DRAFT

Terminal Evaluation

UNEP/ GEF Project "Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based sources and activities (WIO-SAP)" (GEF ID 4940)

Evaluation Office of the
United Nations Environment Programme

Distributed: January 2025

Project Coverage and Participating Countries

Executing Agency

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Project Title: UNEP/ GEF Project "Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based sources and activities (WIO-SAP)"
GEF ID # 4940
01/25

Acknowledgements

This terminal evaluation was prepared for UNEP by an external evaluation consultant Mr. Vassen Kauppaymuthoo.

The evaluation consultant would like to thank all the individuals and their organisations who were interviewed for this evaluation, as listed in Annex 2 Key stakeholders consulted, as well as the many other contributors who participated in surveys and meetings. I would like to thank in particular the NCS head and former WIOSAP Project Manager Jared Bosire and Sammy Marathi Weru for their willingness to share information with us and for their support in preparing and carrying out the field missions.

The evaluation consultant would also like to thank UNEP Evaluation Manager, Stephen Baguma, UNEP Task Manager, Hartwig Kremer, UNEP Senior Evaluation Programme Assistant, Mercy Mwangi and the other members of the Project Team based in Nairobi for their support and guidance throughout the process.

Special thanks are also extended to all the partners and other stakeholders who generously shared their time and perspectives. All input provided by the WIOSAP Project partners, the implementation team, government representatives, beneficiaries and other stakeholders consulted during the process is gratefully acknowledged.

It is hoped that these findings, conclusions and recommendations will inspire, guide and be useful in improving the future work of the WIOSAP project, the GEF International Waters Programme's Thematic support on the promotion of collective management of transboundary water systems.

Brief Consultant Biography

Mr. Vassen Kauppaymuthoo is a Registered Professional Environmental Engineer, an Oceanographer and. Lawyer with more than 28 years working experience in the field in Small Island Developing States, Africa and the Southwestern Indian Ocean. His multi-disciplinary competence and approach together with his working experience with international and regional organisations (including UNEP, UNDP, ILO, NORAD, JICA, AFD, IOC) governments, academics, the private sector and CBOs/NGOs have allowed him to acquire an integrated analytical perspective to set up, manage, conduct and evaluate projects using a transversal approach in the context of the implementation of the international conventions and protocols and GEF funding.

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About the Evaluation

Joint Evaluation: No
Report Language(s): English
Evaluation Type: Terminal Evaluation
Brief Description: This report is a Terminal Evaluation of the UNEP/GEF Project "Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based sources and activities (WIO-SAP)" (GEF ID 4940), implemented between June 2016 and April 2024. The objective of the WIOSAP project was to reduce impacts from land-based sources and activities and sustainably manage critical coastal-riverine ecosystems through the implementation of the WIOSAP priorities with the support of partnerships at national and regional levels. The project covered the following countries of the Western Indian Ocean region: Comoros, Kenya, Madagascar, Mozambique, Mauritius, Seychelles, Somalia, South Africa and Tanzania. The Evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP, the Nairobi Convention Secretariat and the contracting parties to the convention.

Key words: Protection Western Indian Ocean, Land Based Sources and Activities, Sustainable Management of Coastal-Riverine Critical Ecosystems, National and regional Partnerships, Recovery and Restoration of Terrestrial Freshwater and Marine Areas, Integrated Monitoring and Sustainable Management Tools, Biodiversity and Ecosystem Based Approach, Sustainable Livelihoods, Poverty Alleviation, Gender Equality, GEF Project Evaluation.

Primary data collection period: September 2024 – December 2024

Field mission dates:
- **Field mission 1:** Mauritius, 19 to 27 September 2024
- **Field mission 2:** Kenya, 13 to 19 October 2024
- **Field mission 3:** Tanzania, 10 to 16 November 2024
- **Field mission 4:** Madagascar, 24 to 30 November 2024
- **Field mission 5:** Seychelles, 8 to 14 December 2024

Remote interview dates:
- **Remote interview 1:** South Africa, 31 October 2024
- **Remote interview 2:** Somalia, 8 November 2024
- **Remote interview 3:** Comoros, 22 November 2024
- **Remote interview 4:** Mozambique, 10 December 2024

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Abbreviations

ADD	Assistant Deputy Director
ADF	Assistant Director of Fisheries
AFRC	Albion Fisheries Research Centre
AQUA	Agência Nacional para o Controlo da Qualidade Ambiental
ASCLME	Agulhas and Somali Current Large Marine Ecosystems
ASO	Acting Scientific Officer
AU	African Union
CBD	Convention on Biological Diversity
CBO	Community-Based Organisation
CEO	Chief Executive Officer
CHM	Clearing House Mechanism
COMESA	Common Market for Eastern and Southern Africa
CSIR	Council for Scientific and Industrial Research
DEO	Divisional Environment Officer
DEPI	Division of Environmental Policy Implementation
DSO	Divisional Scientific Officer
EA	Executing Agency
EAC	East African Community
EO/SEO	Environment Officer/Senior Environment Officer
FGD	Focus Group Discussion
GEF	Global Environment Facility
GIS	Geographic Information System
HQ	Headquarters
HRBA	Human-Rights Based Approach
ICA	International Cooperation Agreement
ICM	Integrated Coastal Management
ICZM	Integrated Coastal Zone Management
IGAD	Intergovernmental Authority on Development
IGO	International Governmental Organisation
IOC	Indian Ocean Commission
IP	Implementation Partner
IUCN	International Union for the Conservation of Nature
IW	International Waters
KMFRI	Kenya Marine and Fisheries Research Institute
LBSA	Protocol for the Protection of the Marine and Coastal Environment of the Western Indian Ocean
LME	Large Marine Ecosystems
MOB	Ministry of Blue Economy, Marine Resources, Fisheries and Shipping
MOE	Ministry of Environment, Solid Waste Management and Climate Change
MSP	Marine Spatial Planning
MTR	Mid-Term Review
MTS	Medium-Term Strategy

MWF	Mauritian Wildlife Foundation
NAMA	Nationally Appropriate Mitigation Action
NCS	Nairobi Convention Secretariat
NEMA	National Environment Management Authority
NFP	National Focal Point
NGO	Non-Governmental Organisation
NPCS	National Parks and Conservation Service
PCA	Project Cooperation Agreement
PMU	Project Management Unit
POW	Programme of Work
PQD	Project Quality Design
PRF	Project Results Framework
PRODOC	Project Document
PSC	Project Steering Committee
RTOC	Reconstructed Theory of Change
SADC	Southern African Development Community
SAP	Strategic Action Programme
SAPPHIRE	Western Indian Ocean Large Marine Ecosystems Strategic Action Programme Policy Harmonisation and Institutional Reforms
SO/SSO	Scientific Officer/Senior Scientific Officer
SSFA	Small-Scale Funding Agreement
STO	Senior Technical Officer
SUA	Sokoine University of Agriculture
TDA	Transboundary Diagnostic Analysis
TO	Technical Officer
TOC	Theory of Change
TOR	Terms of Reference
TRASS	Terrestrial Restoration Action Society of Seychelles
UEM	Universidade Eduardo Mondlane
UN	United Nations
UNDAF	UN Development Assistance Frameworks
UNEP	United Nations Environment Programme
UNFCC	United Nations Framework Convention on Climate Change
WCS	Wildlife Conservation Society
WIO	Western Indian Ocean
WIOLAB	Addressing Land Based Activities in the Western Indian Ocean
WIOSAP	Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based sources and activities (WIO-SAP)
WWF	World Wildlife Fund for Nature

Project Identification Table

Table 1. Project Identification Table[1]

GEF Project ID/SMA ID[2]:	GEF 4940: Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based sources and activities (WIO-SAP).		
Implementing Agency (UNEP Division/ Branch/Unit):	[3] Ecosystems Division, Marine and Fresh Water Branch, GEF International Waters Unit	**Executing Agency:**	Nairobi Convention Secretariat
Sources of Funding (Co-finance):	***Country[4](ies):*** Comoros, Kenya, Madagascar, Mauritius, Mozambique, Seychelles, Somalia, South Africa, Tanzania.	***Institution[5] Name/Type:*** Governments (Comoros, Kenya, Madagascar, Mauritius, Mozambique, Seychelles, Somalia, South Africa, Tanzania). UNEP (UN body)	
Relevant SDG(s):	SDGs 5, 13 and 14		
MTS (at approval): MTS 2014-2017			
POW Direct Outcome(s) number/reference *(applicable for projects approved from 2022):* **OR** **POW Output(s) number/reference *(applicable for projects approved pre-2022)***	***POW Direct Outcome:*** Recovery of nature occurs and is contributing positively to ecosystem stability and human well-being. **Indicators** Number of national or subnational entities that, with UNEP support, adopt integrated approaches to address environmental and social issues and/or tools for valuing, monitoring and sustainably managing biodiversity. Number of countries and national, regional and subnational authorities and entities that incorporate, with UNEP support, biodiversity and ecosystem-based approaches into development and sectoral plans, policies and processes for the sustainable management and/or restoration of terrestrial, freshwater and marine areas. Increase in territory of land and seascapes that is under improved ecosystem conservation and restoration ***POW Output:***	**MTS 2025 Outcome(s) number/reference *(applicable for projects approved from 2022):*** **OR** **POW Expected Accomplishment(s) number/reference *(applicable for projects approved pre-2022):***	***MTS 2025 Outcome:*** **POW Expected Accomplishment:** There is a net increase in the extent of healthy, resilient and sustainably managed natural and productive landscapes and seascapes
Sub-programme:	2020-2021 - Healthy and productive ecosystems.	**Programme Coordination Project:**	N/A
UNEP approval date:	15 August 2016	**GEF approval date:**	21 April 2016
GEF Operational Programme #:	GEF-5	**GEF Strategic Priority:**	Promotion of collective management of transboundary water systems.
Project type:	Full-size Project	**Focal Area(s):**	International Waters
***Expected* start date:**	June 2016	**Actual start date:**	June 2016
***Planned* completion date:**	June 2021	**Actual operational completion date:**	30 April 2024

[1] Project Identification Table based on Terms of Reference for the Terminal Evaluation
[2] SMA refers to the ID provided by the Integrated Planning, Management and Reporting Solution (IPMR) system, which was introduced by UNEP in July 2023.
[3] Formerly, Division of Environmental Policy Implementation (DEPI)
[4] Where applicable, list countries who have provided project funds and/or co-finance.
[5] Indicate where funding institutions are any/all of the following: Foundation/NGO; Private Sector; UN Body; Multilateral Fund; Environment Fund.

***Planned* total project budget at approval:**	US$ 88,553,341	**Actual total expenditures reported as of [30 March 2024]:**	US$ 53,402,611
GEF grant allocation:	US$ 10,867,000	**GEF grant expenditures reported as of [30 March 2024]:**	US$ 10,594,746
***Expected* Medium-Size Project/Full-Size Project co-financing:**	**Cash:** US$ 10,867,000 **In-kind:** US$ 77,686,341	**Secured Medium-Size Project/Full-Size Project co-financing:**	**Cash:** US$ 10,867,000 **In-kind:** US$ 42,807,865
No. of formal project revisions:	2	**Date of last approved project revision:**	17 March 2021
No. of Steering Committee meetings:	6	**Date of Last Steering Committee meeting:**	28 to 29 January, 2025
Mid-term Review/ Evaluation *(planned date):*	October 2019	**Mid-term Review/ Evaluation (actual date):**	March 2022
Terminal Evaluation *(planned date):*	December 2021	**Terminal Evaluation (actual date):**	January 2025
Coverage - Country(ies):	Comoros, Kenya, Madagascar, Mauritius, Mozambique, Seychelles, Somalia, South Africa, Tanzania.	**Coverage - Region(s):**	Africa
Dates of previous project phases:	N/A	**Status of future project phases:**	N/A

Executive Summary

Project background

1. The UNEP/GEF Project "Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based sources and activities (WIO-SAP" and referred to as "the WIOSAP project**"** (GEF ID 4940) is part of the UNEP Medium-Term Strategy's subprogramme on Healthy and Productive Ecosystems (SP3), and more specifically expected accomplishments 3 (a), (b) and (c) in order to enhance the capacity of countries to practice integrated management of terrestrial and freshwater ecosystems and mainstreaming cross-sectoral and integrated ecosystem management principles in their development and planning processes. The WIOSAP project, which ended on 30 June 2024, is equally aligned with UNEP Mid-Term Strategy 2018-2021[6] (Healthy and Productive Ecosystems and Environmental Governance) and 2022-2025[7] (Nature Action).
2. The objective of the WIOSAP project was to reduce impacts from land-based sources and activities and sustainably manage critical coastal-riverine ecosystems through the implementation of the WIOSAP priorities with the support of partnerships at national and regional levels[8]. The project covered the following countries of the Western Indian Ocean region: Comoros, Kenya, Madagascar, Mozambique, Mauritius, Seychelles, Somalia, South Africa and Tanzania.
3. The project was designed with four operational project components mirroring the project's expected outcomes and had a total budget of USD 88,553,341 inclusive of USD 77,686,341 in co-financing as co-financing and a GEF Trust Fund Grant of USD 10,867,000. The implementation of the project was overseen by the Task Manager in the GEF International Waters Unit, Marine and Freshwater Branch of the Ecosystems Division, UNEP and executed by the Nairobi Convention Secretariat (NCS) working closely with the NFPs and competent national authorities of project countries.
4. UNEP played a pivotal role as the GEF **Implementing Agency**, providing overarching supervision and technical support to the project. This involvement ensured that the project aligned with global environmental goals and standards.
5. Regionally, the Nairobi Convention Secretariat was the **Executing Agency** for the project which was co-executed with the participating countries through a "Partnerships Approach". UNEP/GEF signed an International Cooperation Agreement (ICA) with the Nairobi Convention Secretariat accordingly. The Nairobi Convention Secretariat's main role was therefore to coordinate, manage and monitor the implementation of the project in all the geographical area and to provide technical guidance and report regularly. The NCS also ensured that the WIOSAP project met the UNEP-GEF reporting and accounting policies and procedures while undertaking revisions in collaboration with the UNEP Task Manager as and when required.
6. At the national level, UNEP/GEF signed Small-Scale Funding Agreements with national institutions, including ministries, research centres and universities) and NGOs to formalise the objectives, deliverables, funding disbursement and reporting schedules.
7. During the implementation of the WIOSAP Project, the global emergency related to the COVID-19 pandemic led to significant disruptions in the execution of the project. COVID-19-related restrictions prevented WIOSAP activities to be carried out, causing the issue of extensions to project milestones and deadlines.

[6] https://wedocs.unep.org/bitstream/handle/20.500.11822/7621/-UNEP_medium-term_strategy_2018-2021-2016MTS_2018-2021.pdf.pdf?sequence=3&isAllowed=y
[7] https://wedocs.unep.org/bitstream/handle/20.500.11822/35162/Doc3%20Reve1%20EnglishK2100501.pdf?sequence=1&isAllowed=y
[8] Project Document, 2019

The Evaluation

8. In line with UNEP's 2022 Evaluation Policy[9], this terminal evaluation had the following purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP, the Nairobi Convention Secretariat and the contracting parties to the convention.

9. The evaluation was commissioned to assess the performance of the Project against nine evaluation criteria applied by UNEP: Strategic Relevance, Quality of Project Design, Nature of External Context, Effectiveness, Financial Management, Efficiency, Monitoring and Reporting, Sustainability, Factors Affecting Project Performance and Cross-Cutting Issues. The terminal evaluation also provided an answer to the three Key Strategic Questions, as defined in the evaluation Terms of Reference (Annex 7).

10. The Evaluation delved into an analysis of various documents and data obtained through, field visits in target Countries and interviews (in-person and remote) to gain insight into the structure of the project, its implementation and the roles of its partners. The evaluation covered the project implementation period from June 2016 to June 2024.

11. The reconstructed TOC (referred to as the RTOC at Evaluation), was discussed with NCS and the Target Countries of the WIOSAP project, and analysed considering field visits, interview results, as well as literature review, globally confirmed what was hypothesized in the RTOC at the inception phase in the Inception Report.

12. The evaluation used different approaches, combining quantitative and qualitative methods for collecting data and using a participatory approach. The quantitative method was used for the analysis of financial reports, while the qualitative was used for the triangulation of primary and secondary data. Qualitative methods were used to provide an in-depth view of the actions implemented at each level of intervention organization (institutional and operational). Additionally, qualitative data also made it possible to explore subjective and contextual issues, including the perspectives and perceptions of beneficiaries, partners, and stakeholders, to better understand the results of the project and help interpret and explain the results.

13. The methodological approach was based on stimulating active stakeholder participation, considering the commitments made during data collection in each country.

14. A literature review was carried out and ad hoc questions were asked during the interviews to explore which tools and mechanisms had been put in place in the project to ensure that potentially excluded groups (excluded by gender, vulnerability, disability, or marginalization) were involved during the project implementation phase. At the same time, visits to the target countries were requested and the observations made were useful for verifying the follow up of the gender approach and the inclusion of vulnerable groups.

15. The Evaluation identifies lessons of operational relevance for future project formulation and implementation, **especially where a second phase of the project is being considered**.

Key findings

16. The objective of the WIOSAP project was to reduce impacts from land-based sources and activities and sustainably manage critical coastal-riverine ecosystems through the implementation of the WIOSAP priorities with the support of partnerships at national and regional levels. The project covered the following countries of the Western Indian Ocean region: Comoros, Kenya, Madagascar, Mozambique, Mauritius, Seychelles, Somalia, South Africa and Tanzania.

17. Under Project **Component A Sustainable Management of Critical Habitats Outcome A1**, the project used appropriate tools and methodologies to manage critical habitats to enhance their

[9] https://wedocs.unep.org/bitstream/handle/20.500.11822/41114/UNEP%20Evaluation%20Policy%282022-10%29.pdf?sequence=1&isAllowed=y

resilience and long term sustainability. The project partly achieved the ratification of the LBSA Convention (5 countries) and the ICZM Protocol was adopted after the project operational closure date of 30 April, 2024. Hence the project encountered challenges in terms of timely adoption of protocols and capacity at national level. However, as for the ICZM Protocol, it is very likely that this process will be successfully completed with the support of SAPPHIRE and other projects which have taken over the WIOSAP results further such as Go Blue. Furthermore, the restoration of degraded coastal habitats has brought results above expectation throughout the region in general. The targets of this component were therefore **partly achieved**.

18. **Component A Outcome A2** focused on the development of appropriate tools and methods to support coastal planning and management. Although the project did not manage to produce ICZM Plans as initially proposed, Coastal Management Plans were populated, taking into consideration some ICZM principles. However, the economic evaluation could not form part of any ICZM plan. However, it is probable that this process will be achieved through the Go Blue project which will pursue part of the work already accomplished by WIOSAP in Kenya. The challenges are linked to the wide area to be covered, capacity building and the lack of sensitisation for such approach at policy level. However, these challenges are balanced by the setting up and operationalisation of a regional toolkit, the development of alternative community livelihood opportunities and the setting up of a functional critical habitat task force under the aegis of the NCS. The targets of this component were therefore **not achieved**.
19. **Component B Improved Water Quality Outcome B1** focused on improving the quality of coastal receiving waters through pilot interventions. The implementation of constructed wetlands at four locations was very successful, having the advantage of low maintenance and high efficiency in terms of wastewater treatment while the positive social and health impacts were above expectations. The targets of this component were therefore **fully achieved**.
20. **Component B Outcome B2** aimed at implementing and adopting a regulatory framework at regional level for monitoring and management of pollutant loads, effluents and receiving water quality. A regional task force for water quality was set up under the aegis of the NCS. The regional framework for water quality component of the project will be taken further by the SAPPHIRE project. The targets of this component were therefore **fully achieved**.
21. Under **Component C Sustainable Management of River Flows Outcome C1** ensured that Environmental Flow Assessments (EFAs) underpin the integrated management of river flows and coastal area and that ecosystem resilience is strengthened through the implementation of assessment recommendations. WIOSAP managed to tap rare specialised experts from the region in order to implement this component successfully in three river basins draining into the Indian Ocean. The activities carried out under this component prove that regional capacity can bring tangible and long-lasting changes in the WIO. The objectives of this component were therefore **fully achieved**.
22. **Component C Outcome C2** was focused on the strengthening of capacity to conjunctively manage river flows and coastal areas. WIOSAP developed strong specialised regional training exercises on Eflows to disseminate the knowledge while ensuring replicability. Moreover, a regional task force on Eflows has been established under the NCS to ensure long term benefits. The objectives of this component were therefore **fully achieved**.
23. Under **Component D Governance and Regional Collaboration Outcome D1** dealt with the updating of policies and strong institutions underpinning WIOSAP Implementation. Although the ICZM Protocol has been signed in 2024 after the operational closure of the project and no country has ratified it up to now, and although the LBSA Protocol has only been ratified by five countries, the progress achieved throughout the region can be attributed to the WIOSAP Project and it is estimated that the outcome, although not timely, will be achieved in the short to medium term. Throughout the execution of the project, a functional and efficient PMU and national implementation committees have been established. The targets of this component were therefore **achieved**.

24. **Component D Outcome D2** targeted improved knowledge management systems and exchange mechanisms to support Western Indian Ocean management, governance and awareness creation. Go Blue will pursue the efforts to achieve the CHM objectives while the science policy forum has been operationalised. The targets of this component were therefore **achieved**.

25. **Likelihood of Impact:** The innovative integrated approach adopted by WIOSAP from ridge to reef has taken the management of coastal and marine areas to another level. This approach proved to be very effective with long-lasting sustainable impacts, based on the fact that WIOSAP emanated from WIOLAB and that the project will be taken further through the Go Blue initiative. The changes brought by WIOSAP therefore proved to be permanent and catalytic throughout the WIO region with the dissemination of knowledge, the building of capacity, the setting up of science-based task forces to inform policy makers and the formal adoption of protocols (ICZM and LBSA) which will crystallise the approach and methodology allow for further replication. The adoption of protocols and the setting up of a regional platform under the aegis of the NCS will trickle down at national level through the adoption of modern and effective national legislations relating to ICZM and LBSA. WIOSAP has equally significantly proved without any doubt that regional WIO expertise can and should be used to achieve the objectives of the project which require knowledge of the region. The project has equally attracted large additional international funding which will ensure that the objectives of the project are brought forward through Go Blue and other major initiatives. **Highly Satisfactory**.

26. **Financial Management:** The project effectively managed its financial and administrative aspects, with significant assistance from NCS to countries in addressing administrative and financial challenges. NCS' support was instrumental in overcoming difficulties or delays encountered by countries in reporting. UNEP also acknowledged that this project was managed very efficiently and effectively. **Highly Satisfactory**.

27. **Efficiency:** WIOSAP Project demonstrated a high level of efficiency across various aspects in terms of cost-effectiveness and timely execution of the activities, considering the disruptions caused by COVID-19. The budget was managed in a cost-effective manner in order to achieve the project outcomes. **Satisfactory**.

28. **Monitoring and Reporting:** The WIOSAP Project's monitoring framework was meticulously crafted to incorporate SMART (Specific, Measurable, Achievable, Relevant, Time-bound) indicators, ensuring measurable outcomes. This underscores the project's commitment to rigorous tracking and evaluation, ensuring that all planned activities could be quantitatively assessed and adjusted as necessary. **Highly Satisfactory**.

29. **Quality of Monitoring and Evaluation:** The NCS supported the successful implementation of the quality and timely project monitoring despite the challenges linked to a large number of countries using different languages and having a diversity of national procedures. Quarterly, bi-annual and annual reports were sub mitted and validated accordingly to facilitate the close project monitoring and to adjust the activities if and when required to keep the project on track. **Highly Satisfactory**.

30. **Quality of Project Reporting:** Technical and financial reports of the WIOSAP project were submitted by NFPs on a biannual basis to allow for the formulation of the PIR reports and to maintain accountability and transparency. These reports were essential for tracking progress against the project's goals and were instrumental in the GEF Project Implementation Reports. The thoroughness of these reports helped maintain clarity and continuity in the project's aims, offering stakeholders a clear view of achievements and challenges. **Satisfactory**.

31. **Socio-political Sustainability:** The socio-political sustainability of the WIOSAP Project is related to the commitment of national institutions to reduce impacts from land-based sources and activities and sustainably manage critical coastal-riverine ecosystems. The socio-political sustainability varies from country to country across the WIO region with some countries like Kenya, Mauritius, Seychelles, Tanzania, South Africa being more committed than other countries

like Somalia, Mozambique, Comoros and Madagascar. The socio-political sustainability is therefore **Moderately Likely**.

32. **Financial sustainability** has emerged as a significant catalytic success of the WIOSAP project, with the approval of larger project which will take over and further its achievements. These projects include a SIDA grant of USD 23.5 million in two phases, an ACP/EU project of EUR 2 million, the Go Blue Project totalling USD 8 million and various related projects in the region out of which the NCS benefited from EUR 7 million. The approval of other projects is equally in progress. The financial sustainability of the WIOSASP project is therefore **Highly Likely**.

33. The **Institutional sustainability** of the project can be seen as a challenge, as the lack of capacity in some countries has limited the smooth delivery of some outputs of the WIOSAP project, and this despite strong training components being implemented. This challenge is however mitigated by the setting up of regional task forces and the strong commitment of NCS, as well as the implication of universities in WIOSAP. The institutional sustainability of the WIOSASP project is therefore **Moderately Likely**.

Factors Affecting Project Performance and Cross-Cutting Issues

34. **Preparation and Readiness:** The potential weaknesses at inception stage were minimal as the project underwent several reviews before being finalised and approved. However, the COVID-19 pandemic impacted project operations. Based on the weaknesses identified at the MTR phase of the project, a 15 points MTR Recommendations Action Plan was drawn up and submitted to address those challenges accordingly. The NCS, NIPs and NFPs took the necessary measures to implement those recommendations through the PSC. Adequate funding and co-funding was secured to ensure a fruitful delivery of the project activities. The NCS as executing agency used a proactive and reactive approach to address the challenges linked to preparation and readiness successfully. **Satisfactory**.

35. **Quality of Project Management and Supervision:** UNEP effectively fulfilled its role by providing strategic guidance and oversight, while NCS, as the executing agency, demonstrated high-quality management and maintained project momentum despite challenges. Both agencies ensured robust engagement and effective implementation of project activities. **Highly Satisfactory**.

36. **Stakeholder Participation and Cooperation:** Based on the evaluation of the project reports and site visits carried out in five countries, it was determined that stakeholder participation and cooperation was essential to allow WIOSAP to achieve its objectives. Members of the community and specially women were instrumental for the successful implementation of the critical habitats restoration and Eflow activities while the sustainable alternative livelihood opportunities provided by the project were developed and executed by them. **Satisfactory**.

37. **Responsiveness to Human Rights and Gender Equity:** The WIOSAP Project demonstrated a strong commitment to upholding human rights and promoting gender equity, particularly during the challenging circumstances of the COVID-19 pandemic. This commitment was reflected in several key aspects of the project's implementation through the protection of Human Rights During COVID-19, gender Inclusion and Empowerment and addressing Personal Challenges. **Highly Satisfactory**.

38. **Environmental and Social Safeguards:** The WIOSAP Project has been designed and implemented to meet the UNEP requirements for environmental and social safeguards. This is translated in the **project** objective and outcomes. To this effect, risk ratings were reviewed regularly to ensure that any adjustments in the risk landscape were promptly identified and addressed. This practice was crucial for maintaining the safety and integrity of the project's operations throughout its duration. The NCS as Executing Agency was particularly attentive to minimizing UNEPs environmental footprint while efforts were made to implement eco-friendly practices and reduce resource usage, aligning the project's operations with UNEP's overarching goals of environmental conservation and sustainability. **Highly Satisfactory**.

39. **Country Ownership and Drivenness:** The country ownership and drivenness of the WIOSAP varies throughout the region. In Kenya, Mauritius, Mozambique and Tanzania the project received the necessary support and drive while in Comoros, Madagascar, Seychelles and South Africa some components of the project implementation denoted a lack of ownership and commitment. For Somalia, the situation was more complicated due to the political situation. **Moderately Satisfactory**.

40. **Communication and Public Awareness:** The WIOSAP project successfully managed to ensure proper communication and awareness through the setting up of a communication cell at the level of the NCS. Photos and videos of project activities and PSC meetings were regularly taken and posted on the website and the Facebook page of the Convention Secretariat. All documents pertaining to the technical outputs from countries were uploaded on the website of the convention and significant milestones such as the signature of the ICZM Protocol were successfully communicated. **Highly Satisfactory**.

Conclusion

41. Based on the findings from this evaluation, the project demonstrated overall performance rated "**Satisfactory**" (a table of ratings against all evaluation criteria is found in the Conclusions section of the main report).

42. The WIOSAP project reached its objective of

43. Extensive training was provided to laboratory personnel, and modern equipment was supplied accordingly. Decision-makers have therefore been provided with the capacity to base themselves on scientific evidence for transparent decision-making, enhancing trade security and transparency, particularly in import-dependent countries.

44. Table 2 summarizes the ratings with respect to the evaluation criteria.

Table 2. Summarized rating table

Criterion	Rating[10]
A. Strategic Relevance	HS
B. Quality of Project Design	HS
C. Nature of External Context	MU
D. Effectiveness	S
E. Financial Management	HS
F. Efficiency	S
G. Monitoring and Reporting	HS
H. Sustainability	ML
I. Factors Affecting Performance	HS
Overall Project Rating	**S**

[10] HU=Highly Unsatisfactory; US=Unsatisfactory; MUS=Moderately Unsatisfactory; MS=Moderately Satisfactory; S=Satisfactory; HS=Highly Satisfactory; HU=Highly Unfavourable; UF=Unfavourable; MUF=Moderately Unfavourable; F=Favourable; MF=Moderately Favourable; HF= Highly Favourable ; HUL=Highly Unlikely; UL=Unlikely; MUL=Moderately Unlikely; L=Likely; ML=Moderately Likely; HL= Highly Likely.

Summary response to the key strategic questions

45. ***Strategic Question 1:*** *In what ways, and to what extent, was gender mainstreamed*[11] *in the implementation and monitoring of the project?*

    Women formed part of the critical elements which made WIOSAP a success due to the relentless support and commitment, especially during the implementation of the field activities in the forests or at sea. The management staff of the NCS is equally compliant wthe gender policies of UNEP.

46. ***Strategic question 2:*** *In what ways, and to what extent, were the recommendations from the Mid Term Review actioned upon? To what extent did project implementation incorporate lessons learned from previous interventions?* WIOLAB

    Based on the weaknesses identified at the MTR phase of the project, a 15 points MTR Recommendations Action Plan was drawn up and submitted to address those challenges accordingly. The NCS, NIPs and NFPs took the necessary measures to implement those recommendations through the PSC. However, some issues like the submission of detailed co-funding reports still remain a challenge.

47. ***Strategic question 3****: What changes were made to adapt to the effects of COVID-19 and how might any changes have affected the project's performance?*

    All the project activities were stopped during the pandemic to safeguard life and the project underwent two no-cost extensions accordingly. These changes did not affect project performance but delayed the project completion date.

Lessons Learned

48. **Lesson 1: The importance of having a regional approach**. The project design was centred around the reduction of the impacts from land-based sources and activities and the sustainable management of critical coastal-riverine ecosystems. The regional approach mentioned in the project objective clearly demonstrates the linkages between the various critical ecosystems in the WIO and the necessity to approach and manage challenges at a regional level.

49. **Lesson 2: Having a scientific approach to integrate land and sea.** The approaqch adopted by WIOSAP was innovative in as much as it did not only look as coastal ecosystems from a marine perspective, but it used a source to sea (Ridge to Reef) approach tackling the problems at source. This integrated approach should be encouraged at the regional level.

50. **Lesson 3: The importance of protocols:** WIOSAP demonstrated the importance of protocols as vehicle of change throughout the region. In fact, following the signature of the LBSA and ICZM protocols, national legislations are being drafted to allow those protocols to be domesticated in national laws. This regional to national approach has therefore proved to be effective to bring change throughout the region.

51. **Lesson 4: The importance of using regional expertise.** The project required regional expertise knowledgeable in the field in order to deliver successfully all its outputs and reach its ultimate goal. The NCS managed to tap national and regional research institutions using regional experts to execute the project successfully. This approach should be replicated in the future.

52. **Lesson 5: Mixing partners at implementation level:** The implementation of the project using a number of actors from universities with specialised experts, to NGOs, CBOs, national government agencies and the private sector provides tangible and sustainable results and

[11] Gender mainstreaming is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.
Source: ECOSOC Agreed Conclusions 1997/2

ownership which are necessary to ensure that the project has long term impacts. This approach could be replicated in future projects.

53. **Lesson 6: Having consecutive projects linking the past to the future is the way to go:** WIOSAP was designed following the recommendations made in the WIOLAB project. The lessons learnt and achievements of WIOSAP will be the stepping stone for Go Blue and other regional projects. The sustainability and evolution of actions is therefore ensured through this process, confirming that the amount of funds and energy spent on projects will ensure tangible results and long-term sustainability.

54. **Lesson 7: We cannot proceed without the commitment of policy makers:** The achievements of the WIOSAP project can be related to the integrated scientific, technical, administrative and political approach which forms a part and parcel of the project. The political commitment to sign protocols is normally followed by ratification and adoption at national levels. This process was well understood and implemented in the context of the WIOSAP project.

55. **Lesson 8: Financial sustainability:** Financial sustainability is required at regional and national level and WIOSAP clearly demonstrated the inhomogeneous picture throughout the WIO region. In fact, some countries have already stated that the project activities will stop when funds will not be coming from WIOSAP while other countries have catalysed change and they are able to use the WIOSAP experience to develop new avenues.

56. **Lesson 9: The NCS as Regional Seas Treaty as the best vehicle**: The NCS proved through WIOSAP that it had the necessary capacity and leverage to address major issues such as the protection of the marine ecosystem based on a regional approach. This is major finding which should inform future donors and projects.

57. **Lesson 10: Social aspects should not be ignored:** WIOSAP changed the lives of the people in many parts of the WIO region with rehabilitation of degraded critical habitats, by protecting the marine resources on which they depend, but also by providing alternative livelihood opportunities. However, one of the most notable change is linked to sanitation and better health conditions for villagers formerly affected by the discharge of untreated effluents.

58. **Lesson 11: Simple and practical solutions:** The implementation of constructed wetlands to solve the discharge of untreated wastewater issues was ideal in as much as it provided a simple low cost and low maintenance solution which was replicated in Continental Africa and SIDS.

59. **Lesson 12: Small steps matter:** Some outputs were not delivered due to the complexity of the WIO region. However, WIOSAP catalysed the necessary change in order to trigger those results in the future.

60. **Lesson 13: The importance of capacity building and continuous training.** WIOSAP Project highlighted the critical importance of building capacity to ensure a proper project implementation. Regional universities could be involved in this field to ensure long term sustainability and impacts.

61. **Lesson 14**: **The importance of innovative approaches and adaptability in project management.** The project was designed prior to the COVID-19 pandemic, However, the NCS as Executing Agency managed to successfully overcome this challenge. Although the Project Document contained a section on risk assessments, COVID-19 has not and could not be foreseen. Adaptability and innovation to face such events is therefore critical.

Recommendations

62. Recommendations 1 and 2 are mainly addressed to UNEP and NCS for onward transmission to National Governments. The final recommendation, aimed at UNEP and NCS, concerns implementation and financial sustainability. This latter recommendation may be used at the project design phase if the project is subject to further developments:

1) The WIOSAP project provided a unique platform for collaboration and it should be developed further in the context of any further projects covering the WIO region.
2) The sustainability of some projects in Madagascar, Comoros and Somalia should be revisited in order to ensure that the efforts deployed in WIOSAP are not lost.
3) UNEP along with the NCS should ensure that the lessons learnt from this project are used during the development of new projects in the future.

63. **Lesson 6: Donors in competition to avoid duplication or overlapping:** Donors operate in a competitive context, sometimes leading to project duplication or overlapping. It is therefore necessary to set up a regional donor strategy to avoid such situations and to define clearly the priorities assigned to each donor and not the opposite.

1 Introduction

64. The critical coastal and marine ecosystems, mainly mangroves, seagrass beds, estuaries/rivers and coral reefs of the Western Indian Ocean (WIO) region are subject to degradation by the impacts of land-based sources and activities.

65. The WIOSAP project was set up upon request from the contracting parties of the Nairobi Convention following the successful completion of the WIOLAB project[12] which was implemented between 2004 and 2010. The project priority interventions were therefore informed by the WIOLAB-SAP[13].

66. The main objective of the WIOSAP project was "to reduce impacts from land-based sources and activities and sustainably manage critical coastal-riverine ecosystems through the implementation of the WIO-SAP priorities with the support of partnerships at national and regional levels"[14] The project covered nine countries of the WIO region, namely: Comoros, Kenya, Madagascar, Mauritius, Mozambique, Seychelles, Somalia, South Africa and Tanzania.

67. The WIOSAP project was initially approved by UNEP on 15 August 2016, and it was implemented between 15 August, 2016 and 31 October, 2024 following three extensions (two extensions linked to COVID-19 and one extension to allow for the completion of pending activities). The technical closure date of the project was 30 April, 2024 and the financial closure date of the project was 31 October, 2024.

68. The project was designed with four operational project components mirroring the project's expected outcomes: A) Sustainable Management of Critical Habitats, B) Improved Water Quality, C) Sustainable Management of River Flows, D) Governance and Regional Collaboration. The total budget for the project amounted to USD 88,553,341[15] inclusive of a GEF Trust Fund contribution of USD 10,867,000.

69. The project Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based sources and activities (WIO-SAP) and referred to as the "WIOSAP Project" initially fell under the UNEP Medium-Term Strategy 2014-2017[16] subprogramme 3 on Ecosystem Management and Environmental Governance, and more specifically expected accomplishments 3 (a), (b) and (c) in order to enhance the capacity of countries to practice integrated management of terrestrial and freshwater ecosystems and mainstreaming cross-sectoral and integrated ecosystem management principles in their development and planning processes. However, the WIOSAP project ended on 30 June 2024, being equally aligned with UNEP Mid-Term Strategy 2018-2021[17] (Healthy and Productive Ecosystems and Environmental Governance) and 2022-2025[18] (Nature Action).

70. The initiative contributes to achieve GEF Corporate Goals 1 and 4: "Global natural resources" and "Building national and regional capacities and enabling conditions for addressing transboundary

[12] https://www.thegef.org/projects-operations/projects/1247
[13] https://nairobiconvention.org/CHM%20Documents/WIO-Lab%20Outputs/TDA%20and%20SAP/WIO-LaB%20SAP.pdf
[14] Project Document, 2016.
[15] Figures submitted at the financial closure of the project on 31 October 2024
[16] https://www.unep.org/resources/report/unep-medium-term-strategy-2014-2017
[17] https://wedocs.unep.org/bitstream/handle/20.500.11822/7621/-UNEP_medium-term_strategy_2018-2021-2016MTS_2018-2021.pdf.pdf?sequence=3&isAllowed=y
[18] https://wedocs.unep.org/bitstream/handle/20.500.11822/35162/Doc3%20Reve1%20EnglishK2100501.pdf?sequence=1&isAllowed=y

systems" respectively, focal area strategic objectives IW1 and IW2 within International Waters strategic programme of GEF V[19] which includes:

- IW1: Catalyze multi-state cooperation to balance conflicting water uses in trans-boundary surface and ground water basins while considering climatic variability and change
- IW2: Catalyze multi-state cooperation to rebuild marine fisheries and reduce pollution of coasts and Large Marine Ecosystems (LMEs) while considering climatic variability and change.

71. The **GEF Implementing Agency** responsible for the project was UNEP GEF International Waters Unit within its Ecosystems Division Marine and Fresh Water Branch (formerly, Division on Environmental Policy Implementation also known as DEPI). UNEP provided supervisory and technical advisory oversight for the project.

72. The Nairobi Convention Secretariat was the **Executing Agency** for the project which was co-executed with the participating countries through a "Partnerships Approach". UNEP/GEF therefore signed an International Cooperation Agreement (ICA) with the Nairobi Convention Secretariat and Project Cooperation Agreements and Small-Scale Funding Agreements with national institutions and NGOs. As the Executing Agency, the Nairobi Convention Secretariat, was responsible for all project management, monitoring and self-assessment at country level, technical guidance and reporting. The Nairobi Convention Secretariat's main role was therefore to coordinate the implementation of the project in all the geographical area covered by the project and to ensure that the WIOSAP project met the UNEP-GEF policies and procedures. Acting as Executing Agency, the NCS needed to ensure that the project was executed in a timely and cost-effective manner, while meeting the set objectives and ensuring that the project results framework was continuously monitored or revised as and when required in collaboration with the UNEP Task Manager. Furthermore, the Executing Agency was the lead agency for the reporting and accounting of resources to UNEP-GEF.

National Focal Points of the project were the Nairobi Convention Secretariat Focal Points as mentioned as follows[20]:

Comoros: The Director- "Ministère de la Production, de l'Environnement, de l'Energie, de l'Industrie et de l'Artisanat- Direction Générale de l'Environnement"
Kenya: The Principal Secretary-Ministry of Environment, Natural Resources and Regional Development Authorities
Madagascar: Point Focale Nationale de la convention de Nairobi- Ministère de l'Environnement de l'Écologie, et des Forêts
Mauritius: The Divisional Environment Officer- Ministry of Environment, Solid Waste Management and Climate Change
Mozambique: National Director of Environment (DINAB)-Ministry of Land, Environment and Rural Development (MITADER)
Seychelles: Director General Waste, Enforcement and Permits Division- Ministry of Environment Energy and Climate Change
Somalia: Director General of Environment-Office of the Prime Minister
South Africa: Chief Director: Specialist Monitoring Services-Department of Environmental Affairs (DEA)
Tanzania: Principal Fisheries Officer- Vice President's Office

73. The **Project Steering Committee** (PSC) was set up with the National Focal Points, representatives of UNEP GEF IW, Nairobi Convention and donor organisations. The PSC was expected to provide strategic guidance and oversee the implementation of the project, receive

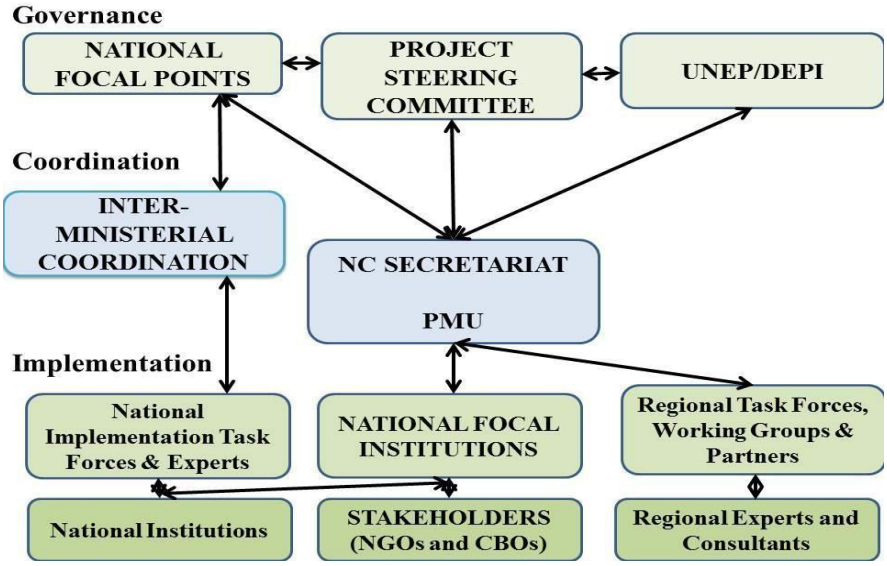
[19] https://www.thegef.org/sites/default/files/events/20-GEFStrategiesBD.pdf
[20] https://www.nairobiconvention.org/nairobi-convention/who-we-are/focal points/#:~:text=The%20Nairobi%20Convention%20Focal%20Points,and%20within%20the%20convention%20area.

periodic reports on progress, review progress and make recommendations to UNEP concerning any revision of the result framework and the monitoring and evaluation plan. The PSC was expected to meet annually to review project work plans, budgets and progress reports. During the life of the project, the PSC met officially on six occasions, with three additional ad hoc meetings.

74. The **Project Management Unit** (PMU) was located at the NCS, the executing agency. The PMU was headed by a Project Manager with the support of Policy/Governance Officers and general financial and administrative support staff from the Secretariat.

75. The project was designed to make use of both international and national consultants if and when necessary. The following figure which has been extracted from the MTR summarises the WIOSAP project implementation structure.

Figure 1: WIOSAP Project Implementation Structure[21]



76. **In-country IPs** which were involved and signed PCAs and SSFAs with UNEP for the project include:

Table 3. List of entities involved in the WIOSAP Project at National Level

Participating Country	Sector	Specific Stakeholder
Comoros	Government Ministries	"Ministère de la Production, de l'Environnement, de l'Energie, de l'Industrie et de l'Artisanat- Direction Générale de l'Environnement"
	Regulatory Agencies	Direction Générale de l'Environnement et des Forets
Kenya	Government Ministries	Ministry of Environment, Natural Resources and Regional Development Authorities
	Academia & Research Institutes	Kenya Marine and Fisheries Research Institute
	NGOs	East Africa Natural History Society, World Wildlife Fund for Nature Kenya
Madagascar	Government Ministries	Ministère de l'Environnement de l'Écologie, et des Forêts

[21] Mid-Term Review Report

Mauritius	Government Ministries	Ministry of Environment, Solid Waste Management and Climate Change, Ministry of Blue Economy, Marine Resources, Fisheries and Shipping
	Academia & Research Institutes	Albion Fisheries Research Centre, Mauritius Oceanography Institute
	NGOs	Mauritian Wildlife Foundation
Mozambique	Government Ministries	Ministry of Land, Environment and Rural Development (MITADER)
	Academia & Research Institutes	Universidade Eduardo Mondlane (UEM), Universidade Eduardo Mondlane Faculdade de Engenharia
	Regulatory Agencies	Agência Nacional para o Controlo da Qualidade Ambiental (AQUA)
Seychelles	Government Ministries	Ministry of Environment, Energy and Climate Change
	NGOs	Terrestrial Restoration Action Society of Seychelles (TRASS)
Somalia	Government Ministries	Directorate of Environment Office of the Prime Minister
South Africa	Government Ministries	Department of Environmental Affairs
	Regulatory Agencies	Department of Environment, Forestry and Fisheries
Tanzania	Government Ministries	Vice-President's Office, Division of Environment, Tanzania, Second Vice-President's Office Zanzibar
	Academia & Research Institutes	University of Dar es Salaam, Sokoine University of Agriculture

77. According to the ProDoc[22] (Page 118) "The work of the project will be carried out by national and regional consultants and national and regional organizations, including educational, research, governmental and non-governmental organizations (NGOs) and community-based organizations, among others. […] International consultants will be involved in specific activities where capacity in the region is lacking." This unique approach was designed to optimize the use of national and regional capacity for the project implementation.

78. The project covered **nine countries**: Comoros, Kenya, Madagascar, Mauritius, Mozambique, Seychelles, Somalia, South Africa and Tanzania, as indicated in the following map (Figure 2).

[22] WIOSAP Project Document

79. A Mid-Term Review (MTR) report of the project was submitted in March 2022 covering the period of project implementation extending between June 2016 and December 2021, including one project amendment (no-cost extension), five steering committee meetings and three ad-hoc steering committee meetings. The rating of the project under the said review was 'Satisfactory'. An MTR Recommendations Action Plan was equally drawn up in the context of the Mid-Term Review exercise.

Figure 2. Map of target Countries

80. In line with the United Nations Environment Programme (UNEP) Evaluation Policy[23] and the UNEP Project and Programme Management Manual[24], the Terminal Evaluation is undertaken at operational completion of the UNEP/GEF project entitled "Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based sources and activities (WIO-SAP)" (GEF ID 4940), hereafter referred to as "the WIOSAP project" to assess the project's performance in terms of relevance, effectiveness and efficiency, and determine outcomes and impacts (actual and potential) stemming from the project, including sustainability.

81. The key intended users of the evaluation exercise include GEF Secretariat, United Nations Environment Programme (including the GEF International Waters Unit of the Ecosystems Division), the Nairobi Convention Secretariat and National Executing Agencies/National Designated Entities.

2 Evaluation Methods

82. As indicated in the TOR[25] and in the Evaluation Inception Report approved by UNEP, the Evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and; (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP, Nairobi Convention Secretariat and key project country stakeholders.

83. Therefore, the Evaluation aimed to identify key lessons from the project to guide future project formulation and execution, especially for potential follow-up phases. By analysing successes, challenges, and adaptations, the Evaluation has provided actionable insights to improve the effectiveness and impact of future projects.

84. At the heart of this evaluation lay in the analysis and reconstruction of the project's Theory of Change (TOC). The reconstructed TOC was shared with NCS and Target Countries. The final version of the TOC is presented later in this report (Section Theory of Change at Evaluation) and has been consistently used throughout the evaluation process.

[23] https://wedocs.unep.org/bitstream/handle/20.500.11822/41114/UNEP%20Evaluation%20Policy%282022-10%29.pdf?sequence=1&isAllowed=y
[24] https://wedocs.unep.org/bitstream/handle/20.500.11822/41114/UNEP%20Evaluation%20Policy%282022-10%29.pdf?sequence=1&isAllowed=y
[25] Terms of Reference for the Terminal Evaluation of the UNEP=GEF Project : WIOSAP

85. In line with UNEP evaluation standards, the WIOSAP project was evaluated against nine criteria. In addition to these criteria, cross-cutting issues, such as human rights and gender, have also been considered. These criteria were broken down into sub-categories and were also supported by key questions for analysis.

86. For each criterion, the UNEP Evaluation Office has developed a ratings matrix detailing the main elements required to be demonstrated at each level. This matrix allowed for evaluation criteria to be rated on a six-point scale, ranging from Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U) and Highly Unsatisfactory (HU). *Sustainability* and *Likelihood of Impact* are rated from Highly Likely (HL) down to Highly Unlikely (HU) and *Nature of External Context* is rated from Highly Favourable (HF) to Highly Unfavourable (HU). After considering all evidence, ratings against each criterion were weighted to derive the Overall Project Performance Rating, with the greatest weight placed on outcome achievement, followed by sustainability dimensions.

87. In this context, the evaluation exercise was carried out based on the following three key strategic questions:

    1) ***Question 1:*** *In what ways, and to what extent, was gender mainstreamed*[26] *in the implementation and monitoring of the project?*
    2) ***Question 2:*** *In what ways, and to what extent, were the recommendations from the Mid Term Review actioned upon? To what extent did project implementation incorporate lessons learned from previous interventions?*
    3) ***Question 3:*** *What changes were made to adapt to the effects of COVID-19 and how might any changes have affected the project's* performance?

88. Considering this, therefore, one of the main questions to understand during the evaluation was "why" the project from 2016 to 2024 was developed in this way, whether at regional or national level, seeking to understand its contextualisation, barriers and possible opportunities for future activities.

89. The evaluation considered three guiding principles:

    1) Why things happened that way in that context?
    2) What contributions and changes the project brought to the context?
    3) What lessons have been learnt and how can they be taken forward?

90. The evaluation used a mix of methods, combining quantitative and qualitative methods for collecting data and using a participatory approach. The quantitative method was used for the analysis of financial reports, while the qualitative was used for the triangulation of primary and secondary data. Qualitative methods were used to provide an in-depth view of the actions implemented at each level of intervention organization (institutional and operational).

91. Additionally, qualitative data also made it possible to explore subjective and contextual issues, including the perspectives and perceptions of beneficiaries, partners, and stakeholders, to better understand the results of the project and help interpret and explain the results.

92. The methodological approach was based on stimulating active stakeholder participation, considering the commitments made during data collection in each country. This was done by using and proposing any useful tools and methods that would allow for interviews. In other words, the project evaluation sought the involvement of institutional actors (government

[26] Gender mainstreaming is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.
Source: ECOSOC Agreed Conclusions 1997/2

representatives and agencies) who participated in the implementation of the intervention to reflect the perceptions of each of the parties at each stage of the intervention. Additionally, active participation was necessary to ensure local ownership of the analysis and the joint identification of national priorities and solutions adapted to the local context. Besides reflecting on the implementation of the project, the Evaluation Consultant used the participatory approach to explore lessons learned and insights into areas for improvement, which were crucial information for developing relevant and achievable recommendations.

93. To ensure that potentially excluded groups (excluded by gender, vulnerability, disability, or marginalization), the literature review in the specific documentation was carried out and ad hoc questions were asked during the interviews to explore which tools and mechanisms had been put in place. At the same time, visits to the target countries were requested and the observations made were useful for verifying the follow up of the gender approach and the inclusion of vulnerable groups.

94. Throughout this evaluation process and in the drafting of the Evaluation Report efforts have been made to represent the views of both mainstream and more marginalised groups. Data were collected with respect for ethics and human rights issues. The interviews were recorded after the explicit consent of the interviewee, anonymously and the use of the recording content is strictly internal to the Evaluation Consultant. All pictures were taken, and other information gathered after prior informed consent from people, all discussions remained anonymous and all information was collected according to the UN Standards of Conduct

95. The methodology also relied on an analytical dimension that identified the causal factors of the observed results, not necessarily measuring the magnitude of the project's "impact" in the sense that it measured what would have happened if it hadn't happened. Instead, the analysis considered the context in which the project was implemented and checked the observed results against those predicted by the theory of change, reconstructing explanations of the progress made and the limits of the achievements, considering the constraints and opportunities for the program actors at each stage of implementation.

96. The evaluation process of the WIOSAP Project was divided into several phases:

    1. Inception phase – started and concluded in September 2024– in which an initial desk review was done, and the Inception Report was submitted and approved. The Desk review continued throughout the evaluation process (secondary data collection and analysis).
    2. Primary data collection – started on 19 September 2024 and concluded on 14 December 2024 – in which country missions, workshop visits and semi-structured open-ended interviews were carried out both in-person and online.
    3. Analysis – started in mid-December 2024 and concluded at the end of December 2024 – primary and secondary data were cross-referenced and combined, highlighting the frequency of information with the main purpose of verifying the ToC.
    4. Final report writing – started in January 2025 and concluded in February 2025 – with the writing of the draft final report and finalization of the report after comments.

97. A detailed agenda is included as Annex 2.

98. The methods used to carry out the evaluation were mainly the following:

    1) **Desk Review**. In the initial phase of the review, an initial review of the documents made available by the UNEP team was carried out with the creation of a Shared Drive. This initial review allowed the Evaluation Consultant to familiarize himself with the intervention and its different components and to refine the review methodology. In the next phases of the Evaluation, a more in-depth document review was carried out, with the aim of understanding different aspects:
        a. The specific intervention context and project objectives;
        b. The characteristics of the project and its environment;

c. The main operational characteristics of the project.

2) **Key Informant/Qualitative Interviews** with key players from the institutions involved at regional and national level and UNEP/NCS staff involved in the project were realized either face-to-face (individually or in group), through field missions, or online (for Comoros, Mozambique, Somalia and South Africa for terminal evaluation resources optimisation) using purposive sampling methodology. The interviews were carried out either individually or in group, virtual interviews were recorded (with the interviewee's consent) and based on an interview guideline adapted to the target. Other interviews were made face-face as part of the field visits to selected project countries. The interviews were semi-structured with an open response and guided by the Evaluation Framework included as Annex A of the Inception report. Interviewed key informants (KIIs) indicated other people to interview (snowballing sampling methodology). During the data collection phase, the Evaluation Consultant carried out 33 meetings covering the nine countries which benefited from the project, meeting a total of 143 persons (97 Male and 48 Female). The list of persons which have been interviewed is enclosed as **Annex** 2.

3) **Quantitative Analysis of Financial Data.** The Evaluation Consultant conducted a detailed quantitative analysis of the financial data. This analysis (involved examining budget allocations, expenditures, and financial reports related to the WIOSAP Project. The Evaluation Consultant compared the budget allocations with expenditures to evaluate the project's financial performance. In parallel, interviews were conducted with key stakeholders involved in the project, including project managers, team members, and financial officers. These interviews provided valuable insights into the budget allocation process, spending patterns, and any challenges encountered during the project implementation. Simultaneously, a thorough review of relevant documents such as project proposals, budget plans, and financial reports from NCS was undertaken. This document analysis helped in understanding the context in which budget decisions were made and assessing their impact on the project's financial health.

4) **Visits to Selected Project Sites and Target Countries of the project.** Field missions included observations on the level of completion of the project activities on the ground and interviews with key stakeholders in ministries, research institutions and community members involved in the project implementation. During the Terminal Evaluation exercise, a total of 14 field visits were carried out in five selected countries (Kenya, Madagascar, Mauritius, Seychelles and Tanzania)[27]. A list of the project sites visited is attached (Annex 2).

99. The Evaluation Consultant recommended that a Survey was not necessary for this type of evaluation.

2.1 Challenges, Limitations and Mitigation measures

100. Expected challenges, risks and mitigation measures of the evaluation were listed during the inception phase of the evaluation. Table 4 below summarises the challenges encountered and the mitigation measures taken by the Evaluation Consultant accordingly.

[27] Selection of the countries for field visits was based on the need to balance geographical considerations (spread and island/ mainland), adequate coverage of the scope of the project in terms of result areas and grant allocation

Table 4. Challenges identified during the inception phase

Challenges Identified during the Inception Phase	Risk	Mitigation Measures	Status at the Data Collection phase
Collecting data and evidence on the inclusion of vulnerable groups. Considering the nature of the project which includes community projects, it is important to include vulnerable groups in the terminal evaluation process, despite inclusion, communication and language barriers.	Failure or lack of satisfaction in achieving effective inclusion of vulnerable groups	• Prepare ad hoc questionnaires that can investigate these specific aspects • Request documents for verification and evidence from UNEP and the actors involved • Identify key players who can be interviewed to enrich the quality of the evaluation including during field visits with the support of IPs	The Evaluation Consultant ensured that projects involving the community were visited and members of the community were interviewed accordingly whenever possible.
Visit all countries due to high costs. The project was implemented in nine countries requiring high costs, for regional air transport, per diem and accommodation.	Due to the costs, the Evaluation Consultant is not able to visit all target countries and to assess the project implementation on the ground.	• Preparation of a cost estimate • Prioritization of countries to be visited, considering the number and representativity of projects • Schedule online interviews • Remote communication with countries.	The evaluation missions covered five out of the nine countries, whereas it was originally planned to visit only four representative countries, based on the scope of the projects, level of challenges, geographical features and budget expenditures, namely: Kenya, Mozambique, Tanzania and Seychelles. However, the Terminal Evaluation Consultant being from Mauritius, the latter was added as a country covered by field missions as it did not entail any additional DSA or air ticket cost. These field visits covered two small island states, one large island state and two continental Africa countries.
Combining compliance with the agenda and data collection phase with stakeholder commitments. Project stakeholders at regional and national. have external project commitments, and it can be a challenge to meet the objectives set out in the evaluation agenda. This could risk the further analysis and writing of the final report.	Failure to keep to the timeline and the data collection phase and delays in the other phases (data analysis and writing)	• Communicating the agenda in advance, coordinating directly with the actors. • Enlist the help of UNEP and NCS to confirm interview dates • Evaluation Consultant has to be flexible with schedules (considering time zone) and interviewees' commitments	UNEP and the NCS provided valuable support to organise meetings with all stakeholders from Government, NGOs and communities. The agenda was sent in advance prior to departure and the timelines and scope of the data collection were met accordingly. Nairobi Convention Secretariat provided additional support whenever stakeholders were not available or missed interview meetings.
Analysing and triangulating a large amount of information between primary within the timeline set by UNEP. The amount of information to be analysed is a challenge.	Delays in the analysis and systematisation of data reflected in the adherence to the work plan.	• Record conversations (when possible) • Better define the evaluation matrix when finalising data collection tools. • Determine when the collected information has reached saturation • Define a maximum number of interviews	Information was placed on a shared drive within a framework allowing to have an easy access and use.

101. Additional challenges not identified during the inception phase were encountered during the evaluation phase in terms of travelling, political instability and security, reliability and safety of local travel and access to project information. Table 5 below summarises the challenges encountered and the mitigation measures taken by the Evaluation Consultant accordingly.

Table 5. Additional challenges encountered during the evaluation phase

Additional Challenges Identified during the Evaluation Phase	Risk	Mitigation Measures	Status at the Data Collection phase
Delays and reduced efficiency of missions linked to air travel disruptions and loss of luggage. Flight cancellations, rerouting and loss of luggage may undermine the efficiency of the missions.	Some meetings with officials cannot be rescheduled at the last moment and logistics for field visits are difficult to reorganise and access to evaluation tools may be delayed	• Take reliable airlines in order to ensure that risks of delays, rerouting and loss of luggage are reduced to a minimum	The Evaluation Consultant proposed to take reliable airlines with a high reliability score (Emirates) even if the trip was more expensive or covered more distance
Disruptions of missions linked to climatic events Climatic events may cause mission cancellations	Some major climatic events such as cyclones may cause flooding and prevent access to the project sites	• Avoid field missions during the cyclonic season of the WIO (December to April)	Field missions carried out during the evaluation mission were planned before the WIO cyclonic season
Political instability impacting safety. Public protests during election periods may affect the safety and security during the evaluation mission.	The safety of the consultant may be compromised	• Avoid areas or countries where the safety risks are high	The Evaluation Consultant contacted local embassies to gather additional information and proposed to reorganise the mission schedule by avoiding Mozambique and conducting field visits in Madagascar instead
Reliability and safety of local travel. Local road networks or air travel facilities may be inadequate or unreliable.	The safety of the consultant may be compromised, and international flights connections may be missed	• Take internal flights • Hire a private high quality private vehicle • Hire a high-quality private boat	The Evaluation Consultant was advised to travel by road in Madagascar. However, the safety and quality of the roads was not adequate. The risk of accidents was very high while local flights were cancelled at the last moment. It was therefore necessary to hire a high quality private local vehicle to travel by road to ensure to get to the airport on time for the return international flight. The boat hired by the NFP in Madagascar had a hole in the hull and could have sunk at any time and no mitigating measure could be taken.
Access to project information. Information on the project covering more than five years may be scattered.	Information may be provided on a scattered and piecemeal manner, affecting the efficiency of the terminal evaluation exercise	• Place all the information available on the project on an accessible shared drive	At the beginning of the evaluation phase, information was placed on a Share Point drive which could not easily be accessed. The storage was changed to a Google Drive which facilitated access to updated documents and information in a centralised and efficient manner.

3 The Project

3.1 Context

102. The objective of WIOSAP is listed as follows: "*People of the region prosper from a healthy Western Indian Ocean, with reduced impacts from land-based sources and activities through implementation of national and regional levels activities including through partnerships and greater integration of river basin and coastal and marine resource management.*"[28]. The said objective is consistent with the objective of the Contracting Parties to the Nairobi Convention, which is "*…to prevent, reduce and combat pollution of the Convention area and to ensure sound environmental management of natural resources using …the best practicable means at their disposal and in accordance with their capabilities.*"[29]

103. The project initially fell under the UNEP Medium-Term Strategy 2014-2017[30] subprogramme 3 on Ecosystem Management and Environmental Governance, and more specifically expected accomplishments 3 (a), (b) and (c) in order to enhance the capacity of countries to practice integrated management of terrestrial and freshwater ecosystems and mainstreaming cross-sectoral and integrated ecosystem management principles in their development and planning processes. However, the WIOSAP project ended on 30 June 2024, being equally aligned with UNEP Mid-Term Strategy 2018-2021[31] (Healthy and Productive Ecosystems and Environmental Governance) and 2022-2025[32] (Nature Action).

104. The initiative contributes to achieve GEF Corporate Goals 1 and 4: "Global natural resources" and "Building national and regional capacities and enabling conditions for addressing transboundary systems" respectively, focal area strategic objectives IW1 and IW2 within International Waters strategic programme of GEF V[33][34] which includes: IW1: Catalyze multi-state cooperation to balance conflicting water uses in trans-boundary surface and ground water basins while considering climatic variability and change; and IW2: Catalyze multi-state cooperation to rebuild marine fisheries and reduce pollution of coasts and Large Large Marine Ecosystems (LMEs) while considering climatic variability and change.

105. The WIOSAP project has been set upon the basis of the findings of the Western Indian Ocean-LaB Transboundary Diagnostic Analysis of Land Based Sources and Affecting the Western Indian Ocean Coastal and Marine Environment[35].

106. The objective of the WIOSAP project was to reduce impacts from land-based sources and activities and sustainably manage critical coastal-riverine ecosystems through the implementation of the WIOSAP priorities with the support of partnerships at national and regional levels.

107. Specifically, the WIOSAP project has been articulated around four components in order to reach the aforementioned objective: Component A: Sustainable management of critical habitats; Component B: Improved water quality; Component C: Sustainable management of river flows; and Component D: Governance and regional collaboration.

108. The project covered nine countries, large continental African states with transboundary large river basins as well as Small Island Developing States, namely: Comoros, Kenya, Madagascar, Mauritius, Mozambique, Somalia, Seychelles, South Africa and Tanzania.

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[28] WIOSAP ProDoc, 2016
[29] https://www.ecolex.org/details/treaty/convention-for-the-protection-management-and-development-of-the-marine-and-coastal-environment-of-the-eastern-african-region-tre-000823/#:~:text=Objectives%3A%20To%20protect%20and%20manage,5)%2C%20dumping%20(art.
[30] https://www.unep.org/resources/report/unep-medium-term-strategy-2014-2017
[31] https://wedocs.unep.org/bitstream/handle/20.500.11822/7621/-UNEP_medium-term_strategy_2018-2021-2016MTS_2018-2021.pdf.pdf?sequence=3&isAllowed=y
[32] https://wedocs.unep.org/bitstream/handle/20.500.11822/35162/Doc3%20Reve1%20EnglishK2100501.pdf?sequence=1&isAllowed=y
[33] The Evaluation Consultant has come across two amendments (extensions with no cost).
[34] https://www.thegef.org/sites/default/files/events/20-GEFStrategiesBD.pdf
[35] UNEP/Nairobi Convention Secretariat, WIOMSA (2009a): Transboundary Diagnostic Analysis of Land Based Sources and Activities Affecting the Western Indian Ocean Coastal and Marine Environment, UNEP, Nairobi Kenya, 378p.

Comoros

109. The Islamic Republic of the Comoros has a total coastline of 340 km and the total surface area of the continental shelf is 1,416 km2. The marine fisheries are essentially artisanal, practiced on all three islands. Comoros also has framework legislation, institutions and several other laws that are relevant to the management of the coastal and marine environment. The framework environmental law is "Loi No. 94-018 du 23 juin1994" that aims at preserving the integrity of the coastal and marine environment. Some of the other relevant legislation include law no.82-005 which defines Comoros' maritime zones. The national policy and the Environmental Action Plan were formulated in 1993 to promote sustainable management. The Environment Action Plan is focused on the improvement of legislative and regulatory mechanisms, protection of biodiversity, alleviation of pressure on natural resources and collection and treatment of wastes.

Kenya

110. Kenya's coastline is 536 km with the continental shelf covering 8,460km^2. The coral reef, mangroves and seagrass ecosystems cover the surface area of 630, 610 and 34 km^2 respectively. The coastline is dominated by fringing coral reefs that often encloses shallow lagoons that are associated with seagrass beds. Kenya has two major rivers that drain into the WIO- the Tana and the Athi-Sabaki. The largest is the Tana River that discharges to the north in a relatively large delta with extensive mangrove forests. About 2.68 million equivalents to 8% of the total population live within 100km of the coast. The coastal and marine environment is considered important to the country. However, the contribution of the marine fishery to overall national fisheries production in Kenya is a modest 3-4 %. Marine landings average 7,000 tonnes per year, but estimates for all 'inshore' landing reach 16,000 tonnes.

111. Kenya has enacted a new Constitution (2010) that reinforces the importance of natural resources and the environment. The constitution provides for the establishment of an environment and land court to address disputes related to environmental and land resources and processes. Kenya's newly devolved system of government calls for collaboration between national and county government administrations. The national government has jurisdiction over the use of international waters and water resources, marine navigation, and the protection of the environment and natural resources including fishing and water. The county governments are responsible for implementing national policies including issues related to fisheries. Legislation relevant to the marine and coastal environment is substantive in the country with nearly 50 pieces of legislation. The framework involves at least 14 government ministries and a further 9 authorities.

Madagascar

112. Madagascar has one of the longest coastline in the WIO Region which is 4,828 km long and also one of the largest extent of the continental shelf covering a total surface area of 96,653 km2. The mangroves, seagrass beds and coral reef ecosystems cover a surface area of 2,991 km2 and 2,230 km2, respectively. About 55% of the population lives within 100 km from the coast. The most recent estimate of the marine fish catch is 70,000 tonnes per year. The deep-water, offshore, industrial fishery lands about 25,000 tonnes a year, mainly of tuna, mostly for export. The shrimp fishery is also an important foreign exchange earner in Madagascar with over 11,500 tonnes per year.

113. Madagascar has a framework environmental legislation (LOI No. 90-033- Relative à la Charte de l' Environnement Malagasy of December 21 1990) which notes that the environment is an important pre-occupation of the State and its protection is the responsibility for all. Several specific legislations have also been enactment to give effect to the constitutional requirement for protecting the environment. The country also has several environmental management policies particularly the Charter of the Environment and the Decree MECIE. Both constitute the basis of the legislation regarding protection and conservation of the environment of

Madagascar.Madagascar has a policy on the management of marine/water pollution. There have also been specific presidential declarations on the establishment of protected areas in the country. The key institutions that are crucial in environmental management in the country include the Office of the Environment (ONE).

Mauritius

114. Mauritius coastline is 322 km long with the continental shelf of 27,373 km^2.The annual fisheries production in the country is estimated to be about 10,000 tonnes. The country has several legislation that are important in the protection of the coastal and marine environment. The Environmental Act (EPA) was enacted in 2024 for the environmental management and coordination of environmental issues in order to ensure proper implementation of government policies.

Mozambique

115. Mozambique's coastline is the longest in eastern Africa, extending 2,700 km. The area covered by the continental shelf is 73,300 km2.The coral reef, mangroves and seagrass ecosystems cover surface area of 1,860 km2, 2,909 km2 and 439 km2, respectively. The northern coastline is notably complex with many islands and bays. Mozambique's southern coast is characterised by the Limpopo and Zambezi deltas-two of the eastern Africa's largest deltaic systems. These are characterised by the presence of large bays, muddy and sandy beaches, extensive mangrove forests and seagrass beds. Approximately 59% of the population lives within 100km of the coast. The total marine fishery production is estimated to range between 100,000 to 120,000 tonnes per year.

116. The Constitution of Mozambique recognises the right of people to live in a balanced environment and provides state and local authorities with the responsibility of protecting the environment. The country has a number of legal instruments that are focused on environmental protection. These include Decree Law no. 495 (1973) on the coastal and marine environment, and the Environment Law (1997) that defines the legal basis for sustainable management of the environment by the public and private sectors. The Law of the Sea (1996) sanctions conservation of marine areas by creating marine national parks, marine nature reserves and marine protected areas. This law is consistent with the International Convention on the Law of the Sea (1982), which Mozambique has ratified.

Seychelles

117. Seychelles Seychelles has a coastline of 491km2 and continental shelf of 31,479 km2. Almost 100 % of the entire population of Seychelles live within 100 km of the coast. The fishery sector, after tourism, is the major foreign exchange earner. The total catch from the artisanal sector has remained fairly stable since 1985 with landings typically ranging between 4,000 and 5,000 tonnes per year. Seychelles Constitution under Article 38 guarantees citizen clean, healthy and ecologically balanced environment. The Environment Protection Act 1994 is the framework environmental legislation for the country, providing for the protection, preservation and improvement of the environment. The Act also provides for the coordination, implementation and enforcement of environmental policies. The Environment Protection Act is administered by the Department of Environment in the Ministry of Environment and Natural Resources. Part IV of the EPA and the Environment Protection (Impact Assessment) Regulations (EP) (EIA) Regulations) deals with Environment Impact Assessment (EIA).

Somalia

118. Somalia has two major rivers, the Shabelle and Jubba Rivers, which originate in the Ethiopian highlands and flow through deep gorges in the Somali plateau and eventually into the coastal plain. The Shabelle River flows southwest and then flows parallel to the coast for a distance of 85km before forming a large swamp. However, during heavy rains, the Shabelle River breaks it banks and joins the Jubba River further south. The Jubba River flows perpendicular to the

coast before discharging into the sea at Jumbo. The WWF Eastern Africa Marine Ecoregion programme identified Shebelle river mouth is one of the priority seascapes in the eastern coast of Africa.

119. Coastal and marine environmental governance is generally very weak in Somalia due to the absence of a strong central government. There are few policies and legislation concerning the environment in Somalia, but the little that exists is mostly outdated. Although Somalia has in the past signed a number of regional and international Multilateral Environmental Agreements (MEAs), there has been little progress in their implementation domestically. There is also a lack of current data, information and knowledge on the current status of the coastal and marine environment.

South Africa

120. The South Africa's coastline is 2,881 km long and the continental shelf covers a surface area of 160,938 km2 making it one of the largest in the WIO Region. The area covered by the coral reef, mangrove and seagrass ecosystems is however small covering 50, 31 km2 and 7 km2, respectively. About 39% of the South African population live within 100 km of the coast. Indian Ocean fisheries in South Africa are relatively minor compared to the industrial fisheries found on the Atlantic coast. Nevertheless, numerous subsistence fisheries exist off the Natal coast of the Indian Ocean.

121. South Africa Constitution has the Bill of Rights that includes an environmental right. Also, a number of legislation on the environment have been enacted. The new Constitution of South Africa allows for more inclusive and comprehensive environmental policy for the country. The country has formulated through the consultative national environmental policy process, the White Paper on Environmental Management Policy for South Africa. This in turn led to the enactment of the National Environmental Management Act No 107 of 1998 (NEMA). The White Paper emphasizes the notion of "sustainable development" and specifically endorses the definition and analysis offered by the 1987 Brundtland Report.

Tanzania

122. The United Republic of Tanzania has one of the longest coastlines in the WIO region with 1,424 km. The coastline is characterised by a relatively narrow continental shelf covering a surface area of 17,903 km2. The coral reef and mangrove ecosystems cover a surface area of 3,580 and 1,287 km2 respectively. The major river systems in the country are the Rufiji and the Ruvuma. The Rufiji delta to the south of the country has one of the largest mangrove forest stands in the WIO Region. It is estimated that about 8 million live in the coastal zone. The coastal and marine environment is important to the country. For instance, marine fish landings range from 45,000 to 59,000 tonnes for mainland Tanzania and 15,000 - 20,000 tonnes for Zanzibar. The coral reefs of Tanzania support 70% of the artisanal catches.

123. The Constitution of Tanzania does not have explicit provisions on environmental protection and management. However, the country has environmental legislation that is also relevant to the management of the coastal and marine environment. Tanzania's Constitution distinguishes between union and non-union matters. The environment is a non-union matter resulting in separate legislation and administrative authorities governing environmental issues and marine fisheries for mainland Tanzania and Zanzibar. An exception is the Deep Sea Fishing Authority (Amendment) Act (2007), which is a union matter and is common to both. The Tanzanian administration is also decentralized and district councils have been vested with greater authority.

3.2 Results framework

124. The WIOSAP Project was implemented from June 2016 to 31 October, 2024. Initially planned to end in June 2021, it underwent two successive extensions due to the COVID-19 pandemic

and one additional extension to allow for the completion of the project activities. The WIOSAP Project was structured into four components reflecting eight project outcomes (Table 5). Each target country adapted its outputs and indicators so that they were in line with local capacities and context.

Table 5. Components, Outcomes and main Outputs of the Project (according to revised Results Framework in ToR[36] and ProDoc[37])

Project Component	Project Document Outcomes	Project Document Outcomes Logical Framework	Outcome Indicators	Project Outputs
Project component A: Sustainable management of critical habitats	**Result 1:** Protection, restoration and management of critical coastal habitats and ecosystems	**Outcome A1:** Appropriate tools and methodologies are used to manage critical habitats to enhance their resilience and long term sustainability.	Adoption, integration and use of tools and methodologies for improved and sustainable coastal and marine habitats management and restoration Adoption of spatial plans and establishment of planning capacity to support and guide the management process. Adoption of the ICZM Protocol and ratification of LBSA Protocol by all countries by the year 2020. Close collaboration with ongoing related initiatives such as the UNDP implemented SAPPHIRE project among others to strengthen synergies	A.1.1 National institutions undertake participatory spatial planning to increase the resilience of selected key coastal ecosystems to anthropogenic impacts including the impacts of climate change and variability. A.1.2 Management plans developed and adopted for at least 5 key habitats, reinforcing the regional MPA network and mitigating habitat loss and climate change impacts. A.1.3 At least 1 key degraded coastal habitat restored, and resilience increased. A.1.4 Pilot actions to build capacity in ICM.
		Outcome A2: Appropriate tools and methods support coastal planning and management.	Tools such as regional guidelines for economic valuation and guidelines for vulnerability assessment and spatial planning and extractive use strategies are integrated into coastal planning and management.	A.2.1 Economic valuation of at least 3 key critical coastal and marine habitats including integration of economic valuation to coastal management and planning. A.2.2 Tools and guidelines for vulnerability assessment and spatial planning supports monitoring and management actions A.2.3 Sustainable livelihood strategies regarding extractive use activities developed and adopted for specific coastal and marine natural resources.

[36] [36] Terms of Reference for the Terminal Evaluation of the UNEP=GEF Project : WIOSAP
[37] WIOSAP ProDoc, 2016

Project Component	Project Document Outcomes	Project Document Outcomes Logical Framework	Outcome Indicators	Project Outputs
				A.2.4 Adoption of regional indicators and baseline assessment in support of critical habitat monitoring and management
Project Component B: Improved water quality	**Result 2:** Need for the WIO region's water quality to attain international standards by the year 2035	**Outcome B1:** Quality of coastal receiving waters improved through pilot interventions. **Outcome B2:** Regulatory framework for monitoring and management of pollutant loads, effluents and receiving water quality implemented/adopted at regional level.	Overall reduction of the annual amount of nutrient input (t/a) to the coastal waters in pilot sites leads to improved quality of coastal and receiving waters P olicy, legislative and institutional arrangements to support monitoring frameworks for pollutant loads, effluents and receiving water quality set up supporting Strategic Action Programme implementation at national and regional level as appropriate Monitoring and management frameworks are strengthened at both national and regional levels.	B.1.1 Cost-effective technologies for municipal wastewater treatment demonstrated in at least 3 sites. B.1.2. Effluents at a minimum of 3 demonstration sites are collected, treated, recycled and/or disposed of in accordance with international best practices B.1.3. Pilot actions undertaken to build capacity for water quality management and ICM promoted through empowerment of communities and other actors at the demonstration sites B.2.1. Regionally harmonised framework for monitoring pollution loads and water quality standards developed for receiving coastal waters B.2.2. Regionally harmonised standards and monitoring framework for pollutant loads and effluent and marine water quality standards adopted by at least 3 countries through participatory national and regional consultations B.2.3. Regulatory and human capacity of national and regional facilities/institutions strengthened to promote implementation of water quality monitoring using regional standards
Project Component C: Sustainable management of river flows	**Result 3:** Promoting wise management of river basins in the WIO region	**Outcome C1:** Environmental Flow Assessments (EFAs) underpin the integrated management of river flows and coastal areas and implementation of assessment recommendations strengthens ecosystem resilience. **Outcome C2:** Capacity to conjunctively manage river flows and coastal areas strengthened.	Strengthened resilience and improved and integrated management of river flows and coastal areas Strengthened and improved capacity for conjunctive management of rivers and coastal areas	C.1.1. Environmental flow assessments conducted in at least 2 pilot river basins to determine the environmental, economic and social trade-offs in water allocation and the need for management of river flows with respect to coastal areas C.1.2. Implementation of flow assessment recommendations and participatory river basin management approaches yield environmental, economic and/or social benefits as a result of improved river flows to the coast C.2.1. Institutional arrangements for implementation of climate sensitive environmental flow assessments developed, taking into consideration the environmental flow into the coastal areas and estuaries.

Project Component	Project Document Outcomes	Project Document Outcomes Logical Framework	Outcome Indicators	Project Outputs
Project Component D: Governance and regional collaboration	**Result 4:** Strengthening governance and awareness in the WIO region with a view to facilitating sustainable management of critical ecosystems and habitats	**Outcome D1:** Updated policies and strong institutions underpin WIO-SAP implementation	Timely adoption and ratification of Protocols Successful implementation of outputs through coordination and guidance of existing interministerial committees and regional task forces	D.1.1. ICZM protocol developed and adopted at the regional level D.1.2. LBSA protocol ratified in at least 4 countries and supported in all countries through the development of policy briefs, model legislation and capacity building to practitioners D.1.3. Implementation of the WIO-SAP succeeds at national level through the coordination and guidance of interministerial committees and regional task forces D.1.4. Establishment of a funding pipeline to support long-term implementation of the SAP through Nairobi Convention including coordination of stakeholders and facilitation of learning and exchange in support of WIOSAP project implementation.
		Outcome D2: Improved knowledge management systems and exchange mechanisms support WIO management, governance and awareness creation	Integration of information on investments, climate variability and changed into improved knowledge management system (CHM) Science-policy forum actively promotes greater interaction on marine related issues	D.2.1. Existing Nairobi Convention Clearing House Mechanism expanded to incorporate information on national and regional investments and projects, climate variability and change, guidelines, methodologies and success stories, among others D.2.2. Established science-policy exchange platform under the Nairobi Convention for policy and for consensus on key LBSA and ICZM issues in the WIO Region

3.3 Stakeholders

125. The Project Document of the WIOSAP project (Tables 5 and 11), provides a list of the potential stakeholders, their engagement in the project and their potential role. Moreover, the analysis of the key documents of the WIOSAP project (Original Project Proposal (2016), Mid-Term Review Report (2022) and Project Implementation Reports) leads to the classification of stakeholders at different levels as indicated in the following Table 5.

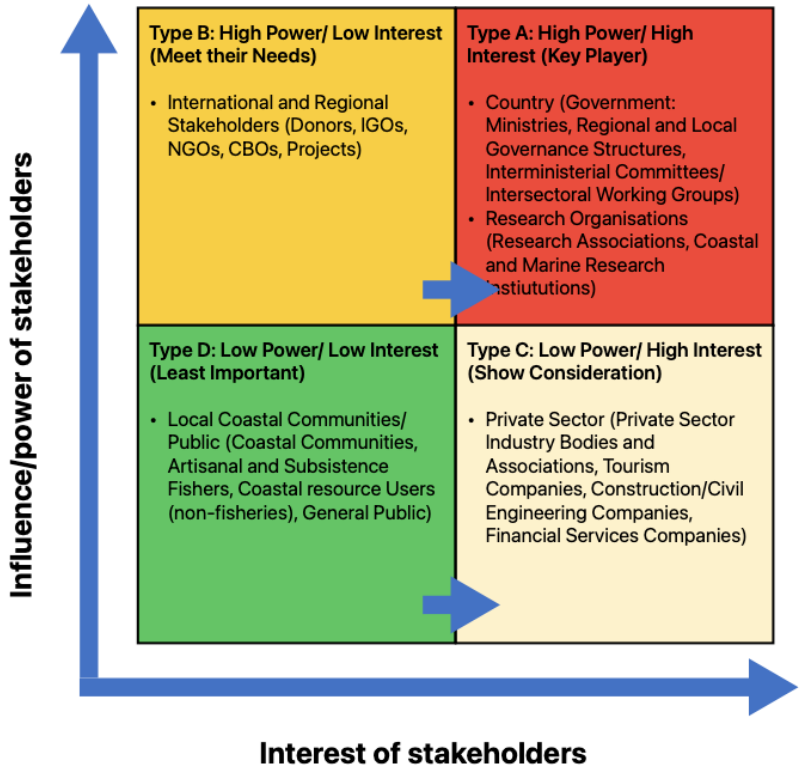
Table 6. List of Key Stakeholders

• **International Organisations:** UN Agencies including UNEP, UNDP and NCS;
• **Regional economic commissions and political institutions:** Indian Ocean Commission, African Union, COMESA, SADC, IGAD, EAC;
• **Ministries and National Focal Point Institutions:** Ministries responsible for the subject of environment, inland and coastal waters and oceans from the participating countries;
• **Academia and research institutes:** WIOMSA, Institute of Marine Sciences Zanzibar, Sokoine University of Agriculture, Mauritius Oceanography Institute, Albion Fisheries Research Centre, Universidade Eduardo Mondlane (UEM), Kenya Marine and Fisheries Research Institute (KMFRI), Council for Scientific and Industrial Research (CSIR),

Macquarie University, Maritime Technology Cooperation Centre, Wildlife Resources Training Institute, Nelson Mandela University;
• **The Private Sector:** Kenya Association of Manufacturers;
• **International and National NGOs:** Birdlife International, The Nature Conservancy, World Wild Fund for Nature, Nature Kenya, Mauritian Wildlife Foundation, Terrestrial Restoration Action Society of Seychelles (TRASS), WWF, Western Indian Ocean Mangrove Network, Prime Africa, IUCN, WCS
• **Regulatory agencies**: Agência Nacional para o Controlo da Qualidade Ambiental (AQUA).

126. These stakeholders have been categorised as follows: High Power/Low Interest, High Power/High Interest, Low Power/Low Interest and Low Power/High Interest as indicated in the following Figure 2.

Figure 1. Stakeholder Categorisation



127. An in-depth stakeholder analysis has been carried out taking into consideration gender aspects among both stakeholders and beneficiaries as indicated in the following Table 6.

Table 7. Stakeholders Analysis

Stakeholders	Explain the power they hold over the project results/implementation and the level of interest	Did they participate in the project design, and how·	Potential roles and responsibilities in project implementation	Changes in their behaviour expected through implementation of the project
Type A: *High power / high interest = Key player*				
Country (Government) Stakeholders • Ministries with the following portfolios participate in decision making: Environment & Water, Fisheries & Aquaculture, Agriculture and Forestry, Urbanisation and Coastal Development, Mining, Energy, Foreign Affairs, Industrial Development, Finance & Economic Planning, Tourism • Regional and local governance structures • Interministerial Committees/Intersectoral Working Groups	They are the key players for the achievement of results and their consolidation, they represent the sustainability of the project, having a high power of influence, implementation and decision-making	They were involved in the project writing through consultations and took advantage of previous regional collaborative projects	Involved in the Project Steering Committee, development of policies, regulatory instruments, guidelines, programmes, management plans, strategies, ICZM plans, indicators and technical execution of project activities, selection of wastewater treatment technologies, training workshops, Environmental Flow Assessments, negotiations and ratification of protocols, economic valuation of critical habitats, mechanisms for financing restoration, development of alternative livelihood systems for coastal communities, spatial planning and local initiatives, co-financing and awareness, overseeing project activities	Government stakeholders were the main beneficiaries of the project which allowed them to create regional knowledge sharing networks and partnerships to take advantage of the lessons learnt from the region to develop quickly and efficiently new legislations, strategies and programmes to reduce impacts from land-based sources and activities and sustainably manage critical coastal-riverine ecosystems However, the political sphere was equally sensitised through the regional meetings organised by the NC. The understanding that the project could not fund running costs and long-term sustainability remains a challenge for some countries.

Research Organisation Stakeholders • Research Associations • Coastal and Marine Research Institutions	They are the key players for the achievement of results and their consolidation, they represent the sustainability of the project, having a high power of influence, implementation and science-based decision-making	They were involved in the project writing through consultations and took advantage of previous regional collaborative projects	Monitor EQOs and indicators, building capacity for coastal monitoring, technical support for development of guidelines/monitoring tools, multidisciplinary marine and coastal research, implementation of coastal marine monitoring programmes, science-based policy and management advice, development of national and regional guidelines for water quality management	Academia used extensively the opportunities provided by the project to develop knowledge and expertise, academic programmes and research projects while training a new generation of specialised staff and engineers throughout the region. In fact, the expertise on constructed wetlands, eflows and water quality monitoring has been developed throughout the WIO region.
Type B: *High power/ low interest over the project =Meet their needs*				
International & Regional Stakeholders • Donors • IGOs • NGOs • CBOs • Projects	These stakeholders have high power in the partnership and regional/international consolidation of the project	To be better determined during the evaluation	Provide support to implementation of activities at national and regional levels, ensure adequate financial and procedural oversight, facilitate regional and international dialogue and networking, support to ratify/accede to relevant protocols, work with relevant stakeholders to implement and sustain project activities & partnerships, implement complementary activities to promote project efficiency and effectiveness and avoid duplication of effort (SAPPHIRE)	International and regional institutions have used the outcomes and lessons learnt from the project to develop new projects and provide additional funding. The Go Blue Project which is currently being funded and implemented has built directly on the results of the WIOSAP project.
Type C: *Low power/ high interest over the project= Show consideration*				
Private Sector Stakeholders	They do not have much power in relation to the project, but	They were not involved in writing the Project	Coordinate sectorial industry participation in SAP, pilot in-	The private sector has benefited from the project

• Private Sector Industry Bodies and Associations • Tourism Companies • Construction/Civil Engineering Companies • Financial Services Companies	they can be used as a resonance and influence on the results and enhancement of actions		country interventions on wastewater management, dissemination of information and support to communities in development of alternative livelihood systems (critical habitat restoration and construction of wastewater treatment plants)	outcomes through regional projects such as the Green Ports initiative developed during WIOSAP. Civil society has equally benefited from the project which has been used as seed money to develop new projects or additional phases and increase the scope of their intervention.
Type D: *Low power /low interest over the project= Least important*				
Local Coastal Communities/Public Stakeholders • Coastal Communities • Artisanal and Subsistence Fishers • Coastal Resource Users (non-fisheries) • General Public	They have no power and are indirectly affected by the actions of the project	They were not involved in writing the Project	Participate in ICZM and MSP processes, development of alternative livelihood including restoration of critical habitats and best practices, sensitised to need to change their behaviour	Local coastal communities have been extensively involved in the project throughout the region through the rehabilitation of coastal habitats (mangroves, seagrass, corals) and they have developed new sustainability tools to sustain their activities (eco-tourism, honey production)

3.4 Project implementation structure and partners

128. The **GEF Implementing Agency** responsible for the project was UNEP GEF International Waters Unit within its Ecosystems Division Marine and Fresh Water Branch (formerly, Division on Environmental Policy Implementation also known as DEPI). UNEP provided supervisory and technical advisory oversight for the project.

129. The Nairobi Convention Secretariat was the **Executing Agency** for the project which was co-executed with the participating countries through a "Partnerships Approach". UNEP/GEF therefore signed an International Cooperation Agreement (ICA) with the Nairobi Convention Secretariat and Project Cooperation Agreements and Small-Scale Funding Agreements with national institutions and NGOs. As the Executing Agency, the Nairobi Convention Secretariat, was responsible for all project management, monitoring and self-assessment at country level, technical guidance and reporting. The Nairobi Convention Secretariat's main role was therefore to coordinate the implementation of the project in all the geographical area covered by the project and to ensure that the WIOSAP project met the UNEP-GEF policies and procedures. Acting as Executing Agency, the NCS needed to ensure that the project was executed in a timely and cost-effective manner, while meeting the set objectives and ensuring that the project results framework was continuously monitored or revised as and when required in collaboration with the UNEP Task Manager. Furthermore, the Executing Agency was the lead agency for the reporting and accounting of resources to UNEP-GEF.

130. National **Focal Points** of the project were the Nairobi Convention Secretariat Focal Points.

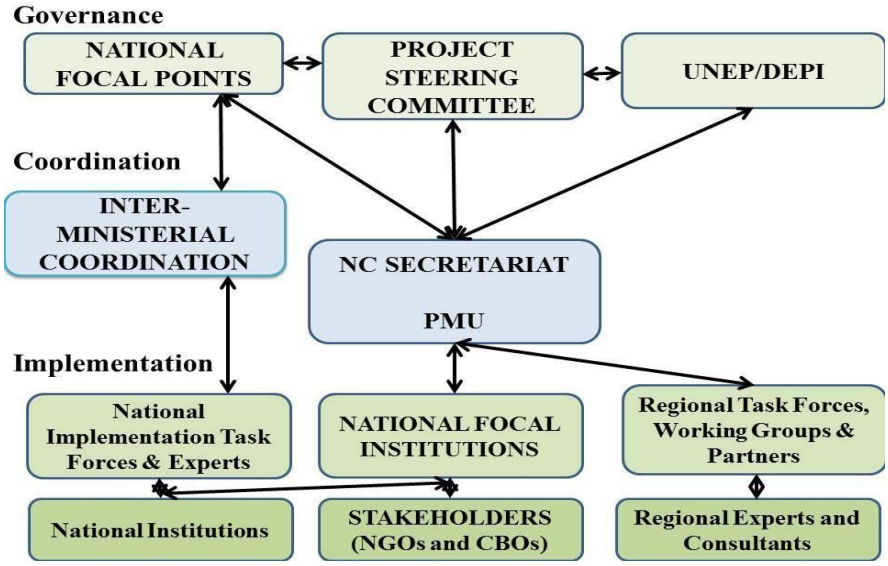
131. The **Project Steering Committee** (PSC) was set up with the National Focal Points, representatives of UNEP GEF IW, Nairobi Convention and donor organisations. The PSC was expected to provide strategic guidance and oversee the implementation of the project, receive periodic reports on progress, review progress and make recommendations to UNEP concerning any revision of the result framework and the monitoring and evaluation plan. The PSC was expected to meet annually to review project work plans, budgets and progress reports. During the life of the project, the PSC met officially on six occasions, with three additional ad hoc meetings.

132. The **Project Management Unit** (PMU) was located at the NCS, the executing agency. The PMU was headed by a Project Manager with the support of Policy/Governance Officers and general financial and administrative support staff from the Secretariat.

133. The project was designed to make use of both international and national consultants if and when necessary. The following Figure 2 which has been extracted from the MTR summarises the WIOSAP project implementation structure.

134. The analysis of these partnerships and institutional arrangements provided valuable insights into the project's structure and functionality. It helped in understanding how different actors collaborated to achieve common goals and highlighted areas where improvements could be made for more effective implementation.

Figure 2. WIOSAP Project Implementation Structure[38]



3.5 Changes in design during implementation

135. Based on the information contained in the ProDoc[39], the project was supposed to end in June 2021. However, during the implementation of the WIOSAP Project, the global emergency related to the COVID-19 pandemic led to significant constraints and delays. COVID-19-related restrictions made it impossible for WIOSAP project participants to meet physically or receive face-to-face training, while project activities on the ground were delayed by restrictions imposed to control the spread of the pandemic. As a result thereof, the project underwent two consecutive no-cost extensions as recommended in the MTR[40]. A third no-cost extension was granted to allow for the completion of the pending activities. The final technical closure was therefore extended to 30 April, 2024 while the final financial closure was fixed on 31 October, 2024[41].

136. An action plan table containing fifteen recommendations and related strategies was drawn up during the MTR[42] to address the issues occurring within a period of four years into project implementation (June 2016 to December 2021). These recommendations were linked to the following: 1) The Project Results Framework was revised to address inconsistencies between the description of the outputs and activities in the ProDoc 2) Indicators on gender mainstreaming were developed and included in the revised PRF 3) Pending activities were reviewed and a new workplan/budget revision was produced 4) Reporting on co-financing was improved 5) Provision of co-financing below expectation was identified as an issue to be addressed 6) An exit/sustainability strategy was produced 7) The resource mobilisation strategy was expanded by including the private sector 8) Awareness raising campaigns on the value of demonstration projects were devised to target local communities 9) Measures to accelerate the adoption of the ICZM Protocol were adopted 10) The water quality monitoring framework/capacity building activities were implemented 11) Efforts to accelerate the adoption of the KLBSA Protocol by all parties were put up 12) The consolidation of the documents, lessons, good practices and experiences was initiated 13) The implementation of

[38] Mid-Term Review Report
[39] Wiosap Project Document, 2016
[40] MTR, March 2022
[41] Email from Ruth Irungu dated 12 November 2024 transmitted by Caroline Bii by email on 15 January 2025
[42] MTR, March 2022

Marine Spatial Planning in the region was accelerated 14) A "no-cost" extension proposal was developed and approved to achieve the outcomes which have been delayed and 15) The disbursement of additional support approved by the PSC was expedited.

3.6 Project financing

137. The tables below provide information about the financial framework of the WIOSAP Project and the co-financing funds, both from the GEF and the contribution of the Governments involved. These tables have been populated using financial information available as at 30 June 2024. The final financial report will be submitted after the approval of the Terminal Evaluation Report[43].

Table 7. Expenditure by Outcome/Output as at 30 June 2024

Project Component	Expected Outcomes	Estimated cost at design	Actual Cost/ expenditure	Expenditure Ratio
Component A: Sustainable management of critical habitats	**Outcome A.1:** Appropriate tools and methodologies are used to manage critical coastal and marine habitats in order to enhance their resilience and long-term sustainability	2,650,000	1,883,879.25	
	Outcome A.2: Appropriate tools and methods (which integrate economic, social and environmental considerations) support coastal planning and management	838,000	553,885.73	
	Sub Total Outcome A	**3,488,000**	**2,437,764.98**	**0.70**
Component B: Water quality management	**OUTCOME B.1:** Quality of coastal receiving waters improved through pilot interventions	1,600,000	1,493,253.76	
	OUTCOME B.2: Regulatory framework for monitoring and management of pollutant loads, effluents and receiving water quality implemented/adopted at regional level	710,000	428,489.69	
	Sub Total Outcome B	**2,310,000**	**1,921,743**	**0.83**
Component C: Sustainable management of river flows	**OUTCOME C.1:** Environmental Flow Assessments (EFAs) underpin the integrated management of river flows and coastal areas and implementation of assessment recommendations strengthens ecosystem resilience	700,000	870,480.54	
	OUTCOME C.2: Capacity to conjunctively manage river flows and coastal areas strengthened	475,000	53,370.70	
	Sub Total Outcome C	**1,175,000**	**923,851.29**	**0.79**
Component D: Governance, learning and exchange	**OUTCOME D.1:** Updated policies and strong institutions underpin WIO-SAP implementation	800,000	1,335,968.33	
	OUTCOME D.2: Improved knowledge management systems and exchange mechanisms support WIO management, governance and awareness creation	700,000	645,787.13	
	Sub Total Outcome D	**1,500,000**	**1,981,755.46**	**1.32**
	Total (A+B+C+D)	**8,473,000**	**7,265,114.73**	**0.86**

[43] Email from Ruth Irungu dated 12 November 2024 transmitted by Caroline Bii by email on 15 January 2025

Project Component	Expected Outcomes	Estimated cost at design	Actual Cost/ expenditure	Expenditure Ratio
	Project Management and Coordination	2,394,000	3,329,631.39	
	Total project costs	**10,867,000**	**10,594,746.12**	**0.97**

Table 8. Co-financing Table as at 30 June 2024

Sources of Co-financing	Name of Co-financier (source)	Type of Co-financing	Co-financing Amount ($)
National Government	Comoros	In-kind	
National Government	Kenya	In-kind	
National Government	Madagascar	In-kind	
National Government	Mauritius	In-kind	4,402,500
National Government	Mozambique	In-kind	33,101,850
National Government	Seychelles	In-kind	
National Government	Somalia	In-kind	
National Government	Tanzania	In-kind	
National Government	South Africa	In-kind	
Other Multilateral Agency (ies)	Nairobi Convention Secretariat	In-kind	
GEF Agency	UNEP DEPI[44]	In-kind	
Other Multilateral Agency (ies)	Birdlife International	In-kind	
Other Multilateral Agency (ies)	WIOMSA	In-kind	5,303,515
Other Multilateral Agency (ies)	WWF	In-kind	
Total Co-financing		In-kind	**42,807,865**

Note: USD60,000 was reserved and spent directly by UNEP for the Terminal Evaluation.

4 Theory of Change at Evaluation

138. To review the Theory of Change (TOC), the following key documents were taken into account:
    - The Project Document (ProDoc);
    - The MTR document.

139. No TOC diagram was included in the WIOSAP Project Document, because it was not required at the time the project was drafted. However, a TOC was developed during the project inception phase, which fed into a reconstructed TOC Diagram in the Mid-Term Review Report submitted in 2022 which served as the basis for the present analysis. The analysis of the TOC at this phase of inception report was carried out in-line with the Guidelines provided by the UNEP Evaluation Office.

140. The WIOSAP project was set up upon the request of participating countries based on the findings and recommendations generated by the WIOLAB project. The Terminal Evaluation of the WIOLAB project confirmed that: "The achievement of longer-term impacts may be affected by financial constraints and related shortfalls in institutional capacity and investment at the national level".

141. Based on the above, the goal of the WIOSAP Project was set to improve and maintain the environmental health of the region's coastal and marine ecosystems through improved management of land-based stresses. The Project aimed at achieving this goal by jointly implementing strategies of protecting the coastal and marine ecosystems from land-based sources and activities to provide essential goods and services on a sustainable basis while

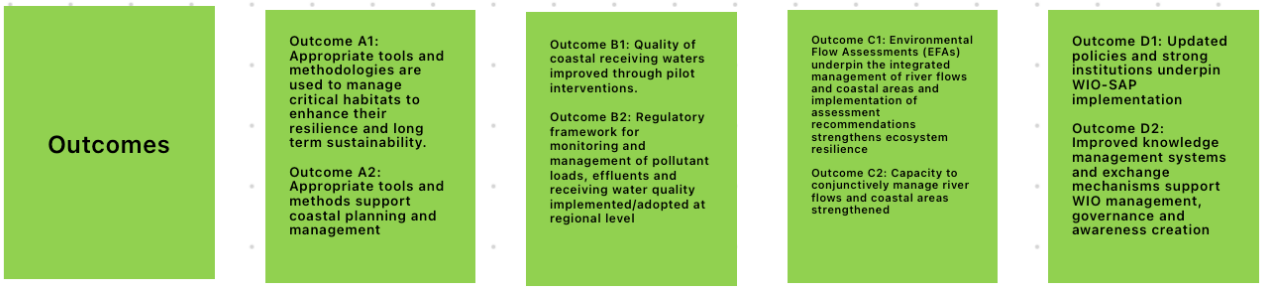
[44] Renamed Ecosystems Division.

addressing regional concerted management efforts aiming at contributing substantially to poverty alleviation and gender equality through the provision of sustainable livelihoods and economic development.

142. From this perspective, the Reconstructed Theory of Change (RTOC) at this inception phase can be summarised as follows: ***if*** strategies of protecting the coastal and marine ecosystem from land based sources and activities to provide essential goods and services on a sustainable basis are implemented, ***and*** concerted regional management efforts aiming at contributing substantially to poverty alleviation and gender equality through the provision of sustainable livelihoods and economic development are addressed***, then*** the environmental health of the Western Indian Ocean region 's coastal and marine ecosystems will be maintained and improved **because** the management of land-based stresses is improved.

143. In this reconstructed TOC at the inception report phase, Intermediate States were also assumed for allowing a more logical connection between outcomes and impact:
    - Appropriate tools and methodologies for coastal management and river flows developed and applied a regional regulatory framework
    - Capacity, policies, institutions and knowledge management are improved at Western Indian Ocean Level leading to science-based effective governance and awareness.

144. This scenario would be achieved by the realisation of the following outcomes:



145. In the WIOSAP MTR, the following assumptions and drivers were identified:

    - Effective interministerial cooperation, political and financial commitments, stakeholders' engagement was achieved
    - Communities' engagement, effective communication, use of tools, collaboration between stakeholders was achieved
    - Demonstration projects were replicated, effluents collected, treated and recycled, pilot actions implemented
    - Countries implemented agreements, capacity was built
    - Effective frameworks to resolve economy issues were developed
    - Environmental Flow Assessment was supported by tools
    - Sufficient institution capacity was developed
    - Political support was provided
    - There was coordinated management willingness to expand CHM and
    - Sustainable financing mechanisms were put in place
    - Synergy was established with RECS

146. The WIOSAP project was also affected by COVID-19, which created major challenges for national institutions in implementing the project.

147. Although not stated in the outcomes, the WIOSAP project assumes that the gender approach is integrated and that the project will impact vulnerable groups to the same level.

148. The reconstructed TOC diagram in **Figure 3,** as follows, represents the TOC and maintains the structure that arises from the MTR of the WIOSAP project.

149. The following **Table 7** presents a justification of the reconstructed TOC in order to better understand the next diagram in **Figure 3**.

Table 9. Justification for Reformulation of Results Statements

Formulation in original project document(s)	Formulation for Reconstructed Theory of Change at Evaluation (RTOC at Evaluation)	Justification for Reformulation
(LONG LASTING) IMPACT		
Improved state of the critical coastal-riverine ecosystems through strengthened transboundary coordination and management as well as integrated management within participating countries	Adequate conservation & sustainable use of coastal-riverine ecosystems contributing to poverty alleviation and gender equality through national and regional cooperation using science-based governance.	This reformulation emphasised the long-term impact of the project.
INTERMEDIATE STATES		
Impacts from land-based sources and activities reduced and sustainably managed critical coastal-riverine ecosystems through the implementation of the WIO-SAP priorities with the support of partnerships at national and regional levels	1. Appropriate tools and methodologies for coastal management and river flows developed and applied a regional regulatory framework	Two distinct but interrelated intermediate states were formulated and hypothesised for the impact to be realised: one indicating the development and application of tools for river and coastal management and the second the crystallisation of regional science-based governance and awareness.
	2. Capacity, policies, institutions and knowledge management are improved at Western Indian Ocean Level leading to science-based effective governance and awareness.	
PROJECT OUTCOMES		
1. **Outcome A.1: Appropriate tools and methodologies** are used to manage critical coastal and marine habitats in order to enhance their resilience and long-term sustainability	1. **Outcome A.1: Appropriate tools and methodologies** are used to manage critical coastal and marine habitats in order to enhance their resilience and long-term sustainability	As from the ProDoc
2. **Outcome A.2 Appropriate tools and methods** (which integrate economic, social and environmental considerations) support coastal planning and management	2. **Outcome A.2 Appropriate tools and methods** (which integrate economic, social and environmental considerations) support coastal planning and management	As from the ProDoc
3. **Outcome B.1** Quality of coastal receiving waters improved through **pilot interventions**	3. **Outcome B.1** Quality of coastal receiving waters improved through **pilot interventions**	As from the ProDoc
4. **Outcome B.2 Regulatory Framework** for monitoring and management of pollutant loads, effluents and receiving water quality adopted at regional level	4. **Outcome B.2 Regulatory Framework** for monitoring and management of pollutant loads, effluents and receiving water quality adopted at regional level	As from the ProDoc
5. Outcome C.1 Environmental Flow Assessments (EFAs) underpin the integrated management of river flows and coastal areas and implementation of assessment recommendations strengthens ecosystem resilience	5. **Outcome C.1 Environmental Flow Assessments (EFAs)** underpin the integrated management of river flows and coastal areas and implementation of assessment recommendations strengthens ecosystem resilience	As from the ProDoc
6. Outcome C.2 Capacity to conjunctively manage river flows and coastal areas strengthened	6. **Outcome C.2** Capacity to conjunctively manage river flows and coastal areas strengthened	As from the ProDoc
7. Outcome D.1 Updated **policies** and strong institutions underpin WIO-SAP implementation	7. **Outcome D.1** Updated **policies** and strong institutions underpin WIO-SAP implementation	As from the ProDoc
8. Outcome D.2 Improved **knowledge management** systems and exchange mechanisms support WIO management, governance and awareness creation	8. **Outcome D.2** Improved **knowledge management** systems and exchange mechanisms support WIO management, governance and awareness creation	As from the ProDoc
OUTPUTS		
Output A.1.1: National institutions undertake participatory spatial planning to increase the	**Output A.1.1:** National institutions undertake participatory spatial planning to	As from the ProDoc

resilience of selected key coastal ecosystems to anthropogenic impacts including the impacts of climate change and variability.	increase the resilience of selected key coastal ecosystems to anthropogenic impacts including the impacts of climate change and variability.	
Output A.1.2 Management plans developed and adopted for at least 5 key critical coastal and marine habitats, reinforcing the regional MPA network and mitigating habitat loss and climate change impacts;	**Output A.1.2** Management plans developed and adopted for at least 5 key critical coastal and marine habitats, reinforcing the regional MPA network and mitigating habitat loss and climate change impacts;	As from the ProDoc
Output A.1.3 At least one key degraded critical coastal **habitats restored** and resilience increased;	**Output A.1.3** At least one key degraded critical coastal **habitats restored** and resilience increased;	As from the ProDoc
Output A.1.4 Pilot actions build capacity in ICM, demonstrating how ICM can be strengthened at the local level through the empowerment of communities and other actors at on the ground interventions (under A.1.2 and A.1.3).	**Output A.1.4** Pilot actions build capacity in ICM, demonstrating how ICM can be strengthened at the local level through the empowerment of communities and other actors at on the ground interventions (under A.1.2 and A.1.3).	As from the ProDoc
Output A.2.1 Economic valuation of at least three (3) key critical coastal and marine habitats including integration of economic valuation to coastal management and planning.	**Output A.2.1** Economic valuation of at least three (3) key critical coastal and marine habitats including integration of economic valuation to coastal management and planning.	As from the ProDoc
Output A.2.2 Tools and guidelines for vulnerability assessment and spatial planning supports monitoring and management actions.	**Output A.2.2** Tools and guidelines for vulnerability assessment and spatial planning supports monitoring and management actions.	As from the ProDoc
Output A.2.3 Sustainable extractive use strategies developed and adopted for specific coastal and marine natural resources.	**Output A.2.3** Sustainable extractive use strategies developed and adopted for specific coastal and marine natural resources.	As from the ProDoc
Output A.2.4 Adoption of regional indicators and baseline assessment in support of critical habitat monitoring and management.	**Output A.2.4** Adoption of regional indicators and baseline assessment in support of critical habitat monitoring and management.	As from the ProDoc
Output B.1.1 Cost-effective technologies for municipal wastewater treatment demonstrated in at least 3 sites;	**Output B.1.1** Cost-effective technologies for municipal wastewater treatment demonstrated in at least 3 sites;	As from the ProDoc
Output B.1.2 Effluents at a minimum of 3 demonstration sites are collected, treated, recycled and/or disposed of in accordance with international best practices.	**Output B.1.2** Effluents at a minimum of 3 demonstration sites are collected, treated, recycled and/or disposed of in accordance with international best practices.	As from the ProDoc
Output B.1.3 Pilot actions undertaken to build capacity for water quality management and ICM promoted through empowerment of communities and other actors at the on the ground interventions.	**Output B.1.3** Pilot actions undertaken to build capacity for water quality management and ICM promoted through empowerment of communities and other actors at the on the ground interventions.	As from the ProDoc
Output B.2.1 Regionally harmonized framework for monitoring pollution loads and water quality standards developed for receiving coastal waters.	**Output B.2.1** Regionally harmonized framework for monitoring pollution loads and water quality standards developed for receiving coastal waters.	As from the ProDoc
Output B.2.2 Regionally harmonized standards and monitoring framework for pollutant loads and effluent and marine water quality standards adopted by at least five (5) countries through participatory national and regional consultations.	**Output B.2.2** Regionally harmonized standards and monitoring framework for pollutant loads and effluent and marine water quality standards adopted by at least five (5) countries through participatory national and regional consultations.	As from the ProDoc
Output B.2.3 Regulatory and human capacity of national and regional facilities/institutions strengthened to	**Output B.2.3** Regulatory and human capacity of national and regional facilities/institutions strengthened to	As from the ProDoc

promote implementation of water quality monitoring using regional standards.	promote implementation of water quality monitoring using regional standards.	
Output C.1.1 Environmental flow assessments conducted in at least three (3) pilot river basins to determine the environmental, economic and social trade-offs in water allocation and the need for management of river flows with respect to coastal areas.	**Output C.1.1** Environmental flow assessments conducted in at least three (3) pilot river basins to determine the environmental, economic and social trade-offs in water allocation and the need for management of river flows with respect to coastal areas.	As from the ProDoc
Output C.1.2 Implementation of flow assessment recommendations and participatory river basin management approaches yield environmental, economic and/or social benefits as a result of improved river flows to the coast.	**Output C.1.2** Implementation of flow assessment recommendations and participatory river basin management approaches yield environmental, economic and/or social benefits as a result of improved river flows to the coast.	As from the ProDoc
Output C.2.1 Institutional capacity for implementation of climate sensitive environmental flow assessments enhanced and supported by appropriate guidelines, methodologies and networks at both national and regional level.	**Output C.2.1** Institutional capacity for implementation of climate sensitive environmental flow assessments enhanced and supported by appropriate guidelines, methodologies and networks at both national and regional level.	As from the ProDoc
Output D.1.1 ICZM protocol developed and adopted at the regional level.	**Output D.1.1** ICZM protocol developed and adopted at the regional level.	As from the ProDoc
Output D.1.2 LBSA protocol ratified in at least 4 countries and supported in all countries through the development of policy briefs, model legislation and capacity building to practitioners.	**Output D.1.2** LBSA protocol ratified in at least 4 countries and supported in all countries through the development of policy briefs, model legislation and capacity building to practitioners.	As from the ProDoc
Output D.1.3 Implementation of the WIO-SAP succeeds at national level through the coordination and guidance of interministerial committees and regional task forces;	**Output D.1.3** Implementation of the WIO-SAP succeeds at national level through the coordination and guidance of interministerial committees and regional task forces;	As from the ProDoc
Output D.1.4 Establishment of a funding pipeline to support long-term implementation of the SAP through Nairobi Convention including coordination of stakeholders and facilitation of learning and exchange in support of WIOSAP project implementation.	**Output D.1.4** Establishment of a funding pipeline to support long-term implementation of the SAP through Nairobi Convention including coordination of stakeholders and facilitation of learning and exchange in support of WIOSAP project implementation.	As from the ProDoc
Output D.2.1 Existing Nairobi Convention Clearing House Mechanism expanded to incorporate information on national and regional investments and projects, climate variability and change, guidelines, methodologies and success stories, among others.	**Output D.2.1** Existing Nairobi Convention Clearing House Mechanism expanded to incorporate information on national and regional investments and projects, climate variability and change, guidelines, methodologies and success stories, among others.	As from the ProDoc
Output D.2.2 Established science-policy exchange platform, under the Nairobi Convention for policy and for consensus on key LBSA and ICZM issues in the WIO region.	**Output D.2.2** Established science-policy exchange platform, under the Nairobi Convention for policy and for consensus on key LBSA and ICZM issues in the WIO region.	As from the ProDoc

150. In the course of the project evaluation, this reconstructed TOC was discussed with key actors to highlight any documented changes or revisions to this structure or in the project's intervention logic, whether arising from external factors or due to stakeholder needs. COVID-19 had a major influence on the project and this assumption was verified during discussions with stakeholders at different levels and from different perspectives.

Figure 3: Reconstructed TOC ****

Causal pathways

151. Intermediate State 1: Laboratories highly empowered, experienced and operational in LMOs detection and testing, becoming a solid reference for policy decisions on human health and environment.

152. This intermediate stage was produced linearly by the achievement of the corresponding outcomes and outputs.

153. Outcome 1 Designated LMO laboratories fully capacitated and achieving a minimum level of functionality on LMO detection was therefore realised through Outputs 1.1 Guidance document on minimal infrastructure for LMO detection developed and shared with project stakeholders and 1.2 Adequate functional equipment and facilities for LMO detection. Interviews and visits to the laboratories carried out showed that the guidelines and technical laboratory equipment provided by the LMO Project, through the Technical Advisors and the RAEIN staff, were a crucial point for having efficient and well-prepared laboratories to support the target countries instrumentally. Most of the target countries, prior to the implementation of the LMO Project, had inadequate facilities, with no logical organisation to ensure a certifiable testing process, no tools to perform minimal analyses or just receive samples and store them properly. Therefore, the LMO Project made a fundamental quality leap for many of the laboratories involved, which were also oriented in a physical organisation. In the public laboratories of Angola, Malawi and Mozambique, for example, the facilities underwent a physical renovation, some sections even built from scratch, which, guided by the guidelines produced, brought the facilities up to international minimum standards for handling LMO analyses. The LMO Project also provided modern, high-quality tools and equipment, and thus adequate for the proper management of LMOs.

154. Outcome 2 Minimum Human and Institutional level of competency in LMO Testing Attained focused on strengthening the institutional and human capacity, which was achieved through the attainment of outputs 2.1 Laboratory personnel equipped with technical expertise in Quality Management Systems, 2.2 Adequate technical backstopping in support of implementation processes and 2.3 Guidance document on Best Practices in LMO detection adapted for the regional context. In fact, this outcome focused on training staff to improve their knowledge and use of equipment in laboratory LMO management. In this way, trainings and technical sessions (adapted in the COVID-19 period also by online sessions) were realised for the human resources and institutions of the target countries involved in the Project, also oriented to improve the laboratory management itself and the relations with the institutions at different levels, aimed at sustainability and sharing. The level of the laboratory technicians in some countries, which was already basically high (e.g. in Mozambique, the people working in the two target laboratories and in charge of the analyses, trained by the project, almost all have a high level of preparation, a Master's degree or even a PhD), was considerably improved by the LMO Project, which further enhanced the specific technical capacities in LMO analysis, increasing both the skills of the staff and of the institution/laboratory itself. The institutions involved in the project were continuously supported by both RAEIN and the Technical Advisors (also by the UNEP Task Manager), not only about technical issues, but also about logistical (acquisition of material after the end of the project) and organisational issues (definition of certificates and international laboratory authentication - although the latter was not required by the project).

155. For the realisation of Outcomes 1 and 2, it was assumed that the regulatory systems would be efficient and resilient, supported by strong political will at various levels. This assumption was confirmed through observations and consultations at the institutions involved, especially at ministerial and laboratory levels. The institutions consulted demonstrated a clear willingness to make LMO detention systems work. This commitment was evident both in the ministries involved, where specific policies and strategies for the management of LMOs were identified,

and in the laboratories, where rigorous procedures and protocols for the detection and management of LMOs were put in place. Although there is no uniformity in regulatory systems among the target countries, there was a strong awareness of the need to protect and control the movement of LMOs within the country. Particularly in high-risk areas, such as emergency areas like Cabo Delgado in Mozambique and South Malawi that border the country, the importance of improving the management of LMOs was recognised. Awareness of the risk of loss of control has prompted national governments to promote improved management of LMOs. In addition, the importance of laboratory certification has been recognised as a key tool to ensure effective control of the territory and to ensure that LMO-related activities are conducted safely and in compliance with regulations. Therefore, although there are regulatory differences between target countries, the political will and urgency to protect the national territory and population from LMO-related risks stimulated concrete actions to improve the management and control of LMOs, supporting the achievement of Outcomes 1 and 2 of the LMO Project.

156. Intermediate **Status 2: Target countries consolidated technical capacities and a high level of sustainable collaboration, establishing science-based decision-making processes for LMO detection and biosafety**

157. This intermediate stage was also produced linearly by the achievement of the corresponding outcomes and outputs. This stage was achieved even though both outcomes and outputs were affected by the consolidation and sustainability of COVID-19 and the impossibility of holding face-to-face meetings for some time.

158. **Outcome 3 Sustainable Opportunities for sharing expertise, experiences and resources on LMO detection created**. Prior to COVID-19, the Project carried out several face-to-face sharing activities, mainly in South Africa, which allowed for the creation of a heterogeneous but compact working group between RAEIN-Africa, coordinators and technicians of the partner country members. Cross-visits were also carried out during this phase (e.g. the LMO Project coordinator in Mozambique visited Angola), which allowed sharing of experiences and improvements in the workshops and in possible project management. With COVID-19, the consolidation of these mechanisms was partly lacking. 3.1 Platforms for information exchange established and functional. Platforms were used during the project implementation, although these were drawn from COVID-19 and, to some extent, not consolidated after the end of the project. Regular meetings with multi-actor National Project Steering Committees were planned, but the pandemic prevented in-person meetings. Online meetings were more sporadic, in general in all countries (less so in Mozambique, where there was active communication and rapport between the workshops and the different stakeholders involved), preventing an effective broadening of the sharing and exchange of experiences in LMO management at the national level. In any case, the LMO Project's lead ministry remains the main interlocutor and sharer of progress at the level of the other ministries. 3.2 Project materials and guidance manuals well documented and published. Project materials and guidance manuals documenting e.g. guidelines for laboratory access, LMOs and their progress were published. 3.3 Established linkages and partnerships with other regional, international LMO detection laboratories. Crucial to this output was the relationship with RAEIN and the Technical Advisors, who even now, after the end of the Project, continue to support the target countries with advice, suggestions, facilitation of contacts and especially for proceedings concerning the international accreditation of laboratories (e.g. Mozambique). Opportunities were in fact created, although they would have needed more consolidation. In some cases, such as that of Angola, which had internal difficulties due to the implementation of the project, the Government of Angola decided to participate in another European funding to strengthen the laboratory part of the LMO Project, contributing to improve the steps already created with the LMO Project and using other resources.

159. **Outcome 4 Strengthening LMO detection and biosafety decision-making processes by decision makers through technical support**. This is certainly one of the most obvious

outcomes and one that strongly correlates with Outcomes 1 and 2, as the improvement of both facilities and equipment as well as personnel, allowed for a clear and certified process in LMO and biosafety detection and thus gave decision makers the tools to make science-based decisions. 4.1 Policy makers aware of the importance of LMO testing to support decision making. The ministries of the target countries showed satisfaction in LMO certification due to the Project because they can control LMO management and biosafety. This has also led to increased authority and compliance with the national regulatory flow of certification. For example, in Mozambique and Malawi, institutions that need to have a certificate to trade agricultural products within and outside the country's borders are clear about the certification process and which institutions to turn to for testing. The project's target laboratories, therefore, support with analyses the decisions taken by the national authorities, considering that the LMO certification they produce allows access to official documents issued by the Ministry for the transport of goods. Also, the realisation of output 4.2 Skills and techniques for sampling, handling documentation of LMOs provided to regulatory chain actors (Boarder official etc.) has improved the skills and techniques for sampling, handling documentation of LMOs thus giving the actors involved in the regulatory process, the tools to adequately exercise their function and authority, strengthening the entire decision-making chain on biosafety and LMO management. For example, in the border with Mozambique and Malawi, authorities can require ministerial certification for companies that transport and trade food and agricultural products, confident that there are capable and efficient laboratories in the country to do so.

160. The key assumption for the realisation of Outcomes 3 and 4 of the LMO Project was that the target countries had consolidated technical capacity and a high level of sustainable collaboration, establishing science-based decision-making processes for LMO detection and biosafety. This assumption was indeed confirmed for the following reasons:

- Established technical capabilities: Through the LMO Project, the target countries developed and strengthened their technical capacities for LMO detection and biosafety management. Training and knowledge transfer activities were conducted that enabled local experts to acquire specialised skills in the detection and management of risks associated with GMOs.
- High level of sustainable collaboration: Target countries have promoted collaboration and coordination between various stakeholders, including research institutes, government authorities, and civil society organisations. Formal and informal collaboration mechanisms have been established to facilitate the exchange of knowledge, experience and resources to address biosafety challenges.
- Science-based decision-making processes: Target countries have adopted science-based approaches to making decisions regarding the management and regulation of LMOs. Strict protocols and procedures for monitoring, risk assessment and management of transboundary movements of LMOs have been implemented, ensuring informed and evidence-based decision-making.
- Tangible results: Actions taken by target countries have led to tangible results, such as the implementation of biosafety regulations, support for specialised LMO detection laboratories, and active participation in regional and international cooperation on biosafety.

161. The assumption of established technical capabilities and sustainable collaboration for science-based decision-making was confirmed by the evidence gathered during the LMO project. This contributed to the success of Outcomes 3 and 4, providing a solid basis for the implementation of the planned actions and the achievement of the project objectives.

162. The impact of the LMO Project 'Adequate conservation & sustainable use of biodiversity, considering human health and environment. Science-based decisions contributing to human and animal health and protection of the environment' is confirmed in the RTOC at the Evaluation. Improved and adapted capacities of institutions in LMO management have enabled science-based decisions and policies. This confirmation stems from the finding that the institutions involved in the project showed a clear commitment to improving their capacities and competencies in LMO management. This commitment has resulted in science-based policies, protocols and procedures that have contributed to making informed decisions and developing effective policies to protect human and animal health and the environment. The adoption of science-based approaches has ensured that decisions regarding LMOs are based on sound scientific evidence, minimising risks to health and the environment. This has contributed significantly to achieving the goal of conservation and sustainable use of biodiversity, while ensuring the protection of human and animal health and the environment.

163. As for the factors that motivated the realisation of the LMO Testing project results in Africa from within, they were slightly reworded, being common to all results:

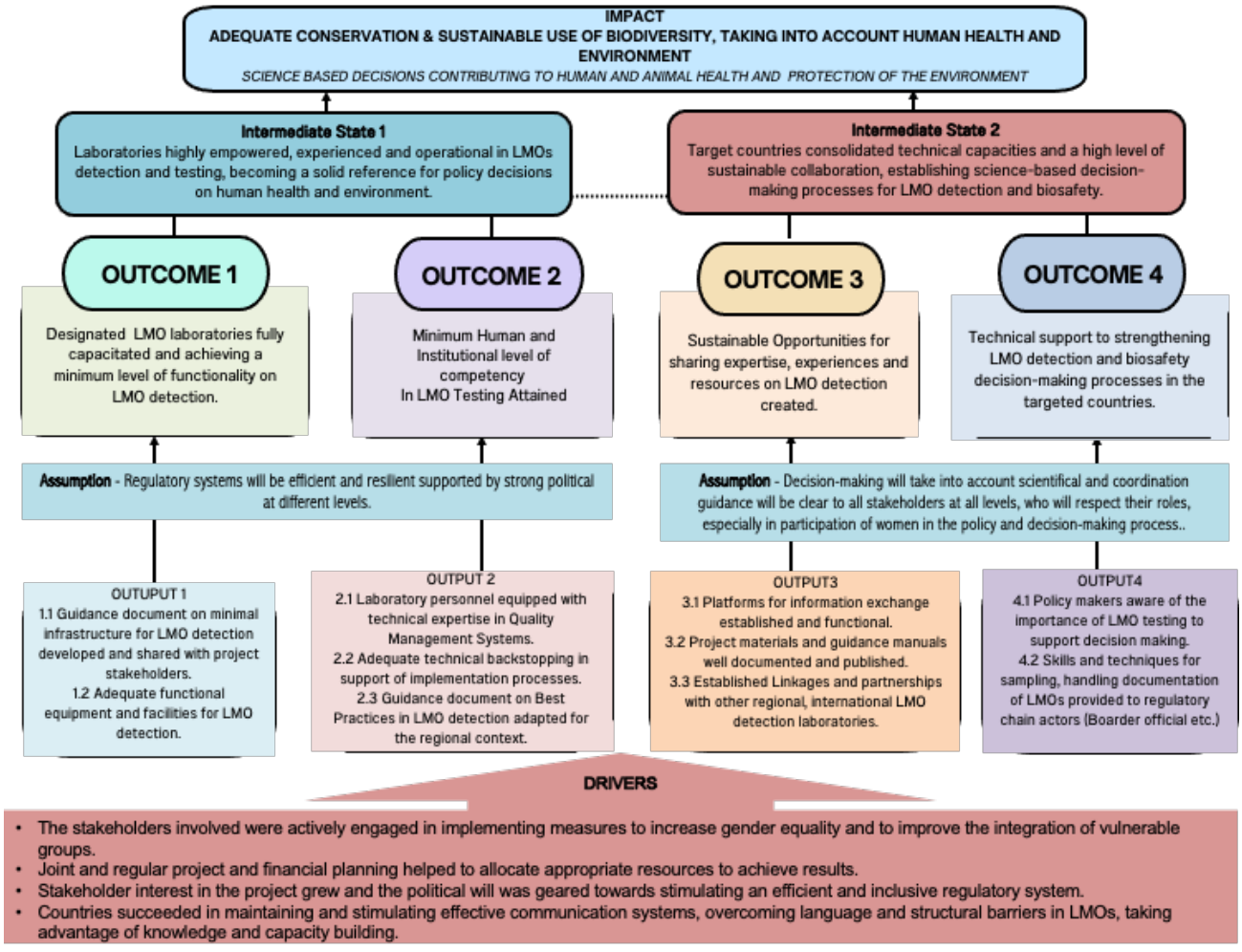
- The stakeholders involved were actively engaged in implementing measures to increase gender equality and to improve the integration of vulnerable groups. The active involvement of stakeholders is an important element for the success of the LMO Project. The institutions involved demonstrate a strong commitment to implementing measures to promote gender equality and improve the integration of vulnerable groups. This commitment results in tangible support and significant participation by the institutions involved in the project. In particular, the project shows a high involvement of women at all levels and at different stages. Women not only actively participate in the design and implementation of the project, but also occupy leadership, management, research and training roles. This involvement not only brings unique perspectives to the project, but also contributes to a more inclusive and diverse working and research environment.
- Joint and regular project and financial planning helped to allocate appropriate resources to achieve results. RAEIN Africa's support both administratively and financially has been crucial to the success of the project and the achievement of its objectives, even partly overcoming the barriers of COVID-19. Collaboration in planning enables effective prioritisation and allocation of resources, ensuring that funding is adequate to meet project needs. Support from RAEIN-Africa provided not only financial resources, but also administrative support that facilitated the management of project activities. Despite the difficulties imposed by the COVID-19 pandemic, RAEIN-Africa's continued support enabled the project to adapt to new challenges and maintain its momentum. This demonstrated the importance of a strong partnership and stable financial support in ensuring the success and achievement of the project's objectives.
- Stakeholder interest in the project grew and the political will was geared towards stimulating an efficient and inclusive regulatory system. This interest resulted from the recognition of the importance of the project and its objectives by the people and institutions involved. RAEIN-Africa stimulated this interest, despite remote support, by creating a strong relationship and continuous assistance with the target countries. The political will to promote an efficient and inclusive regulatory system reflects the commitment of policy makers to ensure that laws and regulations are appropriate, effective and inclusive of all stakeholders. This commitment is essential to ensure that the project has a positive and lasting impact, even if the timeframe for achieving appropriate regulation is very long compared to the life of the project.

- Countries succeeded in maintaining and stimulating effective communication systems, overcoming language and structural barriers in LMOs, taking advantage of knowledge and capacity building. This was possible through the harnessing of knowledge and capacity building and the great effort RAIEN Africa invested in the Project and communication. Language barriers were partly overcome with great effort by all, which enabled effective communication at least at the coordination level in the various countries due to effective communication and knowledge sharing, information on the risks and opportunities of LMOs was disseminated in a clear and understandable manner, enabling the various actors to collaborate and make informed decisions. This fostered greater awareness and understanding of LMOs, thus contributing to the success of the project.

164. Table 10 presents a justification of the reconstructed TOC with respect to the Inception Report, for a better understanding of the subsequent diagram in Figure 3.

165. Therefore, the reconstructed TOC diagram in Figure 3, as follows, represents the TOC at evaluation and maintains the structure that arises from the ProDoc and then from the Inception Report of the LMO project.

Figure 3. Reconstructed TOC at Evaluation



5 Evaluation Findings

5.1 Strategic Relevance

Alignment to the UNEP Medium Term Strategy (MTS), Project of Work (PoW) and Strategic Priorities

166. The project initially fell under the UNEP Marine and Coastal Strategy 2010 and Medium-Term Strategy 2014-2017[45] subprogramme 3 on Ecosystem Management and Environmental Governance, and more specifically expected accomplishments 3 (a) Ecosystem Management, (b) Environmental Governance and (c) Chemicals and Wastes in order to enhance the capacity of countries to practice integrated management of terrestrial and freshwater ecosystems and mainstreaming cross-sectoral and integrated ecosystem principles in their development and planning processes. However, the WIOSAP project ended on 30 June 2024, being equally aligned with UNEP Mid-Term Strategy 2018-2021[46] (Healthy and Productive Ecosystems and Environmental Governance) and 2022-2025[47] (Nature Action).

167. The project is consistent with the UNEP Medium-Term Strategy of the Subprogramme on Environmental Governance, aiming to strengthen environmental governance at the country, regional, and global levels to address agreed priorities.

168. In relation to the MTS, the project is consistent with the following primary and secondary outcomes, aligning with the Environmental Governance sub-programme of the MTS 2014-2017. Specifically, it supports Expected Accomplishment EA2, which aims to enhance the capacity of countries to develop and enforce laws and strengthen institutions to achieve internationally agreed environmental objectives and goals and comply with related obligations:

    - Primary Outcome:
        - Strengthening environmental governance at national, regional, and global levels.
    - Secondary Outcomes:
        - Strengthened legal and regulatory frameworks for environmental protection.
        - Enhanced capacity for sustainable natural resource management.
        - Improved access to and equitable sharing of environmental benefits.
        - Enhanced integration of environmental considerations into development planning and decision-making processes.
        - Increased public participation in environmental decision-making
        - Strengthened environmental rule of law and enforcement mechanisms.

169. In relation to the PoW, the project is in line with the PoW 2014-2015 and the Healthy and Reproductive Ecosystems, Environmental Governance and Chemicals, Waste and Air Quality components of the PoW 2018-2019 and 2020-2021. WIOSAP equally follows UNEP PoW 2022-2023 by addressing Science-Policy and Environmental Governance as a Foundation.

Rating for Alignment to UNEP MTS, POW and Strategic Priorities: **Highly Satisfactory**

Alignment to Donor/GEF/Partner Strategic Priorities

[45] https://www.unep.org/resources/report/unep-medium-term-strategy-2014-2017
[46] https://wedocs.unep.org/bitstream/handle/20.500.11822/7621/-UNEP_medium-term_strategy_2018-2021-2016MTS_2018-2021.pdf.pdf?sequence=3&isAllowed=y
[47] https://wedocs.unep.org/bitstream/handle/20.500.11822/35162/Doc3%20Reve1%20EnglishK2100501.pdf?sequence=1&isAllowed=y

170. The initiative contributes to achieve GEF Corporate Goals 1 and 4: "Global natural resources" and "Building national and regional capacities and enabling conditions for addressing transboundary systems" respectively, focal area strategic objectives IW1 and IW2 within International Waters strategic programme of GEF V[48][49] which includes:

- IW1: Catalyze multi-state cooperation to balance conflicting water uses in trans-boundary surface and ground water basins while considering climatic variability and change;
- IW2: Catalyze multi-state cooperation to rebuild marine fisheries and reduce pollution of coasts and Large Large Marine Ecosystems (LMEs) while considering climatic variability and change.

Rating for Alignment to Donor/GEF/Partner Strategic Priorities: **Highly Satisfactory**

Relevance to Global, Regional, Sub-regional and National Environmental Priorities

171. **Global Environmental Priorities**:

(i) The WIOSAP Project is aligned with four of the 17 SDGs, namely:
   i. SDG6 Ensure availability and sustainable management of water and sanitation for all;
   ii. SDG 11 Make cities and human settlements inclusive, safe, resilient and sustainable;
   iii. SDG 13 Take urgent action to combat climate change and its impacts; and
   iv. SDG 14 Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

(ii) The project objectives equally stem from multi-lateral environmental agreements such as the Convention on Biological Diversity and the United Nations Framework Convention on Climate Change (UNFCC), the Barbados Programme of Action for the Sustainable Development of Small Island Developing States.

172. **Regional and Sub-regional Priorities**: The main regional and sub-regional priorities based on which the project is aligned are: the Nairobi Convention and its protocols (LBSA and ICZM), regional priorities defined in Agenda 21 (Chapters 17 and 18), the Convention on Biological Diversity, the Programme of Action for the Sustainable Development of Small Island Developing States (Barbados, 1994), the Pan-African Conference on Sustainable Integrated Coastal Management (Mozambique, 1998), the Arusha Resolution on Integrated Coastal Zone Management (ICZM) in Eastern Africa. Other relevant regional frameworks relevant to WIOSAP include the African Union's 2050's Integrated Maritime Strategy, a number of regional river basin governance frameworks and Regional Economic Integration Agreements in the Southern and Eastern African Region have also provided relevant policy and institutional contexts for the WIOSAP project.

173. **National Environmental Policies:** WIOSAP covers nine countries using various legal, policy, sectoral and institutional contexts depending on their past history based on English, French, Portugese or post-independence frameworks. Although these contexts are different, the project managed to integrate the approaches by implementing regional projects which were replicable and applicable to all of them. Therefore, the WIOSAP Project aligns perfectly with the needs of countries in terms of sustainable management of critical habitats and river flows, water quality management and governance. WIOSAP was instrumental to produce and share experience at the regional level, facilitating the drafting and passing of relevant legislations throughtout the region. One of the major milestone of the project was the adoption of the Integrated Coastal Zone Management Protocol at COP 11 in September 2023.

Rating for Relevance to Global, Regional, Sub-regional and National Environmental Priorities: **Highly Satisfactory (HS)**

[48] The Evaluation Team has come across two amendments (extensions with no cost). We will have a deeper look during the evaluation stage after meeting the stakeholders RAEIN-Africa and UNEP to get hold of the revisions in details.
[49] https://www.thegef.org/sites/default/files/events/20-GEFStrategiesBD.pdf

Complementarity with Relevant Existing Interventions/Coherence

174. While the UNEP implemented WIOSAP project was developed based on the findings of the SAP WIOLAB project, it ran in parallel with UNDP implemented SAPPHIRE project which was developed based on the outcomes of Agulhas and Somali Current Large Marine Ecosystems SAP. Both projects were executed by the Nairobi Convention Secretariat allowing for a harmonisation of activities for both projects and ultimately combining institutional and administrative processes for a single implementation of both SAPs.

175. The integrated implementation of WIOSAP and SAPPHIRE projects allowed the NCS to attract additional support from a variety of sources to complement the activities carried out under those projects and pursue them in the future. These resources include those from assessed contributions from the Contracting Parties (around USD 1.2M), Sida (Sweden) Partnership with FAO (USD 7M), EU WIO Blue Economy Project (EUR 10M), and BMZ which is a partnership between GIZ and the Western Indian Ocean Governance Initiative (EUR 15M).

176. WIOSAP equally supported the activities of the Faculty of Engineering of Eduardo Mondlane University (UEM) in Mozambique, Sokoine University of Agriculture and regional organisations such as WIOMSA, contributing significantly to the region's scientific research and technical innovation in the region. These activities have catalyzed additional funding to allow those initiatives to be continued after the operational closure of the project.

Rating for Complementarity with Relevant Existing Interventions/Coherence: **Highly Satisfactory (HS)**

177. The relevance of the WIOSAP Project is therefore highly satisfactory in terms of alignment and coherence with major international, national and regional policies and strategies.

Rating for Strategic Relevance: Highly Satisfactory (HS)

5.2 Quality of Project Design

178. The Assessment of the Project Quality Design (PQD) was carried out by following the criteria and templates provided by UNEP[50]. A detailed table with the preparation of all elements required by UNEP is attached as Completed Assessment of the Project Design Quality (Annex C).

179. In addition to the Completed Assessment of the Project Design Quality[51] tool, this inception analysis was equally carried out using another tool for calculating the quality of the project design analysis as reported in **Table 11** below and provided by UNEP. This table provides an estimation and numerical ranking of the project design quality score. WIOSAP project has scored **Highly Satisfactory**, achieving a very positive assessment of the quality of the project design.

Table 8. WIOSAP Project Design Quality Score

	SECTION	**SELECT RATING Original**	**SCORE** (1-6)	**WEIGHTING**	**TOTAL** (Rating x Weighting)
A	Operating Context	Satisfactory	5	**0.4**	**2**
B	Project Preparation	Satisfactory	5	**1.2**	**6**
C	Strategic Relevance	Highly Satisfactory	6	**0.8**	**4.8**
D	Intended Results and Causality	Satisfactory	5	**1.6**	**8**

[50] https://communities.unep.org/display/EOU/INDEPENDENT+EVALUATION+TOOLS+AND+TEMPLATES
[51] https://communities.unep.org/display/EOU/INDEPENDENT+EVALUATION+TOOLS+AND+TEMPLATES

E	Logical Framework and Monitoring	Satisfactory	5	**0.8**	**4**
F	Governance and Supervision Arrangements	Highly Satisfactory	6	**0.4**	**2.4**
G	Partnerships	Highly Satisfactory	6	**0.8**	**4.8**
H	Learning, Communication and Outreach	Satisfactory	5	**0.4**	**2**
I	Financial Planning / Budgeting	Satisfactory	5	**0.4**	**2**
J	Efficiency	Satisfactory	5	**0.8**	**4**
K	Risk identification and Social Safeguards	Satisfactory	5	**0.8**	**4**
L	Sustainability / Replication and Catalytic Effects	Satisfactory	5	**1.2**	**6**
M	Identified Project Design Weaknesses/Gaps	Satisfactory	5	**0.4**	**2**
				TOTAL SCORE (Sum Totals)	**5.2**
					Highly Satisfactory

1 (Highly Unsatisfactory)	< 1.83	4 (Moderately Satisfactory)	>=3.5 <=4.33
2 (Unsatisfactory)	>= 1.83 < 2.66	5 (Satisfactory)	>4.33 <= 5.16
3 (Moderately Unsatisfactory)	>=2.66 <3.5	6 (Highly Satisfactory)	> 5.16

180. The following sections provide descriptions of the major points of interest of the assessment of the project quality design based on the Project Document.

- **Operating Context -** The WIOSAP project document describes the operational context of the project, highlighting the aspects, gaps and challenges for the implementation of the strategic action programme for the protection of the Western Indian Ocean from land-based sources and activities. The challenges described therein did not include possible negative factors such as conflicts and changes of government. However, during the evaluation the additional elements will be explored to determine whether conflicts, COVID-19 or the impact of climate change in target countries, considered as medium to low risk in the project document, could eventually have affected the proper execution of the project. ***Rating*: Satisfactory**
- **Project Preparation** - Overall, the preparation of the WIOSAP project was based on the outcomes of the WIOLAB project which contained a detailed analysis of the problems and situations, adequately involving partners and stakeholders at different levels. It is unclear, however, what level of attention was paid to human rights and, to some extent, to gender issues. ***Rating*: Satisfactory**
- **Strategic Relevance** – The WIOSAP project which is an offshoot of the GEF funded WIOLAB project seems highly aligned with both UNEP's strategic priorities, but also with donor (GEF) strategies and national plans, also describing in detail external interventions to which to align. Thus, the project is consistent with international, regional, and national strategic frameworks to reduce impacts from land-based sources and activities and sustainably manage critical coastal-riverine ecosystems through the implementation of the WIO-SAP priorities with the support of partnerships at national and regional levels. ***Rating*: Highly Satisfactory**
- **Governance and Supervision Arrangements, Partnerships (GSAP) & Learning, Communication and Outreach** (LCO)- The preliminary analysis on the WIOSAP project structure, management, partnerships and communication within and outside the project appears adequate, although no dissemination and lesson sharing strategy has been mentioned. ***Rating*:** Satisfactory (LCO) to **Highly Satisfactory (GSAP)**
- **Financial Planning / Budgeting** - The financial planning and budgeting seem properly structured. The budget is high and commensurate with the Project's duration and multi-

country scope. The management capacity in relation to the spending capacity of national governments is to be assessed. ***Rating*: Satisfactory**

- **Risk identification and Social Safeguards, Sustainability / Replication and Catalytic Effects** - The main risks were identified in the project document, but unpredictable risks such as COVID-19 were not. Sustainability is well indicated and identified. ***Rating:* Satisfactory**
- **Identified Project Design Weaknesses/Gaps** – This item has been further assessed during the evaluation exercise. ***Rating:* Satisfactory**

Rating for Quality Project Design: **Highly Satisfactory (HS)**

5.3 Nature of the External Context

181. Based on the information contained in the ProDoc[52], the project was supposed to end in June 2021. However, during the implementation of the WIOSAP Project, the global emergency related to the COVID-19 pandemic led to significant constraints and delays. COVID-19-related restrictions made it impossible for WIOSAP project participants to meet physically or receive face-to-face training, while project activities on the ground were delayed by restrictions imposed to control the spread of the pandemic.

182. To address these challenges, the NCS set up adaptation strategies by implementing two no-cost extensions while focusing to some extent on virtual training and remote technical assistance. These measures caused the project to be delayed by more than two years (2021 to 2023).

183. Apart from the COVID-19, the MTR report equally outlined the other challenges which the project faced based on the external context and which caused the project to be further delayed. The said report therefore described several issues linked to the external context, namely: gender mainstreaming, the need for additional staff to support the PMU, capacity to report on co-financing, resource mobilisation, involvement of local communities, the adoption of guidelines and delays in outcomes.

184. As a result thereof, a third extension was granted until 30 April, 2024 for the operational closure and 31 October 2024 for the financial closure to cater for the accumulated delays in project implementation in certain countries.

185. NCS provided continuous support throughout all the countries of the WIO region in order to cater for these challenges related to the external context.

Rating for Nature of External Context: **Moderately Unfavourable (MU)**

5.4 Effectiveness

186. The information submitted to the Evaluation Consultant by the Terminal Evaluation Office and the NCS was analysed based on the pathway outlined in the Reconstructed Theory of Change at Evaluation. Field visits and interviews provided additional insight on the effectiveness of the project. The availability of outputs is described by components and outcomes, following the sequence in Table 10. The "Availability of Outputs" section summarizes key activities and the process for delivering the expected outputs, encompassing all project activities implemented.

[52] Wiosap Project Document, 2016

5.4.1 Availability of outputs

Table 9. Availability of Output A.1

Outcome A.1: ***Appropriate tools and methodologies*** are used to manage critical coastal and marine habitats in order to enhance their resilience and long-term sustainability				
Outputs related to Outcome A.1	**Indicators**	**Baseline**	**Target at the end of Project**	**Level of Achievement**
Output A.1.1: National institutions undertake participatory spatial planning to increase the resilience of selected key coastal ecosystems to anthropogenic impacts including the impacts of climate change and variability.	Spatial plans adopted by competent authorities and stakeholders building on extensive stakeholder analysis. All relevant sectors and a wide group of stakeholders (including civil society, private sector and women's' groups) are involved from the onset and partnerships are established with agencies that have capacity in gender training and analysis.	Marine spatial planning is not currently a standard methodology or management tool. Few marine spatial plans exist in the region and baseline to be established.	End of project target: New spatial plans prepared for at least five [5] key marine and coastal zones in at least 5 countries by 2020.	**Partly Achieved**
Output A.1.2 Management plans developed and adopted for at least 5 key critical coastal and marine habitats, reinforcing the regional MPA network and mitigating habitat loss and climate change impacts;	5 critical coastal and marine habitats management plans in target countries adopted taking socio-economic dimension and in particular gender considerations into account in all stages of the process.	Few coastal management plans prepared and implemented (baseline to be established).	End of project target: Management plans adopted for at least [5] coastal zones in at least 5 countries by 2020.	**Partly Achieved**
Output A.1.3 At least one key degraded critical coastal **habitats restored** and resilience increased;	Ha of priority habitats restored.	No area has been restored within the SAP implementation framework.	End of project target: By 2020, there will be at least a total of 5 ha each of coral reefs, seagrass beds, mangrove forest in degraded hotspot sites.	**Fully Achieved**
Output A.1.4 Pilot actions build capacity in ICM, demonstrating	Number of ICZM plans in target coastal sites involving	ICZM is not currently used as a standard tool for the	End of project target: By 2020, at least 5 ICZM plans for target coastal zones will be	**Partly Achieved**

how ICM can be strengthened at the local level through the empowerment of communities and other actors at on the ground interventions (under A.1.2 and A.1.3).	wide range of stakeholders. Number of multistakeholder meetings held with all involved stakeholders including civil society and women's groups	empowerment of communities. Community stakeholder awareness of ICZM is not widespread in the region yet Baseline to be established	developed, involving wide stakeholder dialogue including women and civil society.	

187. The first set of outputs of the WIOSAP Project defined during the project formulation phase (Outputs A.1.1. to A.1.4.) were linked to the development of MSP, Management Plans and ICZM Plans in at least 5 countries, with the restoration of at least five hectares of marine environmentally sensitive areas.

188. Although an MSP strategy was developed and working group was established at regional level and capacity building activities were carried out with the support of international experts, only one MSP project was implemented in the region, in Kenya (Kilifi). The objective underlying Output A.1.1. was therefore too ambitious for the region in the actual context.

189. In the same the same way, ICZM Plans were supposed to be adopted in at least five countries and no ICZM plan was finally drawn up during the project lifespan despite the stated intention (Output A.1.2.). This ambitious target was fixed well before the adoption of the ICZM Protocol in 2023.

190. However, the project successfully developed of management plans at the national and regional levels (Output A.1.3.). Those management plans were developed following ICZM principles, therefore contributing indirectly and partly to the achievement of the two aforementioned targets.

191. Moreover, the target of rehabilitation of 5 hectares of coral reefs, seagrass beds and mangrove forests (Output A.1.4.) has been exceeded by far, with 10.8 ha and 28 ha of mangroves restored in Kenya and Mozambique only. This picture is however not uniform throughout the region with a low level of success for the rehabilitation of mangroves in the Boeny region in Madagascar.

Challenges

192. The level of delivery of the outputs under Outcome A.1 confirmed that the lack of capacity, of regional and national policies and of proper institutional setups were limiting factors for the implementation of MSP and ICZM under this Outcome during the project implementation period.

Table 10. Availability of Output A.2

Outcome A.2: ***Appropriate tools and methods*** *(which integrate economic, social and environmental considerations) support coastal planning and management*				
Outputs related to Outcome A.2	**Indicators**	**Baseline**	**Target at the end of Project**	**Level of Achievement**

Output A.2.1 Economic valuation of at least three (3) key critical coastal and marine habitats including integration of economic valuation to coastal management and planning.	Regional guidelines for Economic Valuations of at least three (3) key coastal ecosystems adopted and used in actual valuation studies. Values of coastal and marine ecosystem services incorporated in management planning including particular attention to the involvement from the onset - and considerations of women and civil society.	Economic valuation guidelines have as yet not been established on a regional scale. Management plans do not as yet integrate information on values of ecosystem services	End of project target: By 2020, Economic valuation studies will be undertaken for at least 1 coastal ecosystem in at least 5 countries in the region using the guidelines. End of project target: By 2020, information on the value of coastal and marine ecosystems is used in decisions of coastal planning.	**Not Achieved**
Output A.2.2 Tools and guidelines for vulnerability assessment and spatial planning supports monitoring and management actions.	Toolkits and guidelines for vulnerability assessments, spatial planning developed and applied including gender sensitive analysis.	There are as of yet no guidelines used for vulnerability assessment and spatial planning in the region.	End of project target: By 2020, guidelines and methodologies for vulnerability assessment and spatial planning will be used in at least 5 countries in the region.	**Fully Achieved**
Output A.2.3 Sustainable extractive use strategies developed and adopted for specific coastal and marine natural resources.	Number of sites with extractive use strategies for coastal natural resources adopted for implementation.	The countries have not developed extractive use strategies for specific coastal and marine resources as of yet	End of project target: By 2020, sustainable extractive use strategies will be developed and adopted for specific coastal and marine natural resources, in at least 5 countries in the region.	**Partly Achieved**
Output A.2.4 Adoption of regional indicators and baseline assessment in support of critical habitat monitoring and management.	A set of regional indicators for ecosystem monitoring, assessment and management, developed and adopted (taking the SDG development into account) including socio economic and gender specific indicator	Currently regional indicators and guidelines are not commonly used for ecosystem assessment in the region.	End of project target: By 2017, **regional indicators** and guidelines for ecosystem assessment will be drafted. They will be tested in all habitat pilot sites and wider to set baseline for 2016. End of project target: By 2020, indicators are monitored towards the end of the project to demonstrate the change in the ecosystem status in pilot sites and in the region in general. SDG process is	**Fully Achieved**

			integrated into the indicator framework.	

193. The second set outputs of the WIOSAP Project (Outputs A.2.1 to A.2.4) were linked to the economic evaluation of at least one ecosystem, the development of guidelines and methodologies for vulnerability assessment and MSP, the formulation of alternative community livelihoods, all in at least 5 countries. Output A.2.4. was linked to the development of regional indicators and guidelines for ecosystem management with the demonstration of change and the subsequent use of this tool to inform decisions linked to coastal planning.

194. The proposed economic evaluation of coastal ecosystems was a huge task, considering the extent of such systems across nine countries forming part of the project. This output was therefore too ambitious and Output A.2.1. was not achieved. However, the preliminary work of drawing up guidelines has been achieved and the exercise of mapping and economic evaluation of coastal resources will be completed in Kenya with the support of the Go Blue Project.

195. The project however saw the successful development of a toolkit for vulnerability assessment which was applied to four countries, namely Kenya, Tanzania, Mozambique and Madagascar. A dashboard for vulnerability assessment has equally been operationalised, demonstrating a full achievement of this output A.2.2.

196. The fostering of alternative community livelihood opportunities (Outoput A.2.3.) has been partly achieved in three countries out of five with the development of the Sabaki Eco Tourism activities in Kenya, the Bee keeping and pig rearing activities in Mozambique and the honey production in Tanzania.

197. Regional indicators have been developed across the region (Output A.2.4.) and these indicators have been tested at the regional level within the framework of green ports and critical habitats outlook. In parallel, a regional ecosystem indicator monitoring framework collaboration developed under the sister SAPPHIRE project has been subject to approval during a NCS meeting in Dar es Salaam on 28 January, 2025. This output has therefore been fully achieved.

198. A critical habitat task force has equally been operationalised at the regional level under the aegis of the NCS.

Challenges

199. Adequate capacity and the lack of sensitisation at policy level for economic evaluation were considered as the main challenges linked to the delivery of Output A.2.1. Regional trainings were carried out by McQuire University to address those challenges, with a limited impact.

Table 11. Availability of Output B.1

Outcome B.1: *Quality of coastal receiving waters improved through* ***pilot interventions***				
Outputs related to Outcome B.1	**Indicators**	**Baseline**	**Target at the end of Project**	**Level of Achievement**
Output B.1.1 Cost-effective technologies for municipal wastewater treatment demonstrated in at least 3 sites;	Removal rates of N and P in the sites Best practices of innovative	Limited baseline data available. Limited awareness of the reuse of	End of project target: Reduction of at least 50% of the baseline of N&P pollution loads in the three hotspots initiated.	**Fully Achieved**

	pilot activities captured and disseminated to all key stakeholders including civil society and user groups (i.e. women's groups)	treated wastewater		
Output B.1.2 Effluents at a minimum of 3 demonstration sites are collected, treated, recycled and/or disposed of in accordance with international best practices.	Removal rates of COD and nutrients. Increased m3 of reuse of treated wastewater	There is currently no treatment of effluents in pilot sites.	End of project target: By 2020, At least 50% of the treated wastewater from hotspots reused and recycled three hotspots.	**Fully Achieved**
Output B.1.3 Pilot actions undertaken to build capacity for water quality management and ICM promoted through empowerment of communities and other actors at the on the ground interventions.	ICM plans incorporate water quality management. Number of multistakeholder meetings held in preparation of the ICM plans with particular attention is given to the empowerment of women and the input of civil society	There are currently no ICM plans fully incorporating Water quality management.	End of project target: By 2020, there will be ICM plans in at least 5 countries in the region, incorporating water quality management.	**Not Achieved**

200. The third set outputs of the WIOSAP Project (Outputs B.1.1. to B.1.3.) were linked to the reduction of at least 50% of the N&P pollution loads in three hotspots identified (Output B.1.1.), the reuse and recycling of 50% of the treated wastewater (Output B.1.2.) and the development of ICZM Plans in at least five countries incorporating water quality management (Output B.1.3.).

201. During the site visits, the Evaluation Consultant confirmed that the constructed wetlands of Chake Chake in Pemba, Tanzania and Shimo-La-Tewa in Kenya performed beyond expectations, although the project in Seychelles had been subject to delays in implementation extending beyond the operational closing date of WIOSAP. Output B.1.1. has therefore been partly achieved (2/3) with other successful constructed wetlands wastewater treatment projects stemming from WIOSAP project (Mkindani in Kenya co-funded by Go Blue). This methodology of domestic wastewater treatment has proved to be efficient, low maintenance and electro-mechanical free, allowing for its replication throughout the WIO region. The social benefits have equally been tangible, as discussed with the beneficiaries at Chake Chake, the latter confirming the drastic reduction in diseases with the implementation of the project. This target has therefore been fully achieved and even exceeded with high social and health benefits.

202. Output B.1.2. was equally fully achieved with the three sites (Shimo-La-Tewa and Mkindani and eventually Mahe in Seychelles when it will be completed) directing treated wastewater for irrigation of agricultural lands. This can be extended to Chake Chake in Pemba, Tanzania which currently discharges the treated water at sea without much additional investment.

203. Although WIOSAP saw the development of a regional framework and guidelines for water quality and the development of capacity and national water quality monitoring frameworks for five countries (Kenya, South Africa, Tanzania, Seychelles and Madagascar), the national validation of these outputs has still not been conducted, indicating an incomplete execution of Output B.1.3. This process will be taken forward by the SAPPHIRE project. It is however understood that as mentioned hereabove, no ICZM plan has been drawn up under the project, and therefore none incorporating water quality management, indicating that this output has not been achieved.

204. It is to be noted that a water quality management task force has been operationalised at the regional level under the aegis of the NCS with the support of experts nominated by NFPs.

Challenges

205. During the site visit, it was noted that engineering support was weak and that the contractors provided no guarantee on the work, requiring additional funding from WIOSAP to upgrade constructed wetlands implemented during the WIOLAB project. Contractors should therefore be subject to such guarantees and a retention fund should be substracted from the contract value accordingly.

Table 12. Availability of Output B.2

Outcome B.2: ***Regulatory Framework*** *for monitoring and management of pollutant loads, effluents and receiving water quality adopted at regional level*				
Outputs related to Outcome B.2	**Indicators**	**Baseline**	**Target at the end of Project**	**Level of Achievement**
Output B.2.1 Regionally harmonized framework for monitoring pollution loads and water quality standards developed for receiving coastal waters.	Regional receiving marine water standards developed and agreed with elements of participative monitoring	There is currently no regionally harmonised water quality and pollution monitoring in the region. There are no regionally greed receiving marine water standards.	End of project target: By 2020, regionally receiving marine water standards will be agreed upon in the region.	**Fully Achieved**
Output B.2.2 Regionally harmonized standards and monitoring framework for pollutant loads and effluent and marine water quality standards adopted by at least five (5) countries through participatory national and regional consultations.	Regionally harmonised total pollution load standards. Number of regional (2) and national (5) multistakeholder consultations taken place.	There is no regionally harmonised pollution load standards.	End of project target: By 2020, regionally harmonized total contaminant load standards will be adopted.	**Fully Achieved**
Output B.2.3 Regulatory and human capacity of national and regional facilities/institutions strengthened to promote implementation of	Number of competent institutions involved in the network of monitoring of water quality.	There is currently weak capacity to apply and enforce water quality standards. There is limited	By 2020, At least five scientists from each participating country are involved in the network of water quality monitoring. By 2020, monitoring results show an improved quality	**Fully Achieved**

water quality monitoring using regional standards.	Allowable difference between the quality of monitoring between the reference institution and other participating institutions	network of institutions in monitoring the quality of water Difference in water quality monitoring results and quality of data is not at an allowable level.	of monitoring activities among all the participating institutions.	

206. The fourth set outputs of the WIOSAP Project (Outputs B.2.1. to B.2.3.) were linked to the adoption of regional receiving marine water standards (Output B.2.1.), regionally harmonised total contaminant load standards (Output B.2.2.) and the participation of five scientists from each country in a network of water quality monitoring with improved quality of monitoring activities (Output B.2.3.).

207. Guidelines for water quality and sediments standards were adopted during the eleventh NCS COP in August 2024 after the project operational closure. However, despite this delay, the official adoption indicates that the level of achievement of this target (B.2.1.) is full.

208. Regarding Output B.2.2., five countries benefited from the support of WIOSAP for this component and nine countries adopted the guidelines, indicating that the target has been fully achieved.

209. A regional task force on water quality monitoring was established under the aegis of the NCS and it still operational. Output B.2.3. has therefore been fully achieved.

Challenges

210. During the site visit, it was noted that the lack of capacity in water quality monitoring and the lack of equipment limited the outputs. It is therefore advised to develop regional networks to share experiences, capacity and equipment accordingly.

211. The uptake and policy of these outputs into policy-based decisions remains difficult.

Table 13. Availability of Output C.1

Outcome C.1: ***Environmental Flow Assessments*** *(EFAs) underpin the integrated management of river flows and coastal areas and implementation of assessment recommendations strengthens ecosystem resilience*				
Outputs related to Outcome C.1	**Indicators**	**Baseline**	**Target at the end of Project**	**Level of Achievement**
Output C.1.1 Environmental flow assessments conducted in at least three (3) pilot river basins to determine the environmental, economic and social trade-offs in water allocation and the need for management of river flows with respect to coastal areas.	Number of studies of Environmental Flow Assessment.	Environmental flow assessments are as yet not carried out for the majority of rivers basins in the region.	End of project target: Environmental Flow Assessment studies conducted in at least 3 river basins draining into the Indian Ocean.	**Fully Achieved**
Output C.1.2 Implementation of flow assessment recommendations and	Number of integrated river basin management	The baseflow has been reduced.	End of project target: By 2020, implementation of EFA recommendation show	**Achieved**

participatory river basin management approaches yield environmental, economic and/or social benefits as a result of improved river flows to the coast.	plans (including critical socio-economic elements and gender considerations) Number of assessment recommendations implemented	The baseline for target rivers is currently not established.	initial improvement of flows in pilot rivers.	

212. The fifth set outputs of the WIOSAP Project (Outputs C.1.1. to C.1.2.) were linked to the conduct of three Environmental Flow Assessments in three river basins draining into the WIO (Output C.1.1.) and the implementation of recommendations show river water quality improvement (Output C.1.2.).

213. During the implementation of the WIOSAP project, three environmental flow assessments were carried out, namely on the Imbarare River ending at the level of the Rufiji Delta in Tanzania, the Incomati River in Mozambique and the Boeny River in Madagascar. Output C.1.1. has therefore been fully achieved.

214. Regarding Output C.1.2., it has been achieved in Tanzania and Mozambique, but not in Madagascar due to capacity challenges. This Output has therefore been achieved.

215. Environmental Flow Assessments have been subject to a COP decision in a source to sea context in order to streamline regional shared learning experiences.

Challenges

216. Environmental Flow Assessments are very technical, requiring highly qualified and specialised personnel only found in Tanzania, Mozambique and South Africa. Other countries therefore still need support to implement such assessments.

Table 14. Availability of Output C.2

Outcome C.2: ***Capacity*** *to conjunctively manage river flows and coastal areas strengthened*				
Outputs related to Outcome C.2	**Indicators**	**Baseline**	**Target at the end of Project**	**Level of Achievement**
Output C.2.1 Institutional capacity for implementation of climate sensitive environmental flow assessments enhanced and supported by appropriate guidelines, methodologies and networks at both national and regional level.	Number of EFA guidelines and methodologies. Case study documentation for best practice including gender specific case studies. Number of active networks involved. Number of participating institutions	Currently no regional guidelines exist or are not used. Institutional capacity for implementation is still not sufficiently developed. Lack of a clear appropriate governance framework	End of project target: EFA assessment exercises include strong capacity building component using the guidelines. Institutional capacity is reinforced to ensure effective implementation through targeted training. Harmonized policies and guidelines	**Fully Achieved**

217. The sixth set of outputs of the WIOSAP Project (Output C.2.1.) was linked capacity building in Eflows and harmonised policies and guidelines.

218. At regional level, comprehensive regional capacity building exercises have been carried out in Cape Town in 2019 and in Tanzania in April 2024, before the operational closure of WIOSAP. These exercises allowed regional expertise to be shared among the countries of the WIIO region.

219. At country level, the level of implementation of this output is mixed depending on the country. The most successful implementation was carried out in Mozambique on the Imbarare River where Sokoine University of Agriculture supported government, river basin authorites and communities in the process. In Mozambique, the collaboration was limited to the University and the communities while this approach was not present in Madagascar.

220. A regional task force on eflows has been set up under the aegis of the NCS accordingly, however, harmonised policy and guidelines are still missing.

221. Output C.2.1. has therefore been fully achieved.

Challenges

222. The specialised aspect of Eflows is a limitation.

Table 15. Availability of Output D.1

Output D.1: *Updated **policies** and strong institutions underpin WIO-SAP implementation*				
Outputs related to Outcome D.1	**Indicators**	**Baseline**	**Target at the end of Project**	**Level of Achievement**
Output D.1.1 ICZM protocol developed and adopted at the regional level.	Adoption of the ICZM Protocol.	The ongoing process for the development of ICZM protocol.	End of project target: By 2020, all Nairobi Convention parties will have signed the ICZM protocol and at least 2 countries will ratify it.	**Not Achieved**
Output D.1.2 LBSA protocol ratified in at least 4 countries and supported in all countries through the development of policy briefs, model legislation and capacity building to practitioners.	Number of countries ratifying/acceding the LBSA Protocol.	LBSA Protocol signed by 8 countries. However, only Mozambique has ratified it.	End of project target: By 2020, LBSA protocol will be ratified by at least 6 countries.	**Partly Achieved**
Output D.1.3 Implementation of the WIO-SAP succeeds at national level through the coordination and guidance of interministerial committees and regional task forces;	Establishment/building on existing structures.	There is no national WIOSAP project office. NC focal points and task forces act as national project focal points.	End of project target: By end of 2015, National task forces to support inter-ministerial committee and regional task forces established and operational in all participating countries.	**Fully Achieved**
Output D.1.4 Establishment of a funding pipeline to support long-term implementation of the SAP through	An effective regional management structure for the implementation of the WIOSAP Project.	The regional structure for the implementation of the WIOSAP project does not exist.	End of project target: By end 2015, the WIO- SAP Project Management Unit will have been established at the	**Fully Achieved**

Nairobi Convention including coordination of stakeholders and facilitation of learning and exchange in support of WIOSAP project implementation.	WIOSAP PMU at the Nairobi Convention Secretariat.		Nairobi Convention Secretariat and the first meeting of Steering Committee will be organised.	

223. The seventh set of outputs of the WIOSAP Project (Outputs D.1.1. to D.1.4.) were linked to the ratification of the ICZM Protocol by two countries (Output D.1.,1.) and LBSA Protocol by six countries (Output D.1.2.) throughout the WIO region. Output D.1.3. refers to the establishment of National Task Forces and Output D.1.4. is linked to the setting up of a Project Management Unit.

224. No country has ratified the ICZM Protocol yet while five countries have ratified the LBSA Protocol throughout the region out of a target of six. The level of achievement is therefore nil to partly achieved for these two outputs. It is however foreseen that the said protocols will be achieved in the short to medium term.

225. Both Outputs D.1.3. and D.1.4. have been fully achieved with the setting up of National Implementation Committees and the PMU at the level of the NCS.

Challenges

226. The ratification of conventions requires the sensitisation of policy makers who need to be convinced that the protocols are essential for the protection and sustainable use of the coastal and marine environment. The timely signature and ratification is therefore a challenge.

Table 16. Availability of Output D.2

Outcome D.2: *Improved **knowledge management** systems and exchange mechanisms support WIO management, governance*				
Outputs related to Outcome D.2	**Indicators**	**Baseline**	**Target at the end of Project**	**Level of Achievement**
Output D.2.1 Existing Nairobi Convention Clearing House Mechanism expanded to incorporate information on national and regional investments and projects, climate variability and change, guidelines, methodologies and success stories, among others.	Number of documents in the updated Nairobi Convention Clearing House Mechanism. Number of access to the CHM websites.	The CHM exists but limited information in it and limited access by stakeholders (baseline to be established).	End of project target: By 2020, CHM will be updated to include, information and tools that will be generated by the WIOSAP Project. By 2020, there will be at least 25% increase in the number of access to NC CHM.	**Not Achieved**
Output D.2.2 Established science-policy exchange platform, under the Nairobi Convention for policy and for	Science-policy forum promoting greater interaction between marine scientists and policy makers.	There exist gaps between science and policy making processes.	End of project target: By 2020, science-policy forum will be established under the Nairobi Convention. By 2020, the project	**Fully Achieved**

consensus on key LBSA and ICZM issues in the WIO region.			will organise at least 2 science-policy workshops and facilitate preparation of at least 5 policy briefs.	

227. The eighth set of outputs of the WIOSAP Project (Outputs D.2.1. to D.2.2.) were linked to access to the CHM and science policy platforms and policy briefs respectively.

228. The first Output D.2.1. will be taken over and delivered by the Go Blue Project while Output D.2.2. has been fully achieved.

Challenges

229. CHM require a regional policy agreement which is sometimes difficult to reach.

Rating for Availability of project outputs: **Moderately Satisfactory (MS)**

5.4.2 Achievement of project outcomes

230. The Evaluation Consultant has examined how the availability of the outputs has led to institutional changes and systemic effects. This chapter provides a qualitative analysis and interpretation of the outcomes achieved, based on the Reconstructed Theory of Change (TOC) at Evaluation from outputs to outcomes, as illustrated in Figure 3.

Table 17. Achievement of Outcome A

Outcome A: Sustainable Management of Critical Habitats				
Outcome A.1	**Indicators**	**Baseline**	**Target at the end of Project**	**Level of Achievement**
Outcome A.1: ***Appropriate tools and methodologies*** are used to manage critical coastal and marine habitats in order to enhance their resilience and long-term sustainability	Adoption, integration and use of tools and methodologies for improved and sustainable coastal and marine habitats management and restoration Adoption of spatial plans and establishment of planning capacity to support and guide the management process. Adoption of the ICZM Protocol and ratification of LBSA Protocol by all countries by the year 2020.	Baseline to be established on current status of existing tools. Elements of spatial planning are being developed in a few partner countries, comprehensive baseline of completed spatial plans to be established. No regional ICZM protocol adopted. One country ratified the LBSA protocol. Establishment of coordination arrangements between WIO	The LBSA Protocol ratified in at least 8 countries and the ICZM Protocol signed by at least 8 countries by the year 2020. Creation of synergies between activities of WIOSAP and SAPPHIRE and integration of results into the regional governance framework of the Nairobi Convention	**Partly Achieved**

	Close collaboration with ongoing related initiatives such as the UNDP implemented SAPPHIRE project among others to strengthen synergies	SAP and SAPPHIRE projects		
Outcome A.2	**Indicators**	**Baseline**	**Target at the end of Project**	**Status**
Outcome A.2 Appropriate tools and methods *(which integrate economic, social and environmental considerations) support coastal planning and management*	Tools such as regional guidelines for economic valuation and guidelines for vulnerability assessment and spatial planning and extractive use strategies are integrated into coastal planning and management.	Currently tools and methods for integrating economic valuation, guidelines for vulnerability assessment, spatial planning and extractive use strategies are not widely used in coastal planning and management.	By 2020, tools which integrate economic, social and environmental considerations will be integral part of the coastal planning and management process	**Not Achieved**

231. Under Project **Component A Sustainable Management of Critical Habitats Outcome A1**, the project used appropriate tools and methodologies to manage critical habitats to enhance their resilience and long term sustainability. The project partly achieved the ratification of the LBSA Convention (5 countries) and the ICZM Protocol was adopted after the project operational closure date of 30 April, 2024. Hence the project encountered challenges in terms of timely adoption of protocols and capacity at national level. However, as for the ICZM Protocol, it is very likely that this process will be successfully completed with the support of SAPPHIRE and other projects which have taken over the WIOSAP results further such as Go Blue. Furthermore, the restoration of degraded coastal habitats has brought results above expectation throughout the region in general. The targets of this component were therefore partly achieved.

232. **Component A Outcome A2** focused on the development of appropriate tools and methods to support coastal planning and management. Although the project did not manage to produce ICZM Plans as initially proposed, Coastal Management Plans were populated, taking into consideration some ICZM principles. However, the economic evaluation could not form part of any ICZM plan. However, it is probable that this process will be achieved through the Go Blue project which will pursue part of the work already accomplished by WIOSAP in Kenya. The challenges are linked to the wide area to be covered, capacity building and the lack of sensitisation for such approach at policy level. However, these challenges are balanced by the setting up and operationalisation of a regional toolkit, the development of alternative community livelihood opportunities and the setting up of a functional critical habitat task force under the aegis of the NCS. The targets of this component were therefore not achieved.

Table 18. Achievement of Outcome B

Component B: Sustainable Management of River Flows

Outcome B.1	Indicators	Baseline	Target at the end of Project	Status
Outcome B.1 *Quality of coastal receiving waters improved through* ***pilot interventions***	Overall reduction of the annual amount of nutrient input (t/a) to the coastal waters in pilot sites leads to improved quality of coastal and receiving waters	There is limited data available on effluent treatment in the pilot sites. ICM plans are currently not systematically incorporating water quality	Total of at least six innovative investments in improved wastewater management in six countries Improved quality of coastal receiving waters due to reduction of N & P pollution loads by at least 50% over baseline (kg/year).	**Fully Achieved**
Outcome B.2	**Indicators**	**Baseline**	**Target at the end of Project**	**Status**
Outcome B.2 ***Regulatory Framework*** *for monitoring and management of pollutant loads, effluents and receiving water quality adopted at regional level*	Policy, legislative and institutional arrangement to support monitoring frameworks for pollutant loads, effluents and receiving water quality set up supporting SAP implementation at national and regional level as appropriate. Monitoring and management frameworks are strengthened at both national and regional levels	There is currently no comprehensive regionally harmonised water quality and pollution monitoring framework set up for the region.	A regionally harmonised water quality and pollution monitoring framework set up for the region by 2020.	**Fully Achieved**

233. **Component B Improved Water Quality Outcome B1** focused on improving the quality of coastal receiving waters through pilot interventions. The implementation of constructed wetlands at four locations was very successful, having the advantage of low maintenance and high efficiency in terms of wastewater treatment while the positive social and health impacts were above expectations. The targets of this component were therefore fully achieved.

234. **Component B Outcome B2** aimed at implementing and adopting a regulatory framework at regional level for monitoring and management of pollutant loads, effluents and receiving water quality. A regional task force for water quality was set up under the aegis of the NCS. The regional framework for water quality component of the project will be taken further by the SAPPHIRE project. The targets of this component were therefore fully achieved.

Table 199. Achievement of Outcome C

Outcome C.1	Indicators	Baseline	Target at the end of Project	Status
Outcome C.1 ***Environmental Flow Assessments*** *(EFAs) underpin the integrated management of river*	Strengthened resilience and improved and integrated management of	Currently systematic environmental flow assessments are undertaken	End of project target: By 2020 improvement of flows in pilot rivers	**Fully Achieved**

flows and coastal areas and implementation of assessment recommendations strengthens ecosystem resilience	river flows and coastal areas	in the region There are still important data gaps reduced baseflows		
Outcome C.2	**Indicators**	**Baseline**	**Target at the end of Project**	**Status**
Outcome C.2 ***Capacity*** *to conjunctively manage river flows and coastal areas strengthened*	Strengthened and improved capacity for conjunctive management of rivers and coastal areas	Lack of institutional capacity and governance and use of regional guidelines.	Enhanced capacities using harmonized guidelines leading to effective conjunctive management	**Fully Achieved**

235. Under **Component C Sustainable Management of River Flows Outcome C1** ensured that Environmental Flow Assessments (EFAs) underpin the integrated management of river flows and coastal area and that ecosystem resilience is strengthened through the implementation of assessment recommendations. WIOSAP managed to tap rare specialised experts from the region in order to implement this component successfully in three river basins draining into the Indian Ocean. The activities carried out under this component prove that regional capacity can bring tangible and long-lasting changes in the WIO. The objectives of this component were therefore fully achieved.

236. **Component C Outcome C2** was focused on the strengthening of capacity to conjunctively manage river flows and coastal areas. WIOSAP developed strong specialised regional training exercises on Eflows to disseminate the knowledge while ensuring replicability. Moreover, a regional task force on Eflows has been established under the NCS to ensure long term benefits. The objectives of this component were therefore fully achieved.

Table 20. Achievement of Outcome D

Component D: Governance and Regional Collaboration				
Outcome D.1	**Indicators**	**Baseline**	**Target at the end of Project**	**Status**
Outcome D.1 *Updated* ***policies*** *and strong institutions underpin WIO-SAP implementation*	Timely adoption and ratification of Protocols Successful implementation of outputs through coordination and guidance of existing interministerial committees and regional task forces	Process of ICZM Protocol ratification is ongoing. Process of LBSA Protocol ratification is ongoing. Absence of regional coordination office for WIO SAP	Accelerated ratification of the ICZM and LBSA Protocols National and regional institutional set up for WIO SAP implementation strengthened	**Achieved**
Outcome D.2	**Indicators**	**Baseline**	**Target at the end of Project**	**Status**
Outcome D.2 *Improved* ***knowledge management*** *systems and exchange mechanisms support WIO management, governance and awareness creation*	Integration of information on investments, climate variability and changed into improved knowledge	Limited policy-science interchange Lack of access to information Lack of overview of	Improved and updated multisectoral information within CHM and access to it Improved Science-policy interface with increased awareness creation,	**Achieved**

	management system (CHM) Science-policy forum actively promotes greater interaction on marine related issues	ongoing initiatives	knowledge sharing of lessons learnt and policy briefs	

237. Under **Component D Governance and Regional Collaboration Outcome D1** dealt with the updating of policies and strong institutions underpinning WIOSAP Implementation. Although the ICZM Protocol has been signed in 2024 after the operational closure of the project and no country has ratified it up to now, and although the LBSA Protocol has only been ratified by five countries, the progress achieved throughout the region can be attributed to the WIOSAP Project and it is estimated that the outcome, although not timely, will be achieved in the short to medium term. Throughout the execution of the project, a functional and efficient PMU and national implementation committees have been established. The targets of this component were therefore achieved.

238. **Component D Outcome D2** targeted improved knowledge management systems and exchange mechanisms to support Western Indian Ocean management, governance and awareness creation. Go Blue will pursue the efforts to achieve the CHM objectives while the science policy forum has been operationalised. The targets of this component were therefore achieved.

239. This comprehensive success for the achievement of the WIOSAP objectives warrants an overall assessment rating of "Satisfactory".

Rating for Achievement of project outcomes: **Satisfactory (S)**

5.4.3 Likelihood of impact

240. The objective of WIOSAP was to reduce of the impacts from land-based sources and activities and to the sustainable management of critical coastal-riverine ecosystems through the implementation of the WIOSAP priorities with the support of partnerships at national and regional levels.

241. This innovative integrated approach adopted by WIOSAP from ridge to reef has taken the management of coastal and marine areas to another level. In fact, the project not only considered the local challenges of sea water quality or the degradation of the sensitive marine ecosystems such as coral reefs, mangroves and seagrass, but it adopted a source to sea catchment area-based approach to address those challenges at source from the source of rivers, sometimes a thousand kilometres inland as it is the case for Tanzania, Mozambique and Madagascar. The project in fact created a regional ICZM Plan for the WIO.

242. To achieve its objectives, WIOSAP adopted a four-pronged approach with four components: A. Sustainable Management of critical habitats B. Improved water quality C. Sustainable management of river flows and D. Governance and regional collaboration. These four components covered the adoption of regional protocols, the rehabilitation of degraded habitats, the establishment of ICZM plans, the use and dissemination of low-cost low maintenance constructed wetlands for wastewater treatment and the adoption of regulatory frameworks for water quality, the innovative use and capacity building using regional expertise for Eflows. Furthermore, knowledge management systems were established and regional task forces were set up to allow for the use of regional expertise and coordination.

243. This approach proved to be very effective with long-lasting sustainable impacts, based on the fact that WIOSAP emanated from WIOLAB and that the project will be taken further through the Go Blue initiative.

244. The changes brought by WIOSAP therefore proved to be permanent and catalytic throughout the WIO region with the dissemination of knowledge, the building of capacity, the setting up of science-based task forces to inform policy makers and the formal adoption of protocols (ICZM and LBSA) which will crystallise the approach and methodology allow for further replication.

245. The adoption of protocols and the setting up of a regional platform under the aegis of the NCS will trickle down at national level through the adoption of modern and effective national legislations relating to ICZM and LBSA.

246. WIOSAP has equally significantly proved without any doubt that regional WIO expertise can and should be used to achieve the objectives of the project which require knowledge of the region.

247. The project has equally attracted large additional international funding which will ensure that the objectives of the project are brought forward through Go Blue and other initiatives.

248. WIOSAP has therefore significantly "improved and maintained the environmental health of the region's coastal and marine ecosystems through improved management of land-based systems " as defined in the Reconstructed TOC at Evaluation.

Rating for Likelihood of Impact: **Highly Likely (HL)**

Rating for Effectiveness: **Highly Satisfactory (HS)**

5.5 Financial Management

249. The project effectively managed its financial and administrative aspects, with significant assistance from NCS to countries in addressing administrative and financial challenges. NCS' support was instrumental in overcoming difficulties or delays encountered by countries in reporting.

250. Financial reporting was conducted regularly, ensuring transparency and accountability in financial management. NCS played a crucial role in guiding and supporting countries to prepare comprehensive reports that accurately documented the project's financial activities.

251. Regarding procurement, national appropriate administrative procedures were followed, and NCS provided substantial assistance to countries if and when necessary. All procurement processes were carried out abiding strictly to national procurement laws and policies.

252. WIOSAP budget was successfully managed with appropriate no-cost extensions and budget amendments to cater for the disruptions caused by COVID-19 and to accommodate additional critical activities.

253. The Evaluation Consultant equally considered the sub-criteria for financial management in terms of adherence to UNEP/GEF's policies and procedures, completeness of project financial information and communication between finance and project management staff and presented in Table 21.

Table 21. Financial Management

GEF PROJECT

Financial management components:		Rating	Evidence/ Comments
1. Adherence to UNEP's/GEF's policies and procedures		**HS**	**The Adherence to UNEP's/GEF's policies and procedures was Highly Satisfactory**
Any evidence that indicates shortcomings in the project's adherence to UNEP or donor policies, procedures or rules		Yes	Throughout the WIOSAP Project, all financial operations were conducted in accordance with UNEP's established financial policies and procedures. Tender procedures comply with UNEP requirements. The project consistently adhered to UNEP's financial guidelines, which helped maintain transparency and accountability in financial matters. Financial transactions followed internationally recognized guidelines and standards.
Was first disbursement carried out within 9 months of UNEP's project approval date.		Yes	The first payment made within 9 months
2. Completeness of project financial information		**HS**	**The Completeness of Project Financial Information was Highly Satisfactory**
Provision of key documents to the evaluator (based on the responses to A-H below)			
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes	Financial information was complete and accurate.
B.	Revisions to the budget	No	Just internally, due COVID-19 pandemic consequences.
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes	SSFAs signed.
D.	Proof of fund transfers	Yes	Comprehensive records of all financial transactions were maintained.
E.	Proof of co-financing (cash and in-kind)	No	Records of all financial transactions were missing..
F.	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	Yes	Summary reports on project's expenditures by budget lines regularly provided through Quarterly and Annual financial reports
G.	Copies of any completed audits and management responses *(where applicable)*	N/A	
H.	Any other financial information that was required for this project (list):	No	
3. Communication between finance and project management staff		**HS**	**The communication between finance and project management staff was Highly Satisfactory**
Project Manager and/or Task Manager's level of awareness of the project's financial status.		HS	Regular meetings and updates ensured alignment between the financial team and project management regarding budgetary matters and project progress, with support from NCS and UNEP.
Fund Management Officer's knowledge of project progress/status when disbursements are done.		HS	Financial reports and updates were provided to project management promptly, ensuring transparency and accountability, with guidance from NCS.
Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.		HS	Efforts were made to overcome language barriers, ensuring effective communication among team members from different linguistic backgrounds, with assistance from NCS.
Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.		HS	Clear communication channels facilitated the exchange of information, enabling swift resolution of financial issues, with assistance from NCS and UNEP
Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the evaluation process		HS	Feedback and input from both financial and project management teams were considered in decision-making processes, enhancing overall project management, with guidance from NCS and UNEP
Overall rating		**HS**	

254. The constraints in financial management were related mainly to the COVID-19 pandemic which required a budget review to adjust activities to the new context and cater for delays linked to lockdowns.

255. The budget received from the GEF was used almost entirely, with a total expenditure of USD 10,594,746.12 out of a total initial budget of USD 10,867,000.00 with an expenditure ratio of 0.97. This budget will be finalized with the expenses related to this evaluation, which have been estimated at a total cost of approximately USD60,000 (* in Figure 4 below).

Rating for Financial Management: **High Satisfactory (HS)**

5.6 Efficiency

256. WIOSAP Project demonstrated a high level of efficiency across various aspects in terms of cost-effectiveness and timely execution of the activities, considering the disruptions caused by COVID-19. The budget was managed in a cost-effective manner in order to achieve the project outcomes. Despite facing unforeseen circumstances such as delays and the need for two no-cost extensions due to the COVID-19 pandemic and one additional no-cost extension to allow for the completion of the project activities. These extensions led to a change in the original completion date from June 2021 to April 2024.

257. One key aspect of cost-effectiveness was the extension of the budget allocated to certain specific projects and to increase regional expertise and engagement to support the setting up and functioning costs of regional task forces and produce scientific and technical documentation to be used for science-based decision within the WIO region.

258. Several actions were taken to ensure the timely execution of the activities listed in the WIOSAP Project, including the provision of additional specialised technical support and additional funding. The NCS team provided relentless support to ensure that challenges were addressed proactively and swiftly in order to keep the project up and running. The WIOSAP Project's efficient management of resources, proactive approach to addressing challenges, and strategic leveraging of partnerships contributed to its success in achieving objectives within the allocated budget and timeframe.

259. Governmental support was equally instrumental to the successful achievement of the objectives of WIOSAP. In fact, the regional arrangements of the project with national implementation committees and partners facilitated the process.

Rating for Efficiency: **Satisfactory (S)**

5.7 Monitoring and Reporting

Quality of Monitoring Design and Budgeting

260. The WIOSAP Project's monitoring framework was meticulously crafted to incorporate SMART (Specific, Measurable, Achievable, Relevant, Time-bound) indicators, ensuring measurable outcomes. This underscores the project's commitment to rigorous tracking and evaluation, ensuring that all planned activities could be quantitatively assessed and adjusted as necessary.

Rating for Efficiency: **Highly Satisfactory (S)**

Quality of Monitoring Project Implementation

261. The NCS supported the successful implementation of the quality and timely project monitoring despite the challenges linked to a large number of countries using different languages and

having a diversity of national procedures. Quarterly, bi-annual and annual reports were sub mitted and validated accordingly to facilitate the close project monitoring and to adjust the activities if and when required to keep the project on track.

Rating for Quality of Monitoring Project Implementation: **Highly Satisfactory (HS)**

Quality of Project Reporting

262. Technical and financial reports of the WIOSAP project were submitted by NFPs on a biannual basis to allow for the formulation of the PIR reports and to maintain accountability and transparency. These reports were essential for tracking progress against the project's goals and were instrumental in the GEF Project Implementation Reports. The thoroughness of these reports helped maintain clarity and continuity in the project's aims, offering stakeholders a clear view of achievements and challenges.

263. The main monitoring tools included work plans and Project Implementation Report (PIR) tools, which schematically represented the level of progress toward objectives and the implementation rate of activities (through percentage completion). NCS and the Task manager at UNEP (that supervised the LMO Project implementation) provided continuous support and follow-up through ongoing communication (email, etc.) and participation in the WIOSAP Project's annual regional meetings of national coordinators (Focal Points) - especially in the compliance with planned deadlines and timelines. At all monitoring levels, the focus was on achieving activities and outputs and meeting outcomes.

Rating for Quality of Project Reporting: **Satisfactory (S)**

Rating for Monitoring and Reporting: **Highly Satisfactory (S)**

5.8 Sustainability

264. The evaluation exercise has determined the level of long-term commitment to achieve, further develop and improve the project outcomes through the following three dimensions of sustainability.

A. Socio-political sustainability

265. The socio-political sustainability of the WIOSAP Project is related to the commitment of national institutions to reduce impacts from land-based sources and activities and sustainably manage critical coastal-riverine ecosystems. The socio-political sustainability varies from country to country across the WIO region.

266. In Kenya, Mauritius, Seychelles, Tanzania, South Africa, the project is well anchored and despite some local challenges linked to procurement in South Africa and lack of capacity for project implementation in Seychelles, the political commitment is present.

267. Somalia is subject to political instability, causing a major socio-political challenge for the project, while in Comoros and Madagascar, the commitment to sustain the project in the long term is weak.

268. Similarly, recent political events in Mozambique have slowed down the progress of the involvement of the national government in the process. However, the other components linked to academia, research and communities is very strong.

269. Overall, the socio-political sustainability of the WIOSAP Project can be deemed **Moderately Likely**, considering various factors, including COVID-19. In fact, lockdown measures restricted mobility which is necessary to foster and maintain national buy-in.

Rating for Socio-political sustainability: **Moderately Likely (ML)**

B. Financial Sustainability

270. The financial sustainability of the project describes whether the project will be able to attract sufficient funding to continue to operate after its financial closure. WIOSAP successfully catalysed the setting up and operationalisation of new projects which will take over from the results achieved by the project.

271. In fact, WIOSAP successfully attracted large co-funding and direct funding through the NCS as follows:

    (i) 2 consultants have been recruited to develop a related project to be funded by SIDA to be implemented in two phases totalling USD 8.5 million and USD 15 million respectively
    (ii) WIOSAP managed to catalyse the funding of an ACP/EU funded project on multi-lateral agreements totalling USD 2 million
    (iii) The Go Blue Project which is a continuation of the WIOSAP project has been funded at the level of USD 8 million
    (iv) The EU has funded various projects linked to the outcomes of WIOSAP through the WIO Region at the level of EUR 58 million out of which EUR 7 million were allocated to the NCS.

272. Moreover, WIOSAP and its sister programme SAPPHIRE developed an integrated programme for which will eventually inform the development of projects to be funded over the next 10 years

273. Finally, the NCS is currently working with the ADB on a project of USD 20 million which has been submitted last year and which may form part of the execution work with FAO.

Rating for Financial sustainability: **Highly Likely (HL)**

C. Sustainability of the Institutional Framework

274. The institutional sustainability of the project can be seen as a challenge, as the lack of capacity in some countries has limited the smooth delivery of some outputs of the WIOSAP project, and this despite strong training components being implemented.

275. However, the setting up of regional task forces and the strong commitment of NCS, as well as the implication of universities such as SUA and UEM as main actors have mitigated partly this challenge and there is now a need to expand regional exchanges and lessons learnt in order to achieve fully institutional sustainability.

276. Moreover, the implementation of the project components and the further adoption of the ICZM and LBSA protocols will contribute positively to the setting up of proper institutional frameworks at national level.

Rating for Institutional sustainability: **Moderately Likely (ML)**

277. Institutional and socio-political sustainability are rated respectively Moderately Likely and Likely while financial sustainability is rated Highly Likely, resulting in an overall rating of Moderately Unlikely.

Rating for Sustainability: **Moderately Likely (MUL)**

5.9 Factors Affecting Performance and Cross-Cutting Issues

A. Preparation and Readiness

278. Addressing design weaknesses: The potential weaknesses at inception stage were minimal as the project underwent several reviews before being finalised and approved.

279. Responding to changes during the implementation: The COVID-19 pandemic impacted project operations. Based on the weaknesses identified at the MTR phase of the project, a 15 points MTR Recommendations Action Plan was drawn up and submitted to address those challenges accordingly. The NCS, NIPs and NFPs took the necessary measures to implement those recommendations through the PSC.

280. Securing and Utilizing Funds: Adequate funding and co-funding was secured to ensure a fruitful delivery of the project activities.

281. The NCS as executing agency used a proactive and reactive approach to address the challenges linked to preparation and readiness successfully.

Rating for Preparation and Readiness: **Satisfactory (S)**

B. Quality of Project Management and Supervision

a. UNEP/Implementing Agency:

282. UNEP has effectively fulfilled its role as the implementing agency, providing oversight and strategic guidance throughout the project. The UNEP Task Manager played a crucial role in coordinating activities, ensuring adherence to project goals, and facilitating communication among all stakeholders involved, including NCS, various focal points, administrators, financial managers, and Ministries.

b. Partner/Executing Agency:

283. The NCS, as the lead and executing agency, has demonstrated high-quality management in executing the project's day-to-day operations. Their leadership was instrumental in navigating the project through its phases, ensuring effective implementation of activities, and maintaining robust engagement with all partners. The NCS managed to maintain project momentum and adapt to the dynamic project environment, underscoring their capability in managing complex projects.

Rating for Quality of Project Management and Supervision: **Highly Satisfactory (HS)**

C. Stakeholder participation and cooperation

284. Based on the evaluation of the project reports and site visits carried out in five countries, it was determined that stakeholder participation and cooperation was essential to allow WIOSAP to achieve its objectives. Members of the community and specially women were instrumental for the successful implementation of the critical habitats restoration and Eflow activities while the sustainable alternative livelihood opportunities provided by the project were developed and executed by them.

Rating for Stakeholder participation and cooperation: **Satisfactory (S)**

D. Responsiveness to human rights and gender equity

285. The WIOSAP Project demonstrated a strong commitment to upholding human rights and promoting gender equity, particularly during the challenging circumstances of the COVID-19 pandemic. This commitment was reflected in several key aspects of the project's implementation:

(i) Protection of Human Rights During COVID-19: All the project activities were stopped during the pandemic to safeguard life and the project underwent two no-cost extensions accordingly;

(ii) Gender Inclusion and Empowerment: Women formed part of the critical elements which made WIOSAP a success due to the relentless support and commitment, especially during the implementation of the field activities in the forests or at sea;

(iii) Addressing Personal Challenges: The NCS responded to personal challenges faced by persons working in the context of the project on a continuous manner to ensure the project continuity at all times.

Rating for Responsiveness to human rights and gender equity: **Highly Satisfactory (HS)**

E. Environmental and social safeguards

286. The WIOSAP Project has been designed and implemented to meet the UNEP requirements for environmental and social safeguards. This is translated in the project objective and outcomes. To this effect, risk ratings were reviewed regularly to ensure that any adjustments in the risk landscape were promptly identified and addressed. This practice was crucial for maintaining the safety and integrity of the project's operations throughout its duration. The NCS as Executing Agency was particularly attentive to minimizing UNEPs environmental footprint while efforts were made to implement eco-friendly practices and reduce resource usage, aligning the project's operations with UNEP's overarching goals of environmental conservation and sustainability.

Rating for Environmental and social safeguards: **Highly Satisfactory (HS)**

F. Country Ownership and Drivenness

287. The country ownership and drivenness of the WIOSAP varies throughout the region. In Kenya, Mauritius, Mozambique and Tanzania the project received the necessary support and drive while in Comoros, Madagascar, Seychelles and South Africa some components of the project implementation denoted a lack of ownership and commitment. For Somalia, the situation was more complicated due to the political situation.

Rating for Country Ownership and Driven-ness: **Moderately Satisfactory (MS)**

G. Communication and Public Awareness

288. The WIOSAP project successfully managed to ensure proper communication and awareness through the setting up of a communication cell at the level of the NCS. Photos and videos of project activities and PSC meetings were regularly taken and posted on the website and the Facebook page of the Convention Secretariat. All documents pertaining to the technical outputs from countries were uploaded on the website of the convention and significant milestones such as the signature of the ICZM Protocol were successfully communicated.

Rating for Communication and Public Awareness: **Highly Satisfactory (HS)**

Rating for Factors Affecting Performance and Cross-Cutting Issues: **Highly Satisfactory (HS)**

5.10 Summary of project findings and ratings

289. The Table 22 below summarizes the ratings and findings of the criteria set by the UNEP Evaluation Office discussed and assessed in Chapter 5. Overall, the project is rated as "Satisfactory" (S).

Table 22. Summary of the WIOSAP Project findings and ratings

Criterion	Summary Assessment	Rating
A. Strategic Relevance	**High relevant particularly with national and regional context and plans.**	**HS**
1. Alignment to UNEP's MTS, POW and strategic priorities	Very well aligned with UNEP MTS and PoW strategies.	HS
2. Alignment to Donor/Partner strategic priorities	The initiative contributes to achieve GEF Corporate Goals 1 and 4: "Global natural resources" and "Building national and regional capacities and enabling conditions for addressing transboundary systems" respectively, focal area strategic objectives IW1 and IW2 within International Waters strategic programme of GEF V	HS
3. Relevance to global, regional, sub-regional and national environmental priorities	The WIOSAP Project is aligned with four of the 17 SDGs, the Nairobi Convention and its protocols (LBSA and ICZM), regional priorities defined in Agenda 21 (Chapters 17 and 18), the Convention on Biological Diversity, the Programme of Action for the Sustainable Development of Small Island Developing States (Barbados, 1994), the Pan-African Conference on Sustainable Integrated Coastal Management (Mozambique, 1998), the Arusha Resolution on Integrated Coastal Zone Management (ICZM) in Eastern Africa. Other relevant regional frameworks relevant to WIOSAP include the African Union's 2050's Integrated Maritime Strategy	HS
4. Complementarity with relevant existing interventions	While the UNEP implemented WIOSAP project was developed based on the findings of the SAP WIOLAB project, it ran in parallel with UNDP implemented SAPPHIRE project which was developed based on the outcomes of Agulhas and Somali Current Large Marine Ecosystems SAP. Both projects were executed by the Nairobi Convention Secretariat allowing for a harmonisation of activities for both projects and ultimately combining institutional and administrative processes for a single implementation of both SAPs.	HS
B. Quality of Project Design	**Overall, the quality of the project design was highly satisfactory.**	**HS**
C. Nature of External Context	**During the implementation of the WIOSAP Project, the global emergency related to the COVID-19 pandemic led to significant constraints and delays. COVID-19-related restrictions made it impossible for WIOSAP project participants to meet physically or receive face-to-face training, while project activities on the ground were delayed by restrictions imposed to control the spread of the pandemic.**	**MU**
D. Effectiveness	**Satisfactory**	**S**
1. Availability of outputs	Outputs Moderately Satisfactory some Outputs not delivered	MS
2. Achievement of project outcomes	Comprehensive success of achievement of WIOSAP objectives	S
3. Likelihood of impact	WIOSAP has therefore significantly "improved and maintained the environmental health of the region's coastal and marine ecosystems through improved management of land-based systems "	HL
E. Financial Management	**Highly Satisfactory project financial management.**	**HS**
1.Adherence to UNEP's policies and procedures	Aligned with UNEP procedures.	HS
2.Completeness of project financial information	Information completed and organized.	HS
3.Communication between finance and project management staff	Very frequent and transparent flow of information.	HS
F. Efficiency	**Cost-effectiveness well optimized**	**S**

G. Monitoring and Reporting	**Positive and strong Monitoring and Reporting processes.**	**HS**
1. Monitoring design and budgeting	Well monitored and used.	HS
2. Monitoring of project implementation	The Project has been monitored adequately.	HS
3.Project reporting	The Project progress has been reported appropriately.	S
H. Sustainability	**Sustainability is the critical point of the project and has been mainly affected by COVID-19.**	**ML**
1. Socio-political sustainability	Overall, the socio-political sustainability of the WIOSAP Project can be deemed **Moderately Likely**, considering various factors, including COVID-19. In fact, lockdown measures restricted mobility which is necessary to foster and maintain national buy-in	ML
2. Financial sustainability	Financial sustainability is evaluated as highly likely with large projects approved	HL
3. Institutional sustainability	The institutional sustainability of the project can be seen as a challenge, as the lack of capacity in some countries has limited the smooth delivery of some outputs of the WIOSAP project, and this despite strong training components being implemented.	ML
I. Factors Affecting Performance and Cross-Cutting Issues	**Satisfactory**	**HS**
1. Preparation and readiness	The NCS as executing agency used a proactive and reactive approach to address the challenges linked to preparation and readiness successfully.	S
2. Quality of project management and supervision	Very high quality of management of NCS and supervision of UNEP	HS
2.1 UNEP/Implementing Agency:		
2.2 Partners/Executing Agency:		
3. Stakeholders participation and cooperation	Members of the community and specially women were instrumental for the successful implementation of the critical habitats restoration and Eflow activities while the sustainable alternative livelihood opportunities provided by the project were developed and executed by them.	S
4. Responsiveness to human rights and gender equality	The WIOSAP Project demonstrated a strong commitment to upholding human rights and promoting gender equity, particularly during the challenging circumstances of the COVID-19 pandemic	HS
5. Environmental and social safeguards	The WIOSAP Project has been designed and implemented to meet the UNEP requirements for environmental and social safeguards.	HS
6. Country ownership and drivenness	The country ownership and drivenness of the WIOSAP varies throughout the region. In Kenya, Mauritius, Mozambique and Tanzania the project received the necessary support and drive while in Comoros, Madagascar, Seychelles and South Africa some components of the project implementation denoted a lack of ownership and commitment. For Somalia, the situation was more complicated due to the political situation.	MS
7. Communication and public awareness	The WIOSAP project successfully managed to ensure proper communication and awareness through the setting up of a communication cell at the level of the NCS	HS
Overall Project Rating	**Satisfactory**	**S**

6 Conclusions and Recommendations

6.1 Conclusions

290. The MCP-ICLT/ LMO Project marked a substantial change in LMO management and Biosafety in Angola, the Democratic Republic of Congo (DRC), Lesotho, Madagascar, Malawi and Mozambique, and consequently in the SADC region. In fact, the UNEP/ GEF Project "Multi Country Project to Strengthen Institutional Capacities on LMO Testing in Support of National Decision Making" (MCP-ICLT/ LMO Project) (GEF ID 5283) facilitated by RAEIN-Africa has indeed strengthened infrastructure, improved technical expertise and effectively fostered partnerships/collaboration between the relevant laboratories and between the laboratories and the regulatory authority. The project has further improved the skills and techniques for sampling, handling documentation of LMOs thus giving the actors involved in the regulatory process, the tools to adequately exercise their function and authority, strengthening the entire decision-making chain on biosafety and LMO management.

291. Before the LMO Project started, most of the laboratories in these countries involved in the project were in a difficult situation, degraded and with dilapidated facilities. Although they had qualified personnel, their experience and practice in managing and analysing LMOs was limited, and they lacked modern instruments and equipment, which would allow reliable and adequate scientific analyses. A shortage of reagents and a lack of familiarity with standard international minimum procedures for holding and analysing LMOs made the certification process a difficult maze to navigate. National regulations or procedures were unfamiliar, and many companies and institutions operated in ignorance of regulations or guidelines.

292. On the other hand, Governments did not have centres or reference laboratories to verify the conformity of seeds, products and food on the market, risking not having proper control over the territory and therefore not being able to know which and how many LMOs were circulating in the country. The laboratories thus acted in a state of near isolation, excluded from international scientific networks, which deprived them of the opportunity to grow and improve, sharing experience and knowledge.

293. Although there are differences between each of the six countries involved, thanks to the LMO Project, this situation has changed considerably, as the project has achieved some fundamental goals:

- Capacity building - is the most common outcome extolled. Training and capacity building in the laboratories and institutions involved in LMO analysis is undoubtedly the most relevant achievement for those involved in the project.
- Equipment - Modern and scientifically reliable equipment was provided, enabling the laboratories to conduct accurate and efficient analyses.
- Laboratories are now national references for LMO detection. The laboratories in these countries have become national references for LMO detection. With the training received, staff can put in place minimum standard procedures and ensure compliance with national and international regulations. This has enabled decision-makers to make informed and transparent decisions based on reliable scientific evidence. In addition, companies are now aware of the legal route and regulations to be followed to obtain certification on LMOs, which has helped to ensure security and transparency in trade, especially in the context of the six target countries that are highly dependent on imports.
- Resilience to COVID-19 and adaptation strategy - Despite the challenges imposed by the COVID-19 pandemic, the project remained effective. RAEIN-Africa and the other stakeholders involved successfully adapted their strategies to continue supporting the project activities, thus ensuring the continuity and success of the initiatives.

294. RAEIN-Africa played a key role in guiding and supporting the implementation of the LMO Project. It not only provided continuous advice and technical assistance to the countries involved, but also promoted a participatory and collaborative approach, actively involving all stakeholders in the decision-making process and implementation of project activities. During the COVID-19 pandemic, RAEIN-Africa demonstrated extraordinary flexibility and adaptability. It revised and adapted budgets and strategies in response to the new challenges and restrictions imposed by the health situation, ensuring that the project could continue effectively and efficiently despite the adverse circumstances. In addition, RAEIN-Africa acted a dynamic protagonist in coordinating the responses of affected countries to the pandemic, facilitating the exchange of knowledge, resources, and best practices between them. It promoted collaboration and solidarity between project participants, thus helping to mitigate the negative impacts of the pandemic on project activities and the sustainability of the progress achieved. Thus, RAEIN-Africa has proven to be a reliable and proactive partner in supporting African countries in addressing challenges related to LMO detection and biosafety, both under normal conditions and during times of crisis such as the COVID-19 pandemic.

295. There were still very big challenges that unfortunately were not overcome through the consolidation of the project activities due to COVID-19, which arrived when the budget was almost exhausted and during the last year of the project. The no-cost extension did not help, considering that there were still movement restrictions. This particularly affected the financial sustainability and logistics of reagent acquisition and instrument maintenance.

6.1.1 Summary of the main strengths of the LMO Project

296. Capacity Building and Technical Improvements: One of the most significant strengths of the project was its focus on enhancing the technical capabilities of laboratories involved in LMO analysis. Through extensive training programs and the provision of modern, scientifically reliable equipment, the project equipped these laboratories to perform sophisticated and efficient LMO detections. This not only improved the scientific standards within these facilities but also positioned them as national references for LMO testing. Such advancements are crucial in regions heavily reliant on agricultural imports, as they ensure that LMO regulations are met and that trade can be conducted securely and transparently.

297. Additionally, the project fostered regional cooperation, enabling technical support and knowledge sharing across borders. This collaborative approach allowed for the standardization of practices and reinforced a collective capability to manage Biosafety risks more effectively.

298. Resilience and Adaptability: The project demonstrated remarkable resilience in the face of the COVID-19 pandemic. RAEIN-Africa, as the guiding body, played a crucial role in swiftly adapting the project's strategies to overcome pandemic-induced challenges. This included revising budgets, modifying operational strategies, and shifting to virtual platforms to maintain project continuity. These adaptations were pivotal in ensuring that the project did not lose momentum despite severe external disruptions.

299. The project also leveraged regional networks to provide ongoing technical support and ensure that all participating countries could continue their critical functions without interruption.

6.1.2 Summary of the main weaknesses of the LMO Project

300. Visibility and Public Awareness: Despite its substantial impact on Biosafety and LMO management, the project suffered from a significant lack of visibility. Key potential collaborators and stakeholders were not fully aware of the project's activities and achievements. This gap in visibility hindered the project’s ability to engage with a broader array of stakeholders and limited its potential impact on policy and practice at national and regional level. This situation varies across the countries. For instance, in Angola, the FAO, which has

collaborated with the Ministry of Agriculture for many years, imported genetically modified seeds into the southern region without being aware of the LMO Project.

301. Financial Sustainability: As the LMO Project advanced towards its conclusion, financial sustainability became a pressing concern. The near exhaustion of budgets towards the end of the project timeline, compounded by logistical challenges such as the procurement and maintenance of reagents and equipment, posed significant barriers. These challenges were further aggravated by the COVID-19 pandemic, which constrained movement and disrupted supply chains, making it difficult to sustain the operational capabilities of the laboratories.

302. A heavy reliance on external funding sources can be a significant weakness, as it may affect the LMO Project's ability to sustain itself once the initial funding period is over. This could lead to challenges in maintaining the momentum and continuing the initiatives started by the project without consistent financial input

303. The Evaluation was also requested to answer five strategic questions:

304. Q1*: What changes were made during project implementation to adapt to the effects of COVID-19 and how did any changes affect the project's performance?*

    During the project implementation, several adjustments were made to cope with the impact of COVID-19. These included revising budgets, strategies, and action plans to adapt to the new challenges and restrictions. Additionally, the project shifted towards virtual communication and remote work arrangements to ensure safety while maintaining continuity. RAEIN-Africa played a crucial role in guiding and supporting these adjustments. It provided continuous advice, technical assistance, and facilitated communication between target countries and stakeholders. RAEIN-Africa promoted a participatory approach, actively involving all stakeholders in decision-making processes, and facilitating collaboration between countries. These changes had mixed effects on the project's performance. On one hand, logistical challenges and disruptions like travel restrictions and delays in procurement affected timelines and milestone achievement. On the other hand, RAEIN-Africa's proactive guidance and the team's resilience and adaptability allowed them to continue activities through virtual collaboration and flexible resource reallocation. In response to the challenges posed by COVID-19, requests for no-cost extensions were made to funding organizations to adjust project timelines. These extensions provided additional time to complete project activities affected by the pandemic. Inclusive, while COVID-19 presented challenges, proactive adjustments supported by RAEIN-Africa helped mitigate its impact. Though timelines and resource allocation were affected, the project team's resilience sustained progress towards project goals despite pandemic adversities. Collaboration between RAEIN-Africa and target countries played a crucial role in ensuring that the project remained on track and adaptable to changing circumstances.

305. ***Q2:*** How *was procurement built into the project design and to what extent did the procurement approach contribute to the performance of the project?*

    Procurement was a fundamental aspect of the LMO Project design, integrated to ensure the acquisition of necessary equipment, supplies, and services to support project activities effectively. The procurement approach was structured to align with project goals, timelines, and budgetary constraints. The project design involved a detailed needs assessment to identify the specific requirements of each country and laboratory involved. This assessment informed the procurement plan, outlining the equipment, reagents, and other resources needed to enhance LMO detection capabilities and biosafety measures. A competitive bidding process was often employed to select suppliers, ensuring transparency and value for money. This process involved soliciting bids from multiple vendors, evaluating proposals based on predefined criteria, and selecting the most suitable option. RAEIN-Africa was very important in facilitating procurement activities, providing technical expertise, and guiding the process to ensure compliance with standards and regulations. Additionally, RAEIN-Africa's established

network and partnerships facilitated access to reputable suppliers and ensured the quality and reliability of procured items.

The procurement approach significantly contributed to the performance of the LMO Project by:

- Ensuring availability of necessary resources: By procuring state-of-the-art equipment, modern technologies, and high-quality reagents, the LMO Project enhanced the capacity of laboratories to detect LMOs and implement biosafety measures effectively.
- Enhancing Efficiency and Effectiveness: Timely procurement of resources enabled smooth project implementation, minimizing delays and ensuring that activities progressed according to schedule.
- Improving Quality and Accuracy: The use of standardized procurement processes and the selection of reputable suppliers ensured the quality and reliability of procured items, enhancing the accuracy and reliability of project outcomes.
- Creating Networks for Supporting Sustainability: Procurement contacts were made with long-term sustainability in mind, ensuring that laboratories had access to international labs networks for supporting maintenance of equipment for continued operation beyond the project duration.

306. ***Q3:*** *To what extent were synergies created during implementation between the countries and the regional level and transformed into opportunities for replication or scaling-up?*

During project implementation, synergies were established between the countries involved and the regional level, creating potential opportunities for replication or scaling-up of project activities. These synergies were fostered through collaboration, knowledge sharing, and coordinated efforts to address common challenges. RAEIN-Africa has been crucial and proactive in facilitating these synergies, serving as a platform for communication and cooperation among project participants. Through regular meetings and workshops, in-person and remote, countries were able to share experiences, best practices, and lessons learned, fostering a sense of solidarity and collaboration. One of the key outcomes of these synergies was the creation of a conducive environment for replication or scaling-up of project interventions. However, it's important to reminder that the COVID-19 pandemic posed significant challenges to the consolidation of these synergies. Travel restrictions, social distancing measures, and other disruptions affected the capacity for in-person meetings and knowledge exchange activities. As a result, the momentum for replication or scaling-up may have been impacted, at least temporarily. Despite these challenges, the project laid the groundwork for future collaboration and replication efforts. By building strong relationships and sharing valuable insights, countries have developed a solid foundation upon which to build future initiatives.

6.2 Lessons Learned

307. Several lessons emerge from the experiences of the MCP-ICLT/ LMO Project that the evaluation summarised.

Lesson Learned #1:	**The Importance of operationalising National Legal Frameworks**
Context/comment:	The project design was centered around the technical aspects of LMO detection in line with the provisions of the Cartagena Protocol to which all

	of the countries forming part of the project adhered. However, national legal frameworks were not in place or not operationalize in some of the countries. The lack of policy and political commitment should have to be considered for future intervention also to consolidate a long-tem sustainability.

Lesson Learned #2:	**Centralization of Procurement Process in an Advantage in Multi-Country Projects**
Context/comment:	The initial project design made provision for the procurement of equipment at national level. However, RAEIN-Africa managed to centralise the procurement process, allowing for the reduction in costs and the uniformization of the calibration and maintenance process of the equipment, while providing a more efficient unique training to the personnel in all countries. This positive approach could be adopted for all regional projects.

Lesson Learned #3:	**The importance of capacity building and continuous training**
Context/comment:	The LMO Project highlighted the critical importance of building institutional and technical staff capacities to manage Biosafety and LMO challenges effectively. Utilizing a Train-the-Trainer (ToT) methodology not only ensured institutional sustainability but also highlighted the necessity of retaining trained staff within their roles to maintain continuity. Each country established both academic and governmental units to foster continuous professional development and provide the flexibility needed for sustainable long-term project implementation. Moreover, it's vital to equip these trained individuals with sufficient resources to sustain training efforts and enhance their capability to handle future challenges.

Lesson Learned #4:	**Streamlining LMO International Lab Accreditation: The Power of Inter-Country Collaboration.**
Context/comment:	The international accreditation is an objective of Countries, but the process for laboratories to gain this international accreditation for LMO (Living Modified Organisms) testing is heavily encumbered by high levels of bureaucracy, both at national and international levels. Countries face numerous barriers throughout various stages required for accreditation, such as acquiring materials, navigating legal frameworks, and complying with rigorous standards. However, inter-country collaboration and joint advocacy, particularly evident during stages like material acquisition, prove to be effective strategies in overcoming these bureaucratic challenges. By working together, countries can streamline the accreditation process, share resources, and align their efforts to meet international standards more efficiently. This cooperative approach not only simplifies the process but also accelerates the pace at which laboratories can be accredited, enhancing their capabilities in LMO detection compatible with global standards.

Lesson Learned #5:	**The importance of innovative approaches and adaptability in project management**

Context/comment:	The project was designed prior to the COVID-19 pandemic, However, the Lead Executing Agency managed to successfully overcome this challenge through innovative approaches. Although the Project Documents contained a section on risk assessments, COVID-19 has not and could not be foreseen. Adaptability and innovation to face such events is therefore critical.

Lesson Learned #6:	**Investment in the national financial aspect is crucial to ensure the sustainability**
Context/comment:	The investment both in terms of GEF Trust Fund money and co-funding needs to be carefully planned and strategized at project design stage to ensure that the project has and builds the capacity to go ahead when funds are exhausted. To this effect, such projects should include a specific technical assistance in financial sustainability component to ensure that sufficient revenue is generated to maintain the equipment, purchase the reagents, train the personnel necessary for the proper running of the laboratory and develop new applications to generate funding in the medium and long term.

Lesson Learned #7:	**Significant investment in communication and dissemination strategies is important to give a project visibility and raise awareness among stakeholders**
Context/comment:	The project experienced limited visibility and awareness among potential external catalysts, such as FAO in Angola, which may have been partly due to the impacts of COVID-19. This highlighted a significant gap in the project's multi-stakeholder communication strategy. An effective communication plan aimed at engaging a wider range of stakeholders is essential. Developing such a strategy would involve identifying key actors, tailoring messages that address their interests and potential contributions, and leveraging various communication platforms to ensure broader dissemination and engagement.

Lesson Learned #8:	**The role of highly qualified women in LMO detection is essential**
Context/comment:	The strong presence of highly qualified women in the LMO Project and its leadership is a positive factor that is not always common in scientific projects but can be a replicable and inspiring element of innovation. A key lesson learned from the LMO Project is the transformative role of involving highly qualified women in leadership and technical roles. This strategy not only improved project outcomes but also inspired broader social change by elevating women's professional and academic aspirations. Seeing women excel in typically male-dominated fields like science and technology can motivate other women and girls to pursue similar paths, thereby promoting gender equality and empowering women. This positive shift highlights the importance of incorporating strategic gender inclusion in project planning to ensure that women are leaders and key contributors, influencing both the project's success and broader societal norms.

6.3 Recommendations

308. The recommendations 1 and 2 are mainly addressed to National Governments, represented in the project by Ministries. This is considering their key role as key actors and decision-makers in ***national*** dynamics, supported by UNEP and RAEIN-Africa to harmoniously implement common objectives in relation to the environment, LMO detention, biosafety and human health. The final recommendation, aimed at UNEP and RAEIN-Africa, concerns implementation and efforts to ensure plans for financial sustainability, which must be more concrete already in the project design phases.

Recommendation #1:	**The Ministries should expand on the achievements of the LMO Project, continuing to maintain a high level of quality for infrastructures, promoting collaboration between laboratories, national exchange of experiences, facilitating participation in new training and further education opportunities and enhancing the number and quality of human resources currently present and to be up to date in terms of equipment.**
Challenge/problem to be addressed by the recommendation[53]:	The main challenge that led to this recommendation is the need to ensure continuity and consolidation of the progress achieved by the LMO Project. Despite the successes achieved, Ministries are faced with the challenge of maintaining and extending these achievements over time. One of the main problems is the complex nature of activities related to the management of LMO and biosafety. These activities require not only advanced technical infrastructure and highly qualified personnel, but also collaboration and knowledge exchange between the various actors involved. However, the Ministries in the target countries are often constrained by a lack of resources and fragmented initiatives, which can slow down progress and limit the effectiveness of the actions undertaken. Consequently, the recommendation focuses on the importance of continuity of ministerial support to ensure that the positive results of the LMO Project are not lost. It is essential to promote collaboration between laboratories and facilitate the exchange of experiences between them. In addition, it is necessary to provide new training and refresher training opportunities for existing staff to maintain and enhance their skills. This includes both specific technical training on GMO and biosafety issues and the development of soft skills, such as change management and leadership. Furthermore, to address the challenge of the shortage of skilled human resources, ministries need to focus on promoting initiatives to attract new talent and ensure the growth and development of those already working in the sector. This could include to improve and to operationalize scholarship programs, partnerships with academic institutions, and the creation of attractive career opportunities in biosafety and LMO management. In addition, to address the rapidly evolving challenges in LMO detection, such as genome editing and artificial DNA, it is critical to incorporate the latest technological advancements in project planning (to adapt to technological progress by equipping laboratories with advanced detection tools like Digital PCR and sequencers). Ensuring that project designs account for such innovations will enhance the effectiveness of biosafety measures and maintain alignment with international standards in biosafety testing.
Priority Level[54]:	Important

[53] The same challenge/problem can lead to a recommendation of more than one type, i.e. one or more of the following: Project Level, UNEP-wide or Partners recommendation.
[54] Critical, Important or Opportunity for Improvement.

Type of Recommendation[55]:	Partners Recommendation
Responsibility:	Government with UNEP and RAEIN-Africa Support
Proposed implementation time-frame:	12 months

Recommendation #2:	**Angola, Madagascar and DRC should invest in the approval of a national legal framework and standardize the regional legal framework, that include a dedicate financial planning, supporting countries with regulatory gaps through increased cooperation.**
Challenge/problem to be addressed by the recommendation:	The main challenge that led to this recommendation is the need to ensure a clear and uniform regulatory framework for the management of genetically modified organisms (GMOs) at both national and regional levels. Currently, some of the target countries, such as Angola and the DRC, have gaps in their legislation regarding LMOs, and there is a lack of regulatory harmonization among the various countries in the region. One of the primary challenges is also posed by the regulatory differences between countries, which can create uncertainties and hinder cross-border cooperation. This regulatory fragmentation can make it difficult for countries to develop effective policies and procedures for LMO management and biosafety. Additionally, regulatory gaps can weaken control and regulatory systems, increasing the risk of negative impacts on human health and the environment. Another issue is the lack of resources and institutional capacity for the development and implementation of robust regulatory frameworks. Limited financial and human resources dedicated to creating and implementing laws and regulations regarding LMOs equally represent a challenge that must be overcome through the definition of a regular and comprehensive regulatory framework. Therefore, the recommendation focuses on the importance of investing in the approval of a national legal framework for GMO management, as well as the uniformity of the regional legal framework. This requires increased cooperation among countries to harmonize their legislation and develop common policies. Countries with regulatory gaps (Angola, DRC) should be supported through the sharing of experiences, technical assistance, and training (Mozambique, Lesotho and Malawi). Creating a clear and unified legal framework is crucial to provide legal certainty to the stakeholders involved in LMO management, including farmers, businesses/private sector, and research institutions. A robust regulatory framework can also facilitate the approval and commercialization process of LMOs, while ensuring food security, environmental protection, and public health.
Priority Level:	Important
Type of Recommendation:	Partners Recommendation
Responsibility:	Government with UNEP and RAEIN Support
Proposed implementation time-frame:	12 months

[55] Project Level, UNEP-Wide or Partners recommendation.

Recommendation #3:	**UNEP along with RAIEN-Africa/Lead Executing Agency (LEA) should disseminate the LMO Project's results, ensuring broad visibility and understanding of its achievements and lessons learned.**
Challenge/problem to be addressed by the recommendation:	The recommendation stems from a crucial need to secure the financial, socio-political, and dissemination sustainability of the LMO Project outcomes. A primary challenge identified was the difficulty in strategizing financial resources to ensure the continuity of project activities post-conclusion. Additionally, there was limited socio-political awareness about LMOs in the involved countries, which extended beyond the immediate project partners and institutions. This lack of awareness potentially hindered a comprehensive national understanding of the policies and regulations governing LMO management. Ineffectiveness in disseminating results post-project also impeded solidifying socio-political awareness. Therefore, the recommendation underscores the necessity of investing in a robust communication strategy that not only promotes financial and socio-political sustainability but also ensures broad outreach. This campaign should be meticulously designed to attract interest from potential donors, including other funding agencies and the private sector. Involving specific communication experts is essential for crafting and implementing this campaign effectively. By leveraging professional expertise in communication, the campaign will enhance the visibility of the project's outcomes and foster the development of subsequent projects, ensuring that both the project's achievements and its ongoing needs are clearly communicated to a broad audience.
Priority Level:	Important
Type of Recommendation:	Project Level and UNEP-Wide
Responsibility:	UNEP and RAEIN-Africa Support
Proposed implementation time-frame:	6 months

7 Annexes

Annex 1 Response to stakeholder comments received but not (fully) accepted by the evaluator

All comments received by stakeholders during the review of the draft evaluation report were considered and accepted the Evaluation Consultant and the report revised.

Annex 2 Evaluation Itinerary and People Met

Evaluation Itinerary (Chronological Order)			
Country	**Date@Time**	**Activity/Organization**	**Key Informants**
Mauritius	19/9/2024@10h30	Meeting with MWF	1 Conservation Director
	24/09/2024@9h30	Introductory Meeting at the MOE	2 NFP Representatives 2 IP Representatives (AFRC & MOI)
	24/09/2024@14h	Meeting at AFRC (MOB)	1 ADF 3 DSO 3 SO 2 TO
	25/09/2024@10h	Meeting at MOI	1 Director 1 ADD 2 RS 1 ARS 1 TA/STA
	25/09/2024@14h	Field Visit at Le Morne	1 RS 1 ARS
	26/09/2024@8h30	Meeting at NPCS	1 Director
	26/09/2024@10h	Field Visit at Ile aux Aigrettes	1 Conservation Director 1 Horticulturist
	26/09/202412h	Field Visit at Banc d'Olives	1 SO/SSO (AFRC)
	26/09/2024@14h	Debriefing Meeting	2 NFP Representatives 1 IP Representative (AFRC)
	Total		**6 Meetings** **3 Field Visits**
Kenya	15/10/2024@9h30	Introductory Meeting KMFRI	1 Principal Research Scientist 1 Project Manager 1 Researcher
	15/10/2024@10h30	Briefing/Inception Meeting at KMFRI with Nature Kenya, NEMA	1 Director 1 Regional Director of Environment 1 Acting Director 1 Advocate 1 Executive Environment Officer 1 Senior Principal Environment Management Officer 3 Principal Research Scientist 1 Senior Principal Environment Management Officer 3 Senior Research Scientist 1 Coordinator 1 Environment Officer 1 Research Officer 1 Personal Assistant
	15/10/2024@15h	Meeting at PMAESA	1 Secretary General 1 Regional Director of Environment 1 Advocate 1 Senior Principal Environment Management Officer 1 Executive Environment Officer
	16/10/2024@10h30	Field Visit at Shimo-La-Tewa Constructed Wetland	1 Inspector 3 Male Kenya Prison Service Officers 3 Female Kenya Prison Service Officers 1 Regional Director of Environment 1 Acting Director 1 Advocate 1 Senior Principal Environment Management Officer 1 Executive Environment Officer 1 Senior Research Scientist

Evaluation Itinerary (Chronological Order)			
Country	**Date@Time**	**Activity/Organization**	**Key Informants**
			1 Principal Research Scientist
	16/10/2024@13h30	Field Visit at Mikindani Constructed Wetland	1 Regional Director of Environment 1 Acting Director 1 Advocate 1 Senior Principal Environment Management Officer 1 Executive Environment Officer 1 Senior Research Scientist 1 Principal Research Scientist
	17/10/2024@10h	Meeting at Kilifi County MSP GIS Laboratory and Office	1 Regional Director of Environment-Coast 1 Advocate 1 Executive Environment Officer 1 Environmental Specialist 1 Environment Officer 3 Members of County Government of Kenya
	17/10/2024@12h	Field Visit and Meeting with the Community at Sabaki River Estuary	1 Regional Director of Environment-Coast 1 Advocate 1 Executive Environment Officer 1 Environmental Specialist 1 Environment Officer 35 Community Members
	Total		**4 Meetings** **3 Field Visits**
Tanzania	11/11/2024@9h	Meeting with the Vice President's Office	1 Acting Director of Environment 1 Principal State Attorney
	11/11/2024@21h	Meeting with SUA	1 Professor
	12/11/2024@10h30	Meeting the Community at Mdandu (Eflow Project)	1 Professor 1 Principal State Attorney 14 Community Members
	12/11/2024@10h30	Field Visit Eflow Project Mdandu	1 Professor 1 Principal State Attorney
	12/11/2024@12h30	Field Visit Eflow Project Igima	1 Professor 1 Principal State Attorney
	14/11/2024@9h	Field Visit of Constructed Wetland at Chake Chake, Pemba, Zanzibar	1 Principal State Attorney 1 Coordinator 1 Engineer 10 Community Members
	14/11/2024@12h	Meeting with the 1st Vice President's Office in Chake Chake, Pemba, Zanzibar	1 Principal State Attorney 1 Coordinator 1 Engineer
	15/11/2024@14h	Meeting with the 1st Vice President's Office in Kilimani, Zanzibar	1 Director 1 Officer 1 Coordinator
	22/11/2024@12h30	Meeting Online with WIOMSA	1 Executive Secretary
	22/11/2024@15h	Meeting Online with Institute of Marine Sciences	1 Former Director 1 Acting Director
	22/11/2024@17h30	Meeting Online with WIOMSA	1 Executive Director
	Total		**8 Meetings** **3 Field Visits**
Comoros	22/11/2024@16h	Meeting Online with Ministere de l'Environnement Charge du Tourisme-Direction Generale de l'Environnement et des Forets	1 Chef de Service Forets
	Total		**1 Meeting** **0 Field Visit**

Evaluation Itinerary (Chronological Order)			
Country	**Date@Time**	**Activity/Organization**	**Key Informants**
Madagascar	25/11/2024@16h	Field Visit of Betsiboka River	1 Director
	26/11/2024@9h30	Meeting with the Direction Regionale de l'Environnement de Mahajanga	2 Directors 1 Regional Director 1 NFP 1 Responsabe Biodiversite 1 Responsable Forets 1 Chef
	27/11/2024@10h30	Field Visit and Meeting Community Members of Boeny Mangrove Restoration Project	2 Directors 1 NFP 1 Responsabe Biodiversite 1 Responsable Forets 1 Chef de Service 3 Community Members
	28/11/2024@9h30	Field Visit of Water Quality Monitoring Project at Betsiboka Estuary	2 Directors 1 Responsible Biodiversite 1 Responsable Reboisement 1 Chef de Service 1 Researcher 1 NFP 2 Skippers
	28/11/2024@15h	Debrief Meeting with Stakeholders	2 Directors 1 NFP
	Total		**2 Meetings** **3 Field Visits**
Mozambique	10/12/2024@16h	Meeting Online with Universidade Eduardo Mondlane	1 Dean of Faculty of Engineering 1 Assistant Professor 1 Civil Engineer
	Total		**1 Meeting** **0 Field Visit**
Seychelles	10/12/2024@14h	Courtesy Call to the Ministry of Agriculture, Climate Change and Environment	1 NFP and Director General Waste , Enforcement and Permits 1 Principal Climate Adaptation Officer
	11/12/2024@9h30	Field Visit of TRASS Project at Praslin	1 Chairman 1 Vice-Chairman and Forestry Management Expert
	12/12/2024@10h	Field Visit of Constructed Wetland at Mahe	1 Director Solid Waste 1 Project Engineer 2 Project Officers 2 Contractors
	12/12/2024@15h	Meeting at the Seychelles Ports Authority	1 CEO 1 Deputy CEO 1 Port Environment & Social Impact Manager 1 Port Environment & Social Impact Officer
	12/12/2024@14h	Debrief Meeting Ministry of Agriculture, Climate Change and Environment	1 NFP and Director General Waste , Enforcement and Permits 1 Director of Solid Waste
	Total		**3 Meetings** **2 Field Visits**
Somalia	8/11/2024@16h	Meeting Online with Ministry of Environment and Climate Change	Environmental Impact Assessment Expert
	Total		**1 Meeting** **0 Field Visit**
South Africa	31/10/2024@18h	Meeting Online with Department of Forestry, Fisheries and Environment and Government of Kwazulu-Natal	1 Director Monitoring 1 Director Integrated Projects 1 Director Coastal Pollution

Evaluation Itinerary (Chronological Order)			
Country	**Date@Time**	**Activity/Organization**	**Key Informants**
	Total		**1 Meeting** **0 Field Visit**
UNEP/NCS	3/9/2024@10h30	Meeting Online with UNEP Evaluation Office	1 Evaluation Manager
	5/11/2024@11h	Meeting Online with UNEP	1 Evaluation Manager 1 Programme Assistant 1 International Waters Portfolio Manager 1 Head and Project Manager of WIOSAP 1 Nairobi Convention Secretariat Consultant
	10/11/2024@12h	Meeting Online with UNEP and NCS	1 Evaluation Manager 1 Head and Project Manager of WIOSAP 1 Nairobi Convention Secretariat Consultant
	20/09/2024@12h	Meeting Online with UNEP	1 Evaluation Manager
	18/10/2024@13h	Meeting with the Staff of the NCS at United Nations Environment Programme HQ	1 NCS Head 1 SAPPHIRE Senior Programme Manager 1 Programme Manager 1 Programme Assistant 1 Administrative Assistant 2 Budget and Finance Officers 2 Communication Officers 1 Consultant
	18/12/2024@17h	Meeting Online with UNEP	1 Evaluation Manager
	Total		**6 Meetings** **0 Field Visit**
Grand Total	**33 Meetings**		**14 Field Visits**

List of People Met				
Location	**Organization**	**Name**	**Position**	**Gender**
Comoros	Ministere de l'Environnement Charge du Tourisme-Direction Generale de l'Environnement et des Forets	Ali Attoumani	Chef de Service	M
	Ministere de l'Environnement Charge du Tourisme-Direction Generale de l'Environnement et des Forets	Ambadi Issouf	Chef de Service	M
	Total Interviewed	**2 Male**	**0 Female**	**2**
Kenya	NEMA	Issak Elmi	Advocate	M
	NEMA	William Odeyo	Environment Officer	M
	NEMA	Plan-Isaiah Kyengo	Regional Director of Environment-Coast	M
	NEMA	James Kamula	Senior Principal Environment Management Officer	M
	NEMA	Jackson Kipkgua	Executive Environment Officer	M
	NEMA	Cerrido Kochale	Environment Officer	M
	NEMA	William Odeyo	Environmental Specialist	M
	KMFRI	Jacob Ochiewo	Director	M
	KMFRI	Jacqueline Uku	Principal Research Scientist	F
	KMFRI	Harrison Onga'nda	Principal Research Scientist	M
	KMFRI	Stephen Mwangi	Principal Research Scientist	M
	KMFRI	Veronica Wanjeru	Senior Research Scientist	F
	KMFRI	Anthony Kanga	Research Officer	M
	KMFRI	Patrick Chada	Personal Assistant	M
	KMFRI	Lillian Daudi	Senior Research Scientist	F
	KMFRI	Joseph Kamau	Acting Director	M
	KMFRI	Amon Kimeli	Senior Research Scientist	M
	Kenya Prison Service	Edward Gituma	Inspector	M
	Kenya Prison Service	Katana Charo	Officer	M
	Kenya Peison Service	Juliet Mwicigi	Inspector	F
	Kilifi County Government	Esak Randu	County Government of Kenya	M
	Kilifi County Government	Bethuel Sanga	County Government of Kenya	M
	Kilifi County Government	Samson Merama	County Government of Kenya	M
	Nature Kenya	Francis Kagema	Coordinator	M
	Beneficiaries of the Sabaki River Estuary Mangrove Project	Men x 13	Members of the Community	13 M
	Beneficiaries of the Sabaki River Estuary Mangrove Project	Women x 22	Members of the Community	22 F
	Total Interviewed	**33 Male**	**26 Female**	**59**

List of People Met				
Location	**Organization**	**Name**	**Position**	**Gender**
Mauritius	MOE	Ramchurn Seenauth	NCS Representative/DEO	M
	MOE	Henna Ramdour	NCS Desk Officer EO/SEO	F
	MOI	Daniel Marie	Director	M
	MOI	Jim Mosaheb	ADD	M
	MOI	Oocheetsing Sadasing	RS	M
	MOI	S Curpen	RS	M
	MOI	T Seetohul	ARS	M
	MOI	C Samyan	TA/STA	M
	AFRC	G Dhunnoo	ADF	M
	AFRC	Vijay Mangar	DSO	M
	AFRC	M Fakoo	DSO	M
	AFRC	Z Dhurmeea	DSO	M
	AFRC	Sundy Ramah	SO/SSO	M
	AFRC	K Ruhee	SO	M
	AFRC	R Francois	SO	M
	AFRC	V Meetun	TO	M
	AFRC	Y Heeramun	TO	F
	NPCS	Kevin Ruhomaun	Director	M
	NPCS	Deepak Ramjeeawon	SO Conservation	M
	NPCS	I Sheik Abbas	TO/STO	M
	NPCS	Kersley Pynee	Acting SO	M
	MWF	Vikash Tatayah	Conservation Director	M
	MWF	Pascal SK Mucktoom	Horticulturist	M
	Total Interviewed	**21 Male**	**2 Female**	**23**
Madagascar	Centre National de Recherches sur l'Environnement	Yves Mong	Director	M
	Ministere de l'Environnement et du Developpement Durable	Jacquis Rasoanaina	NFP	M
	Direction Regionale de l'Environnement de Mahajanga	Jimmi Andrianantenaina	Directeur Regional	M
	Direction Regionale de l'Environnement de Mahajanga	Fidisoa Ratsitohaima	Responsable Biodiversite	M
	Direction Regionale de l'Environnement de Mahajanga	Rufia Zamany	Responsable Forets	M
	Direction Regionale de l'Environnement de Mahajanga	Christophe Rafalantsoa	Chef de Service	M
	Direction Regionale de l'Environnement de Mahajanga	Lainyoniaina Mihaja Rabearimalala	Responsable Reboisement	M
	Centre National de Recherches Oceanographiques	Jean Charles Lope	Directeur	M
	Universite de Mahajanga	Adolphe Razaiarisoa	Researcher	M
	Participant in Mangrove Restoration Project	Aphonse Pierre	Community Member	M
	Participant in Mangrove Restoration Project	Ventsoa	Community Member	M
	Participant in Mangrove Restoration Project	Justin Tomboani	Community Member	M
	Boat Operator	Jose Alain Rakotonirina	Skipper	M
	Boat Operator	Edson Jawade	Skipper	M
	Total Interviewed	**14 Male**	**0 Female**	**14**

List of People Met				
Location	**Organization**	**Name**	**Position**	**Gender**
Mozambique	Universidade Eduardo Mondlane	Dinis Juizo	Dean Faculty of Engineering	M
	Universidade Eduardo Mondlane	Clemencio Nhamtumbo	Assistant Professor	M
	City of Maputo	Nordino Paluluane	Civil Engineer	M
	Total Interviewed	**3 Male**	**0 Female**	**3**
Seychelles	Ministry of Agriculture, Climate Change and the Environment	Nanette Laure	Director General	F
	Ministry of Agriculture, Climate Change and the Environment	Anie Simeon	Principal Climate Adaptation Officer	F
	TRASS	Victorin Laboudallon	Chairperson	M
	TRASS	Marc Jean-Baptiste	Vice Chairman Forestry Management Expert	M
	Ministry of Agriculture, Climate Change and the Environment	Frederick Kinloch	Director of Solid Waste	M
	Seychelles Infrastructure Agency	Anthea Laurence	Project Engineer	F
	Seychelles Infrastructure Agency	Shana Bristol	Project Officer	F
	Seychelles Infrastructure Agency	Daniel Adam		M
	Neil's Construction	Vel Surmar	Contractor	M
	Neil's Construction	Dominic Senevrite	Contractor	M
	Seychelles Ports Authority	Sony Francois Payet	CEO	M
	Seychelles Ports Authority	Philippe Samson	Deputy CEO	M
	Seychelles Ports Authority	Rajelle Barbe	Port Environment & Social Impact Manager	F
	Seychelles Ports Authority	Tira Vidot	Port Environment & Social Impact Officer	F
	Total Interviewed	**8 Male**	**6 Female**	**14**
Somalia	Ministry of Environment and Climate Change	Hassan Abdullahi	Environmental Impact Assessment Expert	M
	Total Interviewed	1 Male	0 Female	1
South Africa	Department of Forestry, Fisheries and the Environment	Ayanda Matoti	Director Monitoring	F
	Department of Forestry, Fisheries and the Environment	Tembisa Sineke	Director Integrated Projects and International Coordination	M
	Government of Kwazulu-Natal Department of Forestry, Fisheries and the Environment	Yazeed Peterson	Director Coastal and Marine Pollution Management	M
	Total Interviewed	2 Male	1 Female	3
Tanzania	Vice President's Office	Dr Paul E Deogratius	Ag Director of Environment	M
	Vice President's Office	Simon Wankyo	Principal State Attorney	M
	SUA	Pr. Japhet Kashaigili	Professor	M
	Participants in EFlow Project Ndandu	Men x7	Community Members	7 M
	Participants in EFlow Project Ndandu	Women x7	Community Members	7 F
	1st Vice President Office Zanzibar	Mwalim Khamis	Coordinator	M
	Zanzibar Building Agency	Amour Salim	Engineer	M

List of People Met				
Location	**Organization**	**Name**	**Position**	**Gender**
	Beneficiaries of the Project in Chake Chake	Men x5	Community Members	5 M
	Beneficiaries of the Project in Chake Chake	Women x5	Community Members	5 F
	1st Vice President Office Zanzibar	Ihyasa P Haji	Director	M
	1st Vice President Office Zanzibar	Alawi H Hija	Officer	M
	Institute of Marine Sciences	Margareth Kyewayanga	Former Director	F
	Institute of Marine Sciences	Mwita Mangora	Acting Director	M
	Total Interviewed	**20 Male**	**13 Female**	**33**
Regional	PMAESA	Colonel Ciseau	Secretary General	M
	WIOMSA	Arthur Tuda	Executive Director	M
	WIOMSA	Julius Francis	Executive Secretary	M
	Total Interviewed	**3 Male**	**0 Female**	**3**
UNEP/NCS	UNEP	Stephen Baguma	Evaluation Manager	M
	UNEP NCS	Jared Bosire	Head and Project Manager of WIOSAP	M
	UNEP GEF	Hartwig Kremer	IW Portfolio Manager	M
	UNEP	Derrick Njiru	Programme Assistant	M
	NCS Consultant	Sammy Marathi Weru	Consultant	M
	UNEP SAPPHIRE	Timothy Andrew	Senior Programme Manager	M
	UNEP NCS	Melisa Wandia	Communications Officer	F
	UNEP NCS	Winnie Akiso	Communications Officer	F
	UNEP NCS	Josephine Ruria	Programme Assistant	F
	UNEP NCS	Mastura Chelangat	Administrative Assistant	F
	UNEP NCS	Caroline Bii	Budget and Finance Officer	F
	UNEP NCS	Penina Letela	Budget and Finance Officer	F
	UNEP NCS	Agnes Mukami	Programme Assistant	F
	Total Interviewed	**6 Male**	**7 Female**	**13**
Grand Total Interviewed		**97 Male**	**48 Female**	**143**

Annex 3 List of documents consulted

The evaluation process has been carried out based on the following documentary information:

- The Terms of Reference of the Project Evaluation (2024)
- Reports and background documents provided by UNEP Evaluation Office, namely:
  - Relevant background documentation, inter alia [Request for CEO endorsement and associated attachments, Project Cooperation Agreement (PCA) and its associated amendments].
  - 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), grant agreements, the logical framework and its budget.
  - Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, steering committee meeting minutes, relevant correspondence and including the Project Implementation Reviews and Tracking Tool etc.
  - Project deliverables.
  - Mid-Term Review of the project.
  - Evaluations/reviews of similar projects including Terminal evaluation of GEF Addressing Land-based Activities in the Western Indian Ocean.
- WIOLAB Terminal Evaluation Report
- SAPPHIRE project document and reports
- The Nairobi Convention COP 11 decisions and List of Stakeholders
- UNEP Medium-term Strategy 2014–2017, "Environment for Development"
- GEF V.

Annex 4 Evaluation Framework

Evaluation Criteria (to which rating applies)	**Evaluation sub-questions (Key and starting question)**	**Judgement Criteria / Indicators**	**Data sources**
A. Strategic Relevance: has the WIOSAP project done the right things?			
i. Alignment to the UNEP Medium Term Strategy (MTS), Project of Work (PoW) and Strategic Priorities	A1. How well aligned was WIOSAP project to the UNEP strategies and priorities (MTS & POW) ?	• Degree of alignment with the MTS and PoW, under which the Project was approved, including: the scale and scope of any contributions made to the planned results reflected in the relevant MTS and PoW. • Degree of alignment with UNEP strategic priorities, including the Bali Strategic Plan for Technology Support and Capacity Building (BSP) and South-South Cooperation (S-SC).	Desk study; KIIs
ii. Alignment to Donor/GEF/Partner Strategic Priorities	A2. How well aligned WIOSAP project was to the Donor/GEF/Partner Strategic Priorities?	• The degree to which WIOSAP project was suited to or responded to the GEF as expressed in the funding agreement and other donor priorities.	Desk study; KIIs
iii. Relevance to Global, Regional, Sub-regional and National Environmental Priorities	A3. How well aligned WIOSAP project was to Global, Regional, Sub-regional and National Environmental Priorities?	• Degree of alignment of the WIOSAP project: Global priorities such as the SDGs and Agenda 2030, UN Development Assistance Frameworks (UNDAF) and CCA, Regional, National development plans, Poverty reduction strategies, Nationally Appropriate Mitigation Action (NAMA) and Needs of the countries. • Within this section consideration will be given to whether the needs of all beneficiary groups are being met and reflects the current policy priority to leave no one behind.	Desk study; KIIs; Field visits
iv. Complementarity with Relevant Existing Interventions/Coherence	A4. How coherent WIOSAP project was with the other relevant interventions?	• Degree of how well the activities of WIOSAP project took account of ongoing and planned initiatives that address similar needs of the same target groups, including optimizing synergies and avoiding duplication of effort or being implemented by other agencies within the same country, sector or institution (UNDAF or One UN programming, UN other programs).	Desk study; KIIs Field visits

	A5. Did WIOSAP project include human rights and gender equality?	• Degree to which WIOSAP project has applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People. Within these human rights contexts, degree to which WIOSAP project adheres to UNEP's Policy and Strategy for Gender Equality and the Environment. • Degree to which WIOSAP project background/ context included a discussion of appropriate gender-related processes (policies, plans) or trends and links with the Project theme. • Whether the Project consulted with gender or marginalized groups in design, implementation, etc. as appropriate. • Existence of procedures in lines with gender equality and promotion related activities or specialists; The extent to which gender-related challenges and entry-points were addressed.	Desk study; KIIs
	A6. How well has country ownership been achieved with WIOSAP project?	• Understand what the level of country ownership was, also considering the management difficulties faced during COVID. • How the different stakeholders interacted and how they cooperated.	Desk study; KIIs; Field visits
B. Quality of Project Design: How well was the Project designed?			
i. Evaluate the quality of the project design in all its phases (developed in detail in the next framework)	B1. To what extent was WIOSAP project design suitable for achieving the envisaged outcomes in its timeframe?	• Follows indicators/criteria and assessment from the Project Design Quality Assessment (PDQA): Final evaluation ratings table (as item B) in the Main Evaluation Report taking into consideration stakeholders' participation and cooperation and responsiveness to human rights and gender equality)	Desk study; KIIs
C. Nature of External Context: How did the nature of external context influence WIOSAP project?			
i. The influence of factors external to the project.	C1. How did the nature of external context influence WIOSAP project?	• Follows indicators/criteria and assessment from the PDQA: Final evaluation ratings table as item C: Rating is established for the Project's external operating context considering: the prevalence of conflict, disasters and shocks (including COVID-19), political upheaval and serious economic crises	Desk study; KIIs; Field visits
D. Effectiveness: Did WIOSAP project achieve its results?			

i. Availability of Outputs	D1. Did WIOSAP project deliver its Project outputs and milestones towards the intended beneficiaries?	• Degree of success in producing the planned outputs (both in terms of quantity and quality); degree of success in achieving the milestones as set out in the Project design document and the UNEP/GEF project/subsidy document for WIOSAP project funding. • In this case, the ToC and the proposed changes will also be checked, leading to a final version of the ToC.	Desk study; KIIs; Field visits
ii. Achievement of Project Outcomes	D2. Did WIOSAP project deliver its outcomes?	• Degree of success in the achievement of planned outcomes (both in terms of quantity and quality); degree of success in achieving the milestones as set out in the Project design document and the UNEP/GEF project/subsidy document for WIOSAP project funding. • In this case, the ToC and the proposed changes will also be checked, leading to a final version of the ToC. • The following factors will be considered: Quality of project management and supervision, stakeholders' participation and cooperation, responsiveness to human rights and gender equality and communication and public awareness.	Desk study; KIIs; Field visits
iii. Likelihood of Impact	D3. What difference did WIOSAP project make?	• The degree or likelihood of the intended, positive impacts becoming a reality; • In this case, the ToC and the proposed changes will also be checked, leading to a final version of the ToC.	Desk study; KIIs; Field visits
• E. Financial Management: Was the Project's financial management functional?			
i. Evaluate the financial management of the project	E1. Was WIOSAP project adherent to UNEP's financial policies and procedures?	• The degree of adherence to UNEP's financial policies and procedures (Project and grant managed by UNEP); Degree of the application of proper financial management standards and adherence to UNEP's financial management policies.	Desk study; KIIs;
	E2. Was WIOSAP project´s financial information complete ?	• The actual spends across the life of the project of funds secured from all donors; Whether standard financial documentation is missing, inaccurate, incomplete or unavailable in a timely manner.	Desk study; KIIs;
	E3. Was the communication between financial and Project Management staff adequate ?	• The degree of communication between the partners and stakeholders in the project as it relates to the effective delivery of the planned Project and the needs of a responsive, adaptive management approach.	Desk study; KIIs;

	E4. Were there any constrains in the financial management?	• Any financial management issues that have affected the timely delivery of the Project or the quality of its performance.	Desk study; KIIs;
F. Efficiency: Did WIOSAP project conduct its operations in the right (cost-effective) way?			
i. Assess the extent to which the project delivered maximum results from the given resources, including an assessment of the cost-effectiveness and timeliness of project execution.	F1. Was WIOSAP project implemented in the most cost-efficient way?	• The degree to which the activities under the UNEP ProDoc and GEF funding agreement delivered maximum results from the given resources; cost-effectiveness & timeliness of execution; • Whether the WIOSAP project was implemented in the most efficient way compared to alternative interventions or approaches. • Degree of efforts made by the Project/project teams during implementation to make use of/build upon pre-existing work to increase efficiency.	Desk study; KIIs; Field visits
	F2. Were the WIOSAP project extensions necessary and cost-efficient?	• The factors underpinning the need for any Project extensions; • Advantages and disadvantages of cost extensions; Degree to which any Project extension could have been avoided through stronger Project management; • Existence of any negative impacts caused by Project delays or extensions.	Desk study; KIIs
	F3. Did WIOSAP successfully apply preparation and readiness in its operations? (from criteria I)	• Degree to which appropriate measures were taken to either address weaknesses in the WIOSAP project design or respond to changes that took place between project approval, the securing of funds and mobilization; • The nature and quality of engagement with stakeholder groups by the Project Team; • The confirmation of partner capacity and development of partnership agreements as well as initial staffing and financing arrangements.	Desk study; KIIs; Field visits
G. Monitoring and Reporting: Did the WIOSAP project succeed in its monitoring and reporting?			

i. Monitoring Design and Budgeting	G1. Did WIOSAP project succeed in monitoring design and budgeting?	• The existence of a sound monitoring plan, including: Degree of design to track progress against SMART results towards the provision of the WIOSAP project's outputs and achievement of Project outcomes and degree of inclusion of a level disaggregated by gender, marginalization or vulnerability, including those living with disabilities. • The degree of relevance and appropriateness of the WIOSAP project indicators used in the project document and grant; The methods used for tracking progress against them as part of conscious results-based management. • The degree of quality of the design of the monitoring plan; The funds allocated for its implementation. • The adequacy of resources for Mid-Term and Terminal Evaluation/Review.	Desk study; KIIs
ii. Monitoring of Project Implementation	G2. Did WIOSAP project succeed in monitoring of implementation?	• Assessment of the quality of the monitoring design against the ToC and the implementation of the project's monitoring system. • Degree of the monitoring system´s operational level, including: Degree to which it facilitated the timely tracking of results and progress towards WIOSAP project objectives throughout the Project implementation period and degree to which the WIOSAP project gathered relevant and good quality baseline data that is accurately and appropriately documented. • The quality of the information generated by the monitoring system during the project implementation, including: How it was used to adapt and improve project execution, achievement of outcomes and ensure sustainability. • Degree to which the funds allocated for monitoring were used to support this activity. Were they enough? • Degree to which the previous evaluations' and assessments recommendations were effectively monitored and implemented. • The performance at project completion against Core Indicator Targets (identified retrospectively with comments on performance as the project was approved prior to GEF-7).	Desk study; KIIs; Field visits

iii. Project Reporting	G3. Did WIOSAP project succeed in reporting ?	• The degree to which reporting commitments to UNEP and GEF have been fulfilled. • Degree to which reporting has been carried out with respect to the effects of WIOSAP project on disaggregated groups; • Whether monitoring and reporting reflected gender-differentiated achievements/challenges; • Whether the intentions assessed with the gender marker score were, in fact, included in monitoring practices and implemented. • Whether additional requirements to report regularly were required and met by the Project team/countries.	Desk study; KIIs
H. Sustainability: Are the changes estimated to last?			
i. Socio-political Sustainability	H1. Did WIOSAP project achieve socio-political sustainability ?	• The degree to which social or political factors support the continuation and further development of the benefits derived from WIOSAP project outcomes; • The degree of ownership, interest and commitment among government and other stakeholders to take the WIOSAP project achievements forwards. • Whether capacity development efforts are likely to be sustained (priority interest).	Desk study; KIIs; Field visits
ii. Financial Sustainability	H2. Did WIOSAP project achieve financial sustainability ?	• The degree to which both WIOSAP project outcomes and the outcomes specified in the GEF grant are dependent on future funding for the benefits they bring to be sustained.	Desk study; KIIs
iii. Institutional Sustainability	H3. Did WIOSAP project achieve institutional sustainability ?	• The degree to which the sustainability of WIOSAP project outcomes (especially those relating to policies and laws) is dependent on issues relating to institutional frameworks and governance; • Whether institutional achievements (such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc.) are robust enough to continue delivering the benefits associated with the WIOSAP project outcomes after WIOSAP project closure; • Whether institutional capacity development efforts are likely to be sustained.	Desk study; KIIs; Field visits
I. Factors Affecting Project Performance and Cross-Cutting Issues: How was the project implemented throughout?			

i. Preparation and Readiness	I1. Were appropriate measures taken to either address weaknesses in the project design or respond to changes that took place between project approval, the securing of funds and project mobilisation ?	• The degree of project implementation from the preparation phase to the actual start of activities in order to understand its efficiency and initial implementation, considering also the nature and quality of engagement with stakeholder groups by the project team, the confirmation of partner capacity and development of partnership agreements as well as initial staffing and financing arrangements	Desk study; KIIs
ii. Quality of Project Management and Supervision	I2. Did the WIOSAP project successfully apply Quality of Project Management and Supervision in its operations?	• The effectiveness of Project management with regards to: providing leadership towards achieving the planned Project outcomes; managing team structures; maintaining productive partner relationships (including Steering Groups, etc.); maintaining Project relevance within changing external and strategic contexts; communication and collaboration with UNEP colleagues; risk management; use of problem-solving; project adaptation and overall execution. • Evidence of adaptive management should be highlighted.	Desk study; KIIs
iii. Stakeholder Participation and Cooperation	I3. Did the WIOSAP project successfully apply Stakeholder Participation and Cooperation in its operations?	• The quality and effectiveness of all forms of communication and consultation with stakeholders throughout the WIOSAP project life; • The support given to maximize collaboration and coherence between various stakeholders, including sharing plans, pooling resources and exchanging learning and expertise; • The inclusion and participation of all differentiated groups, including gender groups; • The progress, challenges and outcomes regarding engagement of stakeholders in the project occurring since the MTR.	Desk study; KIIs; Field visits
iv. Responsiveness to Human Rights and Gender Equality	I4. Did has the Project applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People ?	• The degree to which the project adhered to UNEP's gender equality and environment policy and strategy. • What extent project implementation and monitoring have taken into consideration: (i) possible inequalities (especially those related to gender) in access to, and the control over, natural resources; (ii) specific vulnerabilities of disadvantaged groups (especially women, youth and children and those living with disabilities) to environmental degradation or disasters; and (iii) the role of disadvantaged groups (especially those related to	Desk study; KIIs; Field visits

			gender) in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation; • Completed gender-responsive measures & actual gender result areas.	
v.	Environmental and Social Safeguards	I5. Did WIOSAP project successfully apply Environmental and Social Safeguards in its operations ?	• Whether UNEP requirements were met to: review risk ratings on a regular basis; monitor WIOSAP project implementation for possible safeguard issues; respond (where relevant) to safeguard issues through risk avoidance, minimization, mitigation or offsetting and report on the implementation of safeguard management measures taken. • Degree to which any issues arising from the WIOSAP project environmental/ risk assessment impact in relation to gender and marginalized groups were integrated. • The extent to which the management of the WIOSAP project minimized UNEP's environmental footprint; • Implementation of management measures against Safeguards Plan submitted at CEO Approval.	Desk study; KIIs; Field visits
vi.	Country Ownership and Driven-ness	I6. Did WIOSAO project successfully apply Country Ownership and Driven-ness in its operations?	• The quality and degree of engagement of government / public sector agencies in the project and that is necessary for long-lasting impact to be realized, focusing on: moving forwards from outputs to project outcomes or, moving forward from project outcomes towards intermediate states • All gender and marginalized groups.	Desk study; KIIs; Field visits
vii.	Communication and Public Awareness	I7. Did WIOSAP project successfully apply Communication and Public Awareness in its operations?	• The degree of effectiveness of: Communication of learning and experience sharing between WIOSAP project partners and interested groups arising from the project during its life and Public awareness activities that were undertaken during the implementation of the WIOSAP project to influence attitudes or shape behaviour among wider communities and civil society at large. • Degree to which existing communication channels and networks were used effectively, including: Meeting the differentiated needs of gendered or marginalized groups, whether any feedback channels were established. • Degree to which knowledge sharing platforms have been established under the Project, and if so, the sustainability of the	Desk study; KIIs; Field visits

		communication channel under either socio-political, institutional, or financial sustainability, as appropriate • Knowledge Management Approach including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice • Adaptive Management Action: reviewed based on documentation approved at CEO Endorsement/Approval.	

Annex 5 GEF Portal inputs

(6 questions, see template) To be added to the final report

Annex 6 Brief CV of the Evaluation Consultant

1. Family name: KAUPPAYMUTHOO
2. First name: Vassen
3. Date of birth: 26/11/1971
4. Passport holder: Mauritius
5. Contact details:: 116, La Plantation Marguery, Black River, Mauritius. Tel: +23054216666 Email: vassenk@delphiniumltd.com
6. Education:

Institution (Date from - Date to)	Degree(s) or Diploma(s) obtained
University of London 2017	**LLB Bachelor of Laws**
University of Quebec, Canada 1997	**MSc Oceanography (Masters in Science)**
Ecole des Mines, France 1994	**Environmental Engineer (Masters in Science)**

7. Language skills (A1 to C2):

Language	Reading	Speaking	Writing
English	C2	C2	C2
French	C2	C2	C2
Creole	C2	C2	C2
German	B2	B2	B2
Spanish	A2	B2	B2

8. Membership of professional bodies: Since 2014: Member of the Royal Society of Arts and Sciences (Founded 1829) ;Since 2013: Member of the International Association of Water Law; Since 2010: Founder and President of the NGO Oceanyka specialized in the protection of the environment and biodiversity and management of natural resources at community level; 2002: Western Indian Ocean Marine Science Association; 2002: United Nations Development Programme Sharing Reef Knowledge Network; 1999: Institute of Engineers of Mauritius 1997: Council of Registered Professional Environmental Engineers of Mauritius
9. Other skills: United Nations Environment Programme Evaluation Specialist; Registered trainer with the Mauritius Qualifications Authority in environment and oceanography; Professional diver; Qualified skipper; Canada Private Pilot Licence holder; Computer literate including Microsoft Word, Excel, Power Point, Outlook Express.
10. Present position: Independent Consultant
11. Key qualifications:

- 28 years of practice and experience as Registered Professional Environmental Engineer, Qualified Oceanographer and Lawyer in a Small Island Developing State (Mauritius), the Southwestern Indian Ocean and Africa
- 28 years professional experience in the policy and strategy development in the fields of blue economy, environmental and biodiversity sector including marine pollution with a practical understanding of regional and marine management and biodiversity conservation in Africa
- 28 years of experience in conservation and preservation of the environment through the drawing up of Environmental Impact Assessment Reports, Environmental Monitoring Plans, marine biodiversity surveys, marine pollution surveys and community work, participating in committees for planning and development of institutional and legal frameworks and planning guidelines
- Working on fisheries and aquaculture projects drafting of recommendations for the management of Environmentally Sensitive Areas in Mauritius and Rodrigues
- Carried out at least ten projects involving conservation and preservation of biodiversity including for AFD through Oceanyka as Project Scientific Director for an Oceanographic Expedition in the Mascarene Plateau to create a Marine Protected Area (BIOME Expedition Project)
- Sustainable development and contingency planning in case of environmental emergency and spills

- Preparation of action plan in the field of environmental conservation and protection in the context of the protection of environmentally sensitive areas, ICZM Plans and ecosystem-based approaches in the context of climate change
- Proven experience in preparation of policies, strategies, laws, regulations: review of policies, strategies, laws and regulations as LLB Holder for Environmentally Sensitive Areas in Mauritius and Rodrigues and for the Climate Change Adaptation and Mitigation Measures/Climate Change Vulnerability Assessment for the Government of Mauritius, drawing up of a tourism carrying capacity and Strategic Environmental Assessment for Mauritius and Rodrigues through international funding using the existing SIDPR Report for Rodrigues
- Regional experience in Southwestern Indian Ocean including Mauritius, Rodrigues, Seychelles, Madagascar, Reunion, Comoros, Kenya, Tanzania/Zanzibar as regional coordinator for the Indian Ocean Commission in the context of the Western Indian Ocean Coastal Challenge (EU Funded project)
- Continental Africa and Small Island Developing State experience including Sao Tome and Principe, Guinee Bissau, Cape Verde, Senegal and Mauritius, Rodrigues, Seychelles, Madagascar, Reunion, Comoros in the context of the application of the African Union Strategy on Blue Economy for the International Labour Organisation and NORAD
- Continental Africa/SADC experience including Angola, Lesotho, Malawi, Mozambique, Democratic Republic of Congo and Madagascar as Terminal Evaluation Specialist of the United Nations Environment Programme/GEF Project: "Multi country project to strengthen institutional capacity on LMO testing in support of national decision making" – GEF ID 5283
- Fluency in English, French and Creole

12. Professional experience:

Dates	Location	Organisation	Position	Description
08/2024 to 02/2025	Somalia, Kenya, Tanzania, Mozambique, South Africa, Comoros, Madagascar, Seychelles, Mauritius	UNEP	Evaluation Consultant	Terminal Evaluation Specialist of the United Nations Environment Programme/GEF Project: "Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based sources and activities (WIO-SAP)" – GEF ID 4940.
12/2023 to 05/2024	Angola, DRC, Lesotho, Madagascar, Malawi & Mozambique	UNEP	Evaluation Specialist	Terminal Evaluation Specialist of the United Nations Environment Programme/GEF Project: "Multi country project to strengthen institutional capacity on LMO testing in support of national decision making" – GEF ID 5283.
09/2023-11/2023	Mauritius	UNEP	Senior Consultant- Oil Spill Contingency Plan Expert	Finalisation of the Updated National Oil Spill Contingency Plan of the Republic of Mauritius
09/2022-04/2023	Tanzania/Zanzibar	EU	Lead Consultant Blue Economy Expert	The general objective of this assignment is to assess the capacity and potential of the blue economy SME sector in Tanzania and determine the appropriate instrument(s) and technical assistance to support private sector investments in the blue economy in Tanzania including Zanzibar archipelago.
08/2022 -01/2023	Mauritius and Seychelles	ILO	National Consultant	Support the implementation of the SDG-Fund project for Mauritius and Seychelles, implemented jointly with United Nations agencies. Planning, coordination, monitoring, and reporting of activities of the project which fall under ILO's responsibilities. *Provide support to the CO-Antananarivo and ILO Specialists.*
09-12/2021	Continental Africa and SIDS	NORAD/AU	International Consultant Blue Economy	Identify relevant thematic and geographical priorities in a strategic and long-term cooperation with Norway at sea Map relevant actors, their competence and capacity, as well as how they relate to each other, and facilitate good donor coordination
09-12/2021	Mauritius, Rodrigues, Seychelles, Comoros, Madagascar, Reunion, Cap Verde, Guinee Bissau, Senegal & STP	ILO	International Consultant and Regional Coordinator	Coordination and Development of the activities in the field of Blue Economy for African Island States based on the African Union Strategy on Blue Economy; Implementation of the Abidjan Declaration;Development of a Blue Economy Planning and Strategy for African Island States including marine pollution;Capacity Building
05/2021-12/2021	Mauritius and Rodrigues	UNDP/GEF	Local Coordinator and Team Leader/Expert	Study on the Carrying Capacity of the Lagoons of the Republic of Mauritius and Development of a Strategic Environmental Assessment for the Integrated Coastal Zone Management Plans of Black River and Rodrigues.
06/2021	Mauritius	AFD	Local coordinator and Expert	ADAPTACTION Final Project Review and Evaluation. Project capitalisation with detailed assessment of the project objectives, deliverables, consultants and institutions and site visits.
08/2020-08/2021	Mauritius	Oceanyka NGO - UNDP/GEF	Project Scientific Director	Implementation of Sustainable Livelihood Projects for Marine Protected Areas by NGOs in the Republic of Mauritius to reduce the human pressure on the marine environment and cater for marine pollution.

Dates	Location	Organisation	Position	Description
2019	Mauritius	AFD	Environmental and Oceanography Expert	Environmental Monitoring Planning and Execution for Climate Change Adaptation Coastal Protection Project including social and gender impact assessment including blue economy
09/2018-06/2021	Mauritius	AFD	Environmental and social expert	Drawing up of a Land Drainage Master Plan for the Republic of Mauritius. Evaluation of drainage systems impacts, risk management and ecosystem-based solutions. Environmental and social assessment & vulnerability assessment.
09/2018-03/2021	Mauritius	UNDP / GEF ME & MOBE	Team Leader / Coordinator / Coastal Zone Management and Legal Expert	Mainstreaming Biodiversity in the Republic of Mauritius (SIDS): Review and Update of ESA Data, Maps, Policy and Management Recommendations;Review of Environmentally Sensitive Areas and ICZM Planning: Analytical Review of CZM Plans ; Development of ICZM Plans; Institutional and Governance Arrangement for MPA Management
09/2018-12/2019	Mauritius	AFD	Team Leader-CCVA/RA	Enhancing Resilience to Climate Change in the Republic of Mauritius (SIDS) including social impact assessment;
2017	France	University of Paris I Pantheon Sorbonne	Lecturer	LLM Module- Lecture on Environmental Legislation and its Applications. Lecture on environmental impact assessments and blue economy as a new pillar for the economy of small islands
04-12/2017	Seychelles , Mauritius, Comoros, Madagascar, Tanzania, Mozambique, Kenya	IOC / EU	Regional Coordinator of the WIOCC	In support for the implementation of the Mauritius Strategy for SIDS in the ESA-IO region - Phase II (ISLANDS II) covering Mauritius, Seychelles, Zanzibar, Madagascar and Comoros:
2016-2017	Mauritius	PMO / World Bank / TNC	Marine Environment Expert	Preparation of the African Inter Ministerial Conference on Ocean Economies and Climate Change and Marine Spatial Planning Report for the Republic of Mauritius in the context of the development of blue economy in the region
2016-2017	Mauritius	**SOFRECO** / **AFD** / **MCCI**	Environmental Expert	Contributed in the study and then direct support to the Chamber of Commerce to implement first steps of the roadmap for setting up and operating an economically sustainable and effective E-Waste management system in Mauritius
2015-2017	Mauritius	Ministry of Environment,	Environmental Expert	With Disaster and Beach Management and the International Organization for Migration of the United Nations development of Policy Paper on Migration, Environment and Climate Change & the importance of blue economy to act as new pillar
2015	Mauritius	National Ocean Council	Environmental Expert	Working group on Environment Protection, Governance and Sustainable Development
2014-2017	Mauritius	MCB Forward Foundation	Environmental Expert &Oceanographer	Development of blue economy community project in the context of a social integration project. Environmental and Oceanographic Assessment of Agalega.
01/2000-03/2017	Mauritius	Delphinium Ltd.	Director, Environmental Engineer and Oceanographer	Direct, organise, coordinate and manage the work of the company
01 to 12/2014	Mauritius	The Ocean Economy Commission of Mauritius	Chairman	Setting up the strategy for the setting up of a specific Ministry of Ocean Economy regrouping ocean related matters, and the sustainable development of ocean.
01 to 12/2013	Mauritius	Greenpeace	Local Coordinator	Preparation and local coordination for the Greenpeace Indian Ocean Tour 2013
2011-2012	Mauritius	Ministry of Tourism		Preparation of regulations concerning dolphin watching activities.

Dates	Location	Organisation	Position	Description
01 to 12/2011	Mauritius	JICA	Local coordinator	Project monitoring and evaluation « Environmental Sanitation Project of Montagne Jacquot Sea Outfall » financed by the Government of Japan (50 million USD)
2011	Mauritius	BBC	Oceanographer	Simon Reeve Indian Ocean Series TV programme with a particular focus on the fishing sector, the protection of our marine resources and the Chagos archipelago.
2011	Mauritius	Lagon Bleu Eco Sud	Marine Environment Expert	Detailed study of the Blue Bay Marine Park in Mauritius evaluation of the state of the biodiversity and remedial measures to be taken to protect same to protect tourism as a main pillar of the blue economy sector
2010	Mauritius	Reuters / Globe and Mail	Marine Environment Expert	Publication on the state of the coral reefs and the impact of tourism as well as the remedial measures to be taken to protect our marine environment.
2009	Mauritius	Environmental Justice Foundation	Marine Environment Expert	Report on IUU fishing and the seafood hub of the Republic of Mauritius in the context of blue economy
01 to 12/2008	Mauritius and Namibia	Commonwealth Foundation	Oceanographer	Civil society report and presentation of findings during an African Union Interministerial Meeting in Namibia; Propose development avenues for blue economy in the region
01 to 12/2008	Tanzania, Mozambique & Mauritius	Commonwealth Foundation	Coordinator	Study tours and site surveys concerning small-scale fishermen in Tanzania, Mozambique and Mauritius to develop coastal community blue economy components
01 to 12/2008	Kenya	Institute for Security Studies	Oceanographer and Environmental Consultant	Study on food security linked to artisanal fishing in Africa and drawing up of the Kilifi Declaration in Kenya to ensure that the concept of blue economy is inclusive
01 to 12/2007	Mauritius	Ministry of Fisheries	Oceanographer and Environmental Consultant	Evaluation of a new law on aquaculture and fisheries (« Aquatic Business Activities Bill ») in the context of the development of blue economy in Mauritius
06/2005	Philippines	UNDP	Oceanographer and Environmental Consultant	Project evaluation « Bohol Marine Triangle Project (BMTP) » in the context of the protection of marine biodiversity assets within the framework of blue economy
07 to 12/2003	Mauritius	Ministry of Public Utilities	Oceanographer and Environmental Consultant	Environmental and oceanographic monitoring for the installation of underwater wastewater discharge infrastructures at Montagne Jacquot
01 to 12/2002	Mauritius	Ministry of Tourism	Environmental Consultant	Environmental Consultant for the Golf development Strategy for the Republic of Mauritius.
06 to 08/2002	Mauritius	State Property Development Co. Ltd.	Oceanographer and Environmental Consultant	Environmental Impact Assessment and oceanographic study for the development of the Grand Baie Waterfront.
01 to 12/2001	Mauritius	Rodrigues Regional Assembly	Oceanographer	Oceanographic survey and report between Rivière Cocos and Mourouk within the lagoon and up to 1 km outside the reef; Desalination project for water supply for domestic purposes.
01 to 12/2001	Mauritius	The Working Group on Marine Resources MRC	Working Group Member	Determination of priority areas for research and sustainable development of oceans and the development of blue economy as a new pillar of the economy
11/2000-03/2004	Mauritius and Rodrigues	UNDP	National Environment Consultant	Drafting of a Global Environment Facility (GEF) MSP project document and project brief entitled: "Partnerships for Marine Protected Areas in Mauritius and Rodrigues" USD 4.5 million
01 to 12/2000	Mauritius	The Government of Mauritius	Expert witness of the Forget Commission	Determine the extension of industrial marine pollution in the regions of Pointe aux Sables to Baie du Tombeau, the impacts on artisanal fishermen communities as well as the amount of compensation to be paid.

Dates	Location	Organisation	Position	Description
09-12/1999	Mauritius	The Mauritius Oceanography Institute	Project Officer Physical Oceanography	Setting up and development of the Mauritius Oceanography Institute:
11/1997-12/1998	Mauritius and Rodrigues	UNDP	Environmental Engineer / Oceanographer	Managing and coaching of community based semi-industrial fishing project
10/1995-09/1999	Mauritius	Kauppaymuthoo Consultants Ltd	Oceanographer / Environmental Engineer	Supervising 5 technical and administrative staff Management and technical working experience at supervisory level, drawing up of technical reports and documents
01 to 12/1997	Mauritius	Ministry of Tourism	Environmental Engineer / Oceanographer	Tourism Carrying Capacity for the Republic of Mauritius: environmental and oceanographic data collection and interpretation and calculations of the carrying capacity.

Annex 7 Evaluation TORs

TERMS OF REFERENCE
Terminal Evaluation of the UNEP/GEF project
Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based sources and activities [GEF ID 4940]

Section 1: PROJECT BACKGROUND AND OVERVIEW

1. Project General Information

Table 1. Project summary

GEF Project ID/SMA ID[56]:	GEF 4940: Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based sources and activities (WIO-SAP).		
Implementing Agency (UNEP Division/ Branch/Unit):	[57] Ecosystems Division, GEF International Waters Unit	**Executing Agency:**	Nairobi Convention Secretariat
Sources of Funding (Co-finance):	***Country[58](ies):*** Comoros, Kenya, Madagascar, Mauritius, Mozambique, Seychelles, Somalia, South Africa, Tanzania.	***Institution[59] Name/Type:*** Governments (Comoros, Kenya, Madagascar, Mauritius, Mozambique, Seychelles, Somalia, South Africa, Tanzania). UNEP (UN body)	
Relevant SDG(s):	SDGs 5, 13 and 14		
MTS (at approval):			
POW Direct Outcome(s) number/reference *(applicable for projects approved from 2022):* **OR** **POW Output(s) number/reference *(applicable for projects approved pre-2022)***	***POW Direct Outcome:*** Recovery of nature occurs and is contributing positively to ecosystem stability and human well-being. **Indicators** Number of national or subnational entities that, with UNEP support, adopt integrated approaches to address environmental and social issues and/or tools for valuing, monitoring and sustainably managing biodiversity. Number of countries and national, regional and subnational authorities and entities that incorporate, with UNEP support, biodiversity and ecosystem-based approaches into development and sectoral plans, policies and processes for the sustainable management and/or restoration of terrestrial, freshwater and marine areas. Increase in territory of land and seascapes that is under improved ecosystem conservation and restoration ***POW Output:***	**MTS 2025 Outcome(s) number/reference *(applicable for projects approved from 2022):*** **OR** **POW Expected Accomplishment(s) number/reference *(applicable for projects approved pre-2022):***	***MTS 2025 Outcome:*** **POW Expected Accomplishment:** There is a net increase in the extent of healthy, resilient and sustainably managed natural and productive landscapes and seascapes
Sub-programme:	2020-2021 - Healthy and productive ecosystems.	**Programme Coordination Project:**	N/A
UNEP approval date:	4 April 2016	**GEF approval date:**	21 April 2016
GEF Operational Programme #:	GEF-5	**GEF Strategic Priority:**	Promotion of collective management of

[56] SMA refers to the ID provided by the Integrated Planning, Management and Reporting Solution (IPMR) system, which was introduced by UNEP in July 2023.
[57] Formerly, Division of Environmental Policy Implementation (DEPI)
[58] Where applicable, list countries who have provided project funds and/or co-finance.
[59] Indicate where funding institutions are any/all of the following: Foundation/NGO; Private Sector; UN Body; Multilateral Fund; Environment Fund.

			transboundary water systems.
Project type:	Full-size Project	**Focal Area(s):**	International Waters
***Expected* start date:**	June 2016	**Actual start date:**	June 2016
***Planned* completion date:**	June 2021	**Actual operational completion date:**	30 April 2024
***Planned* total project budget at approval:**	US$ 88,553,341	**Actual total expenditures reported as of [30 March 2024]:**	US$ 9,249,103
GEF grant allocation:	US$ 10,867,000	**GEF grant expenditures reported as of [30 March 2024]:**	US$ 9,249,103
***Expected* Medium-Size Project/Full-Size Project co-financing:**	**Cash:** US$ 10,867,000 **In-kind:** US$ 77,686,341	**Secured Medium-Size Project/Full-Size Project co-financing:**	**Cash:** US$ 10,867,000 **In-kind:** US$ 77,686,341
No. of formal project revisions:	2	**Date of last approved project revision:**	17 March 2021
No. of Steering Committee meetings:	6	**Date of Last Steering Committee meeting:**	8th – 9th July 2022
Mid-term Review/ Evaluation *(planned date):*	October 2019	**Mid-term Review/ Evaluation (actual date):**	March 2022
Terminal Evaluation *(planned date):*	December 2021	**Terminal Evaluation (actual date):**	April 2024
Coverage - Country(ies):	Comoros, Kenya, Madagascar, Mauritius, Mozambique, Seychelles, Somalia, South Africa, Tanzania.	**Coverage - Region(s):**	Africa
Dates of previous project phases:	N/A	**Status of future project phases:**	N/A

2. Project Rationale

There is a broad scientific consensus in the Western Indian Ocean (WIO) region that the critical coastal and marine ecosystems, mainly mangroves, seagrass beds, estuaries/rivers and coral reefs will continue to be degraded by the impacts of land-based sources and activities if no significant conservation interventions that cut across the region are implemented.

The Project entitled 'Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based sources and activities' (WIO-SAP) was therefore designed and implemented 'to reduce impacts from land-based sources and activities and sustainably manage critical coastal and marine ecosystems through the implementation of the agreed WIO-SAP priorities with the support of partnerships at national and regional levels. The WIO-SAP project was largely based on the WIO-LaB Strategic Action Programme (SAP) for the protection of the WIO Region from land-based sources and activities that was developed as part of the UNEP-GEF WIO-LaB Project that was implemented in the WIO Region in the period 2004 - 2010. The WIO-SAP project was thus a response to a request made by the Contracting Parties to the Nairobi Convention and it presented an opportunity to the governments in the region and their conservation partners to jointly implement strategies of protecting the coastal and marine ecosystems from land-based sources and activities to provide essential goods and services on sustainable basis. Without such an intervention, degradation of the region's valuable coastal and marine resources will continue unabated with a likelihood of reversing gains made by governments and conservation organizations in the region. The project recognized that concerted management effort will contribute substantially to poverty alleviation and gender equality, through sustainable livelihoods and economic development.

The project was expected to build on the national and regional conservation initiatives being undertaken by all participating countries' governments and conservation organizations involved in the project at the local, national and regional levels. The project was aimed at addressing the main threats to the critical coastal and marine ecosystems of the WIO Region as identified in the Transboundary Diagnostic Analysis (TDA) developed under the concluded WIO-LaB Project. The WIO-LaB project focused on addressing land-based activities and sources of degradation of the coastal and marine ecosystems; including physical alteration and destruction of habitats; water and sediment quality deterioration due to pollution; and the alteration of river freshwater flows and sediment loads. The project targeted to address cross-cutting issues of governance and awareness which are important in the sustainable management of the coastal and marine ecosystems in the region.

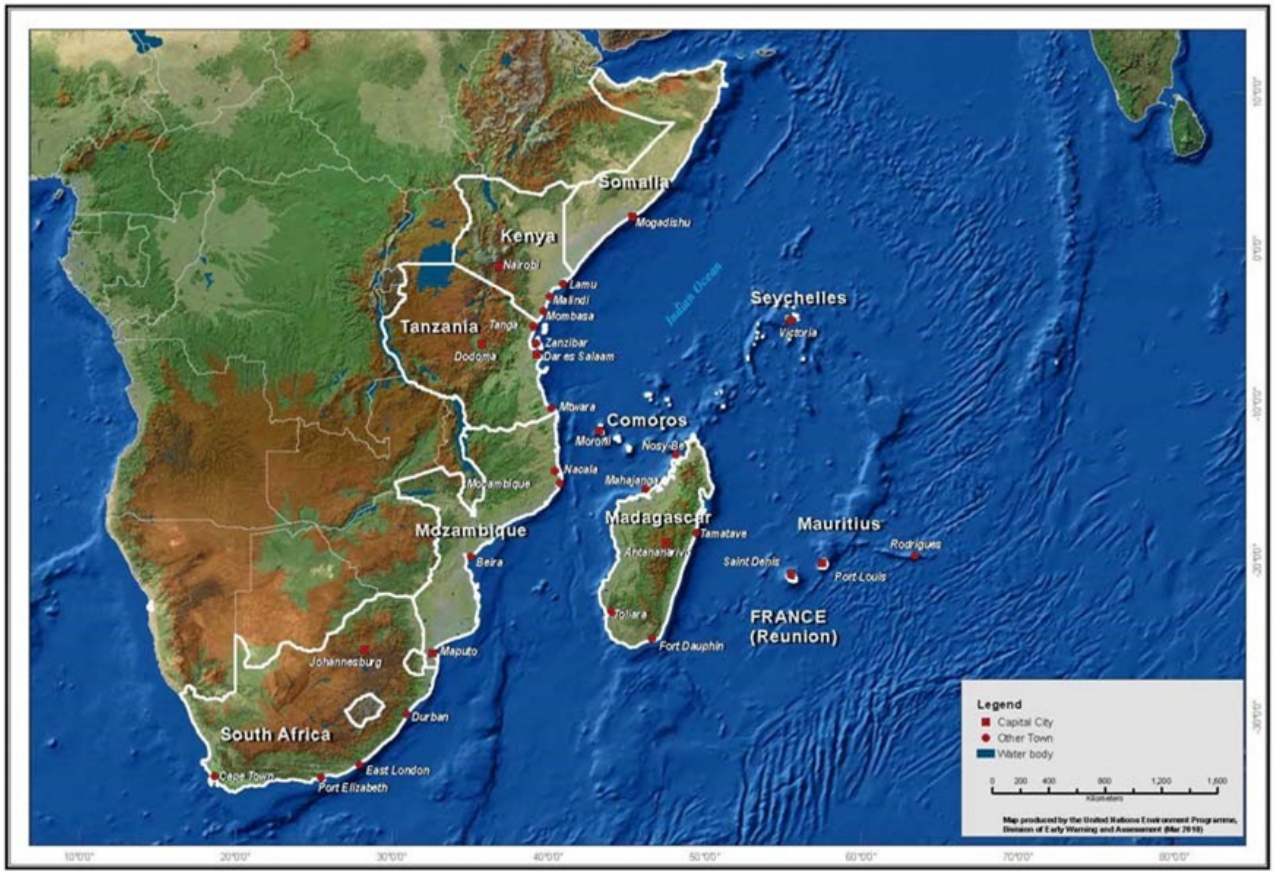


Figure 1: Map of the Western Indian Ocean region.

3. Project Results Framework

The project results framework is built around four components / result areas that are tabulated below. The detailed project result framework forms **Error! Reference source not found.** of this document.

Table 2: Summary Results Framework[60]

PROJECT OBJECTIVE: To reduce impacts from land-based sources and activities and sustainably manage critical coastal-riverine ecosystems through the implementation of the WIO-SAP priorities with the support of partnerships at national and regional levels	
Components	**Outcomes**
Component A: Sustainable management of critical habitats whose focus was on the protection, restoration and management of critical coastal habitats and ecosystems recognizing the enormous value of healthy critical coastal and marine habitats for the future well-being of people in the WIO region.	**Outcome A.1: Appropriate tools and methodologies** are used to **manage critical coastal and marine habitats** in order to enhance their resilience and long-term sustainability
	Outcome A.2 Appropriate tools and methods (which integrate economic, social and environmental considerations) **support coastal planning and management**
Component B: Improved water quality whose focus was on the need for the WIO Region's water quality to attain international standards by the year 2035.	**Outcome B.1 Quality of coastal receiving waters improved** through **pilot interventions**
	Outcome B.2 Regulatory Framework for monitoring and management of pollutant loads, effluents and receiving water quality adopted at regional level
Component C: Sustainable management of river flows which was aimed at promoting wise management of river basins in the region through implementation of a suite of activities aimed at building the capacity for environmental flows assessment and application in river basins of the region.	**Outcome C.1 Environmental Flow Assessments** (EFAs) underpin the integrated management of river flows and coastal areas and implementation of assessment recommendations strengthens ecosystem resilience
	Outcome C.2 Capacity to conjunctively manage river flows and coastal areas strengthened
Component D: Governance and regional collaboration which focused on strengthening governance and awareness in the WIO region with a view to facilitating sustainable management of critical coastal ecosystems and habitats.	**Outcome D.1 Updated policies and strong institutions** underpin WIO-SAP implementation
	Outcome D.2 Improved **knowledge management** systems and exchange mechanisms support WIO management, governance and awareness creation

The project responds to the GEF Corporate Goals 1 and 4: 'Global natural resources' and 'Building national and regional capacities and enabling conditions for addressing transboundary systems' respectively, and more specifically to the GEF Strategic programme objectives for international waters 'catalyze multi-state cooperation to rebuild marine fisheries and reduce pollution of coasts and Large Marine Ecosystems'. The project contributes to Sub-programme 3[61] of the UNEP Programme of Work on "Ecosystem management" and in particular expected accomplishments 3(a), (b), and (c) with the aim to contribute to countries increasingly being able to practice integrated management of terrestrial and freshwater ecosystems and mainstreaming cross-sectoral and integrated ecosystem management principles in their development and planning processes [Expected outcome (a) and expected accomplishment (b) Services and benefits derived from ecosystems will be increasingly integrated into national development planning and accounting (expected accomplishment (c)]. The project contributes to the WIO region's priorities for addressing the impacts of climate change and also supports core human and institutional capacity building in line with other GEF-IW strategic objectives.

4. Executing Arrangements

The project was funded by the Global Environment Facility (GEF) and executed by the Nairobi Convention Secretariat under the supervision of the United Nations Environment Programme Ecosystems Division[62]. The participating countries included: Comoros, Madagascar, Mauritius, Seychelles, Mozambique, Kenya, Tanzania, Somalia and South Africa. The management and administrative structure for the project consisted of the Executing Agency, Project Steering Committee (PSC), and Project Management Unit based at the Nairobi Convention Secretariat in Nairobi, Kenya. Other actors included the National Project Coordinators, Inter-Ministerial Coordination Committees and National and Regional Technical Working Groups. Below is a brief description of the roles and responsibilities of each of the mentioned actors.

Table 3: Roles and responsibilities for Project Execution

[60] As per the Request for CEO endorsement dated 21 April 2016.
[61] Formerly referred to as Healthy and Productive Ecosystems sub programme.
[62] Formerly referred to as Division of Environmental Policy Implementation (DEPI)

Roles and Responsibilities	
Steering Committee	The WIOSAP Project Steering Committee (PSC) whose membership consisted of the representatives of the participating countries (National Focal Points), UNEP/DEPI and donors and was chaired by a senior government official elected by the participating countries. • Provide policy-level liaison to national governments, through Interministerial Coordination Committees, in connection with the implementation of the project at country level. • Approving strategic decisions, annual work plans and identifying additional funding for the implementation of the project. • Monitoring and evaluation of the project and make sure that the results of evaluations are used for performance improvement, accountability and learning.
Executing Agency	Project was executed by the Nairobi Convention Secretariat. • Provide technical support including hiring and administration of international and local personnel, • Procurement of goods and services, travel arrangements and other miscellaneous support as required by the PMU in consultation with UNEP.
Project Management Unit	The WIOSAP Project Management Unit (PMU) was established in the Nairobi Convention Secretariat. This allowed the project management team to interact with the executing partners including the already established network in the WIO region. The key staff at the WIOSAP PMU included the Project Manager, Scientific/Technical Officer, Policy/Governance Officer and an Administrative/Financial Assistant. While the procurement process (preparation of announcements, TORs and selection of service providers, etc.) was the responsibility of the PMU, the contracting of service providers was undertaken by the Executing Agency (UNEP/ DEPI IW unit). The Nairobi Convention Secretariat served as a secretariat of the Steering Committee and host of the Project Management Unit (PMU). • Create detailed TORs for all regional consultants, international consultants, and subcontracts in close coordination with NCS; • Assist the Executing Agency in hiring the consultants and subcontractors, by providing technical review of qualifications; • Create annual detailed work plans for adoption by the Project Steering Committee; • Track implementation of the work plan and manage actively to correct deficiencies in project progress; • Serve as Secretariat to the Project Steering Committee; • Liaise with the implementing and executing agencies, and with other international partners and participants; • Review and approve all final work products; • Prepare a semi-annual project newsletter for broad distribution within the region; • Liaise with other GEF and non-GEF projects in the region, to assure synergy and minimize overlap • In collaboration with the NCS and the countries, develop project pipelines aiming at raising additional resources for implementation of the WIOSAP project activities.

National Project Coordinators: At the national level, the participating countries were expected to appoint WIOSAP Project National Project Coordinators who would, working with Nairobi Convention National Focal Points, oversee the implementation of various project activities at national level. The WIOSAP National Project Coordinators would also liaise closely with the Nairobi Convention National Focal Points in order to facilitate linkages with established national processes that would be instrumental in the delivery of the project at national level.

Inter-Ministerial Coordination Committee: Each of the participating countries were expected to build on existing or establish an Inter-Ministerial Coordination Committee or similar national inter-agency mechanism, facilitated by the Nairobi Convention National Focal Points, to help assure effective coordination and communication amongst all ministries during the implementation of the project and ensure sustainability of project results at country level.

National and Regional Technical Working Groups: The National and Regional Technical Working Groups were expected to lead on specific activities of the project together with the inter-ministerial committees that would have been established in participating countries, particularly those already operating under the auspices of the Nairobi Convention. Similar technical working groups would be established at regional level in addition to

those already established within the framework of the Nairobi Convention, such as PADH Task Force, Legal and Technical Review Task Force, among others.

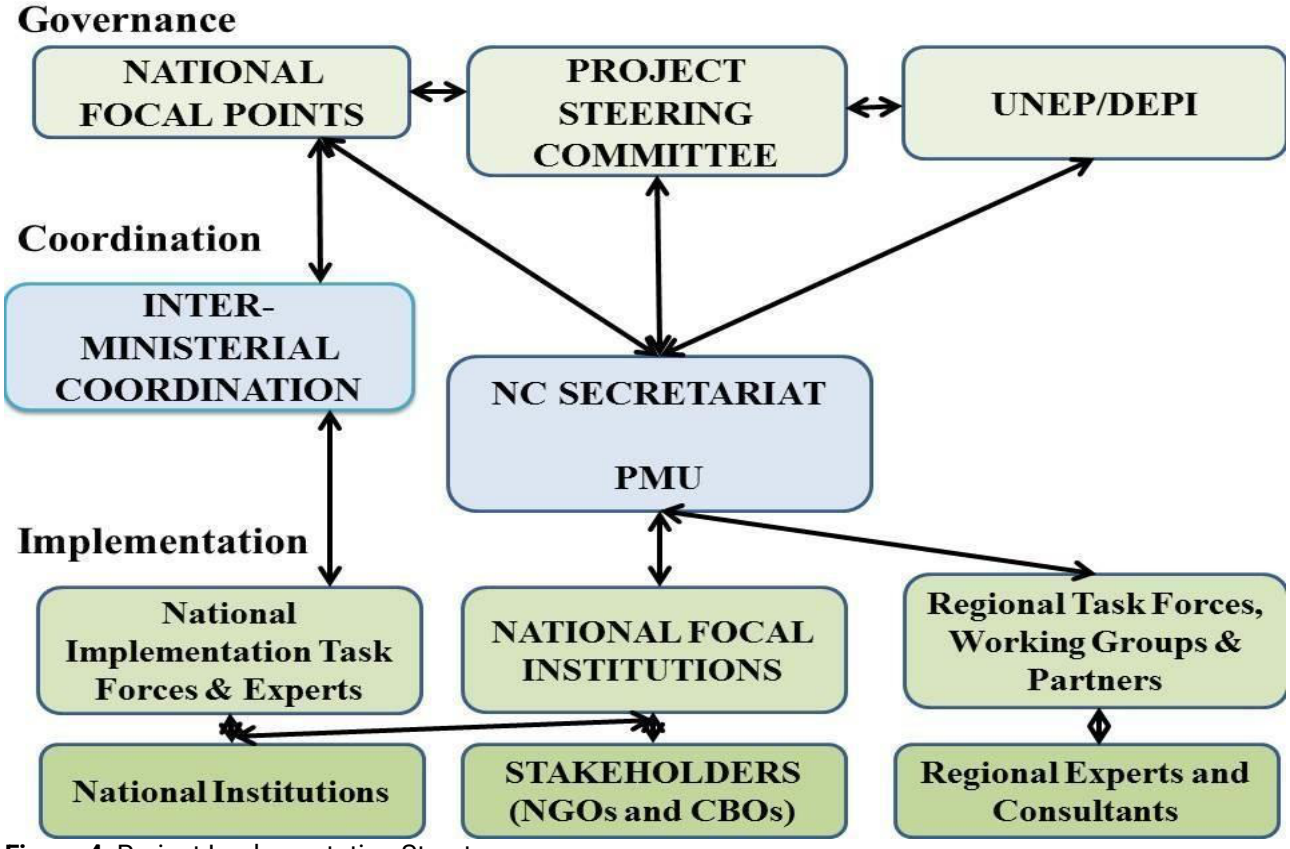


Figure 4: Project Implementation Structure

5. Project Cost and Financing

The total project budget at project design and approval was US$ 88,553,341and comprised of **US$ 10,867,000** GEF financing and **US$ 77,686,341** In-kind and cash co-financing. Details are tabulated below.

Table 4: Total Project Budget[63]

Project Component	Grant Type	Expected Outcomes	Trust Fund	Grant Amount ($)	Confirmed Co-financing ($)	Total (US$)
Component A: Sustainable management of critical habitats	TA	**Outcome A.1:** Appropriate tools and methodologies are used to manage critical coastal and marine habitats in order to enhance their resilience and long-term sustainability	GEFTF	2,650,000	25,865,977	28,515,977
	TA	**Outcome A.2:** Appropriate tools and methods (which integrate economic, social and environmental considerations) support coastal planning and management	GEFTF	838,000	14,463,566	15,301,566
	Sub Total Outcome A			**3,488,000**	**40,329,543**	**43,817,543**
Component B: Water quality management	TA	**OUTCOME B.1:** Quality of coastal receiving waters improved through pilot interventions	GEFTF	1,600,000	11,032,960	12,632,960
	TA	**OUTCOME B.2:** Regulatory framework for monitoring and management of pollutant loads, effluents and receiving water quality	GEFTF	710,000	5,352,040	6,062,040

[63] Extract from the Request for CEO endorsement dated 21 April 2016.

Project Component	Grant Type	Expected Outcomes	Trust Fund	Grant Amount ($)	Confirmed Co-financing ($)	Total (US$)
		implemented/adopted at regional level				
	Sub Total Outcome B			**2,310,000**	**16,385,000**	**18,695,000**
Component C: Sustainable management of river flows	TA	**OUTCOME C.1:** Environmental Flow Assessments (EFAs) underpin the integrated management of river flows and coastal areas and implementation of assessment recommendations strengthens ecosystem resilience	GEFTF	700,000	10,549,205	11,249,205
	TA	**OUTCOME C.2:** Capacity to conjunctively manage river flows and coastal areas strengthened	GEFTF	475,000	6,450,736	6,925,736
	Sub Total Outcome C			**1,175,000**	**16,999,941**	**18,174,941**
Component D: Governance, learning and exchange	TA	**OUTCOME D.1:** Updated policies and strong institutions underpin WIO-SAP implementation	GEFTF	800,000	1,469,478	2,269,478
	TA	**OUTCOME D.2:** Improved knowledge management systems and exchange mechanisms support WIO management, governance and awareness creation	GEFTF	700,000	540,868	1,240,868
	Sub Total Outcome D			**1,500,000**	**2,010,346**	**3,510,346**
	Total (A+B+C+D)			**8,473,000**	**75,724,830**	**84,197,830**
	Project Management and Coordination		GEFTF	2,394,000	1,961,511	4,355,511
	Total project costs			**10,867,000**	**77,686,341**	**88,553,341**

Table 5: Sources of confirmed project co-financing[64]

Sources of Co-financing	Name of Co-financier (source)	Type of Co-financing	Co-financing Amount ($)
National Government	Comoros	In-kind	5,900,000
National Government	Kenya	In-kind	12,000,000
National Government	Madagascar	In-kind	1,200,000
National Government	Mauritius	In-kind	4,500,000
National Government	Mozambique	In-kind	19,000,000
National Government	Seychelles	In-kind	4,600,000
National Government	Somalia	In-kind	168,400
National Government	Tanzania	In-kind	14,600,000
National Government	South Africa	In-kind	5,280,341
Other Multilateral Agency (ies)	Nairobi Convention Secretariat	In-kind	1,750,000
GEF Agency	UNEP DEPI[65]	In-kind	1,565,000
Other Multilateral Agency (ies)	Birdlife International	In-kind	1,262,600
Other Multilateral Agency (ies)	WIOMSA	In-kind	4,110,000
Other Multilateral Agency (ies)	WWF	In-kind	1,750,000
Total Co-financing		In-kind	**77,686,341**

[64] Extract from the Request for CEO endorsement dated 21 April 2016.
[65] Renamed Ecosystems Division.

6. Implementation Issues

Two project revisions were undertaken during the life of the project. The first amendment that became effective on 17 March 2021 was a no cost extension with a technical closure by 30 June 2022 and a financial closure by 31 December 2022 while the second extension was a no cost extension with a technical closure by 31 December 2023 and a financial closure by 30 June 2024 to avail more time for successful completion of the 20 demonstration projects following COVID-19 disruptions.

A mid-term review of the project completed in March 2022 rated the project satisfactory. Some of the key recommendations were to: revise the WIO-SAP Project Results Framework (PRF) to bring clarity to some of the outputs, develop indicators on gender mainstreaming and integrate them into the PRF and step-up efforts towards implementing partners to provide co-financing and improve reporting on co-financing among others.

Section 2. OBJECTIVE AND SCOPE OF THE EVALUATION

7. Objective of the Evaluation

In line with the UNEP Evaluation Policy[66] and the UNEP Programme Manual[67], the Terminal Evaluation is undertaken at operational completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The Evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP, the Nairobi Convention Secretariat and the contracting parties to the convention. Therefore, the Evaluation will identify lessons of operational relevance for future project formulation and implementation, especially where a second phase of the project is being considered. Recommendations relevant to the whole house may also be identified during the evaluation process.

8. Key Evaluation Principles

Evaluation findings and judgements will be based on sound evidence and analysis, clearly documented in the Evaluation Report. Information will be triangulated (i.e. verified from different sources) as far as possible, and when verification is not possible, the single source will be mentioned (whilst anonymity is still protected). Analysis leading to evaluative judgements should always be clearly spelled out.

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 will 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 and is supported by the use of a theory of change approach. This means that the consultant(s) needs to go beyond the assessment of "what" the project performance was and make a serious effort to provide a deeper understanding of "why" the performance was as it was (i.e. what contributed to the achievement of the project's results). This should provide the basis for the lessons that can be drawn from the project.

Attribution, Contribution and Credible Association: In order to attribute any outcomes and impacts to a project intervention, one needs to consider the difference between what has happened with, and what would have happened without, the project (i.e. take account of changes over time and between contexts in order to isolate the effects of an intervention). This requires appropriate baseline data and the identification of a relevant counterfactual, both of which are frequently not available for evaluations. Establishing the contribution made by a project in a complex change process relies heavily on prior intentionality (e.g. approved project design documentation, logical framework) and the articulation of causality (e.g. narrative and/or illustration of the Theory of Change). Robust evidence that a project was delivered as designed and that the expected causal pathways developed supports claims of contribution and this is strengthened where an alternative theory of change can be excluded. A credible association between the implementation of a project and observed positive effects can be made where a strong causal narrative, although not explicitly articulated, can be inferred by the chronological sequence of events, active involvement of key actors and engagement in critical processes.

Communicating evaluation results. A key aim of the Evaluation is to encourage reflection and learning by UNEP staff and key project stakeholders. The consultant(s) should consider how reflection and learning can be promoted, both through the evaluation process and in the communication of evaluation findings and key lessons. Clear and concise writing is required on all evaluation deliverables. Draft and final versions of the Main Evaluation Report will be shared with key stakeholders by the Evaluation Manager. There may, however,

66 https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies
67 https://wecollaborate.unep.org

be several intended audiences, each with different interests and needs regarding the report. The consultant(s) will plan with the Evaluation Manager 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.

9. Key Strategic Questions

In addition to the evaluation criteria outlined in Section 10 below, the Evaluation will address the **strategic questions** listed below. These are questions of interest to UNEP and to which the project is believed to be able to make a substantive contribution. Also included are five questions that are required when reporting in the GEF Portal and these must be addressed in the TE.

Question 1: In what ways, and to what extent, was gender mainstreamed[68] in the implementation and monitoring of the project?
Question 2: In what ways, and to what extent, were the recommendations from the Mid Term Review actioned upon? To what extent did project implementation incorporate lessons learned from previous interventions?
Question 3: What changes were made to adapt to the effects of COVID-19 and how might any changes have affected the project's performance?

Address the questions required for the GEF Portal in the appropriate parts of the report and provide a **summary of the findings in the Conclusions section of the report**:

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

What was the performance at the project's completion against Core Indicator Targets? (For projects approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided[69]).

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

What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR? *(This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval)*

c) Under Factors Affecting Performance/Responsiveness to Human Rights and Gender Equality:

What were the completed gender-responsive measures and, if applicable, actual gender result areas? *(This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators* contained in the project results framework or gender action plan or equivalent)

d) Under Factors Affecting Performance/Environmental and Social Safeguards:

What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. *(Any supporting documents gathered by the Consultant during this review should be shared with the Task Manager for uploading in the GEF Portal)*

e) Under Factors Affecting Performance/Communication and Public Awareness:

What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions? *(This should be based on the documentation approved at CEO Endorsement/Approval).*

10. Evaluation Criteria

All evaluation criteria will be rated on a six-point scale. Sections A-I below, outline the scope of the criteria. A weightings table in excel format will be provided by the Evaluation Manager to support the determination of an overall project rating. The set of evaluation criteria are grouped in nine categories: (A) Strategic Relevance; (B) Quality of Project Design; (C) Nature of External Context; (D) Effectiveness, which comprises assessments of the availability of outputs, achievement of outcomes and likelihood of impact; (E) Financial Management;

[68] Gender mainstreaming is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.
Source: ECOSOC Agreed Conclusions 1997/2
[69] This is not applicable for Enabling Activities

(F) Efficiency; (G) Monitoring and Reporting; (H) Sustainability; and (I) Factors Affecting Project Performance. The Evaluation Consultant(s) can propose other evaluation criteria as deemed appropriate.

A. Strategic Relevance

The Evaluation will assess the extent to which the activity is suited to the priorities and policies of the donors, implementing regions/countries and the target beneficiaries. The Evaluation will include an assessment of the project's relevance in relation to UNEP's mandate and its alignment with UNEP's policies and strategies at the time of project approval. Under strategic relevance an assessment of the complementarity of the project with other interventions addressing the needs of the same target groups will be made. This criterion comprises four elements:

i. Alignment to the UNEP Medium Term Strategy[70] (MTS), Programme of Work (POW) and Strategic Priorities

The Evaluation should assess the project's alignment with the MTS and POW under which the project was approved and include, in its narrative, reflections on the scale and scope of any contributions made to the planned results reflected in the relevant MTS and POW. UNEP strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building[71] (BSP) and South-South Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. S-SC is regarded as the exchange of resources, technology and knowledge between developing countries.

ii. Alignment to Donor/GEF/Partner Strategic Priorities

Donor, including GEF, strategic priorities will vary across interventions. GEF priorities are specified in published programming priorities and focal area strategies. The Evaluation will assess the extent to which the project is suited to, or responding to, donor priorities. In some cases, alignment with donor priorities may be a fundamental part of project design and grant approval processes while in others, for example, instances of 'softly-earmarked' funding, such alignment may be more of an assumption that should be assessed.

iii. Relevance to Global, Regional, Sub-regional and National Environmental Priorities

The Evaluation will assess the alignment of the project with global priorities such as the SDGs and Agenda 2030. The extent to which the intervention is suited, or responding to, the stated environmental concerns and needs of the countries, sub-regions or regions where it is being implemented will be considered. Examples may include: UN Development Assistance Frameworks (UNDAF), national or sub-national development plans, poverty reduction strategies or Nationally Appropriate Mitigation Action (NAMA) plans or regional agreements etc. Within this section consideration will be given to whether the needs of all beneficiary groups are being met and reflects the current policy priority to leave no one behind.

iv. Complementarity with Relevant Existing Interventions/Coherence[72]

An assessment will be made of how well the project, either at design stage or during the project inception or mobilization[73], took account of ongoing and planned initiatives (under the same sub-programme, other UNEP sub-programmes, or being implemented by other agencies within the same country, sector or institution) that address similar needs of the same target groups. The Evaluation will consider if the project team, in collaboration with Regional Offices and Sub-Programme Coordinators, made efforts to ensure their own intervention was complementary to other interventions, optimized any synergies and avoided duplication of effort. Examples may include UNDAFs or One UN programming. Linkages with other interventions should be described and instances where UNEP's comparative advantage has been particularly well applied should be highlighted.

Factors affecting this criterion may include:

- Stakeholders' participation and cooperation
- Responsiveness to human rights and gender equality
- Country ownership and driven-ness.

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[70] UNEP's Medium-Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes. https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents

[71] http://www.unep.fr/ozonaction/about/bsp.htm

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

[73] A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

B. Quality of Project Design

The quality of project design is assessed using an agreed template during the evaluation inception phase, ratings are attributed to identified criteria and an overall Project Design Quality rating is established. The complete Project Design Quality template should be annexed in the Evaluation Inception Report. Later, the overall Project Design Quality rating[74] should be entered in the final evaluation ratings table (as item B) in the Main Evaluation Report and a summary of the project's strengths and weaknesses at design stage should be included within the body of the report.

Factors affecting this criterion may include (at the design stage):

- Stakeholders' participation and cooperation
- Responsiveness to human rights and gender equality

C. Nature of External Context

At evaluation inception stage a rating is established for the project's external operating context (considering the prevalence of conflict, natural disasters and political upheaval[75]). This rating is entered in the final evaluation ratings table as item C. Where a project has been rated as facing either an Unfavourable or Highly Unfavourable external operating context, and/or a negative external event has occurred during project implementation, the ratings for Effectiveness, Efficiency and/or Sustainability may be increased at the discretion of the Evaluation Consultant and Evaluation Manager together. A justification for such an increase must be given.

D. Effectiveness

i. Availability of Outputs[76]

The Evaluation will assess the project's success in producing the programmed outputs and making them available to the intended beneficiaries as well as its success in achieving milestones as per the project design document (ProDoc). Any *formal* modifications/revisions made during project implementation will be considered part of the project design. Where the project outputs are inappropriately or inaccurately stated in the ProDoc, reformulations may be necessary in the reconstruction of the Theory of Change (TOC). In such cases a table should be provided showing the original and the reformulation of the outputs for transparency. The availability of outputs will be assessed in terms of both quantity and quality, and the assessment will consider their ownership by, and usefulness to, intended beneficiaries and the timeliness of their provision. It is noted that emphasis is placed on the performance of those outputs that are most important to achieve outcomes. The Evaluation will briefly explain the reasons behind the success or shortcomings of the project in delivering its programmed outputs and meeting expected quality standards.

Factors affecting this criterion may include:

- Preparation and readiness
- Quality of project management and supervision[77]

ii. Achievement of Project Outcomes[78]

The achievement of project outcomes is assessed as performance against the project outcomes as defined in the reconstructed[79] Theory of Change. These are outcomes that are intended to be achieved by the end of the project timeframe and within the project's resource envelope. Emphasis is placed on the achievement of project outcomes that are most important for attaining intermediate states. As with outputs, a table can be used where substantive amendments to the formulation of project outcomes is necessary to allow for an assessment of performance. The Evaluation should report evidence of attribution between UNEP's intervention and the project outcomes. In cases of normative work or where several actors are collaborating to achieve common outcomes, evidence of the nature and magnitude of UNEP's 'substantive contribution'

[74] In some instances, based on data collected during the evaluation process, the assessment of the project's design quality may change from Inception Report to Main Evaluation Report.

[75] *Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management by the project team. From March 2020 this should include the effects of COVID-19.*

[76] *Outputs are the availability (for intended beneficiaries/users) of new products and services and/or gains in knowledge, abilities and awareness of individuals or within institutions (UNEP, 2019)*

[77] *In some cases, 'project management and supervision' will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the executing agency and the technical backstopping provided by UNEP.*

[78] *Outcomes are the use (i.e. uptake, adoption, application) of an output by intended beneficiaries, observed as changes in institutions or behaviour, attitude or condition (UNEP, 2019)*

[79] *All submitted UNEP project documents are required to present a Theory of Change with all submitted project designs. The level of 'reconstruction' needed during an evaluation will depend on the quality of this initial TOC, the time that has lapsed between project design and implementation (which may be related to securing and disbursing funds), and the level of any formal changes made to the project design.*

should be included and/or 'credible association' established between project efforts and the project outcomes realised.

Factors affecting this criterion may include:
- Quality of project management and supervision
- Stakeholders' participation and cooperation
- Responsiveness to human rights and gender equality
- Communication and public awareness

iii. Likelihood of Impact

Based on the articulation of long-lasting effects in the reconstructed TOC *(i.e. from project outcomes, via intermediate states, to impact),* the Evaluation will assess the likelihood of the intended, positive impacts becoming a reality. Project objectives or goals should be incorporated in the TOC, possibly as intermediate states or long-lasting impacts. The Evaluation Office's approach to the use of TOC in project evaluations is outlined in a guidance note available and is supported by an excel-based flow chart, 'Likelihood of Impact Assessment Decision Tree'. Essentially the approach follows a 'likelihood tree' from project outcomes to impacts, taking account of whether the assumptions and drivers identified in the reconstructed TOC held. Any unintended positive effects should also be identified and their causal linkages to the intended impact described.

The Evaluation will also consider the likelihood that the intervention may lead, or contribute to, unintended negative effects (e.g. will vulnerable groups such as those living with disabilities and/or women and children, be disproportionally affected by the project?). Some of these potential negative effects may have been identified in the project design as risks or as part of the analysis of Environmental and Social Safeguards.

The Evaluation will consider the extent to which the project has played a catalytic role[80] or has promoted scaling up and/or replication as part of its Theory of Change (either explicitly as in a project with a demonstration component or implicitly as expressed in the drivers required to move to outcome levels) and as factors that are likely to contribute to greater or long-lasting impact.

Ultimately UNEP and all its partners aim to bring about benefits to the environment and human well-being. Few projects are likely to have impact statements that reflect such long-lasting or broad-based changes. However, the Evaluation will assess the likelihood of the project to make a substantive contribution to the long-lasting changes represented by the Sustainable Development Goals and/or the intermediate-level results reflected in UNEP's Expected Accomplishments and the strategic priorities of funding partner(s).

Factors affecting this criterion may include:
- Quality of Project Management and Supervision (including adaptive management)
- Stakeholders' participation and cooperation
- Responsiveness to human rights and gender equality
- Country ownership and driven-ness
- Communication and public awareness.

E. Financial Management

Financial management will be assessed under three themes: *adherence* to UNEP's financial policies and procedures, *completeness* of financial information and *communication* between financial and project management staff. The Evaluation will establish the actual spend across the life of the project of funds secured from all donors. This expenditure will be reported, where possible, at output/component level and will be compared with the approved budget. The Evaluation will verify the application of proper financial management standards and adherence to UNEP's financial management policies. Any financial management issues that have affected the timely delivery of the project or the quality of its performance will be highlighted. The Evaluation will record where standard financial documentation is missing, inaccurate, incomplete or unavailable in a timely manner. The Evaluation will assess the level of communication between the Project/Task Manager and the Fund Management Officer as it relates to the effective delivery of the planned project and the needs of a responsive, adaptive management approach.

[80] *The terms catalytic effect, scaling up and replication are inter-related and generally refer to extending the coverage or magnitude of the effects of a project. Catalytic effect is associated with triggering additional actions that are not directly funded by the project – these effects can be both concrete or less tangible, can be intentionally caused by the project or implied in the design and reflected in the TOC drivers, or can be unintentional and can rely on funding from another source or have no financial requirements. Scaling up and Replication require more intentionality for projects, or individual components and approaches, to be reproduced in other similar contexts. Scaling up suggests a substantive increase in the number of new beneficiaries reached/involved and may require adapted delivery mechanisms while Replication suggests the repetition of an approach or component at a similar scale but among different beneficiaries. Even with highly technical work, where scaling up or replication involves working with a new community, some consideration of the new context should take place and adjustments made as necessary.*

Factors affecting this criterion may include:
- Preparation and readiness
- Quality of project management and supervision

F. Efficiency

Under the efficiency criterion the Evaluation will assess the extent to which the project delivered maximum results from the given resources. This will include an assessment of the cost-effectiveness and timeliness of project execution.

Focusing on the translation of inputs into outputs, cost-effectiveness is the extent to which an intervention has achieved, or is expected to achieve, its results at the lowest possible cost. Timeliness refers to whether planned activities were delivered according to expected timeframes as well as whether events were sequenced efficiently. The Evaluation will also assess to what extent any project extension could have been avoided through stronger project management and identify any negative impacts caused by project delays or extensions. The Evaluation will describe any cost or time-saving measures put in place to maximise results within the secured budget and agreed project timeframe and consider whether the project was implemented in the most efficient way compared to alternative interventions or approaches.

The Evaluation will give special attention to efforts made by the project teams during project implementation to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities[81] with other initiatives, programmes and projects etc. to increase project efficiency.

The factors underpinning the need for any project extensions will also be explored and discussed. As management or project support costs cannot be increased in cases of 'no cost extensions', such extensions represent an increase in unstated costs to implementing parties.

Factors affecting this criterion may include:
- Preparation and readiness (e.g. timeliness)
- Quality of project management and supervision
- Stakeholders' participation and cooperation

G. Monitoring and Reporting

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

i. Monitoring Design and Budgeting

Each project should be supported by a sound monitoring plan that is designed to track progress against SMART[82] results towards the provision of the project's outputs and achievement of project outcomes, including at a level disaggregated by gender, marginalisation or vulnerability, including those living with disabilities. In particular, the Evaluation will assess the relevance and appropriateness of the project indicators as well as the methods used for tracking progress against them as part of conscious results-based management. The Evaluation will assess the quality of the design of the monitoring plan as well as the funds allocated for its implementation. The adequacy of resources for Mid-Term and Terminal Evaluation/Review should be discussed if applicable.

ii. Monitoring of Project Implementation

The Evaluation will assess whether the monitoring system was operational and facilitated the timely tracking of results and progress towards projects objectives throughout the project implementation period. This assessment will include consideration of whether the project gathered relevant and good quality baseline data that is accurately and appropriately documented. This should include monitoring the representation and participation of disaggregated groups (including gendered, marginalised or vulnerable groups, such as those living with disabilities) in project activities. It will also consider the quality of the information generated by the monitoring system during project implementation and how it was used to adapt and improve project execution, achievement of outcomes and ensure sustainability. The Evaluation should confirm that funds allocated for monitoring were used to support this activity.

The performance at project completion against Core Indicator Targets should be reviewed. For projects approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided.

iii. Project Reporting

[81] *Complementarity with other interventions during project design, inception or mobilization is considered under Strategic Relevance above.*
[82] *SMART refers to results that are specific, measurable, achievable, relevant and time-oriented. Indicators help to make results measurable.*

UNEP has a centralised project information management system (Anubis) in which project managers upload six-monthly progress reports against agreed project milestones. This information will be provided to the Evaluation Consultant(s) by the Evaluation Manager. Some projects have additional requirements to report regularly to funding partners, which will be supplied by the project team (e.g. the Project Implementation Reviews and Tracking Tool for GEF-funded projects). The Evaluation will assess the extent to which both UNEP and donor reporting commitments have been fulfilled. Consideration will be given as to whether reporting has been carried out with respect to the effects of the initiative on disaggregated groups.

Factors affecting this criterion may include:
- Quality of project management and supervision
- Responsiveness to human rights and gender equality (e.g. disaggregated indicators and data)

H. Sustainability

Sustainability[83] is understood as the probability of the benefits derived from the achievement of project outcomes being maintained and developed after the close of the intervention. The Evaluation will identify and assess the key conditions or factors that are likely to undermine or contribute to the endurance of achieved project outcomes (i.e. 'assumptions' and 'drivers'). Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention. Where applicable an assessment of bio-physical factors that may affect the sustainability of project outcomes may also be included.

i. Socio-political Sustainability

The Evaluation will assess the extent to which social or political factors support the continuation and further development of the benefits derived from project outcomes. It will consider the level of ownership, interest and commitment among government and other stakeholders to take the project achievements forwards. In particular the Evaluation will consider whether individual capacity development efforts are likely to be sustained.

ii. Financial Sustainability

Some project outcomes, once achieved, do not require further financial inputs, e.g., the adoption of a revised policy. However, in order to derive a benefit from this outcome further management action may still be needed e.g., to undertake actions to enforce the policy. Other project outcomes may be dependent on a continuous flow of action that needs to be resourced for them to be maintained, e.g., continuation of a new natural resource management approach. The Evaluation will assess the extent to which project outcomes are dependent on future funding for the benefits they bring to be sustained. Secured future funding is only relevant to financial sustainability where a project's outcomes have been extended into a future project phase. Even where future funding has been secured, the question still remains as to whether the project outcomes are financially sustainable.

iii. Institutional Sustainability

The Evaluation will assess the extent to which the sustainability of project outcomes (especially those relating to policies and laws) is dependent on issues relating to institutional frameworks and governance. It will consider whether institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. are robust enough to continue delivering the benefits associated with the project outcomes after project closure. In particular, the Evaluation will consider whether institutional capacity development efforts are likely to be sustained.

Factors affecting this criterion may include:
- Stakeholders' participation and cooperation
- Responsiveness to human rights and gender equality (e.g., where interventions are not inclusive, their sustainability may be undermined)
- Communication and public awareness
- Country ownership and driven-ness

I. Factors Affecting Project Performance and Cross-Cutting Issues

(These factors are rated in the ratings table but are discussed within the Main Evaluation Report as cross-cutting themes as appropriate under the other evaluation criteria, above. If these issues have not been addressed under the evaluation criteria above, then independent summaries of their status within the evaluated project should be given.)

i. Preparation and Readiness

[83] *As used here, 'sustainability' means the long-lasting maintenance of outcomes and consequent impacts, whether environmental or not. This is distinct from the concept of sustainability in the terms 'environmental sustainability' or 'sustainable development', which imply 'not living beyond our means' or 'not diminishing global environmental benefits' (GEF STAP Paper, 2019, Achieving More Enduring Outcomes from GEF Investment)*

This criterion focuses on the inception or mobilisation stage of the project (i.e., the time between project approval and first disbursement). The Evaluation will assess whether appropriate measures were taken to either address weaknesses in the project design or respond to changes that took place between project approval, the securing of funds and project mobilisation. In particular the Evaluation will consider the nature and quality of engagement with stakeholder groups by the project team, the confirmation of partner capacity and development of partnership agreements as well as initial staffing and financing arrangements. *(Project preparation is included in the template for the assessment of Project Design Quality).*

ii. Quality of Project Management and Supervision

In some cases, 'project management and supervision' may refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects[84], it may refer to the project management performance of the executing agency and the technical backstopping and supervision provided by UNEP. The performance of parties playing different roles should be discussed and a rating provided for both types of supervision (UNEP/Partner/Executing Agency) and the overall rating for this sub-category established as a simple average of the two.

The Evaluation will assess the effectiveness of project management with regard to: providing leadership towards achieving the planned outcomes; managing team structures; maintaining productive partner relationships (including Steering Groups etc.); maintaining project relevance within changing external and strategic contexts; communication and collaboration with UNEP colleagues; risk management; use of problem-solving; project adaptation and overall project execution. Evidence of adaptive management should be highlighted.

iii. Stakeholder Participation and Cooperation

Here the term 'stakeholder' should be considered in a broad sense, encompassing all project partners, duty bearers with a role in delivering project outputs and target users of project outputs and any other collaborating agents external to UNEP and the Executing Agency. The assessment will consider the quality and effectiveness of all forms of communication and consultation with stakeholders throughout the project life and the support given to maximise collaboration and coherence between various stakeholders, including sharing plans, pooling resources and exchanging learning and expertise. The inclusion and participation of all differentiated groups, including gender groups should be considered.

The progress, challenges and outcomes regarding engagement of stakeholders in the project/program occurring since the MTR should be reviewed. *(This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval).*

iv. Responsiveness to Human Rights and Gender Equality

The Evaluation will ascertain to what extent the project has applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People. Within this human rights context the Evaluation will assess to what extent the intervention adheres to UNEP's Policy and Strategy for Gender Equality and the Environment[85].

In particular the Evaluation will consider to what extent project-implementation and monitoring have taken into consideration: (i) possible inequalities (especially those related to gender) in access to, and the control over, natural resources; (ii) specific vulnerabilities of disadvantaged groups (especially women, youth and children and those living with disabilities) to environmental degradation or disasters; and (iii) the role of disadvantaged groups (especially those related to gender) in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation.

Note that the project's effect on equality (i.e., promoting human rights, gender equality and inclusion of those living with disabilities and/or belonging to marginalised/vulnerable groups) should be included within the TOC as a general driver or assumption where there is no dedicated result within the results framework. If an explicit commitment on this topic is made within the project document, then the driver/assumption should also be specific to the described intentions.

[84] For GEF funded projects, a rating will be provided for the Project Management and Supervision of each of the Implementing and Executing Agencies. The two ratings will be aggregated to provide an overall rating for Quality of Project Management and Supervision

[85] *The Evaluation Office notes that Gender Equality was first introduced in the UNEP Project Review Committee Checklist in 2010 and, therefore, provides a criterion rating on gender for projects approved from 2010 onwards. Equally, it is noted that policy documents, operational guidelines and other capacity building efforts have only been developed since then and have evolved over time. https://wedocs.unep.org/bitstream/handle/20.500.11822/7655/-Gender_equality_and_the_environment_Policy_and_strategy-2015Gender_equality_and_the_environment_policy_and_strategy.pdf.pdf?sequence=3&isAllowed=y*

The completed gender-responsive measures and, if applicable, actual gender result areas should be reviewed. (This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent).

v. Environmental and Social Safeguards

UNEP projects address environmental and social safeguards primarily through the process of environmental and social screening at the project approval stage, risk assessment and management (avoidance, minimization, mitigation or, in exceptional cases, offsetting) of potential environmental and social risks and impacts associated with project and programme activities. The Evaluation will confirm whether UNEP requirements[86] were met to: *review* risk ratings on a regular basis; *monitor* project implementation for possible safeguard issues; *respond* (where relevant) to safeguard issues through risk avoidance, minimization, mitigation or offsetting and r*eport* on the implementation of safeguard management measures taken. UNEP requirements for proposed projects to be screened for any safeguarding issues; for sound environmental and social risk assessments to be conducted and initial risk ratings to be assigned are evaluated above under Quality of Project Design).

The Evaluation will also consider the extent to which the management of the project minimised UNEP's environmental footprint.

Implementation of the management measures against the Safeguards Plan submitted at CEO Approval should be reviewed, the risk classifications verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. Any supporting documents gathered by the Consultant should be shared with the Task Manager.

vi. Country Ownership and Driven-ness

The Evaluation will assess the quality and degree of engagement of government / public sector agencies in the project. While there is some overlap between Country Ownership and Institutional Sustainability, this criterion focuses primarily on the forward momentum of the intended projects results, i.e. either a) moving forwards from outputs to project outcomes or b) moving forward from project outcomes towards intermediate states. The Evaluation will consider the engagement not only of those directly involved in project execution and those participating in technical or leadership groups, but also those official representatives whose cooperation is needed for change to be embedded in their respective institutions and offices (e.g., representatives from multiple sectors or relevant ministries beyond Ministry of Environment). This factor is concerned with the level of ownership generated by the project over outputs and outcomes and that is necessary for long-lasting impact to be realised. Ownership should extend to all gendered and marginalised groups.

vii. Communication and Public Awareness

The Evaluation will assess the effectiveness of: a) communication of learning and experience sharing between project partners and interested groups arising from the project during its life and b) public awareness activities that were undertaken during the implementation of the project to influence attitudes or shape behaviour among wider communities and civil society at large. The Evaluation should consider whether existing communication channels and networks were used effectively, including meeting the differentiated needs of gendered or marginalised groups, and whether any feedback channels were established. Where knowledge sharing platforms have been established under a project the Evaluation will comment on the sustainability of the communication channel under either socio-political, institutional or financial sustainability, as appropriate.

The project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions should be reviewed. This should be based on the documentation approved at CEO Endorsement/Approval.

Section 3. EVALUATION APPROACH, METHODS AND DELIVERABLES

The Terminal Evaluation 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 as appropriate to determine project achievements against the expected outputs, outcomes and impacts. It is highly recommended that the consultant(s) maintains close communication with the project team and promotes information exchange throughout the Evaluation

[86] For the review of project concepts and proposals, the Safeguard Risk Identification Form (SRIF) was introduced in 2019 and replaced the Environmental, Social and Economic Review note (ESERN), which had been in place since 2016. In GEF projects safeguards have been considered in project designs since 2011.

implementation phase in order to increase their (and other stakeholder) ownership of the evaluation findings. Where applicable, the consultant(s) will provide a geo-referenced map that demarcates the area covered by the project and, where possible, provide geo-reference photographs of key intervention sites (e.g., sites of habitat rehabilitation and protection, pollution treatment infrastructure, etc.)

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

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

- Relevant background documentation, inter alia [Request for CEO endorsement and associated attachments, Project Cooperation Agreement (PCA) and its associated amendments].
- 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), grant agreements, the logical framework and its budget.
- Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, steering committee meeting minutes, relevant correspondence and including the Project Implementation Reviews and Tracking Tool etc.
- Project deliverables.
- Mid-Term Review of the project.
- Evaluations/reviews of similar projects including Terminal evaluation of GEF Addressing Land- based Activities in the Western Indian Ocean.

(b) **Interviews** (individual or in group) with:

- UNEP Task Manager (TM).
- The Executing Agency [Nairobi Convention Secretariat]
- Project management team.
- UNEP Fund Management Officer (FMO).
- Portfolio Manager and Sub-Programme Coordinator, where appropriate.
- Project partners.
- Birdlife International.
- Western Indian Ocean Marine Sciences Association (WIOMSA),
- World Wide Fund for Nature (WWF).
- Participating country institutions and civil society organisations
- Comoros - General Directorate of Environment and Forests (DGEF).
- Kenya - Kenya Marine and Fisheries Research Institute (KMFRI), Jomo Kenyatta University of Agriculture and Technology, Nature Kenya, WWF-Kenya
- Madagascar - Ministry of Environment and Sustainable Development (MEDD), [Directorate General of Environment, Centre National de Recherches Oceanographiques (CNRO), Centre National de Recherches sur l'Environnement (CNRE)].
- Mauritius - Mauritius Oceanography Institute (MOI), Albion Fisheries Research Centre (AFRC), Mauritian Wildlife Foundation (MWF).
- Mozambique - Universidade Eduardo Mondlane (UEM), Agência Nacional para o Controlo da Qualidade Ambiental (AQUA), Universidade Eduardo Mondlane- Faculdade de Engenharia (UEM-FE),
- Seychelles - Terrestrial Restoration Action Society of Seychelles (TRASS), Ministry of Environment, Energy and Climate Change (MEECC),
- South Africa - Department of Environment Forestry and Fisheries (DEFF), Council for Scientific and Industrial Research (CSIR)
- Tanzania - Institute of Marine Sciences (IMS) – Zanzibar, The Second Vice President's Office, Zanzibar (SVPO), Sokoine University of Agriculture (SUA).
- Other relevant resource persons / institutions.
- The Nature Conservancy
- Macquarie University
- Regional Economic Commissions
- Wildlife Resources Training Institute
- Western Indian Ocean Mangrove Network
- Prime Africa
- Nelson Mandela University
- Africa Union
- Representatives from civil society and specialist groups (such as research institutions, think tanks and academics).

(c) **Field visits** to project sites in selected[87] target countries [Kenya, Tanzania, Mozambique, Seychelles].

(d) **Other** data collection methods and tools as necessary.

11. Evaluation Deliverables and Review Procedures

The Evaluation Consultant will prepare:

- **Inception Report:** (see Annex 1 for a list of all templates, tables and guidance notes) containing an assessment of project design quality, a draft reconstructed Theory of Change of the project, project stakeholder analysis, evaluation framework and a tentative evaluation schedule.
- **Preliminary Findings Note:** typically, in the form of a PowerPoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings. In the case of highly strategic project/portfolio evaluations or evaluations with an Evaluation Reference Group, the preliminary findings may be presented as a word document for review and comment.
- **Draft and Final Evaluation Report:** containing an executive summary that can act as a stand-alone document; detailed analysis of the evaluation findings organised by evaluation criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.
- An **Evaluation Brief,** (a 2-page overview of the evaluand and key evaluation findings) for wider dissemination through the UNEP website may be required. This will be discussed with the Evaluation Manager no later than during the finalization of the Inception Report.

Review of the Draft Evaluation Report. The Evaluation Consultant(s) will submit a draft report to the Evaluation Manager and revise the draft in response to their comments and suggestions. Once a draft of adequate quality has been peer-reviewed and accepted, the Evaluation Manager will share the cleared draft report with the Task Manager and Project Manager, who will alert the Evaluation Manager in case the report contains any blatant factual errors. The Evaluation Manager will then forward the revised draft report (corrected by the Evaluation Consultant(s) where necessary) to other project stakeholders, for their review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions as well as providing feedback on the proposed recommendations and lessons. Any comments or responses to draft reports will be sent to the Evaluation Manager for consolidation. The Evaluation Manager will provide all comments to the Evaluation Consultant(s) for consideration in preparing the final report, along with guidance on areas of contradiction or issues requiring an institutional response.

Based on a careful review of the evidence collated by the Evaluation Consultants and the internal consistency of the report, the Evaluation Manager will provide an assessment of the ratings in the final evaluation report. Where there are differences of opinion between the evaluator and the Evaluation Manager on project ratings, both viewpoints will be clearly presented in the final report. The Evaluation Office ratings will be considered the final ratings for the project.

The Evaluation Manager will prepare a **quality assessment** of the first draft of the Main Evaluation Report, which acts as a tool for providing structured feedback to the Evaluation Consultant(s). The quality of the final report will be assessed and rated against the criteria specified in template listed in Annex 1 and this assessment will be appended to the Final Evaluation Report.

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. The Evaluation Office will track compliance against this plan on a six-monthly basis for a maximum of 12 months.

[87] Selection of the countries for field visits was based on the need to balance geographical considerations (spread and island/ mainland), adequate coverage of the scope of the project in terms of result areas and grant allocation.

12. The Evaluation Consultant

For this Evaluation, the Evaluation Consultant will work under the overall responsibility of the Evaluation Office represented by an Evaluation Manager, Stephen Baguma in consultation with the UNEP Task Manager [Isabelle Vanderbeck], Project Manager [Jared Bosire], Fund Management Officer [Duncan Kimani Kamau] the Sub-programme Coordinators for Nature action [Marieta Sakalian] and Environmental governance [Yassin Ahmed]. The consultant will liaise with the Evaluation Manager on any procedural and methodological matters related to the Evaluation, including travel. It is, however, each consultant's individual responsibility (where applicable) to arrange for their visas and immunizations as well as to plan meetings with stakeholders, organize online surveys, obtain documentary evidence and any other logistical matters related to the assignment. The UNEP Task Manager and project team will, where possible, provide logistical support (introductions, meetings etc.) allowing the consultants to conduct the Evaluation as efficiently and independently as possible.

The Evaluation Consultant will be hired over a period of six (6) months [August 2024 to January 2025] and should have the following: a university degree in environmental sciences, international development or other relevant political or social sciences area is required and an advanced degree in the same areas is desirable; a minimum of eight (8) years of technical / evaluation experience is required, preferably including evaluating large, regional or global programmes and using a Theory of Change approach; and a good/broad understanding of coastal and marine ecosystems is desired. English and French are the working languages of the United Nations Secretariat. For this consultancy, fluency in oral and written English is a requirement and proficiency in oral and written Spanish is desirable. Working knowledge of the UN system and specifically the work of UNEP is an added advantage. The work will be home-based with possible field visits.

The Evaluation Consultant will be responsible, in close consultation with the Evaluation Office of UNEP, for overall management of the Evaluation and timely provision of its outputs, described above in Section 11 Evaluation Deliverables, above. The consultant will ensure that all evaluation criteria and questions are adequately covered.

In close consultation with the Evaluation Manager, the Evaluation Consultant will be responsible for the overall management of the Evaluation and timely provision of its outputs, data collection and analysis and report-writing. More specifically:

Inception phase of the Evaluation, including:

- preliminary desk review and introductory interviews with project staff;
- draft the reconstructed Theory of Change of the project;
- prepare the evaluation framework;
- develop the desk review and interview protocols;
- draft the survey protocols (if relevant);
- develop and present criteria for country and/or site selection for the evaluation mission;
- plan the evaluation schedule;
- prepare the Inception Report, incorporating comments until approved by the Evaluation Manager

Data collection and analysis phase of the Evaluation, including:

- conduct further desk review and in-depth interviews with project implementing and executing agencies, project partners and project stakeholders;
- (where appropriate and agreed) conduct an evaluation mission(s) to selected countries, visit the project locations, interview project partners and stakeholders, including a good representation of local communities. Ensure independence of the Evaluation and confidentiality of evaluation interviews.
- regularly report back to the Evaluation Manager on progress and inform of any possible problems or issues encountered and;
- keep the Project/Task Manager informed of the evaluation progress.

Reporting phase, including:

- draft the Main Evaluation Report, ensuring that the evaluation report is complete, coherent and consistent with the Evaluation Manager guidelines both in substance and style;
- liaise with the Evaluation Manager on comments received and finalize the Main Evaluation Report, ensuring that comments are taken into account until approved by the Evaluation Manager
- prepare a Response to Comments annex for the main report, listing those comments not accepted by the Evaluation Consultant and indicating the reason for the rejection; and
- (where agreed with the Evaluation Manager) prepare an Evaluation Brief (2-page summary of the evaluand and the key evaluation findings and lessons)

Managing relations, including:

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

13. Schedule of the Evaluation

The table below presents the tentative schedule for the Evaluation.

Table 23: Tentative schedule for the Evaluation

Milestone	Tentative Dates
Evaluation Initiation Meeting	April 2024
Inception Report	August 2024
Evaluation Mission	September 2024
E-based interviews, surveys etc.	September 2024
PowerPoint/presentation on preliminary findings and recommendations	October 2024
Draft report to Evaluation Manager (and Peer Reviewer)	November 2024
Draft Report shared with UNEP Project Manager and team	November 2024
Draft Report shared with wider group of stakeholders	December 2024
Final Report	January 2025
Final Report shared with all respondents	January 2025

14. Contractual Arrangements

Evaluation Consultants will be selected and recruited by the Evaluation Office of UNEP under an individual Special Service Agreement (SSA) on a "fees only" basis (see below). By signing the service contract with UNEP /UNON, the consultant(s) 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. All consultants are required to sign the Code of Conduct Agreement Form.

Fees will be paid on an instalment basis, paid on acceptance by the Evaluation Manager of expected key deliverables. The schedule of payment is as follows:

Table 24: Schedule of Payment for the Evaluation Consultant

Deliverable	Percentage Payment
Approved Inception Report (as per annex document #9)	30%
Approved Draft Main Evaluation Report (as per annex document #10)	40%
Approved Final Main Evaluation Report	30%

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

The consultants may be provided with access to UNEP's information management systems (e.g PIMS, Anubis, Sharepoint etc) and if such access is granted, the consultants agree not to disclose information from that system to third parties beyond information required for, and included in, the evaluation report.

In case the consultants are not able to provide the deliverables in accordance with these guidelines, and in line with the expected quality standards by the UNEP Evaluation Office, payment may be withheld at the discretion of the Director of the Evaluation Office until the consultants have improved the deliverables to meet UNEP's quality standards.

If the consultant(s) fail to submit a satisfactory final product to UNEP in a timely manner, i.e. before the end date of their contract, the Evaluation Office reserves the right to employ additional human resources to finalize the report, and to reduce the consultants' fees by an amount equal to the additional costs borne by the Evaluation Office to bring the report up to standard[88].

[88] This may include contract cancellation in-line with prevailing UN Secretariat rules.

Annex 8 Quality Assessment of the Evaluation Report

(final only) will be added by the Evaluation Manager as the final annex to be added to the Final Version of this Report in pdf