complementary information and action relating to communities, CC and PAs	<a href="http://parcc.protectedplanet.net/en/recommendations-and-planning/pa-management-financing-and-monitoring">http://parcc.protectedplanet.net/en/recommendations-and-planning/pa-management-financing-and-monitoring</a>  <a href="#">Smith J. 2013. Managing and financing protected areas to adapt to climate change: A rapid review of options. UN Environment-WCMC technical report.</a>
<b>Component 3: Policy Support &amp; Implementation, Pilot Projects and Training</b>				
<b>OUTCOME 3.1 (previously OUTCOME 3.1 and 3.2)</b> <b>Increased awareness about the effects of CC on biodiversity and PAs and improved capacity for addressing PA management with regard to CC</b>	Training at regional and national workshops on a broad range of topics related to PAs and CC issues	Enhanced knowledge of the effects of CC on PAs leading to the development of regional and national strategies		
<b>Output 3.1.1 (previously output 3.1.i and activity 3.1.i)</b> Training brochure/manual with modules on the training provided on at least 6 different topics	Training modules on a range of topics including PA data, climate change, and species vulnerability	All training completed and all associated material available in the training brochure	<b>T 3.1.</b> Training have helped to improve management  <b>50%</b>  <i>Training brochure available (portal); updated with new modules following workshops on different topics</i>  Training workshops carried out effectively; relevant materials produced & made available (project portal). Limited monitoring of uptake/ use of materials and no monitoring of change/ improvement in capacity or management resulting from training activities; no measurable MT (or EOP) target	<a href="http://parcc.protectedplanet.net/en/regional-and-national-activities/capacity-development">http://parcc.protectedplanet.net/en/regional-and-national-activities/capacity-development</a>  <ul style="list-style-type: none"> <li>● <b>National inception meetings and data collection</b> (Njamena, Chad; Lomé, Togo, Bamako, Mali; Freetown, Sierra Leone; Banjul, The Gambia, December 2011)</li> <li>● <b>Regional training workshop on climate information to enhance the resilience of West African protected areas</b> (Freetown, Sierra Leone, April 2012)</li> <li>● <b>Regional workshops on species extinction risks and climate change vulnerability</b> (Lomé, Togo, July 2012)</li> <li>● <b>National training workshops on climate information and species vulnerability to climate change</b> (Freetown, Sierra Leone, and Banjul, The Gambia, April 2013; Lomé, Togo, November 2013)</li> <li>● <b>Regional training workshop on assessing the vulnerability of biodiversity and protected areas to the impacts of climate change</b> (Ouagadougou, Burkina Faso, July 2013)</li> <li>● <b>Regional training workshop on systematic conservation planning</b> (Accra, Ghana, July 2014)</li> <li>● <b>National training workshops on systematic conservation planning</b> (Banjul, The Gambia, February 2015; Lomé, Togo, March 2015)</li> </ul> A specific project training manual has been developed and is available in both English and French and divided into six modules: 1. <a href="#">Protected Areas and the WDPA</a> ; 2. <a href="#">Climate data and scenarios</a> ; 3. <a href="#">The IUCN Red List of Threatened Species</a> ; 4. <a href="#">Species Vulnerability Traits</a> ; 5. <a href="#">Species Distribution Modelling</a> ; and 6. <a href="#">Conservation</a>

Objective / Outcomes / Outputs	Description of indicator	End-of-project target	Summary of assessment results at MTR according to MTR targets (Annex 5, MTR)	EOP review (TE, 2017)
				<p><a href="#">Planning.</a></p> <p>UN Environment-WCMC. 2015. PARCC project training manual. UN Environment-WCMC technical report.</p>
<p><b>Output 3.1.2 (previously output 3.1.ii and activity 3.1.ii)</b> Regional and national training workshops conducted on topics related to the effects of CC on PA and ways of enhancing adaptive capacity of species and PAs</p>	<p>At least three regional training workshops and two national training workshops per country</p>	<p>One more regional workshop and series of national workshops on systematic conservation planning</p>	<p><b>T 3.1.</b> Training have helped to improve management</p> <p>See previous comment.</p>	<p><a href="http://parcc.protectedplanet.net/en/regional-and-national-activities/capacity-development">http://parcc.protectedplanet.net/en/regional-and-national-activities/capacity-development</a></p> <p>See 3.1.1. above.</p>
<p><b>OUTCOME 3.2</b> <b>Improved PA management in the face of CC as a result of implementing pilot projects</b></p>	<p>Agreements and management plans for pilot sites and initiation of activities</p>	<p>Management of transboundary PAs improved, notably by considering CC impacts</p>		
<p><b>Output 3.2.1 (previously output 3.2 and activity 3.2)</b> i) Finalized management plans for at least two selected transboundary PAs taking into account CC impacts ii) Relevant authorities have met in order to discuss and sign the draft agreements for the joint management of at least two transboundary areas iii) Initiation of the implementation of the transboundary agreements and management plans</p>	<p>i) Management plans considering CC impacts for at least two pilot sites ii) National meetings with relevant national and transboundary authorities held to encourage the signing of agreements for the management, considering CC impacts, of at least two transboundary areas iii) Pilot site activities as defined in the</p>	<p>i) New management plans completed ii) Meeting reports and, if possible, signed agreements iii) Pilot site activities initiated according to management plans</p>	<p><b>T 3.2:</b> no MT target</p> <p><b>0% Activities to start in 2014</b></p> <p>No monitoring of any change in awareness, management or capacity; no measurable MT (or EOP) target; community-related PA studies started but most activities planned for 2014 onwards or under other projects</p>	<p><a href="http://parcc.protectedplanet.net/en/regional-and-national-activities/transboundary-pilot-site-activities">http://parcc.protectedplanet.net/en/regional-and-national-activities/transboundary-pilot-site-activities</a></p> <p>The five selected pilot sites were:</p> <ol style="list-style-type: none"> <li>1. SenaOura National Park in Chad, with BoubbaNdjidda National Park in Cameroon</li> <li>2. Gourma Elephant Reserve in Mali, with Sahel Partial Faunal Reserve in Burkina Faso</li> <li>3. Niomi National Park in The Gambia, with Delta du Saloum National Park in Senegal</li> <li>4. Gola Rainforest National Park in Sierra Leone, with Gola National Park in Liberia</li> <li>5. Oti-Kéran-Mandouri (OKM) in Togo, with the WAP ('W', Arly, Pendjari) complex between Benin, Burkina Faso, and Niger</li> </ol> <p>Various reports on each pilot site are available and included in the Bibliography. These reports are not available on the internet.</p> <p>Major country-specific deliverables have been produced and all planned outputs were delivered. They include, amongst other: a signed agreement between Mali and Burkina Faso for transboundary management, a legal study for a future agreement between Togo and the other countries involved, and updated transboundary</p>

Objective / Outcomes / Outputs	Description of indicator	End-of-project target	Summary of assessment results at MTR according to MTR targets (Annex 5, MTR)	EOP review (TE, 2017)
	management plans			management plans for three of the five pilot sites (certain activities could not be implemented, such as the signature of the agreement with Sierra Leone, notably because the park on the Liberian side had not yet been gazetted), and implementation of the agreements and management plans, have been initiated through some of the pilot site activities.
<p><b>Output 3.2.2 (previously output 3.3 and activity 3.3)</b> A long-term monitoring system of the effects of CC on PAs is designed for adoption for at least two selected pilot sites</p>	A monitoring system of the effects of CC for at least two of the transboundary PAs	Long term monitoring system of the effects of CC for at least two transboundary PAs	<p><b>T 3.3.</b> "No results by mid-term"</p> <p><b>0% Activities to start in 2014</b></p> <p>No monitoring of any change or improvement in management, policy development or capacity resulting from training activities; no measurable MT (or EOP) target; policy-related activities due to start 2014</p> <p><i>(Note: PMU reiterated under 3B and 3C that no activities due to start until final 2 years but MTR comment here relates to the need for monitoring (with baselines, targets) to be established for Outcomes before EOP)</i></p>	<p><a href="http://parcc.protectedplanet.net/en/regional-and-national-activities/recommendations-for-species-monitoring">http://parcc.protectedplanet.net/en/regional-and-national-activities/recommendations-for-species-monitoring</a> – for all five pilot sites, and not only the as minimum requirement targeted two.</p> <p><i>Carr, J. 2015. Recommandations pour le suivi des espèces pour l'airetransfrontalière du Parc National de SenaOura (Tchad) et du Parc National de BoubbaNdjidda (Cameroun). UN Environment-WCMC technical report.</i></p> <p><i>Carr, J. 2015. Species monitoring recommendations for the transboundary area of NiuniSaloum National Park (the Gambia) and Delta du Saloum National Park (Senegal). UN Environment-WCMC technical report.</i></p> <p><i>Carr, J. 2015. Recommandations pour le suivi des espèces pour l'airetransfrontalière de la Réserve des éléphants (Mali) et de la Réservepartielle de faune du Sahel (Burkina Faso). UN Environment-WCMC technical report.</i></p> <p><i>Carr, J. 2015. Species monitoring recommendations for the transboundary area of Greater Gola Peace Park (Liberia and Sierra Leone). UN Environment-WCMC technical report.</i></p> <p><i>Carr, J. 2015. Recommandations pour le suivi des espèces pour l'airetransfrontalière du complexeOti-Kéran-Mandouri (Togo) et du complexe WAP ('W', Arly, Pendjari) (Bénin, Burkina Faso, Niger). UN Environment-WCMC technical report.</i></p>
<b>Component 4: Knowledge Management, Communication and M&amp;E.</b>				
<p><b>OUTCOME 4.1</b> <b>Project Monitoring and Evaluation system with SMART indicators developed and implemented</b></p>	Project running as per the schedule regarding the completion of activities and reports delivery	Project completed on time, with all outcomes and outputs achieved		
<p><b>Output 4.1.1 (previously output 4.1 and activity 4.1)</b> i) An inception workshop report ii) Regional training workshop on climate information to enhance resilience of West African PAs iii) Revised log-frame and</p>	<p>i) Effective inception workshop at the start of the project ii) Training on interpreting climate data and future CC scenarios</p>	<p>i) to iii) Same as for mid-term iv) End of project evaluation report</p>	<p><b>T 4.1.</b> An early adaptive management effected</p> <p>i) 100% ii) 100% <b>iii) 100%: incorrect</b> iv) 50% (mid-term) v) 0 (TE/EOP)</p> <p>Regular progress monitoring on</p>	Various reports and outputs, such as regular PIRs (up to June 2015), meeting minutes, MTR, other.

Objective / Outcomes / Outputs	Description of indicator	End-of-project target	Summary of assessment results at MTR according to MTR targets (Annex 5, MTR)	EOP review (TE, 2017)
M&E plan iv) Project evaluation reports	iii) Log frame and M&E framework revised iv) Mid-term review report and end-of-project evaluation report		schedule (PIR/ progress/ financial reports; PSC & TAG meetings); Log Frame not reviewed & revised at Inception (as advised by UN Environment task manager) & no development of SMART indicators or detailed M&E Plan <i>MTR evaluator suggests that 100% in PIR under Activity 4.i part iii) is incorrect. Recommendations made in report for revising Log Frame, producing &amp; implementing M&amp;E Plan (with Outcome indicators) for final 2 years</i>	
<b>OUTCOME 4.2 (previously 4.3) Effective communication and adaptive management</b>	A Communication strategy and project website leading to a better knowledge of the project by all relevant stakeholders	All communication material disseminated to relevant stakeholders		
<b>Output 4.2.1 (previously output 4.2.i and activity 4.2)</b> Development of a communication strategy for the project	Communication strategy document provides recommendations on communication for all project partners	Same as for mid-term	<b>T 4.3.</b> Communication tools, strategy, web site and web portal in use by midterm  <b>90%</b>  Website (interactive portal) in operation; Communication Strategy developed and implemented; monitoring of web site usage but not of levels of impact.	See website: <a href="http://parcc.protectedplanet.net/fr">http://parcc.protectedplanet.net/fr</a> - available in French and English  Belle E. 2012. Communication strategy. UN EnvironmentWCMC technical report.  Six (6) Newsletters: <a href="http://parcc.protectedplanet.net/en/newsletters">http://parcc.protectedplanet.net/en/newsletters</a>  Overview of all publications: <a href="http://parcc.protectedplanet.net/en/publications">http://parcc.protectedplanet.net/en/publications</a>  Five (5) country specific policy briefs: <a href="http://parcc.protectedplanet.net/en/policy-briefs">http://parcc.protectedplanet.net/en/policy-briefs</a>
<b>Output 4.2.2 (previously outputs 4.2.ii-4.2.iii and activities 4.3.a-4.3.b)</b> A project website and data portal for stakeholder interactions with relevant documents	Development and continuous information exchange through the bilingual website and data portal	Same as for mid-term	Some as above T 4.3.	Website: <a href="http://parcc.protectedplanet.net/">http://parcc.protectedplanet.net/</a>
<b>OUTCOME 4.3 (previously OUTCOME 4.2)</b>	Monitoring of PA management	Updated METT used in at least two project		

Objective / Outcomes / Outputs	Description of indicator	End-of-project target	Summary of assessment results at MTR according to MTR targets (Annex 5, MTR)	EOP review (TE, 2017)
<b>Improved monitoring of management effectiveness of protected area systems and selected PAs through the inclusion of CC impacts</b>	effectiveness including CC related issues	countries		
<b>Output 4.3.1 (previously outputs 4.3.i-4.3.ii and activities 4.4.a-4.4.b)</b> A revised regional framework on PA management effectiveness and an additional module for the GEF METT to include information on CC	New module incorporating CC related issues for PA management	Updated tool has been applied to PAs in at least two of the project countries	<p><b>T 4.2.</b> Monitoring using new tool for mid-term review</p> <p><b>100%</b></p> <p>Framework and new METT module developed and tested in The Gambia</p>	<p><a href="#">Belle E., Stolton S., Dudley N., Hockings M. and Burgess N.D. 2012. Protected Area Management effectiveness: A regional framework and additional METT module for monitoring the effects of climate change. UN Environment-WCMC technical report.</a></p> <p><i>The newly developed/updated METT was applied to all pilot sites (except Sierra Leone) and all PAs in The Gambia..</i></p> <p>The two new questions on climate change with each four possible answers are as follows:</p> <p><b>1. Has the protected area been designed to take into account the likely effects of climate change?</b></p> <p>1.0: Climate change was not taken into account during PA design, and no subsequent consideration has been given to address its impact</p> <p>1.1: Climate change was not taken into account during PA design, some planning, but no action has been taken to address its impact</p> <p>1.2: Climate change was not taken into account during PA design, but planning and some action to address its impact has taken place</p> <p>1.3: Climate change was taken into account during PA design or in subsequent planning for impacts and has resulted in changes to the PA design</p> <p><b>2. Is the protected area being consciously managed to adapt to climate change?</b></p> <p>2.0: There have been no efforts to consider adaptation to climate change in management.</p> <p>2.1: Some initial thought has taken place about likely impacts of climate change, but this has yet to be translated into management plans.</p> <p>2.2: Detailed plans have been drawn up about how to adapt management to predicted climate change, but these have yet to be translated into active management.</p> <p>2.3: Detailed plans have been drawn up about how to adapt management to predicted climate change, and these are already being implemented.</p>
<b>Output 4.3.2 (previously output 4.2.iv and activity 4.5)</b> Recommendations for PA managers on the best approaches to manage PAs for CC	Guidelines for PA managers on the best approaches to manage PAs for CC	Publication completed and distributed to all project partners and relevant stakeholders	<p>Some as T 4.2/ T 4.5</p> <p><i>Activities to start in 2014/15</i></p>	<p><a href="http://parcc.protectedplanet.net/en/recommendations-and-planning/guidelines-for-pa-managers">http://parcc.protectedplanet.net/en/recommendations-and-planning/guidelines-for-pa-managers</a></p> <p><a href="#">Misrachi M., and Belle E. 2016. Guidelines for protected area managers in the face of climate change in West Africa, Insights from the PARCC project. UN Environment-WCMC technical report.</a></p>

## I. Completed assessment of the overall Quality of Project Design and Revision

**Table A:** Review of project design

A.	Project Context and Complexity		YES/NO	Comments/Implications for the evaluation design <i>(e.g. questions, TOC assumptions and drivers, methods and approaches, key respondents etc)</i>	Section Rating <sup>19</sup> : 5
1	Does the project face an unusually challenging operational environment that is likely to negatively affect project performance?	i) Ongoing/high likelihood of conflict?	Yes	The countries involved have a recent history of conflict or spill over conflict from neighbouring countries. These would negatively affect project activities. This is an assumption in TOC.	
		ii) Ongoing/high likelihood of natural disaster?	Yes	Severe droughts, floods and other natural disasters do occur in the participating countries. These would negatively affect project activities. This is an assumption in TOC.	
		iii) Ongoing/high likelihood of change in national government?	Yes	Coup d'état are common in the region. These would negatively affect project activities. This is an assumption in TOC.	
B.	Project Preparation		YES/NO	Comments/Implications for the evaluation design <i>(e.g. questions, TOC assumptions and drivers, methods and approaches, key respondents etc)</i>	Section Rating: 4
2	Does the project document entail a clear and adequate problem analysis?		Yes	Yes, this is well documented in Prodoc.	
3	Does the project document entail a clear and adequate situation analysis?		Yes	Yes, this is well documented in Prodoc.	
4	Does the project document include a clear and adequate stakeholder analysis?		No	No, while the key stakeholders producing the science and implementing the project are well described, the end users/beneficiaries of the project outcomes in the long-term are not discussed in detail, and how these will be reached. This is an important driver of outcomes, see TOC.	
5	<i>If yes to Q4: Does the project document provide a description of stakeholder consultation during project design process? (If yes, were any key groups overlooked: government, private sector, civil society and those who will potentially be negatively affected)</i>				
6	Does the project document identify concerns with respect to human rights, including in relation to sustainable development?	i) Sustainable development in terms of integrated approach to human/natural systems	Yes	Yes, this is well documented in Prodoc.	
		ii) Gender	Yes	Yes, this is well documented in Prodoc.	
		iii) Indigenous peoples	Yes	Yes, this is well documented in Prodoc.	

<sup>19</sup> Rating system for quality of project design and revision

A number rating 1-6 is used for each section: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1. The overall quality of the evaluation report is calculated by taking a weighted mean score of all rated quality criteria, see below. (For Project Context and Complexity, replace 'un/satisfactory' with 'un/likely')

C		Strategic Relevance	YES/NO	Comments/Implications for the evaluation design <i>(e.g. questions, TOC assumptions and drivers, methods and approaches, key respondents etc)</i>	Section Rating: 5
7	Is the project document clear in terms of its relevance to:	i) UNEP MTS, PoW and Sub-programme	Yes	Yes, this is well documented.	
		ii) Regional, Sub-regional and National environmental issues and needs?	Yes	Yes, this is well documented.	
		iii) The relevant GEF focal areas, strategic priorities and operational programme(s)? (if appropriate)	Yes	Yes, this is well documented.	
		iv) Key SDG <sup>20</sup> goals and targets	Yes	Yes, this is well documented.	
8	Does the project address key cross cutting issues?	i) South-South Cooperation <i>(where appropriate)</i>	Yes	Yes, this is well documented.	
		ii) Bali Strategic Plan	Yes	Yes, this is well documented.	
D		Intended Results and Causality	YES/NO	Comments/Implications for the evaluation design <i>(e.g. questions, TOC assumptions and drivers, methods and approaches, key respondents etc)</i>	Section Rating: 2
9	Is there a clearly presented Theory of Change?		No	No TOC was in the Prodoc.	
10	Are the causal pathways from project outputs (goods and services) through outcomes (changes in stakeholder behaviour) towards impacts (long term, collective change of state) clearly and convincingly described in either the logframe or the TOC?		No	They are partially described in the logframe, but this was not realistic and was modified after the MTR.	
11	Are impact drivers and assumptions clearly described for each key causal pathway?		No		
12	Are the roles of key actors and stakeholders clearly described for each key causal pathway?		No		
13	Are the outcomes realistic with respect to the timeframe and scale of the intervention?		No	While the scientific outcomes are realistic, the implementation part, especially the third part of the project objective 'mainstreaming risk-based adaptation into PA management' is not realistic with respect to the timeframe.	
E		Logical Framework and Monitoring	YES/NO	Comments/Implications for the evaluation design <i>(e.g. questions, TOC assumptions and drivers, methods and approaches, key respondents etc)</i>	Section Rating: 2
14	Does the logical framework	i) Capture the key elements of the Theory of Change/ intervention logic for the project?		No TOC in the project	
		ii) Have 'SMART' indicators for outputs?		They are partially described in the logframe, but this was not realistic and was modified after the MTR.	

<sup>20</sup>Depending on the date of project approval and type of intervention the MDGs (2015) or Aichi Biodiversity Targets (2020) may stand as alternatives to the SDGs (2030).

		ii)Have 'SMART' indicators for outcomes?		They are partially described in the logframe, but this was not realistic and was modified after the MTR.	
15		Is there baseline information in relation to key performance indicators?	Yes		
16		Has the desired level of achievement (targets) been specified for indicators of outputs and outcomes?	No	This was not detailed enough and was modified after the MTR.	
17		Are the milestones in the monitoring plan appropriate and sufficient to track progress and foster management towards outputs and outcomes?	No	This was not detailed enough and was modified after the MTR.	
18		Have responsibilities for monitoring activities been made clear?	No	This was not detailed enough and was modified after the MTR.	
19		Has a budget been allocated for monitoring project progress?	No	This was not detailed enough and was modified after the MTR.	
20		Is the workplan clear, adequate and realistic? (eg. Adequate time between capacity building and take up etc)	No	Not enough time between science and concrete activities on the ground, capacity building and take up (or mentoring afterwards), management guidelines and take up etc..	
<b>F</b>	<b>Governance and Supervision Arrangements</b>		<b>YES/NO</b>	<b>Comments/Implications for the evaluation design</b>  (e.g. questions, TOC assumptions and drivers, methods and approaches, key respondents etc)	<b>Section Rating: 6</b>
21		Is the project governance and supervision model comprehensive, clear and appropriate? (Steering Committee, partner consultations etc. )	Yes	This is clearly defined.	
22		Are roles and responsibilities within UNEP clearly defined?	Yes	This is clearly defined.	
<b>G</b>	<b>Partnerships</b>		<b>YES/NO</b>	<b>Comments/Implications for the evaluation design</b>  (e.g. questions, TOC assumptions and drivers, methods and approaches, key respondents etc)	<b>Section Rating: 5</b>
23		Have the capacities of partners been adequately assessed?	Yes		
24		Are the roles and responsibilities of external partners properly specified and appropriate to their capacities?	Yes		
<b>H</b>	<b>Learning, Communication and Outreach</b>		<b>YES/NO</b>	<b>Comments/Implications for the evaluation design</b>  (e.g. questions, TOC assumptions and drivers, methods and approaches, key respondents etc)	<b>Section Rating: 4</b>
25		Does the project have a clear and adequate knowledge management approach?	Yes		
26		Has the project identified appropriate methods for communication with key stakeholders during the project life? If yes, do the plans build on an analysis of existing communication channels and networks used by key stakeholders?	No	This should have been further developed in the project document, especially with regard to mainstreaming risk based adaptation into PA management	
27		Are plans in place for dissemination of results and lesson sharing at the end of the project? If yes, do they build on an analysis of existing communication channels and networks?	Yes	Yes, but this could be further developed (e.g. how to share guidelines for PA managers to PA managers on the ground)	
<b>I</b>	<b>Financial Planning / Budgeting</b>		<b>YES/NO</b>	<b>Comments/Implications for the evaluation</b>	<b>Section</b>

			<b>design</b> <i>(e.g. questions, TOC assumptions and drivers, methods and approaches, key respondents etc)</i>	<b>Rating: 3</b>
28	Are there any obvious deficiencies in the budgets / financial planning at design stage? <i>(coherence of the budget, do figures add up etc.)</i>	Yes		
29	Is the resource mobilization strategy reasonable/realistic? <i>(If it is over-ambitious it may undermine the delivery of the project outcomes or if under-ambitious may lead to repeated no cost extensions)</i>	No	It was over-ambitious and several activities such as project website and pilot site activities were not budgeted in and major changes had to be made to the original budget.	
J	<b>Efficiency</b>	YES/NO	<b>Comments/Implications for the evaluation design</b> <i>(e.g. questions, TOC assumptions and drivers, methods and approaches, key respondents etc)</i>	<b>Section Rating: 5</b>
30	Has the project been appropriately designed/adapted in relation to the duration and/or levels of secured funding?	Yes		
31	Does the project design make use of / build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. to increase project efficiency?	Yes		
32	Does the project document refer to any value for money strategies (ie increasing economy, efficiency and/or cost-effectiveness)?	Yes		
33	Has the project been extended beyond its original end date? <i>(If yes, explore the reasons for delays and no-cost extensions during the evaluation)</i>	Yes	There has been a no-cost extension to allow for some activities to finalise (e.g. pilot site activities).	
K	<b>Risk identification and Social Safeguards</b>	YES/NO	<b>Comments/Implications for the evaluation design</b> <i>(e.g. questions, TOC assumptions and drivers, methods and approaches, key respondents etc)</i>	<b>Section Rating: 4</b>
34	Are risks appropriately identified in both the ToC/logic framework and the risk table? <i>(If no, include key assumptions in reconstructed TOC)</i>	No	Some risks were identified in the Prodoc, but no TOC and some key assumptions were not mentioned.	
35	Are potentially negative environmental, economic and social impacts of the project identified and is the mitigation strategy adequate? <i>(consider unintended impacts)</i>	yes		
36	Does the project have adequate mechanisms to reduce its negative environmental foot-print? <i>(including in relation to project management)</i>	Yes		
L	<b>Sustainability / Replication and Catalytic Effects</b>	YES/NO	<b>Comments/Implications for the evaluation design</b> <i>(e.g. questions, TOC assumptions and drivers, methods and approaches, key respondents etc)</i>	<b>Section Rating: 3</b>
37	Was there a credible sustainability strategy at design stage?	Yes		
38	Does the project design include an appropriate exit strategy?	No	Exit strategy is not mentioned	

39	Does the project design present strategies to promote/support scaling up, replication and/or catalytic action?	No	Although it mentions the fact that as transboundary PA will be considered and some members of other countries invited to project workshops.	
40	Did the design address any/all of the following: socio-political, financial, institutional and environmental sustainability issues?	Yes	Institutional memory is addressed through access to reports and training material on the project website.	
<b>M</b>	<b>Identified Project Design Weaknesses/Gaps</b>	<b>YES/NO</b>	<b>Comments/Implications for the evaluation design</b>  <i>(e.g. questions, TOC assumptions and drivers, methods and approaches, key respondents etc)</i>	<b>Section Rating: 5</b>
41	Were there any major issues not flagged by PRC?	No		
42	What were the main issues raised by PRC that were not addressed?	No		

**Table 3: Review of project design with score**

	SECTION	RATING (1-6)	WEIGHTING	TOTAL (Rating x Weighting)
A	Project Context and Complexity	5	0.4	2
B	Project Preparation	4	1.2	4.8
C	Strategic Relevance	5	0.8	4
D	Intended Results and Causality	2	1.6	3.2
E	Logical Framework and Monitoring	2	0.8	1.6
F	Governance and Supervision Arrangements	6	0.4	2.4
G	Partnerships	5	0.8	4
H	Learning, Communication and Outreach	4	0.4	1.6
I	Financial Planning / Budgeting	3	0.4	1.2
J	Efficiency	5	0.8	4
K	Risk identification and Social Safeguards	4	0.8	3.2
L	Sustainability / Replication and Catalytic Effects	3	1.2	3.6
M	Identified Project Design Weaknesses/Gaps	5	0.4	2
			<b>TOTAL SCORE (Sum Totals)</b>	<b>37.6</b>
			<b>AVG SCORE</b> <i>(Divide Total Score by 13)</i>	<b>2.892307692</b>

## J. Resume of consultants

### **Dr. Juliane Zeidler**

Dr Juliane Zeidler holds an MSc (Diplom) in Biology from the J.W. Goethe University, Frankfurt a.M., Germany (1995) and an MSc in Resource Conservation Biology at the University of the Witwatersrand, Johannesburg, South Africa (1997). She was awarded her PhD in Ecology and Natural Resource Management by the University of the Witwatersrand, Johannesburg, South Africa in 2000.

Presently Dr. Zeidler is an Associate Director for Strategic Planning and Donor Relations of the Gorongosa National Park in Mozambique, working for the Carr Foundation. She is based in Praia do Tofo, Inhambane, Mozambique. Since 2001, she is the Director and Senior Consultant of Integrated Environmental Consultants of Namibia, [www.iecn-namibia.com](http://www.iecn-namibia.com) and the sister company IEC Mozambique E.I., both her own companies. She is the founding trustee of the associated Natuye – Institute for the Environment Trust, as well as of two educational trusts in Namibia, focusing on early childhood development and vocational training for youth.

Between 2012 and 2016 Dr. Zeidler served as Global Chair of the IUCN Commission on Education and Communication (CEC), and she continues being an active member of the Commission.

Her work is guided by her conviction that progress in environmental and developmental work can only be achieved through overcoming capacity bottlenecks at implementation levels. She has been working in the fields of environment and development for more than 25 years and is well-known in especially in Namibia and internationally for her expertise in biodiversity research, climate change adaptation work, especially at the community level, natural resources management, community development, environmental politics and sustainable development. In the past decade she has established her interest in development communication, change management and learning – realising in her own daily work in Africa that many environmental management, conservation and developmental challenges need to be addressed in a context that will lead to lasting changes and impacts on the ground.

From 1991 to 1998, she was based at the Gobabeb Training and Research Centre in the central Namib Desert and served as research assistant and coordinator of the Desert Ecological Research Unit. Between 1998 and 2002 she coordinated the implementation of the research, outreach and capacity building components of Namibia's National Programme to Combat Desertification for the Desert Research Foundation of Namibia and carried out support work for the National Biodiversity Programme of the Ministry of Environment and Tourism in Namibia. From 2002-2004 she was the programme officer for Dry and Sub-humid Lands at the Secretariat of the Convention on Biological Diversity (CBD), of UN Environment, based in Montréal, Canada. In this capacity, she provided and coordinated scientific advice to the ongoing negotiation process of this and other work programmes of the Convention. With IECN, Dr Zeidler has been involved in the preparation and implementation of a large range of projects relating to climate change adaptation, biodiversity conservation and sustainable land management, focused on developing, implementing and evaluating projects e.g. for the Global Environment Facility (GEF) in Africa, primarily for UNDP, FAO and UN Environment. Over the past years she has worked on major assignments in more than 25 countries in Africa and elsewhere in the world.

## **Dr Aida Cuni-Sanchez**

Dr Aida Cuni-Sanchez holds an MSc (Diplom) in Biology from the University of Barcelona in Spain (2006). She was awarded her PhD in Environmental Sciences by the University of Southampton UK in 2011. Since her PhD she has worked as a researcher for RSPB, University of York, University College London, University of Copenhagen and University of Oxford, where she is based now. Her research interests, at the interphase between natural and social sciences, have focused on forest ecology, carbon stocks, forest use by local communities and its effects on conservation and climate change (from species distribution models to local community adaptation). She has been working in several countries in Africa, including Sierra Leone, Benin, Senegal, Gabon, Kenya, Malawi, Madagascar and Congo. She has been involved in teaching and supervising several European and African Masters students, and she is committed to capacity building in Africa, teaching in field courses such as TBA. Apart from publishing over 15 peer-reviewed publications, she has also been involved in producing reports for wider audiences and in science outreach, teaching at primary schools in Africa and making even a film about her participative research approach (<https://forest-islands.com/>). She collaborates with the Afritron project (<http://www.afritron.org>). She also runs an NGO in Burkina Faso (<https://nensburkina.org/>) .

## UNEP Evaluation Quality Assessment

**Evaluation Title: Terminal evaluation of the project: Protected Areas Resilient to Climate Change (PARCC West Africa), officially known as “Evolution of Protected Area systems with regard to climate change in West Africa**

All UNEP evaluations are subject to a quality assessment by the Evaluation Office. The quality assessment is used as a tool for providing structured feedback to the evaluation consultants.

The quality of both the draft and final evaluation report is assessed and rated against the following criteria:

	UNEP Evaluation Office Comments	Draft Report Rating	Final Report Rating
<b>Substantive report quality criteria</b>			
A. <b>Quality of the Executive Summary:</b> Does the executive summary present the main findings of the report for each evaluation criterion and a good summary of recommendations and lessons learned? (Executive Summary not required for zero draft)	<p><b>Draft report:</b> Not rated</p> <p><b>Final report:</b> The executive summary provides a suitable summary of the findings detailed in the main report. Lessons learned and recommendations are summarised.</p>	-	5
B. <b>Project context and project description:</b> Does the report present an up-to-date description of the socio-economic, political, institutional and environmental context of the project, including the issues that the project is trying to address, their root causes and consequences on the environment and human well-being? Are any changes since the time of project design highlighted? Is all essential information about the project clearly presented in the report (objectives, target groups, institutional arrangements, budget, changes in design since approval etc.)?	<p><b>Draft report:</b> Well presented, detailed and easy to comprehend.</p> <p><b>Final report:</b> No change</p>	5	5
C. <b>Strategic relevance:</b> Does the report present a well-reasoned, complete and evidence-based assessment of strategic relevance of the intervention in terms of relevance of the project to global, regional and national environmental issues and needs, and UNEP strategies and	<p><b>Draft report:</b> The section is covered in accordance with the TOR and includes the requested relevance aspects. Some minor improvements have been requested.</p> <p><b>Final report:</b> Requested changes have been made</p>	5	6

programmes?			
D. <b>Achievement of outputs:</b> Does the report present a well-reasoned, complete and evidence-based assessment of outputs delivered by the intervention (including their quality)?	<p>Draft report: The section is complete. Outputs are discussed by component and effort has been made to include qualitative aspects of the outputs, including utility to project beneficiaries. Sources of data (e.g. presented in tables) however need to be used more consistently. Rating provided seems inconsistent with findings</p> <p>Final report: Same comment above. The section is presented in great detail, but the analysis and rating tends is not sufficiently objective – especially on the matter of their utility</p>	4	4
E. <b>Presentation of Theory of Change:</b> Is the Theory of Change of the intervention clearly presented? Are causal pathways logical and complete (including drivers, assumptions and key actors)?	<p>Draft report: Clear and well presented. Some work needs to be done to improve the description of drivers and assumptions within the narrative, and to include some additional pathways between outputs and outcomes.</p> <p>Final report: Requested changes have been made</p>	5	5.5
F. <b>Effectiveness - Attainment of project objectives and results:</b> Does the report present a well-reasoned, complete and evidence-based assessment of the achievement of the relevant outcomes and project objectives?	<p>Draft report: The section is covered relatively well as far as content; where necessary evidence/examples to support the findings presented are included.</p> <p>Final report: Analytical and brings out some useful insights upon which lessons learned and pertinent recommendations can readily be identified. The main concern is that the conclusions reached and the ratings are inconsistent with the findings.</p>	4.5	4.5
G. <b>Sustainability and replication:</b> Does the report present a well-reasoned and evidence-based assessment of sustainability of outcomes and replication / catalytic effects?	<p>Draft report: Well analysed section although some minor improvements have been requested to clarify statements. Section can also be improved further by citing more examples to substantiate some of the claims made on sustainability, and to justify the ratings awarded to one of the sub-criteria.</p> <p>Final report: Some improvements from the draft have been noted</p>	5	5.5
H. <b>Efficiency:</b> Does the report present a well-reasoned, complete and evidence-based	<p>Draft report: Assessment of the project's efficiency is insufficient; the statements made are very</p>	3	4

<p>assessment of efficiency? Does the report present any comparison with similar interventions?</p>	<p>general. More information is needed substantiate the general comments made and to support the overall rating given.</p> <p>Final report: Some improvements from the draft have been noted although the analysis does not sufficiently give an analysis of efficiency issues related to PA pilot site activities and capacity development</p>		
<p>I. <b>Factors affecting project performance:</b> Does the report present a well-reasoned, complete and evidence-based assessment of all factors affecting project performance? In particular, does the report include the actual project costs (total and per activity) and actual co-financing used; and an assessment of the quality of the project M&amp;E system and its use for project management?</p>	<p>Draft report: Overall this section is not very well presented and for the most part lacks sufficient evidence. Some improvements have requested of the evaluators</p> <p>Final report: Improvements noted. The analysis is a lot more objective than in the previous draft.</p>	4	5
<p>J. <b>Quality of the conclusions:</b> Do the conclusions highlight the main strengths and weaknesses of the project, and connect those in a compelling story line?</p>	<p>Draft report: The conclusions section is well done; it gives a sufficient coverage of the project's strengths and challenges.</p> <p>Final report: Same comment as above</p>	5	5
<p>K. <b>Quality and utility of the recommendations:</b> Are recommendations based on explicit evaluation findings? Do recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'what?' 'where?' 'when?'). Can they be implemented?</p>	<p>Draft report: The recommendations are well presented – accompanied by a summary of the relevant context as already presented in the report, and they have been formulated as actionable proposals (who when what)</p> <p>Final report: Same comment as above</p>	5.5	5.5
<p>L. <b>Quality and utility of the lessons:</b> Are lessons based on explicit evaluation findings? Do they suggest prescriptive action? Do they specify in which contexts they are applicable?</p>	<p>Draft report: The lessons learned are grounded on findings already presented in the report. The wider application of the lessons beyond the project setting is given.</p> <p>Final report: Same comment as above</p>	5.5	5.5
<b>Report structure quality criteria</b>			
<p>M. <b>Structure and clarity of the report:</b> Does the report structure follow EO guidelines? Are all</p>	<p>Draft report: The report follows the recommended structure given in the TOR (2016 structure). Annexes are</p>	6	6

requested Annexes included?	complete. Final report: Same comment as above		
N. <b>Evaluation methods and information sources:</b> Are evaluation methods and information sources clearly described? Are data collection methods, the triangulation / verification approach, details of stakeholder consultations provided? Are the limitations of evaluation methods and information sources described?	Draft report: The evaluation methods, information sources and limitations are clearly and sufficiently described. Information sources to validate findings can be improved  Final report: Same comment as above	5	5
O. <b>Quality of writing:</b> Was the report well written? (clear English language and grammar)	Draft report: Clear and well written draft report.  Final report: Same comment as above	6	6
P. <b>Report formatting:</b> Does the report follow EO guidelines using headings, numbered paragraphs etc.	Draft report: Yes it does (based on the earlier 2016 format)  Final report: Same comment as above	6	6
<b>OVERALL REPORT QUALITY RATING</b>		<b>S</b>	<b>S</b>