



Final Evaluation
UNDP-supported Government of Germany-
funded Component of the Biodiversity and
Ecosystem Services Network (BES-Net)
Project”
Final Report



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Disclaimer

This Final Evaluation report was prepared by the Independent International Consultant: Dr. Amal Aldababseh and commissioned by UNDP. However, the findings, interpretations, and conclusions expressed herein are those of the authors and do not necessarily reflect the views of the UNDP.

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Acronyms and Abbreviations

Acronyms	Full Name
APRs	Project Annual Progress reports
AWPs	Annual work plans
BES-Net	Biodiversity and Ecosystem Services Network
BMUV	German Federal Ministry for Environment, Nature Conservation, Nuclear Safety and Consumer Protection
BPPS	Bureau for Policy Development and Programme Support
CDR	Combined Delivery Report
CO	Country Office
DIM	National Implementation Modality
FAO	Food and Agriculture Organization
FE	Final Evaluation
GC-RED	Global Policy Centre on Resilient Ecosystems and Desertification
IKI	The International Climate Initiative
IPBES	Intergovernmental Platform for Biodiversity and Ecosystem Services
IR	Inception Report
LDR	Land Degradation and Restoration
NEA	National Ecosystem Assessment
NFP	National Focal Point
NGO	Non-Governmental Organization
PB	Project Board
PRF	Project Results Framework
ProDoc	Project Document
TOR	Terms of Reference
UNDP	United Nations Development Programme
UNEP-WCMC	UN Environment Programme World Conservation Monitoring Centre
UNOPS	United Nations Office of Projects Services
UNESCO	United Nations Educational, Scientific and Cultural Organization
WP	Work Programme

1. Executive Summary

1. This report summarizes the findings of the Final Evaluation conducted via virtual meetings between 6 July – 10 August 2022 for the “*UNDP- supported Government of Germany-funded Component of the Biodiversity and Ecosystem Services Network (BES-Net) Project*”, (hereby referred to as the BES-Net I Project, or the Project) that received a US\$4,945,054.95 (equivalent to €4,500,000) grant from the German Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection (BMUV) through the International Climate Initiative (IKI) in January 2016.
2. This final evaluation (FE) report documents the achievements of the project, an assessment of management arrangement and adaptive management, and includes an executive summary, five chapters, and a set of annexes. Chapter 1 provides an executive summary; chapter 2 presents an overview of the project; chapter 3 briefly describes the objective, scope, methodology, stakeholders, and limitations of the evaluation; chapter 4 presents the findings of the evaluation, and chapter 5 presents the main conclusions and recommendations, and; relevant annexes are found at the back end of the report.

Project Description

3. The BES-Net Project is a capacity sharing “network of networks” that promotes dialogue among science, policy, and practice for effective management of biodiversity and ecosystems services, contributing to long-term human well-being and sustainable development.
4. The main objective of the BES-Net Project is to “*support selected developing countries to address policy questions highlighted through the Intergovernmental Platform for Biodiversity and Ecosystem Services (IPBES) and strengthen national and regional science-policy-practice platforms to contribute to, and benefit from IPBES.*” More specifically, the main objective of the BES-Net Germany funded component of the Project is to contribute to the science-policy interface in the management of natural capital for enhanced resilience through:
 - Operationalizing the BES-Net platform.
 - Providing capacity building and information sharing through an online matchmaking facility and face-to-face national and regional Trialogue events, and
 - Forging partnerships with expert institutions to undertake and train national governments in undertaking national biodiversity and ecosystems assessments.
5. The BES-Net Project intends to achieve this objective by implementing the following four interlinked components (*under Output 2 of the Global Policy Centre on Resilient Ecosystems and Desertification [GC-RED]: Advancing global thinking and knowledge sharing on inclusive and sustainable development in dryland and other fragile ecosystems*):
 1. Undertake national and regional Trialogues, develop and provide dedicated online tools through BES-Net for policymakers, scientists and practitioners to dialogue, and address issues from IPBES global assessments and from national thematic assessments.
 2. Undertake national ecosystems assessments (NEAs) and develop accompanying policy support tools to be utilized by decision-makers.
 3. Facilitate the mainstreaming of regional and global ecosystem assessment tools, methodologies, and products into relevant national policy contexts in target countries; and
 4. Undertake programme coordination, communication, stakeholder engagement and knowledge management.

Evaluation Rating Table

6. The Project was signed in January 2016. Progress was made on:
 - Enhancing capacity of targeted countries to apply the findings of the IPBES thematic assessments to address pressing science-policy questions through regional “Triologue” events hosted by the UNDP-managed BES-Net capacity network that bring together policymakers, scientists/knowledge holders, and practitioners. Statistics

- showed that for the Eastern Europe Trialogue: 100% of respondents provided 3 or higher rate (90% above 4), for the Caribbean Trialogue: 100% provided a 3 or higher rate (90% above 4), for the Anglophone Africa Trialogue: 91% provided a 3 or higher rate (82% above 4), and for the Central Asia Trialogue: 100% provided a 3 or higher rate (83% above 4).
- Five regional Trialogues were organized as follows: Eastern European Trialogue (Oct 2017), Caribbean Trialogue (Sept 2018), Anglophone Africa Trialogue (May 2019), Central Asia Trialogue (Oct 2019), Francophone Africa pre-Trialogue virtual (Oct 2020).
 - 3 representatives from the policy, science and practice sectors were nominated among the Trialogue participants and empowered to compile and present the key sectoral messages along the IPBES assessment theme to the high-level policy/decision-makers at the high-level segments on Day 3 of each of the four Regional Trialogues.
 - The 4 Regional Trialogues had a prominent media presence and interviews with high-level and technical participants. The Trialogue events, IPBES themes & post-Trialogue actions were widely covered by local TV, newspaper, online news, radio, etc.
 - Closed discussion groups for all four Regional Trialogues were created on the BES-Net web portal for information sharing and networking. The Trialogue participants' mail lists are also regularly used for continued communication. 7 WhatsApp groups have been actively used by the FA virtual dialogue participants.
 - Project capacity outcome survey was conducted in Q1-2 2022, receiving feedback from 13 respondents across all four national ecosystem assessment Tranche I country teams as follows: 100% of respondents provided 3 or higher rate on the knowledge generation capacity (85% above 4), and 100% of respondents provided 3 or higher rate on the science-policy-practitioner interface capacity (90% above 4).
 - National ecosystem assessments were validated/launched in Jun 2021 in Colombia, Dec 2021 in Viet Nam, Feb 2022 in Cameroon, and Apr 2022 in Ethiopia.
 - The target countries developed the national ecosystem assessment communication strategies/plans following the assessment validation for the dissemination, socialization and uptake of the key findings and messages. Implementation of the plans is to be supported through BES-Net II in 2022-2023.
 - 4 National Trialogues and 2 mini-Trialogues were organized as follows: Colombia mini-T. in Mar 2018, Cameroon mini-T. in May 2018, Cameroon T. in Feb 2019, Colombia T. in Jun 2019, Viet Nam T. in Nov 2019, and Ethiopia T. in Sep 2021.
 - The web stories on the respective national ecosystem assessments were published during 2021-22. Each assessment has also been launched globally through the SGA Network webinars in Q1-2 of 2022.
 - Feedback from the interviewed IPBES NFPs (or nominees by NFPs) in 5 countries: 2 countries receiving the Regional Trialogue support and 3 countries receiving the national ecosystem assessment support provided the below rating:
 - 100% of respondents provided 3 or higher rate on the project contribution to the science-policy-practice nexus strengthening (100% above 4).
 - The findings and messages of the following IPBES reports were incorporated into the Regional Trialogue background documents: Pollinators thematic assessment, LDR thematic assessment, Global BES assessment, Regional Assessment for Africa, Regional Assessment for the Americas, Regional Assessment for Europe and Central Asia, Report on Biodiversity and Pandemic, and the IPBES guide on the production of assessment, and the policy tools and methodologies are applied to the national ecosystem assessment production as the key references.
 - Regional Trialogue results and other project experiences were presented at 19 IPBES-related meetings by the end of BES-Net I.
 - Due to COVID 19, all meetings were held in virtual format since Q2 2020.

7. The Project's success has been very much dependent on close consultation and coordination and hard work from the project management team at global, regional, and national levels, beneficiaries, executing and implementing partners. The project documents and meetings with key stakeholders indicated that the Project's objectives and outcomes were achieved, and some are in the process to be achieved but with a considerable delay. Hence, and based on the review and assessment and taking into consideration the difficulties the project team faced during the COVID19 outbreak and the delay in receiving the fund, the overall rating on the achievement of results is **Satisfactory** as shown in Table 1.
8. The project was very much acknowledged by the governments of participating countries and very relevant to UNDP, and the donor and in line with the Governments' plans. With the confirmed interest and support provided by the UNDP at global, regional, and country levels risks reduced and prospects for sustainability possible, overall sustainability is considered **Moderately Likely**.

Table 1: Final Evaluation Ratings and Achievement Summary Table for BES-Net I Project

Measure	TE Rating ¹	Achievement Description
Progress Towards Results	Objective: Rating: 5 (S)	The objective is expected to achieve most of its end-of-project targets but with minor shortcomings.
	Outcome 1: Enhanced capacity of targeted countries to apply the findings of the IPBES thematic assessments to address pressing science-policy questions through regional "Dialogue" events hosted by the UNDP-managed BES-Net capacity network that bring together policymakers, scientists/knowledge holders, and practitioners. Rating: 5 (S)	The outcome is expected to achieve most of its end-of-project targets but with minor shortcomings
	Outcome 2: Enhanced capacity of emerging scientists and other national-level stakeholders to conduct national-level assessments of scientific evidence on policy issues, and to integrate their findings into national policy and decision-making, through customized support in targeted countries. Rating: 5 (S)	The objective/outcome is expected to achieve most of its end-of-project targets but with minor shortcomings
	Outcome 3: Model piloted at the national and regional levels to strengthen science- policy-practice platforms to contribute to and benefit from IPBES. This includes linking national assessments and Dialogue events to IPBES global and thematic assessments and communicating the outcome of the national and regional activities in the IPBES arena. Rating: 5 (S)	The objective/outcome is expected to achieve most of its end-of-project targets but with minor shortcomings
Project Implementation and Adaptive Management	Implementation Approach Rating: 5	Implementation of most of the components is leading to efficient and effective project implementation and adaptive management except for only a few that are subject to remedial action.
	Monitoring and Evaluation Rating: 5	M&E systems are rated as satisfactory considering the diligent reporting of the progress against the Project's Project Results Framework

¹Rating Scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), or 1=Highly Unsatisfactory (HU).

		(PRF) and the activities of the Project.
	Stakeholder Engagement Rating: 5	Project has made satisfactory efforts to facilitate partnerships, despite the COVID-19 pandemic including local, regional, and global partners.
Sustainability	Rating: 4 (ML)²	Moderate risks, but expectations that at most of the outcomes will be sustained due to achieved results.

Recommendations

9. Below is a set of recommendations made by the FE consultant.

#	Recommendation	Responsible Party
Outcome 1: Enhanced capacity of targeted countries to apply the findings of the IPBES thematic assessments to address pressing science-policy questions through regional “Triologue” events hosted by the UNDP-managed BES-Net capacity network that bring together policymakers, scientists/knowledge holders, and practitioners.		
REC. 1	Continue dialogue and training through UNDP Country Offices (COs) to apply the findings of the IPBES thematic assessments. The continued dialogue and training are essential to support countries in designing and implementing the findings of the thematic assessments.	UNDP COs
REC.2	Establish an effective financing mechanism to meet the needs and expectations of stakeholders. Allocating financial resources from the government, e.g. dedicating a budget line for financing NEAs initiatives, and efforts to promote learning and enhancing knowledge sharing is required. There is a need to mainstream the NEAs findings into the budgeting process of concerned governmental institutions and departments and engage in more investment planning and continuously use the same for scaling up purposes.	Governments with the support of UNDP COs.
REC.3	Provide additional capacity building to governments officials to present the results of the NEAs and negotiate their needs at the international levels in the COPs and Helps develop the proposal and then we implement the national components.	UNDP COs, IPBES
Outcome 2: Enhanced capacity of emerging scientists and other national-level stakeholders to conduct national-level assessments of scientific evidence on policy issues, and to integrate their findings into national policy and decision-making, through customized support in targeted countries.		
REC.4	Utilize the IPBES national committees/platforms to organize national webinars for the different NEA chapters to review, update the content per theme, and validate the results of the discussion. Authors should be given the chance to present the work and stakeholders should be able to review and validate the work.	Government of the Participating Countries with the support of BES-Net II.
REC.5	Organize national events with the head of the different government departments and present the NEAs to validate the information and endorse the reports.	Government of the Participating Countries with the support of BES-Net II.
REC.6	Because many local experts have extensive capacity after attending Trialogues and were involved in the NEA assessment, create a database of all national experts, create strategic platform team and develop synergies among these key players, and organize national and regional Trialogue to share knowledge, experience, and skills.	Government of the Participating Countries with the support of BES-Net II.

²The 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), and 1=Unlikely (U).

Outcome 3: Model piloted at the national and regional levels to strengthen science- policy-practice platforms to contribute to and benefit from IPBES. This includes linking national assessments and Trialogue events to IPBES global and thematic assessments and communicating the outcome of the national and regional activities in the IPBES arena.		
REC.7	Start reviewing countries' national policies concerning ecosystems management and involve all concerned partners, donors, development agencies, and other UN agencies to capitalize on their strengths like FAO, UNESCO, and UNICEF.	Government of the Participating Countries with the support of UN country team.
Project Implementation and Adaptive Management		
REC.8	Enhance knowledge and experiences sharing: some countries like those in the Caribbean implement similar projects under the Nagoya protocol. It is recommended to organize Community of Practices (COPs) between these two groups.	BES-Net project team with the support of concerned UNDP Regional and Country Offices
REC.9	Consider expanding the project's scope and geographic coverage under phase II by involving more countries like the Caucasus, and the small islands. Attention should be given to enhance the work on gender mainstreaming and equity, indigenous people involvement, and communication and visibility at the national level.	BES-Net Project team
REC.10	Pay more attention to Phase II monitoring and evaluation plan, fine-tune the project results framework in consultation and full participation with the participating countries.	BES-Net Project team and UNDP concerned units.
Sustainability		
REC.11	The National Trialogue is a catalyst to engage the three tires (policy makers, scientists, and practitioners). To ensure the sustainability of the outcomes, countries need to define dedicated units or establish the national Trialogue as a separate entity to organize national Trialogue and follow up regularly on the implementation of the findings of the national assessments. Further, benefit from the established platforms to engage in robust public awareness on NEAs assessments and findings.	Government of the Participating Countries with the support of UNDP COs.
REC.12	Benefit from the prepared NEAs and Trialogues champions per country. Champions are very passionate about the pollinators, ecosystems, etc. Sustainability will be ensured through organizing national Trialogues, and the champions and the platforms will be vital for knowledge sharing.	Government of the Participating Countries with the support of BES-Net II.

Lessons learned

10. The below lessons learned can be drawn from the Project based on the discussion with the stakeholders:
- **Lesson Learned 1:** High-level technical support is critical for driving the national assessments. Therefore, identifying NEAs focal points at sectorial entities to support the development process, implementation of the findings, and enhance coordination is highly important.
 - **Lesson Learned 2:** Stakeholders' engagement with a robust coordination and communication mechanism is a key for successful implementation. The coordination between the policy makers, scientists, and practitioners is very crucial. It was noticed and shared by different stakeholders that there is a lack of national ownership since UNDP is leading the process and the already existing gap between the three national tires.
 - **Lesson Learned 3:** There is a need to enhance the involvement and contribution of the private sector in the NEAs development and implementation for scaling up measures and knowledge management.

- **Lesson Learned 4:** The involvement of the COs was very useful and has benefited the work of UNDP at global, regional, and national levels. UNDP COs benefited from the global and regional support and were able to provide the needed support to countries for the attainment of NDC and SDGs targets at the national and local levels.
- **Lesson Learned 5:** Implementing and executing agencies are to exercise flexibility in the implementation modality so that the project activities are not hindered. Importantly, they are to ensure that all partners continue to demonstrate cooperation and understanding that can allow for overcoming bottlenecks to project implementation.
- **Lessons Learned 6:** Effective and continuous stakeholders' engagement and communication is essential for NEAs implementation.

2. Introduction

11. This report summarizes the findings of the FE conducted during the period of July- August 2022 for the UNDP-supported Government of Germany-financed Component of the Programme entitled: “the Biodiversity and Ecosystem Services Network Project” (hereafter called “BES-Net Project”).

2.1 Purpose and objective of the Final Evaluation

12. As per the Terms of Reference (TOR), this FE is a mandatory requirement for the UNDP Supported and the Government of Germany-funded Component of the Project entitled the BES-Net) Project and has been managed by the Nairobi-based GC-RED, which is one of UNDP’s Global Policy Centers, in partnership with the UN Environment Programme World Conservation Monitoring Centre (UNEP-WCMC).
13. As a requirement for all projects supported by UNDP, this FE has been initiated by an international consultant. This report outlines the Consultant’s understanding of the objectives of the FE, the basic details of the project, the methodology that will be done for the evaluation, and the evaluation timeframe and agenda.
14. This FE is being conducted in accordance with the project proposals and the agreements with the project donors, and in line with the 2022 GC-RED Evaluation Plan submitted to the UNDP Evaluation Resource Centre, UNDP Strategic Plan, Evaluation Policy (2016) and Evaluation Guidelines (2019), among other resources, which set out a number of guiding principles, norms and standards for evaluation within UNDP.
15. In compliance with the overall UNDP Evaluation Policy, the evaluation exercise must be independent, impartial, credible, and designed with utility in mind. The evaluation will generate relevant and useful information to support evidence-based decision making.

The **main objective** of the FE is to:

- assess the achievements of the BMUV/IKI-supported component of the BES-Net project (the extent of attainments of the expected results, as initially planned and as adjusted upon the extension of the support), and
 - review the BES-Net I’s theory of change vis-à-vis the component’s accomplishments.
16. The FE is also expected to highlight key good practices, weaknesses/gaps and other lessons learnt during the implementation of the BES-Net I framework to provide forward-looking insights, and practical and actionable recommendations to increase the likelihood of success relating to impact and sustainability, taking into account the continuity of the initiative through BES-Net II and in order to inform future programming in the field of BES.
17. This FE was prepared to:
- be undertaken independent of Project management to ensure independent quality assurance.
 - apply UNDP norms and standards for final evaluations.
 - assess achievements of outputs and outcomes, likelihood of the sustainability of outcomes, and if the Project met the minimum M&E requirements; and
 - provide recommendations to increase the likelihood of the Project delivering all its intended outputs and achieving intended outcomes.

2.2 Scope and Methodology

18. The scope of the FE covers the entire UNDP-supported, the Government of Germany funded component, UNDP implemented Project and its components as well as the co-financed components of the Project. It will cover the following categories of project progress:
- Relevance of the BES-Net I to the first and second IPBES work programmes, particularly the Platform’s Capacity Building Rolling Plan, and overall policy-science interface enhancement at global, regional, and national levels.
 - Effectiveness of the BMUV/IKI components within the wider BES-Net project.

- Efficiency of the BES-Net I project design and implementation to date (including implementation approaches employed as a basis to guide possible future improvements in delivery).
 - Potential sustainability in terms of the contribution of BES-Net I towards the BES-Net II (2020-2028) and other BES initiatives.
 - Likelihood of achieving projected impact vis-à-vis the assumptions used in the development of the overall BES-Net I project; and
 - Fulfilment of gender equality.
19. This FE assesses the Project progress, achievements and implementation considering the status of Project activities, outputs and the resource disbursements made up to 30 June 2022. The FE also reports on the progress against objective, outcome, output, and impact indicators listed in the latest PRF. The FE report concludes with recommendations, as appropriate, for the key stakeholders of the Project. The FE was approached through the criteria of relevance, effectiveness, efficiency, sustainability, and impact, as defined, and explained in the UNDP Evaluation Policy.
20. According to the UNDP evaluation guidelines, the FEs provide evidence-based credible, useful, and reliable information. They set-up collaborative as well as participatory approaches to ensure close cooperation with the project team, government counterparts in Pakistan and the Project's implementation sites with a focus on Project Team, Implementing Partner, participating countries focal points, government counterparts, the UNDP COs, and other key stakeholders.
21. Involvement of key stakeholders is crucial to a successful FE. These stakeholders include the executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board (PB) and Advisory Committee, project stakeholders, local government, CSOs, project beneficiaries, etc. Due to COVID-19 situation, stakeholder involvement should include surveys/questionnaires (if needed), focus groups, interviews with stakeholders who have project responsibilities (virtually).
22. The methodology adopted for this FE includes methods with an analysis of both qualitative and quantitative data, where possible. It included the following:
- Data collection: To the extent possible, data collection and analysis were disaggregated by gender. The consultant obtained the perspective of both women and men beneficiaries and stakeholders.
 - Review of a variety of key project documents. The FE consultant reviewed project's related document, amongst others:
 - Project funding proposal.
 - UNDP Project document.
 - Minutes of PBs and the biannual Advisory Committee meetings
 - Project Reports: including inception report, annual progress reports (APRs), project biannual updates, project budget revisions, the project combined delivery reports (CDRs), annual work plans (AWPs), missions reports, audit reports, all monitoring reports prepared by the project, the UNDP COs and the UNDP Regional advisors, and lessons learned reports, technical reports produced during the project implementation.
 - Project technical deliverables.
 - Final evaluation report of the SwedBio-funded component of BES-Net I.
 - Other evidence-based sources of information (e.g. periodic online user survey reports Regional Trialogue outcome monitoring reports).
 - Relevant national, regional, and global strategies and legal documents.
 - Interviews and consultations with a wide range of stakeholders, using a set of questions in a conversational format. The virtual meetings/email-based consultations started with the BES-Net project team (i.e. UNDP, UNEP-WCMC and then with the sub-contracted organizations), the Project Advisory Committee members, donors, and other key partners.

The questions aim to provide answers to the points described in the following section. In general, the questions are arranged around the evaluation criteria. Findings were crosschecked during different interviews and with the available evidence. As this is a global programme, with regional and national activities, the international consultant virtually met with key stakeholders (online meetings, online interviews, zoom meetings, skype/ and WhatsApp chat, as needed).

- Direct observations and data analyses: the information collected, including documentary evidence, interviews, and observations, were compiled, summarized, and organized according to the questions asked in the evaluation.
23. All evaluation indicators were analyzed using the project's reporting mechanism, using as much as possible quantitative and qualitative data, validated through revision of documents and products and interviews with project staff, partners, beneficiaries, and key stakeholders. A detailed assessment of project performance was carried out against the pre-identified targets as stated in the Project Logical Framework/Results Framework. Ratings were provided using the UNDP performance criteria table (as per the consultancy's TOR).
24. The UNDP GC-RED, in support of the final project evaluation provided all relevant background documents to the consultant. The UNDP GC-RED:
- provided the consultant with an overall briefing on BES-Net I (and II) and the BMUV/IKI-supported component.
 - supported in setting up virtual and online interviews with key stakeholders.
 - availed of any necessary follow-up support for online/email-based consultations and interviews; and
 - provided any additional information and support, as required.
25. The Project was reviewed in the context of:
- Project Strategy including project design and results framework/log-frame.
 - Relevance, Effectiveness, and Efficiency.
 - Progress Towards Results including progress towards outcomes and outputs analysis.
 - Project implementation and adaptive management including management arrangements, work planning, finance and co-finance, coherence in climate finance delivery with other multilateral entities, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications.
 - Project Sustainability includes key sustainability risks-economic, institutional framework and governance, and environmental).
 - Gender equity.
 - Innovativeness in results areas.
 - Unexpected results, both positive and negative.
 - Replication and Scalability.

2.3 Limitations to the evaluation

26. A few limitations faced the FE as follows:
- Inaccessibility to data or verification of data sources due to difficulties in interviewing stakeholders (limited internet access).
 - Not all stakeholders were available/interested to engage virtually. Several meetings were rescheduled more than one time.
 - Language barrier. The Project covers different regions with four working languages: English, French, Russian and Spanish. A few stakeholders did feel comfortable to join the discussion using a different language from their mother tongue.

27. The FE consultant is planning a set of activities to mitigate these limitations, including:
- Introducing surveys/questionnaires when possible to ensure that all stakeholders are interviewed, and that more extensive and representative qualitative and/or quantitative evaluation data are collected. This tool helped overcome two barriers: language and availability.
 - Utilizing a wide range of available tools to ensure stakeholders engagement. If virtual meetings using zoom and skype tools were not an option for some stakeholders, email exchanges and questionnaire were practical options.

2.4 Structure of the FE Report

28. The FE report follows the structure provided in the FE Terms of Reference (Annex A of this consultancy's TOR). It includes five main sections:

- an executive summary,
- introduction,
- project description and background context,
- findings, key observations, conclusions, and recommendations based on verifiable facts and figures.

Also, basic report information provided in the opening page, a table of content, and a list of acronyms and abbreviations. All other relevant material/information used to support the finding of the FE are annexed to the report including the FE's TOR, evaluation matrix, an example of FE questionnaire, rating scales, list of people met/interviewed, documents reviewed, co-financing table, etc.

29. An audit trail detailing how comments, questions, and clarifications have been addressed is attached to the final version of the FE report.

3. Project Description

3.1 Development Context:

30. During the Rio+20 Submit, world leaders, along with participants from different sectors and states, deliberated on poverty reduction, social equity, and environmental sustainability. They also agreed to launch a process to develop a set of Sustainable Development Goals (SDGs), which should be coordinated and coherent with and integrated into the UN General Assembly in September 2014, a list of 17 SDGs and 169 targets to be achieved by 2030. This fundamental concern with eradicating absolute poverty and ensuring the continuing viability and vitality of the world's natural capital underlies the focus of UNDP's pathways, strengthening inclusive and effective democratic governance, and building resilience.
31. The UNDP's Bureau for Policy Development and Programme Support (BPPS) is responsible for developing policy and guidance to support the strategic results, outcomes, and outputs of the Strategic Plan (S). One of the PBBS's technical units is GC-RED. The Centre embraces a broader agenda related to resilience building and the sustainable management of natural capital. The Centre plays a key role in advancing UNDP's commitment to inclusive and sustainable growth. It does so through a focus on the interface between livelihoods and jobs on the one hand, and natural capital resilience on the other. The Centre's core challenge lies in exploring how best UNDP can enhance the livelihoods of the poor in drylands and other fragile ecosystems while maintaining or enhancing the resilience of both the households/communities and the ecosystem.
32. One of the major dimension of UNDP's Strategy for 2014-2017 is assisting programme countries in the design and implementation of solutions that would transform productive capacities, while avoiding the irresistible depletion of social and natural capital, lowering risks arising from shocks and improving the resource endowments of the poor and their prospects for employment and livelihoods. The Centre thus developed the Project idea to explore policy options and develop solutions for the sustainable management of natural capital that optimizes jobs and livelihoods, and fosters resilience. The Centre proposed to promote global and South-South relationships in the co-creation, sharing and exchange of knowledge. The Project entitled: The Biodiversity and Ecosystem Services Network.
33. The BES-Net Project is a capacity sharing "network of networks" that promotes dialogue among science, policy, and practice for effective management of biodiversity and ecosystems services, contributing to long-term human well-being and sustainable development. The Project has two phases as follows:
 - The first phase of BES-Net (BES-Net I) commenced in 2016 and has since been managed by the Nairobi-based GC-RED, which is one of UNDP's Global Policy Centers, in partnership with UNEP-WCMC with a fund from the BMUV under the framework of IKI. It was channeled through UNDP's Thematic Trust Fund for Support to Energy and Environment for Sustainable Development and the related agreement was signed on 8 December 2015. The amount of USD 4,945,054.95 (equivalent to EUR 4,500,000) was received on 6 January 2016.
 - The second phase of BES-Net (BES-Net II) commenced in January 2020, building on the achievements of BES-Net I, and is going to run up to December 2028 with the continuous financial support of BMUV/IKI and SwedBio.
34. The total budget of the BES-Net Phase I is about US\$ 5.25 million, which is supported by the BMUV with the contribution of approximately US\$ 4.95 million through the International Climate Initiative (IKI), and SwedBio at the Stockholm Resilience Centre with the contribution of approximately US\$ 300,000. The SwedBio-supported component of BES-Net I was completed on 31 December 2020, while the duration of the BMUV-supported component was extended from 2020 to 30 June 2022 given the delay in implementation in the face of COVID-19.

3.2 Problems that the Project Sought to Address, Threats, and Barriers Targeted

35. Primary barriers to addressing policy questions highlighted through IPBES and strengthening national and regional science-policy-practice platforms to contribute to, and benefit from, IPBES are:

- Limited capacity in the design and implementation of solutions that would transform productive capacities, while avoiding the irreversible depletion of social and natural capital, and
- Limited knowledge and experiences in lowering risks arising from shocks and improving the resource endowments of the poor and their prospects for employment and livelihoods.

These barriers serve as the baseline scenario to the BES-Net Project.

3.3 Immediate and development objectives of the Project

36. The main objective of the BES-Net Project is to “*support selected developing countries to address policy questions highlighted through the Intergovernmental Platform for Biodiversity and Ecosystem Services (IPBES) and strengthen national and regional science-policy-practice platforms to contribute to, and benefit from IPBES.*” More specifically, the main objective of the BES-Net Germany funded component of the Project is to contribute to the science-policy interface in the management of natural capital for enhanced resilience through:
- Operationalizing the BES-Net platform.
 - Providing capacity building and information sharing through an online matchmaking facility and face-to-face national and regional Trialogue events, and
 - Forging partnerships with expert institutions to undertake and train national governments in undertaking national biodiversity and ecosystems assessments.
37. The BES-Net Project seeks to overcome the barriers identified in project document and achieve the goals presented in the strategy via a coordinated series of outcomes and related outputs. Therefore, the expected results of the project outcomes and outputs are as follows.
38. The BES-Net Project intends to achieve this objective by implementing the following four interlinked components (*under Output 2 of the Global Policy entre for Resilient Ecosystems and Desertification: Advancing global thinking and knowledge sharing on inclusive and sustainable development in dryland and other fragile ecosystems*):
1. Undertake national and regional Trialogues, develop and provide dedicated online tools through BES-Net for policymakers, scientists and practitioners to dialogue, and address issues from IPBES global assessments and from national thematic assessments.
 2. Undertake NEAs and develop accompanying policy support tools to be utilized by decision-makers.
 3. Facilitate the mainstreaming of regional and global ecosystem assessment tools, methodologies, and products into relevant national policy contexts in target countries; and
 4. Undertake programme coordination, communication, stakeholder engagement and knowledge management.
39. The first phase of the BES-Net initiative (BES-Net I (2016-2022), has been committed to facilitating and promoting dialogue on topics linked to IPBES thematic assessments through three interlinked areas of work, or work programme (WP):
- WP1: Face-to-face capacity building support through Regional Trialogues.
 - Trialogues have brought together BES-Net’s three target communities of science, policy, and practice for face-to-face dialogues around the themes of the completed IPBES Thematic Assessments, particularly on pollinators/pollination and land degradation/restoration.
 - The special geographic focus of this WP was placed on Eastern Europe (2017), the Caribbean (2018), Anglophone Africa (2019) and Central Asia (2019) and Francophone Africa (2020).
 - This WP was coordinated by UNDP.
 - WP2: NEAs.

- BES-Net has supported the development of the national capacity to conduct NEAs in four target countries, namely Cameroon, Colombia, Ethiopia, and Viet Nam, complementing the global assessment being undertaken by IPBES.
- Leveraging the expertise of the Sub-Global Assessment Network (SGAN), the NEA process encompasses not only the production of national assessment reports but also the development of a set of policy support tools to integrate assessment findings into decision-making.
- This WP was coordinated by UNEP-WCMC.
- WP3: Online platform for global networking.
 - The BES-Net web portal has been providing a comprehensive knowledge resource library on biodiversity and ecosystems services, and a rich database of organizations and experts working on the IPBES thematic assessment areas.
 - The latest news and updates from BES-Net and its over 120 network partners are circulated via social media channels and disseminated through bi-monthly e-newsletters.
 - This WP was coordinated by UNDP.

3.4 Project Implementation Arrangements

40. The BES-Net Project is implemented under a Direct Implementation Modality (DIM) with UNDP GC-RED, in partnership with UNEP-WCMC, regional bureaus and centers, selected COs and other UNDP global policy centers and relevant policy and research institutions. The National components are implemented through UNDP COs in partnerships with the Governments and local stakeholders and with the support of the UNEP-WCMC and other partners some of whom are listed in Subsection 3.6.
41. The BES-Net Project team is comprised of a Project Manager, one administrative staff to provide the project support function, and additional support from finance and administrative staff of on-going projects of the Centre.
42. The GC-RED PB has an oversight progress monitoring role, providing feedback and guidance for the BES-Net Project implementation, and supporting the Project in achieving its overall outputs, outcomes, and objectives. The PB is chaired by the Chief of Profession Sustainable Development Cluster/UNDP, with the UNDP RR in Kenya, BPPS operations teams and the Director of GPC-RED as members of the PB includes. There are also several dialogue partners, donors, and other UN collaborating organizations who are invited to participate.

3.5 Project Timing and Milestones

43. The BES-Net Project was designed as a 5-year project that commenced in December 2016 scheduled to end in December 2020. A summary of significant events for the first 3 years of the Project include:
 - ✓ The Project's related agreements were signed on 8 December 2015.
 - ✓ The amount of USD 4,945,054.95 was received on 6 January 2016.
 - ✓ The Project implementation started in January 2016.
 - ✓ The actual implementation started towards the end of 2016.
 - ✓ The original Project Document was signed on 1 January 2015.
 - ✓ The revised Project Document was signed on 8 July 2016.
 - ✓ The donor approved amending the project as follows:
 - The first amendment was approved on 27 October 2020. A no-cost extension of BES-Net I beyond the original end date of 31 December 2020 up to 30 June 2021 was approved; and
 - The second amendment was approved on 8 June 2021. This extension aimed at extending IKI's support to BES-Net I for an additional 12 months up to 30 June

2022 and re-allocating the saved project fund to the selected countries in support of the uptake of the IPBES assessment on LDR.

44. In Summary, the Project team was established in 2016, due to delayed recruitment process of the team organized by the UNDP.

3.6 Main Stakeholders: summary list

45. There are many stakeholders for the BES-Net Project with the main stakeholders being the BES-Net partners, specifically UNDP who are responsible for the overall management and monitoring of the Project implementation and results. To achieve the specific project objective, the Project engaged a wide range of stakeholders at national, regional, and global levels and summarized in the following paragraphs.
46. The Project main stakeholders include: GC-RED, UNDP regional service centers, UNEP, IPBES, UNCCD, FAO, UNESCO, UNU, CITES, SGA Network, UNEP-WCMC, NBSAP Forum, National CBD focal points, Members of the SGA network, UNDP RR Kenya, Government of Germany – Representative, Director – Bureau for Policy and Programme Support/representative, BES–Net Advisory Committee (representatives of donors – SwedBio, Norway, Germany), and key experts and consultants.

4. Findings

47. This section provides a summary of the main facts based on data and information collected during the evaluation exercise, desk review of project documentation, questionnaire filled by relevant stakeholders, and virtual meetings. The FE consultant focused on cross-verification of the evaluative evidence using multiple sources of information and, to the extent possible, avoided overreliance on opinions obtained during the interviews.

4.1 Project Strategy

48. The BES-Net I Project is relevant to the UNDP's strategy for 2014-2017 in assisting programme countries in the design and implementation of solutions that would transform productive capacities, while avoiding the irreversible deletion of social and natural capital, lowering risks arising from shocks and improving the resource endowments of the poor and their prospects for employment and livelihoods. The Project design was formulated in close consultation with government, international organizations, donors, and local partners. The approach of the Project sought to create an enabling environment to undertake applied research, develop policy knowledge products, and codify and disseminate knowledge on how to enhance sustainable livelihoods of communities that live in drylands and other fragile ecosystems, while maintaining their long-term ecological viability.
49. BES-Net I Project is coherent in its design that holistically addresses – in collaboration with the other components – root causes and key barriers identified in the project document, facilitating and enabling environment for knowledge sharing, and capacity building at national, regional, and global level. The project was design to use available technical assistance from UNDP and build on the UNDP- GPC mandate to assisting programme countries.
50. The original project document did not elaborate or illustrate the Project's Theory of Change (ToC) neither the revised ProDoc. This is considered as a flaw in the project design and strategy as a well-designed ToC helps the project team during the implementation.

4.1.1 Project Design

51. The BES-Net Project design seeks to support selected developing countries to address policy questions highlighted through IPBES and strengthen national and regional science-policy-practice platforms to contribute to, and benefit from IPBES. With the BES Net I first being conceptualized with a proposal concept implemented in 2016, a very close relationship between BES-Net I and the other BES-Net components was established and this helped in remove primary barriers to contribute to the science-policy interface in the management of natural capital for enhanced resilience.
52. The baseline activities were incorporated into the BES-Net Project strategy in close consultation with the Government of Germany and other donors and UN agencies with Project resources utilized to strengthening many of these baseline situations.
53. The Project identified, under the situation analysis and strategy, the systemic barriers countries faced. These include: limited capacity in the design and implementation of solutions that would transform productive capacities, while avoiding the irreversible depletion of social and natural capital, and limited knowledge and experiences in lowering risks arising from shocks and improving the resource endowments of the poor and their prospects for employment and livelihoods.
54. Within this context, the project is fully relevant for participating countries, UNDP, and other implementing partners and in line with their development strategies and policies. The project document is well structured and follows the UNDP (ProDoc) formats. When considering the implementation timeframe of 5 years, the project commencement was delayed due to several reasons. Two no-cost extensions were granted to this Project as follows: the first amendment was approved on 27 October 2020. A no-cost extension of BES-Net I beyond the original end date of 31 December 2020 up to 30 June 2021; and the second amendment was approved on 8 June 2021. This extension aimed at extending IKI's support to BES-Net I for an additional 12 months up to 30 June 2022 and re-allocating the saved project fund to the selected countries in support of the uptake of the IPBES assessment on LDR.
55. Essentially, the logframe followed the UNDP formats. The targets are SMART in general that allowed for proper adaptive management and monitoring of progress. The review of the BES-

Net I ProDoc reveals that the ProDoc covers gender mainstreaming issues very well. Thus, gender aspects integrated were also clearly mainstreamed in the project results framework and clear references to gender were made in the project's activities; however, the targets were not gendered.

56. In conclusion, the review of the project strategy indicates that the project strategy is a direct response to national needs and priorities to advance countries' work on the IPBES assessment on land degradation and restoration.

4.1.2 Analysis of Project Results Framework

57. PRF meets the "SMART" criteria⁴ that is appropriate to effectively monitor Project progress. Descriptions of the Project objective and outcomes are concise and easily understandable with clear numeric targets and time frames for SMART indicators. The overall Project design and Project results framework was well formulated, exhibiting clear linkages amongst activities, outputs, and outcomes. Overall Project objectives and interventions were found to be relevant and consistent with UNDP and participating countries' policies and priorities.
58. The overall Project design and formulation is rated as **Satisfactory**. The review of the Project logframe confirms that this project is well aligned with national priorities and its logic is appropriate to address clear national needs/priorities. The BES-Net I (one output, 4 activities) should be evaluated as part of the whole programme as the work done under this phase complements the other components of the programme. However, the Project logframe did not highlight or made direct link to supporting countries in achieving any of the SDGs.

4.2 Project Implementation

59. In this section, the FE discusses on the assessment of how the project has been implemented. It assesses how efficient the management of the project has been and how conducive it is to contribute to successful project implementation.

4.2.1 Management Arrangements and Adaptive Management

60. The Project followed the UNDP's DIM modality. The Project has had a slow start and then was affected by COVID-19. Nevertheless, the project team was able to adapt and have managed to accelerate the implementation processes to achieve the intended results.
61. The management arrangements for this project are as follows:
- The implementation of the project was carried out in full collaboration with and consultation of the participating governments, IPBES, UNEP and other stakeholders.
 - The Project was implemented jointly by UNDP and the UNEP-WCMC, with the financial support of BMUV, the Norwegian Environment Agency and SwedBio at the Stockholm Resilience Centre. The project was hosted by UNDP GC-RED.
 - BMUV's support was provided within the framework of the IKI and channelled through UNDP's Thematic Trust Fund for Support to Energy and Environment for Sustainable Development.
 - The agreement was signed on 8 December 2015. A total amount of US\$4,945,054.95 (equivalent to €4,500,000) was received on 6 January 2016. The overall aim of the agreement was to support selected developing countries in addressing policy questions highlighted by IPBES and strengthening national and regional science-policy-practice platforms to contribute to and benefit from IPBES.
 - The implementation of the Project started effectively in January 2016. Delay in receiving a cash delayed some of the planned activities until the December 2016 period. The work was also affected by the COVID19 since Q2 2020.
 - The BES-Net Advisory Committee, serves as the Technical Committee of the German funded component of BES-Net, met in the margins of IPBES-4. The committee endorsed the 2016 BES-Net work programme.
 - There was no physical event for the inception of the overall BES-Net Phase I project. However, the BES-Net was officially introduced to the IPBES stakeholder at the fifth session of the IPBES Plenary on 7-10 March 2017.

- For the NEA component, an inception workshop was held in Kribi, Cameroon, on 13-15 June 2017, bringing together the representatives from all the four beneficiary countries: Cameroon, Colombia, Ethiopia, and Viet Nam.
 - At the global level work, the BES-Net website was launched at the thirteenth meeting of the Conference of the Parties to the Convention on Biological Diversity (CBD COP13) which takes place in Cancun, Mexico, 4 – 17 December 2016.
 - UNDP serves as the Executing Agency with full responsibility to implement the Project effectively and ensure that its objectives and targets are achieved. However, a few stakeholders indicated that national ownership was jeopardized due to the implementation modality. Several interviewed government officials and local stakeholders preferred to follow the national implementation modality (NIM) to ensure full national ownership and provide the governments with the opportunities to steer the interventions' implementation. Other stakeholders indicated that they prefer to have the NIM to avoid the complications they have faced with UNDP in relation to funds release, operational issues like getting visas to participate in the Trialogues, and the selection process of participants per country.
62. The project took the following adaptive actions to expedite implementation and enhance project delivery during the COVID19 outbreak:
- Work from home modality was activated. This new modality required certain adaptive measures not only by the project team and stakeholders but also the organizations. At the start of the pandemic, all actors were not prepared and had to look for measures to adapt. Local actors do not have required software and hardware to connect and be a part of the stakeholder consultation processes and effectively attend the virtual meetings. Also, stakeholders do not feel incentivized to join webinars or online meetings in the same way that they are in person.
 - COVID-19 situation disrupted some of the activities; hence urgent adaptive measures were vital. The project team assessed the activities under the project, and their relative risks on the COVID-19 situation. The work plan was re-programmed as part of the extension request process, and the workplan was modified accordingly.
 - The team used different virtual software and media to conduct meetings and consultations with partners through web conferencing/zoom software, skype, MS team, etc.
 - Move allocations between different budget lines after securing the needed approvals. This helps participating countries during the COVID19 and due to the limitation in using the travel cost allocations, the project team was able to translate several key documents and share with stakeholders to facilitate knowledge sharing.
 - To ensure that the project is able to implement the unfunded activities³, the financial gaps⁴ were filled by the adjustment of the scope of the activities (e.g. reducing NEAs from 6 to 4 counties), complementary support of the co-financing donor/partner such as SwedBio, use of the project team expertise and the UNDP in-kind support, etc.
63. Overall, Project implementation has been **Satisfactory (S)** in consideration of actual progress, the effectiveness of adaptive management, clear reporting lines and transparent and timely decision-making, notwithstanding the obstacles the COVID-19 pandemic presented to the Project.

³ According to the ProDoc, some activities allocations were not mobilized before signing the agreement, and it was supposed to be mobilized to implement these activities during the project implementation.

⁴ US\$800,000 for Activity 1.2.1 - Regional Trialogues undertaken across regions. US\$800,000 for Activity 1.3.2 – National Trialogues are held in 6 countries where national assessments are conducted, and US\$1,400,000 for Activity 1.4.5 – Online web development and hosting, maintenance of web presence, training, expansion of facilitation team, communication, and knowledge materials.

4.3 Actual stakeholder participation and partnership arrangements

64. The Project has made satisfactory efforts to develop and leverage the necessary and appropriate partnerships with stakeholders facilitate to partnerships, despite the COVID-19 pandemic. This satisfactory effort to engage stakeholder led to effective collaboration between local and national governments and regional and global actors for implementing and supporting the objectives of the Project. Their active role in Project decision-making supported efficient and effective implementation that led to appropriate and timely technical assistance and support. The Project stakeholder engagement can be detailed as follows:
65. Although the Project followed the DIM modality, the partnerships established at global level between UNDP managing unit, UNEP, UNDP CO and the governments of the participating countries and other national actors have been effective. The involvement of the UNDP COs might have created better scopes of working together between the global managing unit and participating governments. Furthermore, the involvement of UNEP has its positive dimension by providing participating countries with the needed technical support. However, many of the interviewed stakeholders and partners indicated that this modality has its positive impact on the initiative; yet, it limited the country ownership in a way that the work at the country level should be steered by the government rather than the UNDP. Furthermore, the involvement of more than one actor made the implementation a bit complex mainly when it comes to flow of funds at the national level. Thus, it was recommended that for any future project, national components should follow NIM and the involvement of the government should be further enhanced. According to these interviewees, this would have been a good incentive to stimulate ownership of project achievements by key stakeholders.
66. The Project participated in many global and regional events on IPBES and other relevant topics. The team used these events to communicate and disseminate info about BES-Net's activities and their results with a wide range of project partners and stakeholders through variable tools, presentations, posters, information documents and videos, among other tools.
67. The Project was also able to report its activities and results and their contributions to the IPBES Work Programme to the Platform's Secretariat, Bureau and MEP biannually.
68. According to the Project final report, the number of the BES-Net network partners has organically grown to 125 entities by the end of the project. The Project liaised closely with these partners on various project activity areas, some of the examples of this exchanges are outlined in Table 1.

Table 2: Collaborations with the BES-Net network partners⁵

Network Partners	Collaborative Activities
African Union	Collaboration in the organization of the Anglophone Africa Trialogue
African Biodiversity Network (ABN)	Participation in the Anglophone Africa Trialogue, mutual support of communication and outreach
Alexander von Humboldt Biological Research Institute	Collaboration on the Colombia national ecosystem assessment, mutual support of communication and outreach
Bio-Bridge Initiative	Delivery of presentations at the Bio-Bridge round tables
BIOFIN	Co-funding of interns; collaboration in the post-Regional Trialogue action support
Cameroon Gender and Environment Watch (CAMGEW)	Active participation in virtual pre-Trialogue event and follow up exchange in preparation to the Cameroon Trialogue
CBD	Co-production of a publication
Ecosystem Services Partnership (ESP)	Mutual support on promotion of outreach activities and publications
Equator Initiative	Indigenous peoples and local community's identification support for the Francophone Africa Trialogue pre-Trialogue dialogue sessions
ibn	Co-organization of the Eastern Europe and Central Asia Trialogues
NBSAP Forum	Stakeholder identification support for the Eastern Europe Trialogue
COW	Co-organization of webinars

⁵ Source: BES-Net I Project Final Report.

SGA Network	Co-organization of webinars
ELD Initiative	Cross-posting of news in each other's newsletters, contribution to ELD Campus webinars and resources
WABES	Stakeholder identification support for the Francophone Africa Dialogue

69. To the FE team, the project was successful in engaging key stakeholders by involving them in the PB. The stakeholders not only provided strategic guidance to the Project but also supervised the actual implementation of the project by endorsing AWP, budgets, etc.
70. In conclusion, the project was successful in involving the key stakeholders, mainly people at the national levels; policymakers, scientists and practitioners, relevant ministries, in project implementation, and hence the stakeholders' participation has been done sufficiently.

4.4 Project Finance and Co-finance

71. At the time of the FE, the review of financial records in the UNDP Atlas system (CDRs) indicates that the actual expenditures including commitments allocated against the German grant since the start of the Project represent about 100% of the approved budget of **US\$4,950,113.00** (equivalent to €4,500,000). The breakdown of project expenditures by activity and by year is presented in Table 3.
72. The spending is high for outcome 1 (107.72% of the total allocated budget for the outcome), while spending on outcome 3 was not in line with the original plans as about 41.20% of the total budgets was only utilized.
73. Finally, the project was not subject to any financial audit during the last 3 years.

Co-financing / Parallel Financing

74. Co-financing contributions were pledged by UNDP. By the end of the Project, the total IKI expenditure reached US\$ 4,945,054.95 while the co-financing reportedly has been substantial: there has been a US\$ 2,472,950.24 from UNDP (in line with the agreed upon co-financing as per the ProDoc). Table 4 provides the yearly IKI expenditures and UNDP co-financing.

Table 3. UNDP Project Funds Disbursement Status (August 2022 in USD)⁶

Activity ID and Name (A)	Total Approved Grant Amount in US\$ (B)*	Actual funds disbursed (C)*	Total Expenditures in US\$ (D)								Fund Balance in US\$ (E=C-D8)	Expenditures + Commitments against the Disbursed Fund in % (F=[D8/C]*100)
			2016 (D1)	2017 (D2)	2018 (D3)	2019 (D4)	2020 (D5)	2021 ((D6)	2022 (D7)**	Total (D8)		
Outcome-1 (Activity 1)	886,536.00	885,630.13	0.00	93,038.93	165,006.13	275,892.82	156,323.97	132,134.09	131,578.22	953,974.16	-68,344.03	107.72
Outcome-2 (Activity 2)	2,037,040.00	2,034,958.54	15,338.40	297,491.44	542,814.92	516,578.72	380,054.21	123,764.46	66,114.44	1,942,156.59	92,801.95	95.44
Outcome-3 (Activity 3)	292,500.00	292,201.12	515.00	13,308.00	22,173.03	21,198.29	5,909.40	50,876.00	6,415.60	120,395.32	171,805.80	41.20
Programme Management (Activity 4)	1,367,370.00	1,365,972.81	242,943.99	155,858.32	359,426.54	255,617.37	246,785.16	211,209.59	11,457.32	1,483,298.29	117,325.48	108.59
Programmable Total (G)	4,583,446.00	4,578,762.61	258,797.39	559,699.69	1,089,420.62	1,069,287.20	789,073.74	517,984.14	215,565.58	4,499,824.36	-	98.28
GMS (H)	366,667.00	366,292.34	20,703.79	44,780.74	86,660.97	85,550.87	63,126.29	41,471.74	34,490.49	376,784.89	-10,492.56	102.86
Fund charged to UNOPS (I)			-	48,405.70	20,000.00	40.00	-	-	-	68,445.70	-	-
BMUV/IKI Grant Total (J=G+H+I)	4,950,113.00	4,945,054.95	279,501.18	652,883.13	1,196,081.59	1,154,878.07	852,199.03	559,455.88	250,056.07	4,945,054.95	0.00	100.00
UNDP Co-financing Fees (K)			527,777.24	460,043.49	318,997.41	313,436.92	320,149.45	301,446.21	231,099.52	2,472,950.24		
Total Fund for BES-Net I (L=J+K)			807,278.42	1,112,926.6	1,515,079.0	1,468,315	1,172,348.5	860,902.09	481,155.59	7,418,005.19		

*Figures under Column B are based on the final project proposal and the ProDoc, while those numbers under Column C are actual fund disbursed to UNDP.

**Numbers for the year 2022 are indicative since the project team is in the process of liquidating the expenditures by the implementing partner, UNEP-WCMC within Activity 2.

⁶Source: UNDP Atlas CDRs and Information Provided by the Project team.

Table 4. The UNDP co-financing for the BES-Net I project.

Year	IKI Expenditures (USD)	UNDP Co-financing (USD)
2022 (Jan-Jun)	250,056.07	231,099.52
2021	559,455.88	301,446.21
2020	852,199.03	320,149.45
2019	1,154,878.07	313,436.92
2018	1,196,081.59	318,997.41
2017	652,883.13	460,043.49
2016	279,501.18	527,777.24

4.5 Project level Monitoring & Evaluation Systems:

75. The standard UNDP M&E procedures were presented in a comprehensive M&E plans in the UNDP ProDoc7. A total budget of US\$ 37,000 was allocated to M&E, representing about 1.32% of the GCF grant. Up until the FE, the expenditure on M&E might have slightly exceeded the allocated but no specific figures were provided to the FE team.
76. The evaluator has had access to the Project progress reports. These reports provide evidence of monitoring and evaluation to the activity level of the Project, detailing the meetings conducted and the results. The information provided in these reports provides appropriate information for undertaking adaptive management and managing critical risks. The fact that monitoring of Project activities was well executed indicates sufficient resources are being allocated to M&E.
77. The following project's progress reports were reviewed:
- SEVEN APRs for the years 2016- 2022.
 - TWELVE Biannual updates (IKI BES- Net Biannual Progress report) for all years from 2016 to 2022.
 - SIX GC-RED Annual Reports for all years from 2016- 2021.
78. The slowdown in activities in 2020 due to the COVID-19 pandemic hampered progress, especially in conducting Dialogues. Yet, the Project team continues to find tools to move ahead with the project. To the FE consultant, the efforts conducted were acceptable, and overall, the M&E systems of the Project are rated as satisfactory considering the diligent progress reporting of activities against the PRF.
79. Below is a summary of the M&E plan operational modalities as outlined in the UNDP Prod Doc:
- Annual Cycle:**
- Annual review report prepared by the project team and submitted to the PB.
 - Annual project review meetings conducted during the 4th quarter of the year to assess the performance of the project and appraise AWP for the following year.
- Quarterly Cycle:**
- Quality assessment and related narrative report shall record progress towards the completion of indicator milestones as set in the results and resources frame.
 - Regular update on progress against output indicator milestones. These report also recorded in the ATLAS system.
 - Risk log activated in ATLAS and updated regularly. Risks logs were updated as part of the annual progress reports.
- Project Cycle:**
- The project did not undergo a mid-term evaluation, but the final evaluation is underway (this report).

⁷ UNDP ProDoc. Section VI. Monitoring Framework and Evaluation. Page 41.

80. Overall, the FE noticed that the monitoring framework in place is workable and the project implementation team has been able to use this framework to annually report progress made by the project.
81. Based on the above, the FE team believes that the project level monitoring component rating is **Satisfactory (S)**.

Based on the above, the M&E at design and implementation is rated as:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	HighlyUnsatisfactory (HU)
	S				

4.6 UNDP implementation/oversight and implementing partner execution, overall project implementation/execution, coordination, and operational issues

82. UNDP exercised quality management actions to ensure achievement of project outcomes and objectives promptly. As the Project followed the DIM modality, UNDP was responsible for the overall implementation of the activities in coordination with the participating Governments and under the supervision of the PB. Furthermore, UNDP as the Project Assurance provided support to the PB and the project management team and carried out objective and independent project oversight and monitoring functions. The key features of UNDP implementation were as follows:
- UNDP project team followed up on the Project's activities and carried out needed monitoring activities, reviewed project budgets and work plans and provided advice. Furthermore, UNDP provided necessary and timely guidance for AWP's development.
 - UNDP COs teams worked collaboratively with national governments and other key stakeholders and exercised prudent guidance and support. Working together with UNDP, Governments and projects' focal points undertook adaptive management measures like the hiring of consultants to undertake technical activities as a key for the successful implementation of the project's activities.
 - UNDP CO played a critical role in fund disbursements, quality assurance, reports validation and provided the needed political support to ensure effective coordination between different stakeholders in place.
83. Some issues of concerns were raised by the stakeholders concerning the UNDP role, such as:
- UNDP processes complicated and delayed procedures for getting visas. Interviewed stakeholders stated that it would have been easier to do that at the local levels using other vehicles.
 - UNDP roles made the selection process on who could be invited or not very complicated. For example, the number of participants from countries should be equal which does not seem logic.
 - UNDP should have translated some IPBES products into the local languages before the regional events. Translating the products during the events wasted a lot of time and was a complicated process.
84. Nonetheless, it was noticed that many of the Project's stakeholders believed that the UNDP has played an efficient and effective role, as the project followed the DIM modality. Furthermore, most of the interviewed stakeholders shared their satisfaction of the level and quality of the services provided by the UNDP through the project management team. Despite the issues raised above, the delay during the inception phase, and in the operational completion of the project, for all their individual and collective efforts and strong support exercised throughout project implementation to successfully achieve the project results and ensure sustainability, the evaluator rate the IA/EA coordination and cooperation as:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
	S				

4.7 Project Results

4.7.1 Progress towards objective and expected outcomes (*)

85. According to the UNDP FE guidelines, the achievements of expected results were evaluated in terms of attainment of the overall objective as well as identified outcomes and outputs. For this the performance by components is analyzed by looking at:
- general progress towards the established baseline level of the indicators,
 - actual values of indicators by the end of the Project vs. designed ones, and
 - evidences of relevance, effectiveness, and efficiency of the results as well as how these evidences were documented.
86. The information presented in this section have been sourced from the Project progress reports, AWP, M&E plan and activities, review of the Project's technical reports supplemented with information collected during the FE (virtual interviews).
87. A detailed assessment at the output level is presented below (Table 5).

Overall results of the Project are rated as:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Un-satisfactory (U)	Highly Unsatisfactory (HU)
	S				

The key used for indicator assessment (Color Coding):

Green = completed, the indicator shows achievement
Yellow = On target, to be achieved by the end of the project
Red = Not on target, to be achieved by project closure

Table 5. Matrix for Rating the Achievement of Outputs⁸

Outcome 1	Outcome Indicator	Baseline	Target	Final Result	TE assessment	Rating ⁹	Justification for Rating
Enhanced capacity of targeted countries to apply the findings of the IPBES thematic assessments to address pressing science-policy questions through regional “Dialogue” events hosted by the UNDP-managed BES-Net capacity network that bring together policymakers, scientists/knowledge holders, and practitioners.	% of participants to the Regional Dialogues providing positive qualitative feedback (satisfaction rate of at least 3 out of 5) on the enhancement of their capacity to apply the finding of the IPBES assessments during the 2 months following each Dialogue event.	0	90%	97.8%	<ul style="list-style-type: none"> - Eastern Europe Dialogue: 100% of respondents provided 3 or higher rate (90% above 4) - Caribbean Dialogue: 100% provided 3 or higher rate (90% above 4) - Anglophone Africa Dialogue: 91% provided 3 or higher rate (82% above 4) - Central Asia Dialogue: 100% provided 3 or higher rate (83% above 4) 	S	completed, the indicator shows achievement
Output	Output Indicators	Baseline	Target	Final Result	Notes		
1.1. BES-Net Regional Dialogues allow policymakers, scientists/knowledge holders and practitioners are held to “talk each other’s language”, and address issues from IPBES global and thematic assessments	1.1.1. # of Regional Dialogues are held annually during the period 2016-2020 bringing together policymakers, knowledge-holders, and scientists to discuss science-policy issues of relevance to IPBES	0	4	4 + 1 Pre-Dialogue Virtual dialogue session	Five regional Dialogues were organized as follows: Eastern European Dialogue (Oct 2017), Caribbean Dialogue (Sept 2018), Anglophone Africa Dialogue (May 2019), Central Asia Dialogue (Oct 2019), Francophone Africa pre-Dialogue virtual (Oct 2020).	S	completed, the indicator shows achievement
	1.1.2. # of representatives, one from each of the key communities of policymakers/ scientists/ knowledge holders and practitioners trained to deliver compelling presentations on the contribution of their community to a science-policy question highlighted by IPBES	0	At least 3 per Dialogue (from communities of policymakers, Scientists, knowledge holders and practitioners)	12	3 representatives from the policy, science and practice sectors respectively were nominated among the Dialogue participants and empowered to compile and present the key sectoral messages along the IPBES assessment theme to the high-level policy/decision-makers at the high-level segments on Day 3 of each of the four Regional Dialogues.	S	completed, the indicator shows achievement

⁸Text in this table was mainly provided by the Project Team and the Project’s Progress Reports 2021-2022

⁹The 6-point Progress Towards Results Rating Scale is used: HS, S, MS, MU, U, HU

	1.1.3. The profile of the IPBES assessments is raised in the regions following the high-level segment, and press presence at the regional BES-Net Trialogues are held	0	4 articles/ interviews in each region	Interviews, promotional videos & media coverage at 4 Trialogues	The 4 Regional Trialogues had a prominent media presence and interviews with high-level and technical participants. The Trialogue events, IPBES themes & post-Trialogue actions were widely covered by local TV, newspaper, online news, radio, etc.	S	completed, the indicator shows achievement
1.2. Dedicated online tools are provided through BES-Net for participants in Trialogues to prepare the Trialogues and continue exchanging knowledge and expertise - follow-up actions for implementation are tracked and reported.	1.2.1. # of dedicated webpages and online tools developed and used for preparing the Regional Trialogues, disseminating its results, and allowing continuous online discussions among participants	0	4 webpages/ associated online tools developed and used	4 webpages + 7 WhatsApp groups	Closed discussion groups for all the four Regional Trialogues were created on the BES-Net web portal for information sharing and networking. The Trialogue participants' mail lists are also regularly used for continued communication. 7 WhatsApp groups have been actively used by the FA virtual dialogue participants.	S	completed, the indicator shows achievement
Outcome 2	Outcome Indicator	Baseline	Target	Final Result	Notes		
Enhanced capacity of emerging scientists and other national-level stakeholders to conduct national-level assessments of scientific evidence on policy issues, and to integrate their findings into national policy and decision-making, through customized support in targeted countries.	% of participants to the final national level workshop coupled with the national BES-Net Trialogue providing positive qualitative feedback (satisfaction rate of at least 3 out of 5) on the enhancement of their capacity to apply the finding of the IPBES assessments during the 2 months following each Trialogue event.	0	90%	100%	Project capacity outcome survey was conducted in Q1-2 2022, receiving feedback from 13 respondents across all four national ecosystem assessment Tranche I country teams: - 100% of respondents provided 3 or higher rate on the knowledge generation capacity (85% above 4) - 100% of respondents provided 3 or higher rate on the science-policy-practitioner interface capacity (90% above 4)	S	completed, the indicator shows achievement
Output	Output Indicators	Baseline	Target	Final Result	Notes		
2.1. Completed national ecosystem assessment reports, including summaries for policymakers (SPMs), and processes for helping to promote and facilitate uptake of the assessment findings	2.1.1. # of national assessments undertaken through capacity-building support provided by the project	0	4	4	National ecosystem assessments were validated/launched in Jun 2021 in Colombia, Dec 2021 in Viet Nam, Feb 2022 in Cameroon, and Apr 2022 in Ethiopia.	S	completed, the indicator shows achievement
2.2. # of policy support tools and methodologies developed, tested and available for use by those developing policy and making	2.2.1. # of plans in place to implement the policy support tools identified by each national assessment process	0	4	4	The target countries developed the national ecosystem assessment communication strategies/plans following the assessment validation	S	completed, the indicator shows achievement

decisions, and by those supporting them					for the dissemination, socialization and uptake of the key findings and messages. Implementation of the plans is to be supported through BES-Net II in 2022-2023.		
2.3. National assessments are undertaken and their findings appropriately shared, including to support and inform the IPBES assessment work, and mainstreamed through a high-level BES-Net National Trialogue public event	2.3.1. # of National Trialogues held during the period 2016-2020 and held at the end of the support to national assessments, bringing together policymakers, knowledge-holders, and scientists to discuss science-policy issues of relevance to IPBES	0	4	4 National Trialogues + 2 mini-Trialogues (T.)	4 National Trialogues and 2 mini-Trialogues were organized as follows: - Colombia mini-T. in Mar 2018 - Cameroon mini-T. in May 2018 - Cameroon T. in Feb 2019 - Colombia T. in Jun 2019 - Viet Nam T. in Nov 2019 - Ethiopia T. in Sep 2021	HS	completed, the indicator shows achievement
2.4. The findings of the national assessments are appropriately shared, including to support and inform the IPBES assessment work, and mainstreamed through a high-level BES-Net National Trialogue public event	2.4.1: # of reports of national assessments developed and shared on the BES-Net, SGA Network and UNEP-WCMC websites and with national IPBES focal points	0	4	4	The web stories on the respective national ecosystem assessments were published in the course of 2021-22. Each assessment has also been launched globally through the SGA Network webinars in Q1-2 of 2022.	S	completed, the indicator shows achievement
Outcome 3	Outcome Indicator	Baseline	Target	Final Result	Note		
Model piloted at the national and regional levels to strengthen science- policy-practice platforms to contribute to and benefit from IPBES. This includes linking national assessments and Trialogue events to IPBES global and thematic assessments and communicating the outcome of the national and regional activities in the IPBES arena.	% of the National IPBES focal points in selected countries provide positive feedback (satisfaction rate at least equivalent to 3 out of 5) on the project's impact in terms of strengthening the science-policy-practice platforms to contribute to and benefit from IPBES.	0	90%	100%	Feedback from the interviewed IPBES NFPs (or nominees by NFPs) in 5 countries: 2 countries receiving the Regional Trialogue support and 3 countries receiving the national ecosystem assessment support provided the below rating: - 100% of respondents provided 3 or higher rate on the project contribution to the science-policy-practice nexus strengthening (100% above 4)	S	completed, the indicator shows achievement
Output	Output Indicators	Baseline	Target	Final Result	Notes		
3.1. Relevant IPBES concepts, methodologies and products are disseminated during Trialogues and workshops and integrated into a relevant national policy context	3.1.1. # of assessment reports and SPMs (4), as well as IPBES methodologies (guide for IPBES assessments) (1) and policy support tools (IPBES Catalogue of policy support tools and methodologies) (1) are introduced and used during the	0	4+1+1 A total of (6)	9	The findings and messages of the following IPBES reports were incorporated into the Regional Trialogue background documents. 1. Pollinators' thematic assessment 2. LDR thematic assessment 3. Global BES assessment	S	completed, the indicator shows achievement

	Regional Trialogue and national events				<ol style="list-style-type: none"> 4. Regional Assessment for <u>Africa</u>. 5. Regional Assessment for the <u>Americas</u>. 6. Regional Assessment for <u>Europe and Central Asia</u> 7. Report on Biodiversity and Pandemic 8. The IPBES guide on the production of assessment, 9. The policy tools and methodologies are applied to the national ecosystem assessment production as the key references. 		
3.2. The project activities and results are appropriately shared in the global IPBES arena to support the IPBES work on global and thematic assessments and inform the IPBES capacity-building work.	3.2.1. # of reports and other significant inputs distributed and shared with the IPBES community that share the outcomes of the project (in writing and through participation in meetings)	0	10 face-to-face meetings and reports, 32 newsletters / emails	9 physical & 10 virtual meetings, 38 newsletters disseminated through emails and social media channels	<p>Regional Trialogue results and other project experiences were presented at 19 IPBES-related meetings by the end of BES-Net I. Due to COVID 19, all meetings were held in virtual format since Q2 2020.</p> <p>The project updates were featured in the 38 issues of the BES-Net (bi-) monthly newsletters. Email and social media channels have been actively used to circulate the project outcomes. The BES-Net results and lessons were also shared at various non-IPBES events as well.</p>	S	completed, the indicator shows achievement
3.3. A methodology to further monitor and evaluate the effectiveness of the BES-Net Trialogues' impact is available.	3.3.1.: # of methodological tools produced to measure the impact of the BES-Net Trialogues	0	1	1	BES-Net Trialogue results monitoring action plan is in place and under implementation/regular review.	S	completed, the indicator shows achievement

4.8 Relevance (*)

88. The Project is highly relevant to participating countries and governments and addressed a highly important topic. The stakeholders interviewed during the FE expressed the added value of the project. The elements of strategic relevance are:
89. The project contributes to UNDP Strategic Plan Primary Outcomes as follows:
- Outcome 1: Growth is inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor.
 - Outcome 5: Countries are able to reduce the likelihood of conflict and lower the risk of natural disaster, including climate change.
 - Outcome 6: Early recovery and rapid return to sustainable development pathways are achieved in post conflict and post disaster settings.
 - Outcome 7: Development debate and actions at all levels prioritize poverty, inequality, and exclusion, consistent with our engagement principles.
90. The project is fully relevant to participating countries policies, strategies, and action plans. It was designed to build on and complement key initiatives in the field of biodiversity conservation, ecosystem services and knowledge management.

Based on the above, project relevance is rated as:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	HighlyUnsatisfactory (HU)
HS					

4.9 Effectiveness and Efficiency (*)

Effectiveness

91. The Project has been effective in achieving its specific objectives. The effectiveness of the project strategy is evidenced by:
- Many of the interviewed stakeholders showed high level of satisfaction with the Project progress.
 - Stakeholders reported that the level of effectiveness of this Project is very high and exceed expectation even amidst the COVID19 outbreak.
 - Despite the delay the Project encountered during its commencement, the project team with the support of the participating Governments, UNDP COs and other national and regional partners were able to advance the work and provided the needed technical support.
92. However, the below points were raised by some of the stakeholders concerning the project effectiveness:
- Countries allocation were very small in comparison with the level and amount of work to be done.
 - The processes to transfer funds from UNDP COs were long and not effective in many cases.
 - The selection processes of the Trialogues' participants were centered to UNDP. This limited the countries ownership.
 - The organization of the meetings could have been more effective by paying attention to the participating countries' national languages. An example was given by one of the participants that 6 different languages were needed in one single meeting. No one single translator could cover all languages and thus when one person presents, translator number 1 would translate to another language and then translator number 2 would translate what was translated to a third language and so on. This process elongated the sessions and some technical aspects have been lost in this long translation process.
 - UNEP was contracted by UNDP and the process took long due to the nature of the contract signed between the two UN agencies. NEAs were delayed because of that.
93. Considering the above-mentioned facts, Effectiveness was rated as:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	HighlyUnsatisfactory (HU)
		MS			

Efficiency

94. The Project has been able to implement planned activities with substantial delays. Overall, it appears the project has been efficient as it involved many relevant government and national agencies as well as regional and global actors in the field of ecosystems services, and IPBES national assessments. Furthermore, the project benefited from the existing structure at the country level like the IPBES focal points and the NBESAP which helped in guiding the process.
95. However, there were incidents where the project suffered from the long delay in the funds transfer, delays in operational issues such as issuing visas to stakeholders to attend different events, other processes due to the need to comply with the UNDP rules and regulations. However, the project was able to proceed and achieve all-end-of the project targets.
96. Overall, it emerges that the Project has been **Satisfactory (S)** when it comes to efficiency.

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	HighlyUnsatisfactory (HU)
	S				

4.10 Sustainability: financial, socio-economic, institutional framework and governance, environmental, and overall likelihood.

97. In assessing sustainability of the Project, the FE reviewer asked, "how likely will the Project outcomes be sustained beyond Project termination?" Sustainability of these objectives was evaluated in the dimensions of financial resources, socio-economical risks, institutional framework and governance, and environmental factors, using a simple ranking scheme:
- 4 = Likely (L): negligible risks to sustainability,
 - 3 = Moderately Likely (ML): moderate risks to sustainability,
 - 2 = Moderately Unlikely (MU): significant risks to sustainability,
 - 1 = Unlikely (U): severe risks to sustainability, and
 - U/A = unable to assess.
98. Overall rating is equivalent to the lowest sustainability ranking score of the 4 dimensions.
99. Financial risks to sustainability: Current financial risks to the sustainability of the Project are related to the availability of financing from the participating countries to implement the outcomes of the national assessments and benefit from the work that has been done. Some countries have made the linkages to their UNDP Strategic Plan and others have started working with other donors to implement the findings of the national assessment. If these initiatives materialized, the project's impact will be sustained at the national level. Furthermore, the global and regional dimension will be sustained through the BES-Net II which is planned to operate till 2028. For these reasons, the financial risks are negligible, and the project's outcomes sustainability is **likely (L)**.

Based on the above discussion, the financial risks are evident, and sustainability is rated as:

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MUL)	Unlikely (U)
L			

100. Socioeconomic risks to sustainability: The Project appears to have cordial relationships with all stakeholders. The COVID-19 pandemic limited contact with some stakeholders and jeopardize the project ability to organize the remaining face-to-face meetings and Trialogue. As such, some of the stakeholder meetings/Trialogues were conducted virtually though this is now gradually lifting. The Project doesn't have any socio-economical risks and thus socioeconomic risks to sustainability are rated as negligible and the sustainability is rated as **Likely (L)**.

Based on the above-mentioned Socio-economic Risk, risks are negligible and thus the sustainability is rated as:

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MUL)	Unlikely (U)
L			

101. Institutional framework and governance risks: The participating countries have been clear on its regulatory directives for biodiversity conservations, ecosystem services and other regulatory measures. However, the capacities to implement the findings and move forward with the findings of the BES-Net I might not be sufficient to sustain results and impacts. The BES-Net Project is planning to continue its support through BES-Net I, yet, countries need to further invest in their institutional and governance framework to ensure the sustainability of the results. As such, institutional framework and governance risks to sustainability is rated as **moderately likely (ML)**.

The Institutional framework and governance risks are medium, and sustainability is:

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MU)	Unlikely (U)
	ML		

102. Environmental risks to sustainability: the project did not undertake any activities that have harmful effects on the environment. Thus, environmental risks to sustainability is rated as negligible and sustainability is **Likely (L)**.

The Environmental risks are negligible, and the sustainability is:

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MS)	Unlikely (U)
L			

103. Based on the assessment of the categories above, and the presence of moderate risks, the overall sustainability rating is:

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MS)	Unlikely (U)
	ML		

5 Conclusions, recommendations, and lessons learned

5.1 Conclusions

104. The Project was implemented at a satisfactory rate notwithstanding the delays of the disbursement during the first year of the implementation and the delays caused by the COVID-19 pandemic. The satisfactory progress has been facilitated by strong ownership and leadership of the Project and the Project positioning itself to support selected developing countries in addressing policy questions highlighted by IPBES and strengthening national and regional science-policy-practice platforms to contribute to and benefit from IPBES.
105. The Project has made progress towards sustainable development benefits as well as global environmental benefits in the form of biodiversity and ecosystems services and management. The two no-cost extensions of the Project seems to be logical resolutions due to the delay in implementation and to help countries in achieving their goals, to give sufficient time to completing Project activities especially to meet the national, regional and global environmental benefit targets. Table 8 provides a summary of the achievements and the FE ratings for the Project.
106. The Project's success has been very much dependent on close consultation and coordination and hard work from the project team, beneficiaries, executing and implementing partners, and the UNDP global, regional centers, and COs. The reviewed project documents and meetings with key stakeholders indicated that the Project's objectives and outcomes were achieved but with a considerable delay. Hence, and based on the review and assessment and taking into consideration the difficulties the project team faced during the project launching phase and the implication of the COVID-19, overall rating on the achievement of results is **Satisfactory**.
107. The project was very much acknowledged by the participating countries/governments and very relevant to **UNDP** and the Governments' plans. With the confirmed interest and support provided by the UNDP and the participating Governments' risks reduced and prospects for sustainability possible, the overall sustainability is considered **moderately likely**.

Table 6: Final Evaluation Ratings and Achievement Summary Table for BES-Net I Project

Measure	TE Rating ¹⁰	Achievement Description
Progress Towards Results	Objective: Rating: 5 (S)	The objective is expected to achieve most of its end-of-project targets but with minor shortcomings.
	Outcome 1: Enhanced capacity of targeted countries to apply the findings of the IPBES thematic assessments to address pressing science-policy questions through regional "Triologue" events hosted by the UNDP-managed BES-Net capacity network that bring together policymakers, scientists/knowledge holders, and practitioners. Rating: 5 (S)	The outcome is expected to achieve most of its end-of-project targets but with minor shortcomings
	Outcome 2: Enhanced capacity of emerging scientists and other national-level stakeholders to conduct national-level assessments of scientific evidence on policy issues, and to integrate their findings into national policy and decision-making, through customized support in targeted countries. Rating: 5 (S)	The objective/outcome is expected to achieve most of its end-of-project targets but with minor shortcomings
	Outcome 3: Model piloted at the national and regional levels to strengthen science- policy-	The objective/outcome is expected to achieve most of its

¹⁰Rating Scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), or 1=Highly Unsatisfactory (HU).

	practice platforms to contribute to and benefit from IPBES. This includes linking national assessments and Trialogue events to IPBES global and thematic assessments and communicating the outcome of the national and regional activities in the IPBES arena. Rating: 5 (S)	end-of-project targets but with minor shortcomings
Project Implementation and Adaptive Management	Implementation Approach Rating: 5	Implementation of most of the components is leading to efficient and effective project implementation and adaptive management except for only a few that are subject to remedial action.
	Monitoring and Evaluation Rating: 5	M&E systems are rated as satisfactory considering the diligent reporting of the progress against the Project's PRF and the activities of the Project.
	Stakeholder Engagement Rating: 5	Project has made satisfactory efforts to facilitate partnerships, despite the COVID-19 pandemic including local, regional, and global partners.
Sustainability	Rating: 4 (ML)¹¹	Moderate risks, but expectations that at most of the outcomes will be sustained due to achieved results.

5.2 Recommendations

108. The FE would like to make the following recommendations to ensure that there is a clear set of actions to follow up or reinforce the initial benefits of the project:

#	Recommendation	Responsible Party
Outcome 1: Enhanced capacity of targeted countries to apply the findings of the IPBES thematic assessments to address pressing science-policy questions through regional "Triologue" events hosted by the UNDP-managed BES-Net capacity network that bring together policymakers, scientists/knowledge holders, and practitioners.		
REC. 1	Continue dialogue and training through UNDP Country Offices (COs) to apply the findings of the IPBES thematic assessments. The continued dialogue and training are essential to support countries in designing and implementing the findings of the thematic assessments.	UNDP COs
REC.2	Establish an effective financing mechanism to meet the needs and expectations of stakeholders. Allocating financial resources from the government, e.g. dedicating a budget line for financing NEAs initiatives, and efforts to promote learning and enhancing knowledge sharing is required. There is a need to mainstream the NEAs findings into the budgeting process of concerned governmental institutions and departments and engage in more investment planning and continuously use the same for scaling up purposes.	Governments with the support of UNDP COs.
REC.3	Provide additional capacity building to governments officials to present the results of the NEAs and negotiate their needs at the international levels in the COPs and Helps develop the proposal and then we implement the national components.	UNDP COs, IPBES

¹¹The 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), and 1=Unlikely (U).

Outcome 2: Enhanced capacity of emerging scientists and other national-level stakeholders to conduct national-level assessments of scientific evidence on policy issues, and to integrate their findings into national policy and decision-making, through customized support in targeted countries.		
REC.4	Utilize the IPBES national committees/platforms to organize national webinars for the different NEA chapters to review, update the content per theme, and validate the results of the discussion. Authors should be given the chance to present the work and stakeholders should be able to review and validate the work.	Government of the Participating Countries with the support of BES-Net II.
REC.5	Organize national events with the head of the different government departments and present the NEAs to validate the information and endorse the reports.	Government of the Participating Countries with the support of BES-Net II.
REC.6	Because many local experts have extensive capacity after attending Trialogues and were involved in the NEA assessment, create a database of all national experts, create strategic platform team and develop synergies among these key players, and organize national and regional Trialogue to share knowledge, experience, and skills.	Government of the Participating Countries with the support of BES-Net II.
Outcome 3: Model piloted at the national and regional levels to strengthen science- policy-practice platforms to contribute to and benefit from IPBES. This includes linking national assessments and Trialogue events to IPBES global and thematic assessments and communicating the outcome of the national and regional activities in the IPBES arena.		
REC.7	Start reviewing countries' national policies concerning ecosystems management and involve all concerned partners, donors, development agencies, and other UN agencies to capitalize on their strengths like FAO, UNESCO, and UNICEF.	Government of the Participating Countries with the support of UN country team.
Project Implementation and Adaptive Management		
REC.8	Enhance knowledge and experiences sharing: some countries like those in the Caribbean implement similar projects under the Nagoya protocol. It is recommended to organize Community of Practices (COPs) between these two groups.	BES-Net project team with the support of concerned UNDP Regional and Country Offices
REC.9	Consider expanding the project's scope and geographic coverage under phase II by involving more countries like the Caucasus, and the small islands. Attention should be given to enhance the work on gender mainstreaming and equity, indigenous people involvement, and communication and visibility at the national level.	BES-Net Project team
REC.10	Pay more attention to Phase II monitoring and evaluation plan, fine-tune the project results framework in consultation and full participation with the participating countries.	BES-Net Project team and UNDP concerned units.
Sustainability		
REC.11	The National Trialogue is a catalyst to engage the three tires (policy makers, scientists, and practitioners). To ensure the sustainability of the outcomes, countries need to define dedicated units or establish the national Trialogue as a separate entity to organize national Trialogue and follow up regularly on the implementation of the findings of the national assessments. Further, benefit from the established platforms to engage in robust public awareness on NEAs assessments and findings.	Government of the Participating Countries with the support of UNDP COs.
REC.12	Benefit from the prepared NEAs and Trialogues champions per country. Champions are very passionate about the pollinators, ecosystems, etc. Sustainability will be ensured through organizing national Trialogues, and the champions and the platforms will be vital for knowledge sharing.	Government of the Participating Countries with the support of BES-Net II.

5.4 Lessons learned

109. Below is a list of the main lesson learned from the implementation of the Project:

- **Lesson Learned 1:** High-level technical support is critical for driving the national assessments. Therefore, identifying NEAs focal points at sectorial entities to support the development process, implementation of the findings, and enhance coordination is highly important.
- **Lesson Learned 2:** Stakeholders' engagement with a robust coordination and communication mechanism is a key for successful implementation. The coordination between the policy makers, scientists, and practitioners is very crucial. It was noticed and shared by different stakeholders that there is a lack of national ownership since UNDP is leading the process and the already existing gap between the three national tiers.
- **Lesson Learned 3:** There is a need to enhance the involvement and contribution of the private sector in the NEAs development and implementation for scaling up measures and knowledge management.
- **Lesson Learned 4:** The involvement of the COs was very useful and has benefited the work of UNDP at global, regional, and national levels. UNDP COs benefited from the global and regional support and were able to provide the needed support to countries for the attainment of NDC and SDGs targets at the national and local levels.
- **Lesson Learned 5:** Implementing and executing agencies are to exercise flexibility in the implementation modality so that the project activities are not hindered. Importantly, they are to ensure that all partners continue to demonstrate cooperation and understanding that can allow for overcoming bottlenecks to project implementation.
- **Lessons Learned 6:** Effective and continuous stakeholders' engagement and communication is essential for NEAs implementation.

6. Annexes

6.1 Final Evaluation ToR

Final Evaluation of the Government of Germany-funded Component of the Biodiversity and Ecosystem Services Network (BES-Net) Project

Location:	Home based
Type of Contract:	Individual Contract
Languages Required:	English (Knowledge of one or more additional UN official languages is an advantage)
Starting Date:	15 May 2020
Duration of Assignment:	40 days spread between May and July 2022

I. Background and Context

[The Biodiversity and Ecosystem Services Network \(BES-Net\)](#) is a capacity sharing “network of networks” that promotes dialogue among science, policy and practice for effective management of biodiversity and ecosystems services, contributing to long-term human well-being and sustainable development. The first phase of BES-Net (BES-Net I) commenced in 2016 and has since been managed by the Nairobi-based Global Policy Centre on Resilient Ecosystems and Desertification (GC-RED), which is one of UNDP’s Global Policy Centers, in partnership with the UN Environment Programme World Conservation Monitoring Centre (UNEP-WCMC).

The total budget of the BES-Net Phase I is about US\$ 4.95 million, which is supported by the German Federal Ministry for Environment, Nature Conservation, Nuclear Safety and Consumer Protection (BMUV) with the contribution of approximately US\$ 4.65 million through the International Climate Initiative (IKI), and SwedBio at the Stockholm Resilience Centre with the contribution of approximately US\$ 300,000. The SwedBio-supported component of BES-Net I was completed on 31 December 2020, while the duration of the BMUV-supported component was extended from 2020 to 30 June 2022 given the delay in implementation in the face of COVID-19.

The overall objective of BES-Net I is to support selected developing countries to address policy questions highlighted through the [Intergovernmental Platform for Biodiversity and Ecosystem Services \(IPBES\)](#) and strengthen national and regional science-policy-practice platforms to contribute to, and benefit from IPBES. In particular, the first phase of the BES-Net initiative, or BES-Net I (2016-2022), has been committed to facilitating and promoting dialogue on topics linked to IPBES thematic assessments through three interlinked areas of work, or work programme (WP):

- [Face-to-face capacity building support through Regional Trialogues](#): Trialogues have brought together BES-Net’s three target communities of science, policy and practice for face-to-face dialogues around the themes of the completed IPBES Thematic Assessments, particularly on pollinators/pollination and land degradation/restoration. Fostering mutual learning, inter-cultural understanding and interinstitutional coordination on specific policy-relevant questions at the national and regional levels, Trialogues strengthen the interface between these communities and enhance national capacity to integrate scientific findings of the IPBES assessments into policy, decision-making and on-the-ground practices. As per the regional capacity needs, the special geographic focus was placed on Eastern Europe (2017), the Caribbean (2018), Anglophone Africa (2019) and Central Asia (2019). In the face of the long postponement of the fifth regional Trialogue due to COVID-19, virtual pre-Trialogue consultation sessions were held targeting the practice and science sectors in Francophone Africa in 2020. This WP was coordinated by UNDP.
- [National Ecosystem Assessments \(NEA\)](#): BES-Net has supported the development of the national capacity to conduct NEAs in four target countries, namely Cameroon,

Colombia, Ethiopia and Viet Nam, complementing the global assessment being undertaken by IPBES. Leveraging the expertise of the Sub-Global Assessment Network (SGAN), the NEA process encompasses not only the production of national assessment reports but also the development of a set of policy support tools to integrate assessment findings into decision-making. This WP was coordinated by UNEP-WCMC.

- [Online platform for global networking](#): The BES-Net web portal has been providing a comprehensive knowledge resource library on biodiversity and ecosystems services, and a rich database of organizations and experts working on the IPBES thematic assessment areas. The latest news and updates from BES-Net and its over 120 network partners are circulated via social media channels and disseminated through bi-monthly e-newsletters. This WP was coordinated by UNDP.

Please note that the second phase of BES-Net (BES-Net II) commenced in January 2020, building on the achievements of BES-Net I, and is going to run up to December 2028 with the continuous financial support of BMUV/IKI and SwedBio.

II. Evaluation Purpose, Scope and Objectives

This final evaluation is being conducted in accordance with the project proposals and the agreements with the project donors, and in line with the 2022 GC-RED Evaluation Plan submitted to the UNDP Evaluation Resource Centre, UNDP Strategic Plan, Evaluation Policy (2016) and Evaluation Guidelines (2019), among other resources, which set out a number of guiding principles, norms and standards for evaluation within UNDP. In compliance with the overall UNDP Evaluation Policy, the evaluation exercise must be independent, impartial, credible and designed with utility in mind. The evaluation should generate relevant and useful information to support evidence-based decision making.

The main objective of the final evaluation is to assess the achievements of the BMUV/IKI-supported component of the BES-Net project, i.e. the extent of attainments of the expected results, as initially planned and as adjusted upon the extension of the support, and review the BES-Net I's theory of change vis-à-vis the component's accomplishments. The exercise is also expected to highlight key good practices, weaknesses/gaps and other lessons learnt during the implementation of the BES-Net I framework to provide forward-looking insights, and practical and actionable recommendations to increase the likelihood of success relating to impact and sustainability, taking into account the continuity of the initiative through Bes-Net II and in order to inform future programming in the field of BES.

Under the direction of the BES-Net Project Manager/Coordinator and working closely with the Monitoring and Evaluation focal points, the independent evaluator is expected to focus on the key criteria, which include, among others:

- Relevance of the BES-Net I to the first and second IPBES work programmes, particularly the Platform's Capacity Building Rolling Plan, and overall policy-science interface enhancement at global, regional and national levels;
- Effectiveness of the BMUV/IKI components within the wider BES-Net project;
- Efficiency of the BES-Net I project design and implementation to date (including implementation approaches employed as a basis to guide possible future improvements in delivery);
- Potential sustainability in terms of the contribution of BES-Net I towards the BES-Net II (2020-2028) and other BES initiatives;
- Likelihood of achieving projected impact vis-à-vis the assumptions used in the development of the overall BES-Net I project; and
- Fulfilment of gender equality.

Pertinent issues such as management arrangements, procurement and financial procedures, timeliness of interventions, selection of beneficiaries, incorporation of innovative solutions and prospects for sustainability should also be included in the analysis.

The evaluation findings will be utilized and the recommendations are applied by the BES-Net project team in order to improve the implementation of BES-Net II in both technical and operational terms. The results will also be utilized for the consultation with BMUV/IKI and other

existing/potential donors on the possible continuous/new collaborations in support of BES-Net II.

III. Evaluation Criteria and Key Questions

The following are guiding questions within the framework of the evaluation criteria, which are to be reviewed by the evaluator and elaborated/targeted/specified further in the evaluation inception report in line with the above evaluation purpose, scope and objectives:

Relevance

- Was there a clear and logical consistency between, inputs, activities, outputs and progress towards the achievement of objectives (quality, quantity and time frame)?
- How has BES-Net I contributed to the priorities of the first and second IPBES work programmes?
- Were the project's objectives, including specification of targets and identification of beneficiaries, clear and realistic?
- Was the project relevant to the needs of target beneficiaries?
- How well did the project react to changing work environment and how well has the design been able to adjust to emerging circumstances?

Effectiveness

- To what extent was BES-Net I successful in achieving the expected results?
- In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?
- In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?
- What has been the contribution of partners and other organizations to the results, and how effective have BES-Net partnerships been in contributing to achieving the planned results?
- To what extent have the targeted stakeholders and beneficiaries benefitted from the project? Are there any other beneficiaries, besides the targeted, who have benefitted from the project?
- To what extent are the current results benefitting women and men equally?
- To what extent are the project management and implementation participatory and is this participation contributing towards the achievement of the BES-Net I objectives?

Efficiency

- To what extent are funding, staff, and other resources used to achieve the expected results of BES-Net I? Was there economic use of resources?
- Were the strategies utilized adequately? How have they contributed to the maximum intervention efficiency?
- To what extent was the project implementation (e.g. procurement, recruitment) guided by effectiveness principles such as accountability, fairness and value for money?
- To what extent were quality outputs delivered on time?
- Were there any unanticipated events (e.g. COVID 19), opportunities or constraints that contributed to or hindered the delivery of the interventions in a timely manner?

Sustainability

- What strategies and mechanisms have been incorporated into the implementation of BES-Net I to guarantee the sustainability of expected outputs?
- To what extent did the capacity building activities under the project produce lasting results?
- To what extent have partners and other stakeholders committed to providing continuing support?
- To what extent are lessons learned being documented by the BES-Net project team continuously and shared with appropriate parties who could learn from the BES-Net project?
- To what extent can the results of the project be replicated/ upscaled in other areas?

Potential Impact

- Did BES-Net I have the intended impact within the project lifespan and/or is the project likely to beyond its lifespan?
- What specific contribution did the project make to the anticipated beneficiaries at global, regional and/or national levels? What specific part of this difference can be attributed to the project?

Gender equality

- To what extent has gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?
- To what extent has the project promoted positive changes in gender?

IV. Methodology

The final project evaluation is to be undertaken in accordance with UN evaluation norms and policies, including UN Evaluation Group Norms and Standards for Evaluations and UNDP Handbook on Planning, Monitoring and Evaluation for Development Results and the UNDP Evaluation Guidance document.

Given the nature of BES-Net I, with the combination of global, regional and national focus, and in view of the persisting COVID-19 situation, the collection of data will be undertaken virtually on a home basis. The assignment is envisaged to cover at least the following areas:

- Desk study review of all the project related documents, such as the project proposals, AWP, APRs, minutes of the biannual Advisory Committee meetings, final evaluation report of the SwedBio-funded component of BES-Net I and other evidence-based sources of information (e.g. periodic online user survey reports Regional Dialogue outcome monitoring reports), etc.
- Virtual meetings/email-based consultations with the BES-Net project team (i.e. UNDP, UNEP-WCMC and sub-contracted organizations), the Project Advisory Committee members, donors and other key partners; and
- Online questionnaires and/or interviews with those who have participated in and benefited from the component activities.

The UNDP GC-RED, in support of the final project evaluation, will:

- Provide all relevant background documents to the consultant;
- Provide an overall briefing on BES-Net I (and II) and the BMUV/IKI-supported component;
- Avail of any necessary follow-up support for online/email-based consultations and interviews; and
- Provide any additional information and support, as required.

The type of information and methods selected must produce evidence, and they should combine both qualitative and quantitative aspects. The evaluation findings should not rely only on perceptions, but the evidence should be validated by triangulation of different data sources /or methods.

V. Evaluation Products (Key Deliverables)

The main product of the final project evaluation will be a final project evaluation report. The language of the report is English. The report should articulate the project results and findings for the BMUV/IKI funded and SwedBio-supported components respectively, and comply with other UNDP requirements. The detailed outline of the report shall be agreed upon at the commencement of the assignment. The expected deliverables will include:

Inception report: An inception report shall be submitted within 10 business days of commencing the consultancy, based on a desk review and preliminary analysis of the available information supplied and the initial meetings with the UNDP GC-RED/BES-Net project team. The report should contain an evaluation matrix (See Annex) that displays for each of the evaluation criteria, the questions and sub-questions that the evaluation will answer, and for

each question, the data that will be collected to inform that question and the methods that will be used to collect that data (all based on the evaluation criteria outlined). It should also include a proposed schedule of tasks/activities and deliverables and a table of contents for the final evaluation report (See Annex). The methodology should be robust enough to ensure high quality, triangulation of data sources, and verifiability of information.

Presentation of the preliminary findings: The evaluator should present the preliminary findings of the evaluation and tentative conclusions of the evaluation to the UNDP GC-RED/BES-Net project team as well as the relevant partners/stakeholders.

Draft consolidated evaluation report: The draft evaluation report, containing the initial findings including key observations and recommendations based on verifiable facts and figures, shall be circulated to all with any responsibility in oversight regarding BES-Net I, as well as the organizations/individuals participating in the evaluation process, to ensure that the evaluation needs are met based on the quality criteria, as well as validate the finding, recommendations identified in the report. This should also be accompanied by an audit trail detailing how comments, questions and clarifications have been addressed.

Final report: The draft report will be amended further by the consultant taking into account all the comments and inputs from the stakeholders. The final report shall be submitted to GC-RED in digital form using the latest MS-Office programs. GC-RED will share copies of the report with the donor and any other relevant stakeholders.

VI. Evaluation Ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG Ethical Guidelines for Evaluation (2020) available at <http://www.uneval.org/document/detail/2866>. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing the collection of data and reporting on it. The evaluator must also ensure the security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

VII. Management and Implementation Arrangement

The principal responsibility for managing this evaluation resides with UNDP GC-RED who will contract the evaluator.

While the evaluation will remain fully independent, GC-RED's BES-Net Project Manager and the M&E focal points will serve as the focal point for providing both substantive and logistical support to the contractor. In close cooperation and consultation with UNDP GC-RED/BES-Net team, the contractor will develop the plan, identify key interview partners and organize virtual meetings.

This TOR shall be the basis upon which compliance with assignment requirements and the overall quality of services provided by the consultant will be assessed by UNDP.

During the evaluation, the consultant is entitled and expected to discuss with all the persons and organizations relevant to the assignment. The consultant has no authorization to make any commitments on behalf of UNDP, its implementing partners or donors.

VIII. Evaluation Timeframe and Payment Schedule

This consultancy is envisioned to be completed in 40 (forty) working days spread over the period of two (2) months between May and July 2022.

Payment will be made based on satisfactory submission of the deliverables:

Deliverables/Outputs	Payment	Target Due Date
Satisfactory submission of the inception report	15%	31 May 2022
Presentation of the Preliminary Findings	35%	30 June 2022
Satisfactory submission of the draft consolidated evaluation report	30%	20 July 2022

Satisfactory submission of the final consolidated evaluation report	20%	31 July 2022
Total	100%	31 July 2022

6.2 Final Evaluation Work Plan

ACTIVITY	COMPLETION DATE
Document review and preparing Final Evaluation Inception Report	By 18 July 2022
Virtual and one-to-one stakeholder meetings, interviews.	By 10 August 2022
A virtual presentation of initial findings	By 31 August 2022
Preparing and submission of the draft report	By 31 August 2022
Submission of Final Evaluation report plus Audit Trail from feedback on draft report	By 30 September 2020

6.3 Interview Checklists

1. What is/was your role in the Project? At what stage you were involved in the project; design, inception, implementation, closure?
2. How was the project formulated? To what extent was it participatory and inclusive?
3. To what extent have social, economic, and political dynamics been taken into consideration?
4. As a global project with regional and national dimensions, are there gaps between the Project, national policies, and strategies as compared with international standards?
5. To what extent are the project's monitoring mechanisms in place effective for measuring and informing management?
6. How was the prioritization undertaken, including the selection of counties? To what extent have the most relevant activities and outputs been selected to achieve the objectives?
7. What needs could not be covered? Have some activities been rejected at the inception stage?
8. How and to what extent was the gender dimension included in the project? Ethnic minorities?
9. How was gender factored in the programme and the results? How have cultural constraints related to gender been addressed? To what extent do the results differ between males and females?
10. To what extent did the M&E process identify results and limitations of the process across the various implementing partners and participants?
11. How have lessons learned been identified and included in the projects?
12. How was cost efficiency? Would you consider the project effective and efficient? To what extent have local resources been maximized?
13. Which activities could not be implemented as planned and why? What were the difficulties? To what extent can they be anticipated and planned?
14. How were beneficiaries, practitioners, policy makers and scientist selected? Did these changes over the years?
15. To what extent were coordination and the partnership strategy relevant and effective? How have partnerships affected the progress towards achieving the outputs?
16. To what extent were civil society and the private sector involved? Are there further opportunities in that respect?
17. What were the potential limitations to put into practice the learnings of the activities? How would you rate the effectiveness and efficiency of the Programme's activities during the COVID-19?
18. To what extent did you try to overcome potential limitations and difficulties during the project's implementation?
19. Which changes can be identified in the beneficiaries, and organizations, and to what extent can they be attributed to the project work?
20. To what extent did those changes lead to potential impacts?
21. Can any unexpected positive or negative effects be identified?
22. Has the project-built synergies with other similar projects being implemented at the country, regional, and global levels with the United Nations and the Government participating Governments?
23. To what extent has the project promoted positive changes in gender?

6.4 Final Evaluation Matrix

Relevant evaluation criteria	Key questions	Specific sub questions	Data sources	Data-collection methods/tools	Indicators/ success standard	Methods for data analysis
Relevance	<i>Is the Intervention doing the right thing?</i>	<ul style="list-style-type: none"> - To what extent has the Programme responded to the priorities and the needs of target beneficiaries as defined in the Programme document? - Was there a clear and logical consistency between, inputs, activities, outputs, and progress towards the achievement of objectives (quality, quantity, and time frame)? - How has BES-Net I contributed to the priorities of the first and second IPBES work programmes? - Were the project's objectives, including specification of targets and identification of beneficiaries, clear and realistic? - Was the project relevant to the needs of target beneficiaries? - How well did the project react to changing work environment and how well has the design been able to adjust to emerging circumstances? 	<ul style="list-style-type: none"> - ProDoc and other related documents, (AWPs, program, and project documents) & interviews. -Interaction with stakeholders. - Policy and strategic papers, Reports. -Technical deliverables. -Interviews with government partners, organizations working on the subject (including other stakeholders). 	<ul style="list-style-type: none"> Project ProDoc analysis and interviews. Desk review, reports, and in-person interviews Review of relevant documents, strategic papers, Reports 	<ul style="list-style-type: none"> - Review of national project documents. - Strategy describes logic and draws on evaluation. - Describes the role of key partners - IPBAS Work Programme. 	<ul style="list-style-type: none"> -Desk review. - Review of Consultations notes, Focus Group Discussions & key Informant Interviews, etc. - Review and analyses of the Project's logframe.

		<ul style="list-style-type: none"> - Does the theory of change remain relevant? If not, why? And how can it be improved? - Upon a critical analysis of the Programme’s Logical framework indicators and targets, and baseline data, how “SMART” are the midterm and end-of-Programme targets are (Specific, Measurable, Attainable, Relevant, Timebound)? Are any specific amendments/revisions to the targets and indicators necessary? - Has the Programme been able to effectively adapt its areas of work to the effects of the COVID-19 pandemic in the Programme’s implementation countries? 				
Effectiveness	<p>Is the intervention achieving its objectives?</p>	<ul style="list-style-type: none"> - To what extent was BES-Net I successful in achieving the expected results? - In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements? - In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome? 	<ul style="list-style-type: none"> - Interviews, documents, reviews and launching of the different events/national ecosystem assessments (NEA). -Interview with the governmental institutions, practitioners, and scientists. -interviews on effects and how access to knowledge has changed 	<p>Project ProDoc analysis and interviews.</p> <p>Desk review, reports & interviews.</p> <p>NEAs review</p> <p>Review of relevant policy and strategic papers, Reports</p>	<ul style="list-style-type: none"> -Level of target groups mobilization. - Number of people participated in different regional and national events. -Number of NEAs prepared. -Level of satisfaction of the networking and advocacy work at the country, region, and global level. 	<p>Desk review.</p> <p>Performance and capacity assessments, partnership and communication strategies, reports on other environment programmes Dialogue/Trialogues notes and Key Informant Interviews Focus group discussions with target beneficiaries.</p>

		<ul style="list-style-type: none"> - What has been the contribution of partners and other organizations to the results, and how effective have BES-Net partnerships been in contributing to achieving the planned results? - To what extent have the targeted stakeholders and beneficiaries benefitted from the project? Are there any other beneficiaries, besides the targeted, who have benefitted from the project? - To what extent are the current results benefitting women and men equally? - To what extent are the project management and implementation participatory and is this participation contributing towards the achievement of the BES-Net I objectives? - Has the Programme been effective in addressing the impact of the COVID-19 pandemic, both in terms of effective implementation of the planned actions, and in assisting the partner governments with readiness for post-COVID recovery? 	<ul style="list-style-type: none"> -Training packages are produced and distributed to different target groups. -Feedback of participants who participated in the Trialogue. -Key lessons and how knowledge have been applied and shared across different teams and target groups; 		<ul style="list-style-type: none"> - Successful implementation of outputs on the ground. 	
Efficiency	How well are resources being used?	<ul style="list-style-type: none"> - To what extent is the Programme management structure as outlined in the Programme 	<ul style="list-style-type: none"> -Project Reports (APRs and biannual update). 	Project inception report.	<ul style="list-style-type: none"> -Extent of policy analysis conducted. 	Desk review (project reports, reports of the partners, donor's

		<p><i>Document efficient in generating the expected results?</i></p> <ul style="list-style-type: none"> - <i>To what extent are funding, staff, and other resources used to achieve the expected</i> - <i>results of BES-Net I? Was there economic use of resources?</i> - <i>Were the strategies utilized adequately? How have they contributed to the maximum intervention efficiency?</i> - <i>To what extent was the project implementation (e.g. procurement, recruitment) guided by effectiveness principles such as accountability, fairness, and value for money?</i> - <i>To what extent were quality outputs delivered on time?</i> - <i>Were there any unanticipated events (e.g. COVID 19), opportunities or constraints that contributed to or hindered the delivery of the interventions in a timely manner?</i> - <i>Does the Programme have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for a timely flow of funds?</i> 	<p><i>Financial reports (CDRs). Project's Annual Work Plan.</i></p>	<p><i>Desk study and interview. Project progress report. Desk review, reports & interviews Review of relevant policy and strategic papers, Reports A desk study, interview & consultation</i></p>	<p><i>-Level of Cost-effectively & efficiently associated with output and outcomes. -Existence of an analysis of various delivery results. - Existence of UNDP's DIM framework -Number of staff and experts' in place. -Evolution of cost-effectiveness ratio (e.g. Partner & calculable, staff interventions costs). -Gaps between planned timeframe and actual implementation. -Average cost by the beneficiary. - Beneficiaries benefit from the project's outputs. -HR is required for the implementation of the different activities</i></p>	<p><i>strategy in the country)</i></p> <p><i>Desk review (technical report, partners reports, capacity assessment)</i></p>
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<i>Sustainability</i>	Will the benefits last?	<ul style="list-style-type: none"> - What outcomes and outputs have the most likelihood of sustainability and being adopted by partners and why? - What strategies and mechanisms have been incorporated into the implementation of BES-Net I to guarantee the sustainability of expected outputs? - To what extent did the capacity-building activities under the project produce lasting results? - To what extent have partners and other stakeholders committed to providing continuing support? - To what extent are lessons learned being documented by the BES-Net project team continuously and shared with appropriate parties who could learn from the BES-Net project? - To what extent can the results of the project be replicated/upscaled in other areas? 	<p><i>ProDoc and documents; other related documents, (AWPs, annual quarterly reports) interview, interaction with target beneficiaries</i></p> <p><i>Consultations notes & key Informant Interviews</i></p> <p><i>Financial Reports. UNDP CDRs. Co-financing commitments. Delivery of the different project's components at national, regional, and global level.</i></p>	<p><i>A desk study, interview & consultation</i></p> <p><i>Consultation and interviews</i></p>	<ul style="list-style-type: none"> -Extent of Inclusion in the local planning process. -Process used to foster national and local ownership and capacity development. -Level of enhanced capacity of targeted beneficiaries to use data, information & knowledge sharing platforms. -Level of capacity building programme delivered. - Level of awareness enhanced. - Action Plan or Exit Strategy. 	<p><i>Desk review.</i></p> <p><i>Data and figures analyses.</i></p>
<i>Potential Impact</i>		<ul style="list-style-type: none"> - Did BES-Net I have the intended impact within the project lifespan and/or is the project likely to beyond its lifespan? - What specific contribution did the project make to the anticipated beneficiaries at global, regional, and/or national levels? What 	<p><i>Review internal project communication with stakeholders.</i></p> <p><i>Review Project's Progress Reports and biannual updates</i></p> <p><i>Online platform for global network</i></p>	<p><i>Desk review.</i></p> <p><i>Stakeholders consultations</i></p> <p><i>Interviews</i></p>	<ul style="list-style-type: none"> -Number of internal and external communications materials produced and disseminated. -Stakeholders satisfaction. - Number of NEAs prepared and 	<p><i>Desk review</i></p>

		<i>specific part of this difference can be attributed to the project?</i>			<i>endorsed at the national level. - Level of awareness enhanced. -Number of knowledge exchange programmes launched events.</i>	
<i>Gender Equality</i>	<i>To what extent has gender been addressed in the design, implementation and monitoring of the Programme?</i>	<ul style="list-style-type: none"> - <i>To what extent has gender equality and the empowerment of women been addressed in the design of the project?</i> - <i>To what extent has the project promoted positive changes in gender?</i> - <i>Have gender issues been considered in Programme implementation? If so, how and to what extent? how data was collected during Programme implementation, i.e. sex disaggregated. The number of females/males who participated in different events. Female/males' satisfaction and feedback on attending and participating on different events.</i> 	<i>ProDoc documents; other related documents, (AWPs, APRs) interviews, interaction with target beneficiaries/ Women</i>	<i>Desk review. Stakeholders consultations Interviews</i>	<i>-Data disaggregated by gender. -Number of women participating in the various stages of the project including in the Trialogue, and the development of the online platform. - # of networking events including the number of participants from the three different groups (scientists, practitioners, and policy makers) covered networking activities and the number and percentage of women who participated.</i>	<i>Desk review (project reports, reports of the partners, prospective reports).</i>

6.5 List of Documents Reviewed

No.	Document Title
1.	Annual Progress Reports including the final report (7 reports)
2.	Biannual updates (12 reports)
3.	GC-RED Annual Reports (6 reports)
4.	BES-Net I IKI Project Proposal
5.	BES-Net I IKI clearance slip for cost sharing agreement
6.	BES-Net I Germany UNDP Agreement
7.	BES-Net I Annex I_ Note to file
8.	BES-Net I Annex II Memo
9.	BES-Net I Annex III Project funding requirements
10.	BES-Net Annex IV Logical framework
11.	BES-NET II IKI Programme Proposal Final with UN Levy
12.	BES-NET II Funding windows agreement BMU – UNDP
13.	BES-NET II Annex 3 – Expenditure and Financing Final
14.	BES-NET II Annex 4 – Gantt Chart
15.	BES-NET II Annex 5 – Organization Chart
16.	BES-NET II Annex 6 – Corporate Agreement Signed
17.	Amendment – IKI BES NET Extension Request 1 Approval letter
18.	Amendment – IKI BES NET Extension Request 1
19.	Amendment - IKI BES NET Extension Request 2
20.	Amendment - IKI BES NET Extension Request 2 – Approval Letter
21.	GC-RED ProDoc 2015-2017 - Original
22.	GC-RED ProDoc 2015-2017 - Revised
23.	UNDP – WCMC Responsible Party Agreement Amendment 2018
24.	UNDP – WCMC Responsible Party Agreement Amendment2 - 2020
25.	UNDP – WCMC Responsible Party Agreement Amendment 2016
26.	BES-NET 1 Annual and Quarterly Reports (25 reports)
27.	BES-Net Advisory Committee (14 documents- meetings)
28.	BES-Net Advisory Committee TOR
29.	GC-RED Project Board- 7 minutes of meetings documents for 7 meetings
30.	Annual certified financial reports (6 reports for 6 years)
31.	Annual workplans (5 work plans 2017-2021)
32.	IKI Project budget analysis 2017.
33.	BES-NET visibility guidelines document – 9 documents
34.	Communication on NEAs 2 folders and one document.
35.	Communication on networking

36.	Communication on regional Trialogues
37.	Communication related strategies Event Banners
38.	Communication related strategies Event Videos
39.	Communication related strategies Promotional Videos
40.	Communication strategies results monitoring (5 folders each per year)
41.	Communication strategies results monitoring - Communication and Stakeholder engagement strategy
42.	Communication strategies results monitoring – Gender analysis and strategy
43.	Communication strategies results monitoring – Communications and knowledge management strategy
44.	Communication strategies results monitoring – Gender Strategy
45.	Deliverables – Outcome 1 – 6 folders with info and documents about the Trialogues, outcomes of the meetings, survey, lessons compilation exercises, monitoring plans, etc
46.	Deliverables – Outcome 2 End of Project Survey + Monitoring Results
47.	Deliverables – Outcome 3 (7 documents – Monitoring per country)
48.	Deliverables – Outcome 1.1.1 and 1.1.2 – six folders about the Trialogues. Per country and region.
49.	Deliverables – Outcome 1.1.3 – six folders about the regional Trialogues
50.	Deliverables – Outcome 1.2 – 7 documents. Discussion forums
51.	Deliverables – Outcome 2.1 – National initiatives – 4 folders + Global Inception Report
52.	Deliverables – Outcome 2.2 – 4 documents = NEA Communication Strategy per country
53.	Deliverables – Outcome 2.3 – National Trialogue per country. 6 folders
54.	Deliverables – Outcome 2.4 – National initiatives 4 folders + 3 documents on lessons learned
55.	Deliverables – Outcome 3.1 – NEAs full report per each country. Regional Trialogue action documents – 4 folders Regional Trialogue background documents – 5 documents
56.	Deliverables – Outcome 3.2- IPBES Events and other events folders
57.	Deliverables – Outcome 3.3 – Trialogue results monitoring plan

6.6 Final Evaluation Agenda

Date and Time (Jordan Time) of Interview/Meeting	Person/group Interviewed/Met
7 June 2022, 12:30 PM	Inception meeting with the Project team UNDP Global Policy Centre on Resilient Ecosystems and Desertification (GC-RED). Ms. Yuko Kurauchi: Policy Specialist Ms. Marlyn Omondi: Technical Officer, BES-Net. Ms. Mary Likavo
6 July 2022, 9:00 AM	Inception meeting with the Project team UNDP Global Policy Centre on Resilient Ecosystems and Desertification (GC-RED). Ms. Yuko Kurauchi: Policy Specialist Ms. Marlyn Omondi: Technical Officer, BES-Net. Ms. Mary Likavo
2 August 2022, 9:00 AM	Inception meeting with the Project team UNDP Global Policy Centre on Resilient Ecosystems and Desertification (GC-RED). Ms. Yuko Kurauchi: Policy Specialist Ms. Marlyn Omondi: Technical Officer, BES-Net. Ms. Mary Likavo
26 July 2022, 1:00 PM	Mr. Firuz Ibrohimov. Former Chief Technical Advisor. Formerly of UNDP Kazakhstan.
26 July 2022, 2:00 PM	Mr. Axel Paulsch. Institute for Biodiversity.
26 July 2022, 3:00 PM	Ms. Simone Schiele. IPBES Secretariat
27 July 2022, 11:00 AM	Mr. Washington Ayiemba. Programme Officer Environment and Resilience. UNDP Kenya
27 July 2022, 2:00 PM	Ms. Claire Brown. Principal Technical Specialist – Policy. UNEP WCMC
27 July 2022, 4:00 PM	Mr. Nigel Crawhall. Chief of Section Local and Indigenous Knowledge Systems UNESCO
27 July 2022, 4:30 PM	Mr. Joseph Karanja. Project Officer, BES-Net unit on Indigenous and Local Knowledge UNESCO
27 July 2022, 5:00 PM	Mr. Martin Zeh Nlo. Deputy Resident Representative – Programmes UNDP Cameroon
28 July 2022, 11:00 AM	Mr. Guadalupe Kabia. Climate Professional UNDP Malawi
28 July 2022, 3:30 PM	Ms. Ashanapuri Hertz. Desk Officer SwedBio.
28 July 2022, 4:30 PM	Ms. Lena Dempewolf. Biodiversity Specialist, Environmental Policy and Planning Division.

	Ministry of Planning and Development of Trinidad and Tobago
1 August 2022, 9:00 AM	Ms. Sikeade Egbuwalo Senior Forest Officer Federal Ministry of Environment National Coordinator Nigeria
8 August 2022, 9:00 AM	Ms. Mai Huynh Centre for Biodiversity Conservation National Coordinator Vietnam
9 August 2022, 11:30 AM	Dr. Misikire Tessema Ethiopian Biodiversity Institute NEA Project Coordinator in Ethiopia Ethiopia
9 August 2022, 12:00 Noon	Mr. Stanley Dinsi NESDA NEA Project Coordinator in Cameroon Cameroon
10 August 2022, 4:30 PM	Juanita Chaves Senior Technical Advisor Alexander von Humboldt Institute Post-NEA project coordinator in Colombia

6.7 List of Persons Interviewed

Sl.	Name	Title, Affiliation
1	Ms. Yuko Kurauchi	Policy Specialist Global Policy Centre on Resilient Ecosystems and Desertification (GC-RED) Ecosystems and Biodiversity Nature, Climate and Energy Bureau for Policy and Programme Support/Global Policy Network United Nations Development Programme United Nations Office at Nairobi, Kenya
2	Ms. Marlyn Omondi	Technical Officer Global Policy Centre on Resilient Ecosystems and Desertification (GC-RED) Ecosystems and Biodiversity Nature, Climate and Energy Bureau for Policy and Programme Support/Global Policy Network United Nations Development Programme United Nations Office at Nairobi, Kenya
3	Ms. Mary Likavo	Administrative Associate, Global Policy Centre on Resilient Ecosystems and Desertification (GC-RED) Ecosystems and Biodiversity Nature, Climate and Energy Bureau for Policy and Programme Support/Global Policy Network United Nations Development Programme United Nations Office at Nairobi, Kenya
4	Ms. Firuz Ibrohimov	Former Chief Technical Advisor. Formerly of UNDP Kazakhstan. UNDP Kazakhstan Kazakhstan
5	Mr. Axel Paulsch	Institute for Biodiversity
6	Mr. Simone Schiele	Simone Schiele. IPBES Secretariat
7	Mr. Washington Ayiemba	Programme Officer - Environment and Resilience. UNDP Kenya Kenya
8	Ms. Claire Brown	Principal Technical Specialist – Policy. UNEP WCMC
9	Mr. Nigel Crawhall	Chief of Section Local and Indigenous Knowledge Systems UNESCO
10	Mr. Joseph Karanja	Project Officer BES-Net unit on Indigenous and Local Knowledge UNESCO
11	Mr. Martin Zeh Nlo	Deputy Resident Representative – Programmes UNDP Cameroon Cameron
12	Mr. Guadalupe Kabia	Climate Professional UNDP Malawi Malawi
13	Ms. Ashanapuri Hertz	Desk Officer SwedBio
14	Ms. Lena Dempewolf.	Biodiversity Specialist

		Environmental Policy and Planning Division. Ministry of Planning and Development of Trinidad and Tobago Trinidad and Tobago
15	Ms. Sikeade Egbuwalo	Senior Forest Officer Federal Ministry of Environment National Coordinator Government focal point for the BES-Net (post-)Dialogue support in Nigeria Nigeria
16	Ms. Mai Huynh	Centre for Biodiversity Conservation NEA Project Coordinator in Viet Nam Viet Nam
18	Dr. Misikire Tessema	Ethiopian Biodiversity Institute NEA Project Coordinator in Ethiopia Ethiopian
19	Mr. Stanley Dinsi	NESDA NEA Project Coordinator in Cameroon Cameroon
20	Juanita Chaves	Senior Technical Advisor Alexander von Humboldt Institute Post-NEA project coordinator in Colombia Colombia

6.8 Final Evaluation Rating Scales

Ratings for Progress Towards Results: (one rating for each outcome and the objective)		
6	Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as “good practice”.
5	Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (HU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
2	Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	The objective/ outcome has failed to achieve its midterm targets and is not expected to achieve any of its end-of-project targets.

Ratings for Project Implementation & Adaptive Management: (one overall rating)		
6	Highly Satisfactory (HS)	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level M&E systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as “good practice”.
5	Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only a few that are subject to remedial action.
4	Moderately Satisfactory (MS)	Implementation of some of the components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
3	Moderately Unsatisfactory (MU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
2	Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
1	Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.

Ratings for Sustainability: (one overall rating)		
4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project’s closure and expected to continue into the foreseeable future
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review
2	Moderately Unlikely (MU)	A significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	Unlikely (U)	Severe risks that project outcomes, as well as key outputs, will not be sustained

6.9 Signed UNEG Code of Conduct form

Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well-founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals and must balance the evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about it and how issues should be reported.
5. They should be sensitive to beliefs, manners, and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that respects the stakeholders' dignity and self-worth.
6. They are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings, and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Final Evaluation Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Consultant: Amal Aldababseh

Name of Consultancy Organization (where relevant): INDIVIDUAL CONSULTANT

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

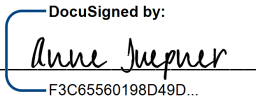
Signed at (Jordan) in August 2022

Signature:



6.10 Signed Final Evaluation Final Report Clearance Form

(to be completed by CO and UNDP Technical Adviser based in the region and included in the final document)

Evaluation Report Reviewed and Cleared by Director, UNDP Global Policy Centre on Resilient Ecosystems and Desertification	
Name:	Anne Juepner
Signature:	 F3C65560198D49D...
Date:	12-Sep-2022

6.11 Annexed in a separate file: Audit Trail from received comments on draft FE report.