

Annex 6. Evaluation Matrix

Evaluation criterion/ dimension	Questions	Indicator	Means of verification	Methodology
Project strategy and formulation	<p>Are the project assumptions valid?</p> <p>Were all the risks to the project strategy properly considered?</p> <p>Do the proposed sequence of activities and deliverables lead to the hypothesized outcomes and impacts (given the time and resources constraints?)</p>	<p>Project assumptions are confirmed by peer reviewed literature, government policy documents and other relevant literature</p>	<p>Peer reviewed literature, government policy documents and other relevant literature</p>	<p>Document analysis</p>
	<p>Have lessons learned from other similar initiatives been incorporated into the project design?</p>	<p>Assessment by key project stakeholders</p>	<p>Key project stakeholders</p>	<p>Individual semi-structured interview and/or Focus group discussion (FDG)</p>
	<p>Was the project prompted by national assessments or policies or at national initiative?</p>	<p>Project concept and idea can be traced back to government policy and initiative</p>	<p>Government policy documents</p> <p>Key project stakeholders</p>	<p>Document analysis</p> <p>Individual semi-structured interview and/or FDG</p>

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Project implementation & adaptive management.	Did the project cope with challenges, risks and socio-political changes during the project implementation?	Documented changes effected in the project document/ work plans/ management arrangements in response to challenges	Project reports and minutes of meetings	Document analysis
		Assessment by key project stakeholders	Key project stakeholders	Individual semi-structured interview and/or FDG
Partnership agreements	Did the project management structures or local participatory venues/ groups include all groups/ organizations affected by the project or with capacity to affect the project?	Degree to which relevant groups were included in the project management structures or participatory venues/ groups	Project reports and minutes of meetings Government, NGO and private sectors papers and reports	Document analysis
		Assessment by key project stakeholders	Key project stakeholders	Individual semi-structured interview and/or FDG
M&E system	Did the logframe indicators comply with SMART criteria?	Logframe indicators have SMART characteristics	Project logical framework	Document analysis
		Assessment by implementing, executing agency and PMU	by implementing, executing agency and PMU	Individual semi-structured interview and/or FDG
	Did the M&E system guide project implementation?	Degree to which the M&E system guided project implementation	minutes of steering/ technical committee meetings, documented modifications of work plans and project document based on monitoring results, and project management of the midterm review [SEP]	Document analysis

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Co-finance	Was committed co-finance delivered as committed?	PMU quantified and documented committed co-funds	Project and audit reports	Document analysis
		Assessment by co-financiers	Co-financiers	Individual semi-structured interview and/or FDG
	Did the project and its implementing/ executing agencies coordinate with co-financiers projects and initiatives?	Project and co-financier's reports reflect coordination and mutually acknowledge results	Project and co-financiers reports	Document analysis
		Assessment by co-financiers	Co-financiers	Individual semi-structured interview and/or FDG
Financial execution	Was disbursement and expenditure effected in a timely and transparent manner?	Concordance between yearly budgets and expenditure and delivery schedule) and if	Work plans and combined delivery reports (CDR)	Document analysis
	Were reporting and accountability lines clear and in compliance with UNDP and national rules (as shown in)	External audit reports reveal compliance with actions required	External audit reports	

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Agency performance	Did implementing and executing agency provide the necessary resources and technical and administrative support for the implementation of the project?	Reports are honest and truthfully reveal project progress and shortcomings	PIRs	Document analysis
		Assessment by key project stakeholders	Key project stakeholders	Individual semi-structured interview and/or FDG
		Work plans concord with the project's logical framework	Project work plans	Document analysis
		Key stakeholders aware of project objectives, outcomes, outputs and actions	Key project stakeholders	Individual semi-structured interview and/or FDG
Relevance	Did the project support national, subnational or local, formal or informal policy objectives?	Agreement between project objective and outcomes with policy objective	Policy documents	Document analysis
		Assessment by key project stakeholders	Key project stakeholders	Individual semi-structured interview and/or FDG
	Was the project framed within GEF biodiversity strategy, UNDP's CPD and UNDAF?	Agreement between project objective and outcomes with GEF 4, CPD and UNDAF	Policy documents	Document analysis
		Assessment by key project stakeholders	Key project stakeholders	Individual semi-structured interview and/or FDG
Effectiveness	Did the project achieved its expected targets?	Logical framework indicators	Project reports, grey literature, peer reviewed literature	Document analysis
		Assessment by key project stakeholders	Key project stakeholders	Individual semi-structured interview and/or FDG
Efficiency	Was the project cost-effective?	Positive cost-benefit analysis	Project reports, grey literature, peer reviewed literature	Document analysis

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Impact	Did the project cause changes in drivers of ecological status?	Number and distribution of threatened species associated with mangroves	Project reports, grey literature, peer reviewed literature	Document analysis
		Changes in area covered by mangroves	Project reports, grey literature, peer reviewed literature, maps, aerial or satellite imagery	Document analysis
	Has the project caused changes in the socio-economic status of intended beneficiaries?	Changes in average monthly household income or consumption	Project reports, grey literature, peer reviewed literature	Document analysis
		Assessment by key project stakeholders	Key project stakeholders	Individual semi-structured interview and/or FDG
	Has the project caused behavioral or value changes of key stakeholders?	Assessment by key project stakeholders	Key project stakeholders	Individual semi-structured interview and/or FDG
Structured observation				
Sustainability	Are there any financial risks to project sustainability?	Status and trends of public budgets and expenditure on mangrove protected areas	Project reports, grey literature, peer reviewed literature	Document analysis
			Key project stakeholders	Individual semi-structured interview and/or FDG
		Status and trends of the protected area financial gap	Project reports, grey literature, peer reviewed literature	Document analysis
			Key project stakeholders	Individual semi-structured interview and/or FDG

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Sustainability	Are there any socio-economic risks to project sustainability?	Degree to which project stakeholders see that it is in their interest that project benefits continue to flow	Key project stakeholders	Individual semi-structured interview and/or FDG
			Policy documents produced by project stakeholders	Document analysis
	Are there institutional risks to project sustainability?	The current or foreseeable policy and regulatory framework sustain project-developed mechanisms	Project reports, policy and legal documents, grey literature, peer reviewed literature	Document analysis
			Assessment by key project stakeholders	Individual semi-structured interview and/or FDG
	Are there environmental risks to project sustainability?	Threatened species associated with mangroves have the capacity to recover at the current threat level	Project reports, grey literature, peer reviewed literature	Document analysis
			Assessment by key project stakeholders	Individual semi-structured interview and/or FDG