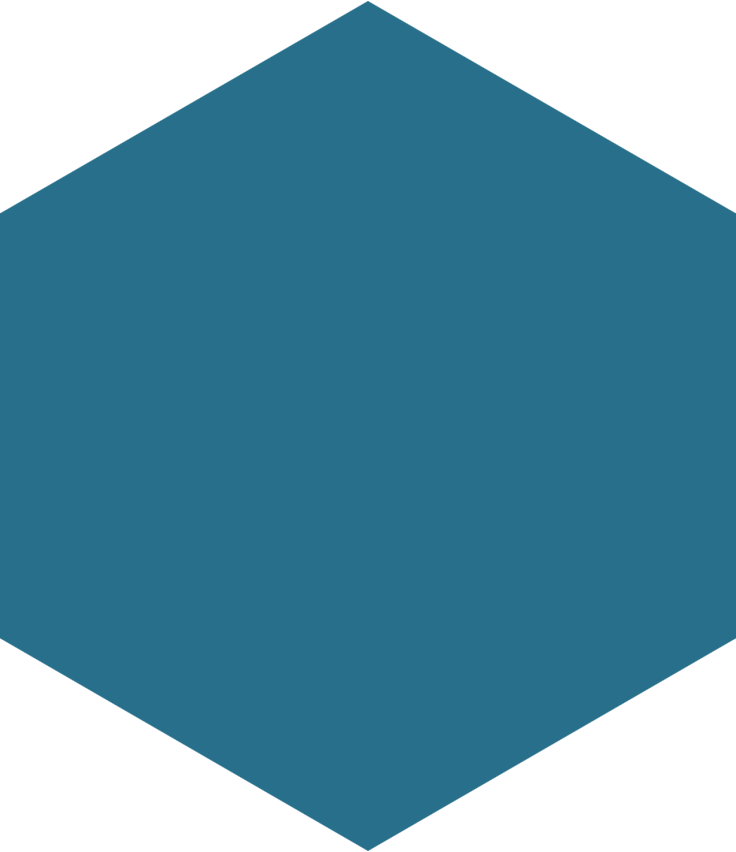
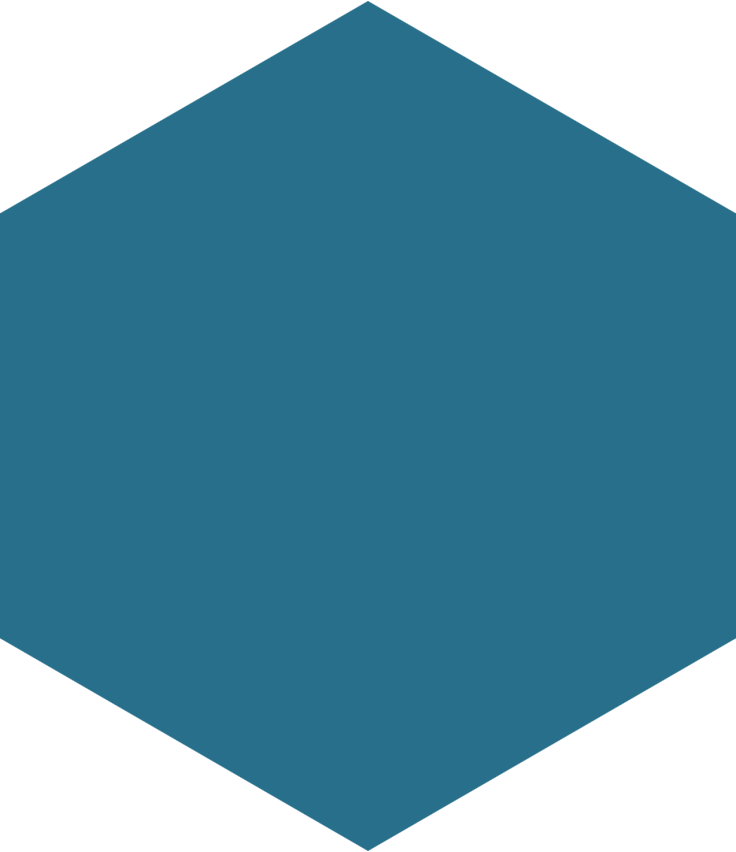
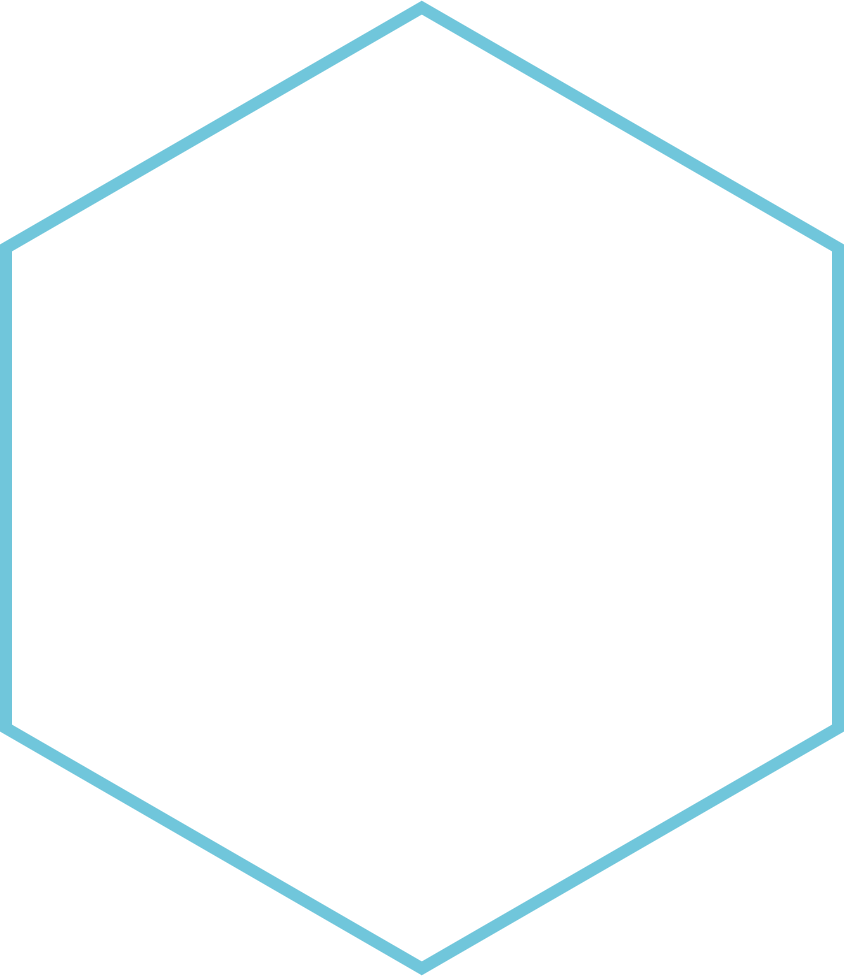


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| **Final Evaluation of ‘PANORAMA – Solutions for a Healthy Planet’ Project**  ***Final Report*** |
| International Evaluator: Mohammad Alatoom  February 2024 - April 2024 |
| |  |  | | --- | --- | | **Project title:** PANORAMA – Solutions for a Healthy Planet | **PIMS ID:** 6560  **Quantum ID**: 00123995 | | **Implementing agency:** UNDP. **Key partners**: IUCN and GIZ are founding members of the PANORAMA initiative | **Project start date**: October 2020, End date: March 2024  Project document signature: 30 October 2020. | | The overall goal of the project is to strengthen the PANORAMA initiative, which, in turn, improves the global learning from successful practices among practitioners and decision-makers | **Country**: Global | | **Evaluation timeframe:** February-April 2024  **Total committed budget:** $2,280,217  **Project expenditure at 31st Dec 2023**: $1,835,145 | **Funding source:** The Federal Ministry for Environment, Nature Conservation, Nuclear Safety and Consumer Protection of the Federal Republic of Germany (BMUV) is providing USD$ 2,200,220 (incl. 1% UN Levy) | |
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**Disclaimer**

This report is the work of independent consultants, and doesn’t necessarily represent the views, policy, or intentions of the UNDP and PANOROMA partners. The opinions and recommendations in the evaluation will be those of the Evaluators and do not necessarily reflect the position of stakeholders.

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## Acronyms

|  |  |
| --- | --- |
| BMUV German Government’s Federal Ministry for the Environment, Nature Conservation, and Nuclear Safety  CC Climate Change  COP Conference of Parties  FE Final Evaluation  GIZ The Deutsche Gesellschaft für Internationale Zusammenarbeit  GLF Global Landscapes Forum  ICCROM International Centre for the Study of the Preservation and Restoration of Cultural Property  ICOMOS International Council on Monuments and Sites  IFOAM International Federation of Organic Agriculture Movements  IKI International Climate Initiative (Germany).  IUCN International Union for the Conservation of Nature  KPIs Key Performance Indicators  KM Knowledge Management  LF Logical Framework | MEA Multilateral Environmental Agreements  M&E Monitoring and Evaluation  OCTO Open Communications for the Ocean  RfP Request for Proposal  SDGs Sustainable Development Goals  SDSN Sustainable Development Solutions Network  ToC Theory of Change  UNDP United Nations Development Program  UNEG United Nations Evaluation Group  UNEP United Nations Development Programme  USD United States Dollar  WB The World Bank |

# Executive summary

## Project background

PANORAMA – Solutions for a Healthy Planet (henceforth, PANORAMA) is a unique example of a bottom-up, multi-actor initiative in global development combining the world’s leading online digital platform dedicated to identify and disseminate proven solutions that work for nature and people across different sectors with offline learning and sharing products and activities (exchange events, trainings, webinars, publications, contests communication products). PANORAMA’s “solutioning approach” entails a structured process of peer-learning, including the following phases in relation to a solution: reflect, document, communicate, adapt.

The project’s objective is to enable PANORAMA to support global learning from successful practices in biodiversity conservation and climate change adaptation and mitigation among practitioners and decision-makers. The long-term result to which this project is contributing is the enhanced implementation and effectiveness of measures for biodiversity conservation and climate change adaptation and mitigation at different scales. The project strengthens the PANORAMA initiative, which, in turn, improves the global learning from successful practices among practitioners and decision-makers in the context of biodiversity conservation and climate change adaptation and mitigation around the world.

The total budget of PANORAMA Phase 1. is US$ 2.28 million, which is supported by the German Federal Ministry for Environment, Nature Conservation, Nuclear Safety and Consumer Protection (BMUV) with the contribution of US$ 2,200,220 through the International Climate Initiative (IKI). The project started in October 2020 and closed in March 2024.

## Evaluation scope

This Final Evaluation (FE) aims to review the efficiency, effectiveness, relevance, sustainability, and impact of implementation and, more particularly, document the results attained. The evaluation places a significant emphasis on identifying lessons learned and good practices that derive from the project’s implementation. The evaluation covers the period 2021-2023 and addresses the results of PANORAMA implementation during Phase 1. This evaluation was undertaken under the direction of the UNDP Nature Hub’s Monitoring and Evaluation focal point and working closely with the PANORAMA Project Coordinator and Principal Technical Advisor, Nature Hub.

## Evaluation approach

Mixed methods[[1]](#footnote-2) have been used for the FE to generate mix of qualitative and quantitative data. The use of mixed methods had the advantage of supporting data triangulation across multiple sources, which helped to increase data accuracy and credibility to inform the reliability of the evaluation results. The evaluation used methods of document review and interviews for data collection to obtain answer all of the evaluation questions outlined in the TOR. The evaluation had two levels of data collection and validation of information:

* A desk review of project documentation where both qualitative and quantitative data have been collected – See annex 4 for list of documents reviewed.
* Semi-structured interviews with key stakeholders for qualitative data collection (Annex 3 list of persons interviewed).

Data analysis was based on observed facts, evidence, and data. Findings are specific, concise, and supported by quantitative and/or qualitative information that is reliable, valid and generalizable.

## Findings

***Achieved results:* Project outcome**: PANORAMA has seen improvements in its management capacity and governance through key activities like capacity building, partnerships, and strategic planning supported by the PANORAMA project. However, these capacities have not reached the maturity level required for sustainable, independent operations post-BMUV funding, facing a shortage of essential resources such as sustainable financial investments. While strategic planning foundations have been established, including finance and impact assessment mechanisms, they remain underdeveloped and not fully implemented yet to tackle future challenges and sustain impact independently.

The transition from the PANORAMA Secretariat to the Management Unit, alongside the creation of the Partnership Council involving all partners, marks progress towards better strategic coordination and sustainable growth of PANORAMA. Nonetheless, the management and decision-making structures don’t adequately reflect the partners' investment levels, partly due to the project-based and unsustainable nature of these contributions and limited clarity on roles and responsibilities including partners’ future commitments in light of new projects.

A comprehensive update of the PANORAMA web platform has just been launched, with a beta version introduced at COP28, enhancing visibility and user engagement. The upgraded web platform introduced enhanced features and functionalities designed aimed at improving user experience, including selection of, and close engagement with, an external web development agency, with an expectation to increase the platform effectiveness and maximize its reach to more users.

PANORAMA project aimed for 25 registered uptakes of its solutions but has only partially achieved this goal, with 15 uptakes reported and just 6 registered online. It's essential to consider that the actual uptake rate is likely higher than recorded, as some adopters might not publicize their use of these solutions. Despite this, the development of an impact measurement framework represents an important advancement towards increasing accountability and gathering evidence of PANORAMA's effects. While there has been significant progress in developing methods to track the adoption and impact of solutions, the full implementation of the MERL strategy and the activation of surveys are still forthcoming.

**Under output 1**, efforts made to define key elements of the PANORAMA business model, and a business development plan was developed in 2021, but the final product and outcome of business model planning has not completely materialized with the plan found to be not applicable. Progress to date included engaging with prospective donors, and forming a task force to drive fundraising strategies. Key elements of the business model have not been tested with evidence of effectiveness and impacts. The project focus remained on refining the business model, seeking new fundraising methods, and enhancing strategic unity among partners. Stakeholders have, nonetheless, expressed concerns about the model's long-term investment appeal and financial sustainability and the need to reassess, and possibly overhaul, the business model to secure PANORAMA's future, suggesting a moving towards more diverse or independent revenue streams.

The PANORAMA project achieved its goal of engaging 12 diverse partner organizations, enhancing its network and expertise. Despite this success, challenges have arisen in maintaining consistent engagement and leadership among partners, primarily due to temporary project-based resources. Variations in partner participation have created imbalances, and initial misunderstandings about funding model and roles have emerged among partners. From partners perspective, balancing the benefits of involvement with PANORAMA against the resource constraints faced by partners remains a significant challenge.

The PANORAMA project expanded by launching six new communities, bringing the total to 11, covering a wide range of conservation and development topics on a unified platform. However, challenges such as limited resources, engagement, and funding have affected community dynamics and knowledge exchange. Over 1445 solutions have been published, surpassing targets and enriching the platform's diversity. Yet, concerns about the rigor and quality of some solutions, language barriers in solution translation, and the effectiveness of the peer review process have been noted.

Visitor numbers to the PANORAMA platform have been on an upward trajectory, showing sustained interest and engagement, growing to 241,066 in 2023 from 162,641 (2021) and 236,132 (2022). Though the target of 350,000 visits per year has not been met, the expectation is for visitation numbers to surge following the full launch of the updated web platform and the implementation of solutions to overcome language barriers, further enhancing its accessibility and global impact.

**Under output 2**, the PANORAMA Project has developed a Monitoring, Evaluation, Research, and Learning (MERL) strategy along with an implementation plan, informed by a theory of change review, needs assessment, and a co-development workshop focusing on the MERL framework and target setting. This framework aims to offer an integrated approach for evaluating the effectiveness of PANORAMA solutions by measuring outputs, outcomes, and impacts, and introduces practical indicators for tracking progress. The project developed an Uptake Tool in 2021 for recording uptakes which has proven to be inefficient in practice. After careful consideration, the PANORAMA management made a strategic decision to discontinue its use. Instead, the uptake measurement was integrated into the MEAL framework. While PANORAMA project has made significant progress in advancing methodologies for tracking solution uptake and impact, the actual application of the MERL strategy and the operationalization of surveys are pending, and no baseline has been established to be used for future benchmarking.

The collaboration with the CBD Secretariat, formalized through a Memorandum of Understanding (MoU) in 2022, is considered a key milestone achieved by the PANORAMA project. The MoU was put into action through development of a joint work plan which positions this strategic partnership a significant step to underline PANORAMA pivotal role in promoting biodiversity conservation worldwide. This MoU will help PANORAMA to amplify its impact in the future by not only enhancing conservation efforts but also ensuring that learnings from these efforts are captured and promoted broadly. The outcome of the MoU started to be realised by inviting PANORAMA to partner in the CBD’s new Knowledge Management for Biodiversity (KM4B), Initiative which provides an opportunity to work in collaboration and in conjunction with other related efforts and institutions.

Publications and collaborations, such as the release of "Solutions for development challenges – Insights from protected and conserved areas" by the IUCN, have further solidified PANORAMA's role in shaping global environmental frameworks. The internal enhancement of the PANORAMA methodology through initiatives like the "Knowledge Sharing Journey" has enriched the platform’s solutions repository, fostering a comprehensive approach to documenting and disseminating actionable environmental solutions.

PANORAMA has notably increased its global visibility and influence by participating in various prestigious international forums and events. These participations included the UN Decade Learning Sessions, Women Deliver 2023 Conference, 6th GLF Investment Case Symposium Finance for Nature 2023, and COP28 Side Event where the beta version of the PANORAMA web platform was revealed.

Additionally, the Pathfinder Award 2021 recognized innovative approaches in protected area management, with notable achievements in integrating conservation goals with development, health, and climate strategies. This award led to the publication of 150 new solutions on the PANORAMA platform, significantly contributing to the repository of scalable and adaptable solutions.

***Relevance:*** The PANORAMA project is well-aligned with various global initiatives and strategies aimed at addressing transboundary challenges and fostering sustainable development through knowledge management (KM) and learning. PANORAMA's objectives align with MEAs by facilitating information sharing, supporting evidence-based decision-making, and enhancing environmental governance through effective KM. The PANORAMA project is also aligned with the needs of its management, users, and solutions providers by promoting diverse knowledge sharing, financial stability, platform usability, and regular learning interactions. It is also aligned with the strategic plan for the key implementing agencies including GIZ, IUCN and UNDP and help achieving their knowledge management objectives.

***Coherence:*** Overall, the project design is found to be sound. The PANORAMA project presents a well-structured approach to achieving its intended outcomes, featured by a solid Theory of Change (ToC) that outlines a clear pathway for impact. The project design has fairly outlined governance structure, stakeholder engagement, and a results framework that are robust and clearly defined. The establishment of clear roles and responsibilities has laid a strong foundation for effective collaboration and project delivery. However, the project design reveals areas for improvement, notably in the comprehensive capture of underlying assumptions, particularly regarding behavioural change, policy influence, and knowledge transferability. The project's engagement with previous learnings from previous and relevant projects and the integration of gender considerations have been identified as areas lacking depth with limited information in the project design regarding how the project affects gender relations, and specifically, the distinct impacts on women and men.

***Effectiveness:*** The key factors contributing to the success of PANORAMA project include the dedication and advocacy of its champions, the uniqueness of PANORAMA niche, neutrality and openness to everybody to contribute, its visibility and trust on a global scale leading to new opportunities and recognition, the solid concept and vision behind the platform as a hub for sharing conservation practices, and its integration into broader sustainability initiatives, enhancing its reach and impact.

The project faced challenges including financial sustainability concerns, limited community engagement, inconsistent leadership and partner commitment, insufficient direct interaction with solution users, varying solution quality, language barriers affecting global participation, and limitation of the solution review process. These factors have impacted the project's progress and achievement of goals.

The PANORAMA Platform hosts solutions that showcase gender mainstreaming solutions, and it recognizes ‘gender mainstreaming’ as one of themes for classifying solutions, offering 182 solutions that incorporate gender considerations. PANORAMA's MERL framework integrates gender in data collection and analysis, aiming to understand the impacts of its solutions across different genders and demographics. This approach supports evidence-based decision-making, targeting gender-specific challenges and ensuring inclusive communication.

***Efficiency:*** The PANORAMA project efficiency is achieved by investing in the already established and recognized PANORAMA initiative, known for its impact, thus provide incremental and catalytic support to further strengthen PANORAMA considerably, e.g. through strategic communication activities tailored for the target audience. Additionally, the project employs a collaborative funding strategy by partnering with organizations involved in knowledge sharing within the relevant communities. These partnerships bring additional resources, facilitating interactions between solution providers and seekers, thus amplifying the project's impact in its focus areas.

The budget utilization rate for the project is deemed satisfactory, and the utilization of the funding is on track as planned, the utilisation rate stands at 91% as of December 2023.

The roles and responsibilities have been clearly identified in the project document and seem to have been followed through the project implementation. The steering group has been actively meeting before and during the project implementation including a mix of online as well as in person meetings where possible.

Implementation of the M&E plan has been thorough, with annual reporting processes well-established. These reports cover detailed progress, challenges, and updates on risk management, ensuring that indicators are current and data collection is consistent. All partners involved in PANORAMA, including UNDP, IUCN, and GIZ, contribute to these reports, which are submitted to BMUV in a format that allows for a comprehensive overview of activities, financials, and results, supported by evidence and publications. Despite initial identification of only two risks, continuous reporting has led to the recognition of additional risks, with appropriate management and mitigation strategies.

***Sustainability***: The overall sustainability of the PANORAMA project is centred on strategic activities that support the growth and evolution of PANORAMA Initiative. The institutional sustainability of the PANORAMA project outcomes is grounded on the strong institutional support and commitment of GIZ and IUCN towards PANORAMA initiative. These organizations have actively contributed resources and worked to integrate PANORAMA into broader sustainability efforts, including integrating PANORAMA into Global Sustainability Platforms such as CBD/GBF. However, concerns arise regarding the variability in partner engagement and the sustainability of the engagement model, which relies heavily on project-based resources. Some partners are unclear about their future commitments including their roles post-BMUV funding, pointing to a need for clearer definitions and expectations for ongoing involvement.

In terms of financial sustainability, the project has focused on business planning to diversify and enhance PANORAMA's funding sources, aiming for long-term financial sustainability. However, the new business model's expected outcomes have not been realized, and financial sustainability remains uncertain under current conditions. PANORAMA still depends largely on project-specific funding and limited-duration financial contributions from partners, challenging its long-term sustainability. On a positive note, the "PANORAMA 2.0" concept paper developed, with imminent BMUV funding expected to support short-term financial stability and lay the groundwork for strategic growth into 2024 and beyond.

## Recommendations

Given the project has indeed ended by the time of finalising this report, this section proposes recommendations to be considered in the upcoming project PANORAMA 2.0. To this end, it is recommended that PANORAMA 2.0 Project: (see details in section 6.2).

* + - 1. Reassess the quality control process and measures applied to solutions to ensure PANORAMA quality standards are met when publishing a new solution.
      2. Establish a project impact baseline based on the new MERL strategy.
      3. Expand on the opportunities of direct engagement between solutions providers and seekers for greater visibility.
      4. Investigate opportunities for expanding thematic areas to include ‘Innovative Financing Solutions’.
      5. Develop a detailed sustainability plan as part of the project proposal for PANORAMA 2.0 Project.
      6. In consultation with the PANORAMA partners, develop PANORAMA partnership framework that defines key principles of partnership, roles and responsibilities, commitments, and incentives.
      7. Undertake gender analysis and develop gender action plan as part of project 2.0 project proposal or during inception phase.
      8. Integrate AI solutions to the web platform to specifically overcome the language barriers.
      9. Explore the opportunities to include "what did not work" solutions to provide a comprehensive learning experience, acknowledging failures as opportunities for learning and growth.
      10. Explore opportunities for partnerships with the coordinating projects of GEF-Integrated Programmes (IPs).

# **Introduction**

## Background and context

PANORAMA – Solutions for a Healthy Planet **Project** (henceforth, PANORAMAproject) is a unique example of a bottom-up, multi-actor initiative in global development combining the world’s leading online digital platform dedicated to identify and disseminate proven solutions that work for nature and people across different sectors with offline learning and sharing products and activities (exchange events, trainings, webinars, publications, contests communication products). PANORAMA’s “solutioning approach” entails a structured process of peer-learning, including the following phases in relation to a solution: reflect, document, communicateand adapt.

PANORAMA groups its solutions by key topics or themes relevant to improving conservation and addressing climate change in today’s world. The current thematic areas include**:**

1. 30x30 Solutions,
2. Blue,
3. Ecosystem based Adaptation,
4. Agriculture and Biodiversity,
5. Business Engagement,
6. Nature-Culture,
7. Cities,
8. Restoration,
9. Species Conservation,
10. One Health**,** and
11. Mitigation.

In that way**,** PANORAMAproject aims to promoting solutions that demonstrate how well-protected biodiversity and well-managed ecosystems help address societal challenges, increase resilience and adaptation to climate change and thereby achieve development benefits.

The PANORAMA partnership is composed of representatives of all PANORAMA partner organizations, including, the International Union for the Conservation of Nature (IUCN), the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), Rare, GRID-Arendal, International Federation of Organic Agriculture Movements (IFOAM), Open Communications for the Ocean (OCTO), Eco Health Alliance, World Bank (WB), International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM), International Council on Monuments and Sites **(**ICOMOS**).** In December 2022**,** an MoU was signed between IUCN, GIZ and the Secretariat of the Convention on Biological Diversity. All these partner organisations contribute to attaining the outcome and outputs of the programme. IUCN and GIZ are founding members of the PANORAMA platform and partnership and co-host its secretariat since 2016.

## Problems to be addressed by the project

The most relevant challenge for the PANORAMA initiative is the need for sustainable financing mechanisms that would allow it to sustain and grow its activities in the long-term. In the sphere of global development, it is challenging to fund long-term initiatives like PANORAMA, especially that the core costs of such initiatives are often financed via thematically oriented project grants for a short period of time. Notably, BMUV/IKI, has supported the development of the PANORAMA initiative, starting with funding the Blue Solutions project and its pioneering work to develop the solutioning method and initial the IT platform. More IKI funded projects have joined PANORAMA bringing more themes and more partners to the PANORAMA partnership. However, the contributions of these projects are limited in time, due to their project duration, and in order to establish PANORAMA as a viable option for long-term knowledge management across global development, longer time horizons and a sustainable business model are needed. Secured long-term support for the partnership initiative through funding of the PANORAMA Secretariat would strongly contribute to its sustainability, as the Secretariat covers functions in the area of partnership coordination, but especially also fostering strategic development and growth (e.g. establishing new partnerships, coordinating the business plan development, etc.).

Secondly, PANORAMA is faced with the challenge of tracking and clearly demonstrating its impact on the ground as well as in the policy arena. While PANORAMA has abundant information about its Solution Providers and their motivation to submit their solutions, there is still little information about the upscaling and replication of published solutions and hence about the impact of PANORAMA related to a wider application of successful practices in nature conservation, climate change resilience and adaptation and sustainable development. The free-access web-platform does not allow an identification of the users, commenting functions are used very randomly and do not provide meaningful results and ground research is very cost-intensive. Methodological approaches for systematic impact measurement of global bottom-up initiatives in the development community that are strongly using digital platforms for knowledge exchange have rarely been developed. A more systematic impact monitoring is important not only for PANORAMA’s credibility in general – the importance of accountability and the ability to show and measure impact for mobilizing additional resources became evident in the development process of a business plan for PANORAMA. Thus, PANORAMA needs to develop an impact monitoring system, which proves its value and increases accountability. This, in turn, will enable it to mobilize resources to generate a stronger link between solutions and policy development.

A further challenge is that PANORAMA is not yet commonly known in the global development community. So far, PANORAMA has grown organically through the exchange among practitioners and the communication effort that the partnership and its Secretariat was able to provide through newsletters, communication products, events etc. A stronger and more systematic investment in a strategic communication and promotion programme, targeting different user groups, has not been possible due to the limited technical and financial resources. The development and implementation of such a communication programme, which makes the offerings of PANORAMA’s solution portfolio more widely known in the global development community and promotes the uptake of solutions among a wider range of practitioners, would be important. The partner organizations and their associated networks provide a good starting point for connecting with on-the-ground practitioners. However, there is still room for greater and more targeted outreach and communication activities in order to achieve PANORAMA’s objective to accelerate the uptake and upscaling of successful practices and thus contribute to long term improvement in conservation and sustainable development.

## The project’s strategy

The **project’s objective** is to enable PANORAMA to support global learning from successful practices in biodiversity conservation and climate change adaptation and mitigation among practitioners and decision-makers. The long-term result to which this project is contributing is the enhanced implementation and effectiveness of measures for biodiversity conservation and climate change adaptation and mitigation at different scales. This long-term result directly contributes to UNDP’s Strategic Plan for 2018-21, specifically to Outcome 2- Accelerate Structural Transformations for Sustainable Development.

The project strengthens the PANORAMA initiative, which, in turn, improves the global learning from successful practices among practitioners and decision-makers in the context of biodiversity conservation and climate change adaptation and mitigation around the world.

The project is funded by the German Government’s Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection (BMUV/IKI) to strengthen the PANORAMA initiative through investment in core functions, including partnership coordination and business development, in order to enable PANORAMA to support global learning from successful practices in biodiversity conservation and climate change adaptation and mitigation among practitioners and decision-makers. Investment in strategic development is expected to result in better demonstration of PANORAMA’s impact on the ground as well as in the policy arena, and make the initiative increasingly known, due to strengthened strategic communication, promotion and outreach.

The target group of the PANORAMA project was the growing community of PANORAMA users that are engaged and connected practitioners, across sectors and geographies.

The Project Logic (PL) is founded on two mutually reinforcing outputs that together address the three interlinked challenges (sustainable financing, tracking impact and PANORAMA visibility in the global development community):

* the need for sustainable financing mechanisms that would allow PANORAMA to sustain and grow its activities in the long-term;
* tracking and clearly demonstrating PANORAMA’s impact on the ground as well as in the policy arena; and

The PANORAMA Secretariat (now transformed into Management Unit) is responsible for core functions relating to partnership coordination and strategic development. A strengthened PANORAMA Secretariat ensures a strategic coordination and sustainable growth of the evolving initiative. The project enables the Secretariat to provide strong and efficient internal coordination of partners and to advance business planning for the partnership. Therefore, the PANORAMA Secretariat can fully meet its responsibilities in the longer-term, that include:

* Partnership coordination;
* ‘Onboarding’ of new partners and thematic communities;
* Administration of web platform; co-ordination of IT development; hosting, maintenance, technical support;
* Management of PANORAMA-wide volunteer reviewer network, including training of reviewers; and
* The development and implementation of a business plan, which aims to establish a sustainable business model for PANORAMA, including a greater diversity of funding sources and development partners.

PANORAMA provides improved accountability of its contribution to global biodiversity conservation and climate change adaptation to a sustainably growing community of users at practical and policy level (Output 2, refer to Section ‎1.3). There are two key areas that need to be strengthened in order to provide improved accountability as follows:

* Improve tracking and demonstration of PANORAMA’s impact on the ground as well as in the policy arena;
* Strengthen strategic communication, promotion and outreach of PANORAMA to become increasingly known and applied in the global biodiversity and climate change adaptation and mitigation community.

The total budget of PANORAMA project (Phase 1) is 2.28 million USD, which is supported by the German Federal Ministry for Environment, Nature Conservation, Nuclear Safety and Consumer Protection (BMUV) with the contribution of US$ 2,200,220 through the International Climate Initiative (IKI).

**The PANORAMA Project outcomes, outputs and activities**

The PANORAMA challenges are closely inter-linked. The financial assurance and effective operation of the PANORAMA Secretariat bring greater predictability in planning and stronger dedication to strategic issues of relevance to PANORAMA; notably, impact monitoring and measurement, as well as communications. Improved communication is expected to increase the visibility of the programme and result in a continuously growing database of solutions and in wider solution uptake, which again results in a growing impact of PANORAMA. The improved monitoring and measurement of the impact expected to increase PANORAMA’s accountability facilitates the mobilization of further funding and contribute to long-term financial stability. This project is meant to address all of these challenges through it’s the following PL.

**Project Outcome: A strengthened PANORAMA initiative improves the global learning from successful practices among practitioners and decision-makers in the context of biodiversity conservation and climate change adaptation and mitigation around the world**.

The outcome is expected to be delivered through the following two key outputs and activities:

**Output 1: A strengthened PANORAMA Secretariat ensures a strategic coordination and sustainable growth of the evolving initiative.**

Activity 1.1: Coordinate the PANORAMA partnership in an effective and efficient manner, including organization of Steering Group and Technical Exchange Group meetings.

Activity 1.2: Administer and further develop the PANORAMA web platform.

Activity 1.3: Advance development and implement the PANORAMA business plan.

Activity 1.4: Provide ‘onboarding’ support to new partners.

Activity 1.5: Manage the PANORAMA-wide volunteer reviewer network, including recruitment and training of reviewers, improvement of training and guidance materials, creation of an incentives programme for reviewers.

**Output 2: PANORAMA provides improved accountability of its contribution to global biodiversity conservation and climate change adaptation to a sustainably growing community of users at practical and policy level**

Activity 2.1: Develop a methodological approach to monitor the impact of PANORAMA on the ground.

Activity 2.2: Develop a methodological approach to capture and demonstrate the value and cumulative contribution (impact) of PANORAMA solutions to achieving global policy targets.

Activity 2.3: Analyze & synthesize solutions and develop policy messages for UN frameworks for biodiversity (post 2020), climate change (Paris Agreement) and sustainable development (Agenda 2030).

Activity 2.4: Run an active PANORAMA communication and promotion programme aiming to make the initiative broadly known in the global development and nature conservation community.

Activity 2.5: Coordinate PANORAMA’s representation at relevant major international events.

Activity 2.6: Develop new strategic partnerships and deepen existing ones.

Activity 2.7: Implement the Pathfinder Award scheme.

## Theory of Change

PANORAMA supports a growing, integrated set of communities of engaged and connected practitioners, across sectors and geographies. These develop and share reviewed case studies of inspiring and innovative solutions to environmental and development challenges. This supports the implementation of programmes through reflection, solution dissemination, and uptake, informs policy making with new knowledge, guidance and capacity on how to achieve the global environment and development goals (refer to Figure 1).

The PANORAMA theory of change outlines a strategic approach to facilitate and accelerate transformative environmental and social outcomes globally. It operates on the premise that sharing and scaling up effective solutions across different contexts can lead to significant, positive changes. The change pathway involves:

1. Solution Identification and Documentation: Discovering successful interventions and documenting them in a structured and accessible format.

2. Knowledge Sharing and Capacity Building: Promoting the exchange of knowledge and best practices through various platforms and events, enhancing the capacity of practitioners and policymakers.

3. Community of Practice Engagement: Fostering active communities where practitioners can collaborate, learn, and innovate together.

4. Policy Influence: Informing and influencing policy at various levels by providing evidence-based solutions and engaging with policymakers.

5. Barrier Removal: Identifying and addressing systemic barriers to the adoption and scaling of solutions, including financial, regulatory, or knowledge gaps.

This theory of change was designed to work in harmony, creating an ecosystem where effective solutions not only solve localized issues but also contribute to global goals by being adapted and replicated in new contexts.

Figure 1: The PANORAMA theory of change and impact chain

A diagram of a company

Description automatically generated with medium confidence

A diagram of a company

Description automatically generated

Assumptions: There are number of assumptions underpinning this TOC including:

1. Behaviour Change: It is assumed that exposure to solutions and best practices will lead to changes in behaviour, policy, and practice, including policymakers are receptive to evidence-based solutions and that such solutions can influence policy decisions.
2. Transferability of knowledge: It likely assumes that documentation and dissemination of solutions can effectively transfer knowledge across contexts, including that solutions can be adapted and scaled across different geographic regions and sectors.
3. Stakeholder Engagement: That practitioners across various sectors are willing and able to engage in sharing and adopting solutions.
4. There is a growing demand from the international policy community to understand lessons from the ground and build on them for the development and implementation of global policy frameworks.
5. There is a growing need amongst development and nature conservation agencies and donors – beyond the current PANORAMA partners – to better document learnings and success factors from their initiatives.

## Stakeholders participation

The PANORAMA involves multiple stakeholders that can be summarised as follows:

Table 1: List of PANORAMA key stakeholders

|  |  |
| --- | --- |
| Stakeholders | Role in PANORAMA |
| Implementation partners of this Project (GIZ, IUCN, UNDP, | IUCN and GIZ are founding members of the PANORAMA platform and partnership and are co-hosting its Secretariat. Additionally, IUCN and GIZ are each coordinating or co-coordinating three of the current five thematic communities.  UNDP is the lead project implementing partner under UNDP’s Direct Implementation Modality (DIM), |
| Other PANORAMA partners (UNEP, Rare, IFOAM) | These partners are interested in long-term assurance of strong partnership coordination, and the advancement of key strategic priorities, including business planning and impact monitoring. The Project delivers on all of these fronts thereby enabling them to better demonstrate the value and need for the thematic communities that they lead or co-lead within PANORAMA. |
| Solution providers and seekers | These are engaged and connected practitioners, across sectors and geographies. They include staff from a wide range of national and international NGOs, technical and multilateral agencies, government institutions, private enterprises, and academia.  Solution providers develop and share validated case studies of inspiring and innovative solutions to biodiversity conservation and climate change adaptation and mitigation challenges.  Solution seekers support improved implementation through solution uptake and replication, and generate new knowledge and guidance on how to implement the global SDGs. |
| PANORAMA Steering Group | The steering group is the leadership and decision-making body for the development and promotion of PANORAMA, on behalf of the organizations collaborating in its creation and further development. |
| PANORAMA Secretariat (now called management unit) | The PANORAMA Secretariat function is currently provided by IUCN and GIZ, which have each designated members of staff as PANORAMA Partnership Coordinators. It operationalizes the partnership through coordination and day-to-day management and strategic development of the PANORAMA partnership and platform, with specific responsibilities on partnership governance, PANORAMA methodology, online platform, communication and marketing, and business development. |
| Thematic Community Coordinators | These are not-for-profit institutions, consortia or sub-units of institutions who apply the PANORAMA methodology and source, review and promote solutions related to a particular thematic area. They coordinate a community of solution providers and seekers connected to that theme. |

# **Evaluation scope and objectives**

This Final Evaluation (FE) aims to review the efficiency, effectiveness, relevance, coherence, sustainability, and impact of implementation and, more particularly, document the results attained. The evaluation places a significant emphasis on identifying lessons learned and good practices that derive from the project’s implementation.

The evaluation covers the period 2021-2023 and addresses the results of PANORAMA implementation during Phase 1.

This evaluation was undertaken under the direction of the UNDP Nature Hub’s Monitoring and Evaluation focal point and working closely with the PANORAMA Project Coordinator and Principal Technical Advisor, Nature Hub. The evaluation focuses on the key criteria, which include, among others:

* Relevance of the component interventions under the overall PANORAMA – Solutions for a Healthy Planet project;
* Effectiveness of the components within the project;
* Efficiency of the component design and implementation to-date (including implementation approaches employed as a basis to guide possible future improvements in delivery);
* Potential sustainability of PANORAMA beyond this project;
* Likelihood of achieving projected impact of the component vis-à-vis the assumptions used in the development of the project; and
* Extent to which the project addressed gender equality issues in its design, implementation and outcomes.

The evaluation identifies the pertinent issues such as management arrangements, procurement and financial procedures, timeliness of interventions, selection of partners, incorporation of innovative solutions and prospects for sustainability.

The evaluation findings are meant to be utilized and the recommendations applied by the PANORAMA project team to improve the implementation of PANORAMA Phase 2 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 PANORAMA.

# **Evaluation approach and methods**

The Final Evaluation (FE) Report provides evidence-based information that is credible, reliable, and useful. The FE evaluator reviewed all relevant sources of information, including documents prepared during the preparation/design phase, the project document, project reports, project revisions, relevant strategic and legal documents, and any other materials that the FE evaluator considers useful for this evidence-based review.

The FE complied with UNDP Evaluation Guidelines and United Nations Evaluation Group (UNEG) Norms and Stand for Evaluations. The evaluation was undertaken in line with UNDP principles concerning independence, credibility, utility, impartiality, transparency, disclosure, ethical, participation, competencies and capacities. The consultants signed the Evaluation Consultant Code of Conduct, thereby agreed to abide by the UNEG Code of Conduct in the UN System (2008)[[2]](#footnote-3). The evaluation will be carried out by an independent international consultant.

The evaluation process is independent of UNDP, implementing partners and programme partners. The opinions and recommendations in the evaluation will be those of the Evaluator and do not necessarily reflect the position of UNDP, or any of the programme stakeholders. Once accepted, the evaluation becomes a recognized and publicly accessible component of the programme’s documentation. The evaluation was carried out between February 2024 and April 2024, and stakeholder engagement is planned to take place in early March 2024.

Evaluation is an evidence-based assessment of a programme’s concept and design, its implementation and its outputs, outcomes and impacts as documented in the project document. Evidence will be gathered by reviewing documents, interviewing key, selected stakeholders and from other ad hoc observations.

## Data collection methods

Mixed methods[[3]](#footnote-4) were used for the evaluation to generate mix of qualitative and quantitative data to best describe PANORAMA project results based on the on the results framework as outlined in the project document. The use of mixed methods had the advantage of supporting data triangulation across multiple sources, which creates the potential for increased data accuracy and credibility to inform the reliability of the evaluation results.

The evaluation used methods of document review and interviews for data collection to obtain answer all of the evaluation questions. The evaluation had two levels of data collection and validation of information:

* A desk review of project documentation where both qualitative and quantitative data were collected – See annex 4 for list of documents reviewed. a
* Semi-structured interviews with key stakeholders for qualitative data collection (Annex 3 list of persons interviewed),

An evaluation matrix was developed as a base for gathering of qualitative inputs for analysis. The evaluation matrix defined the objective for gathering non-biased, valid, reliable, precise, and useful data with integrity to answer the evaluation questions.

Engaging stakeholders was critical for the success of the evaluation. The PANORAMA involved multi-stakeholders and teams in different capacities and the FE engaged with various stakeholders to cover different perspectives taking into account the principle of gender responsiveness. Gender responsiveness has been integrated throughout the evaluation process including gender balance during the engagement with stakeholders by ensuring both genders are engaged, particularly when it comes to beneficiaries, assessing the gender integration in the project design and delivery, and ensuring that data collection and analysis are gender sensitive. The evaluation used gender-disaggregated data of personnel engaged by the project to identify barriers and differentiate roles that may be more suited to each gender. The evaluation also checked whether all “people count“ indicators are gender segregated and if the project had reported women ratio in related indicators.

Throughout the evaluation process, the main stakeholders were engaged and interviewed using semi-structured interview[[4]](#footnote-5). Interviews relied on targeted and purposive sampling strategy to include a diversity and balance of perspectives from each stakeholder category.

## Data analysis methods

Data analysis was based on observed facts, evidence, and data. Findings are specific, concise, and supported by quantitative and/or qualitative information that is reliable, valid and generalizable.

The data analysis method involved the following:

1) descriptive analysis to understand and describe the project main components, including related activities; partnerships; modalities of delivery; etc.

2) content analysis of relevant documents and the literature conducted to identify common trends and themes, and patterns for each of the key evaluation issues (as the main units of analysis),

3) thematic analysis of responses collected from semi-structured interviews and observations, and

In this evaluation, triangulation involved validation of data through cross verification from different sources, and evaluation findings and conclusions have been synthesized based on triangulated evidence mainly from the desktop review and interviews.

## Ethical Considerations

The FE consultant was held to the highest ethical standards and was required to sign a code of conduct upon acceptance of the assignment. This evaluation was conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’[[5]](#footnote-6). The evaluators ensured to safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator also ensured 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 has been solely used for the evaluation and not be used for other purposes without the express authorization of UNDP and partners.

## Limitations

The main constraints experienced in this evaluation was related to data collections and stakeholders’ availability for interview. Interviewees are located in different time zones across the globe given the universal nature of PANORAMA, it was challenging to find a convenient timing for organising interviews, this was coupled with the difficulty to get some stakeholders attention for the interviews. In response, the project management team helped to liaising with all stakeholders to ensure availability during the evaluation interview and try to find alternatives for those who are not available.

# **Findings**

## Relevance

|  |
| --- |
| Finding |
| The PANORAMA project is well-aligned with various global initiatives and strategies aimed at addressing transboundary challenges and fostering sustainable development through knowledge management (KM) and learning. PANORAMA's objectives align with MEAs by facilitating information sharing, supporting evidence-based decision-making, and enhancing environmental governance through effective KM.  The PANORAMA project is also aligned with the needs of its management, users, and solutions providers by promoting diverse knowledge sharing, financial stability, platform usability, and regular learning interactions. It is also aligned with the strategic plan for the key implementing agencies including GIZ, IUCN and UNDP and help achieving their knowledge management objectives. |

Relevance is the extent to which Project’s objectives are consistent with beneficiaries’ requirements, country needs, global priorities and partners’ and donors’ policies.

**Relevance to GIZ global programs:** GIZ’s Global programmes offer solutions to transboundary challenges and address the priorities of German development policy, they allow innovative approaches to be scaled in individual countries and continents. The PANORAMA project is considered to be aligned with the GIZ global programmes by supporting global agendas (like SDGs) implementation on the ground and thus contribute to a future worth living around the world. The GIZ Strategy 2020-2022[[6]](#footnote-7) incorporates strategic capacity development and knowledge sharing into its approach to facilitate change management within organizations and society. The Strategy focuses on creating learning opportunities that enable stakeholders to implement lasting changes, contributing to project objectives and societal reforms. It offers various learning formats, including digital learning, to promote knowledge dissemination and personal development among change agents.

**Relevance to the IUCN Programme 2021–2024:** The IUCN Programme for 2021–2024[[7]](#footnote-8) places a strong emphasis on Knowledge Management (KM) and Learning as key components of its strategic approach towards conservation and sustainable development. This emphasis is embedded within the broader framework of the program, which is designed to tackle the global crisis through a unified, action-oriented agenda. The program emphasizes the urgent need for transformative change in conserving nature to achieve a more prosperous, healthy, just, and equitable world. According to the strategy, PANORAMA represents IUCN’s repository of narratives on successful approaches and their underlying success factors, mapped against specific geographies, counterfactual approaches can emerge that allow progressively more sophisticated consideration of genuine conservation impact.

**Relevance to UNDP Strategic Plan 2018-2021:** The UNDP Strategic Plan for 2022-2025[[8]](#footnote-9) outlines a comprehensive approach to addressing the complex, interconnected challenges facing the world today, including poverty, inequality, climate change, and the aftermath of the COVID-19 pandemic. The plan emphasizes the need for systemic solutions, multilateral cooperation, and integrated approaches aimed at transformative change. The plan features the role of digitalization, strategic innovation, and development financing as key enablers for maximizing development impact. This indicates a strong foundation for KM and learning, leveraging digital tools and innovative approaches to capture, share, and apply knowledge across UNDP's operations and with its partners. The plan highlights the importance of global partnerships with a diverse range of actors, including member states, United Nations agencies, civil society, NGOs, academia, and the private sector. These partnerships are crucial for leveraging external knowledge and experiences, indicating an outward-looking approach to KM that values learning from and contributing to global best practices.

**Relevance to the BMUV/IKI Strategy 2030:** The International Climate Initiative (IKI) Strategy up to 2030 [[9]](#footnote-10)provides a comprehensive framework for addressing KM within the context of its operational objectives and strategic focus areas. The strategy emphasizes the use of diverse knowledge sources, including local and indigenous knowledge, to inform project planning and execution. This approach is critical for ensuring that projects are effectively tailored to meet the specific needs and conditions of partner countries. The IKI strategy includes supporting international climate and biodiversity negotiations, which involves bringing innovative approaches and lessons learned to international forums . This not only contributes to the global exchange of knowledge but also reinforces the IKI’s role in shaping international climate and biodiversity policy.

**Relevance to Multilateral Environmental Agreements (MEAs):** The PANORAMA project objective is aligned with Multilateral Environmental Agreements (MEAs) (particularly Rio Conventions[[10]](#footnote-11)). Knowledge management plays a crucial role in multilateral environmental agreements by facilitating the sharing of information, best practices, and lessons learned among parties. It supports evidence-based decision-making, enhances transparency, fosters collaborative learning and capacity building, and aids in monitoring and reporting on commitments. Effective knowledge management ensures that stakeholders are well-informed and can effectively engage in and contribute to the implementation and evolution of these agreements, ultimately leading to more effective environmental governance and sustainable outcomes.

**Relevance to the needs of the PANORAMA management and users:** Stakeholders and users engaged in this FE process have emphasized the relevance of the project support to the needs of the PANOROMA Secretariat, users and solutions providers, particularly in relation to diverse knowledge sharing; the availability of diverse funding sources, ensuring financial stability; platform usability, facilitating user interaction and engagement; and regular learning interactions among users, promoting continuous knowledge exchange and development. These elements collectively support the initiative's effectiveness in fostering a collaborative environment for sharing conservation and sustainability solutions.

Also, the PANORAMA platform and its knowledge partnership offer significant value for various international cooperation initiatives at bilateral, regional, and national levels. It serves as a dynamic component for new project designs, providing support in areas such as knowledge management, peer learning, capacity building, and enhancing project visibility. This makes PANORAMA an effective tool for integrating successful practices and promoting cooperative learning in diverse developmental projects.

## Coherence

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| --- |
| Findings |
| Overall, the PANORAMA project design is found to be sound. The PANORAMA project presents a well-structured approach to achieving its intended outcomes, featured by a solid Theory of Change (ToC) that outlines a clear pathway for impact. The project design has fairly outlined governance structure, stakeholder engagement, and a results framework that are robust and clearly defined. The establishment of clear roles and responsibilities has laid a strong foundation for effective collaboration and project delivery. However, the project design reveals areas for improvement, notably in the comprehensive capture of underlying assumptions, particularly regarding behavioural change, policy influence, and knowledge transferability. The project's engagement with previous learnings and the integration of gender considerations have been identified as areas lacking depth. |

The FE analyzed the design of the project as outlined in the project document to identify whether the project strategy proved to be effective in reaching the desired results

The project outlines a Theory of Change (ToC) connected to its strategy and intended outcomes, complete with a clear change pathway that details how the project contributes to significant outcome-level changes and why its strategy is considered optimal at this moment. The ToC was reviewed and updated as part of the MEL framework development. However, the FE has identified ToC shortcomings as follows:

* The ToC does not fully capture all underlying assumptions critical for the change pathways. Notably, it overlooks the presumption that exposure to solutions and best practices will naturally lead to behavioral, policy, and practical changes. This includes the expectation that policymakers are open to evidence-based solutions and that such solutions can effectively influence policy decisions.

Another overlooked assumption is the knowledge transferability; the ToC assumes that documenting and sharing solutions can efficiently transmit knowledge across different contexts. This means expecting that solutions can be customized and expanded across various geographic areas and sectors.

These assumptions, which were neither acknowledged nor evaluated in the early or subsequent stages, played a significant role during the implementation phase, especially affecting the impact measurement framework's delivery.

* There is limited evidence presented to support the change pathways underpinning the ToC. This does not imply an absence of evidence but rather that the evidence presented to validate the theory's effectiveness is inadequate.

The results framework for the project is robust and clearly defined, featuring suitable outputs whose indicators are both measurable and tangible. The selection of outputs and associated activities aligns well with the project's level of ambition and is directly connected to its ToC. These outputs are supported by SMART[[11]](#footnote-12) indicators that are results-oriented, aiming to capture the principal changes anticipated in the Theory of Change. Each indicator is backed by reliable data sources and includes established baselines and targets, ensuring a structured approach to monitoring progress and impact. However, the framework does not incorporate gender-specific or sex-disaggregated indicators, this is maybe attributed to the absence of gender analysis and people-count related indicators.

The project has a well-structured project governance and project board TOR. The project’s governance mechanism is fully defined in the project composition. PANORAMA partners have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. Also, UNDP has completed a Capacity Assessment of Implementing Partners of GIZ and IUCN as part of the requirements under the Harmonized Approach to Cash Transfers (HACT) Framework to assess the IP’s control framework.

The design of the PANORAMA project incorporates a Stakeholder Engagement Plan which identifies key stakeholders, delineates their interests in the project, and outlines the methods by which they will be engaged. This strategic plan ensures that all relevant parties are not only recognized but are also actively involved in a manner that aligns with their specific interests and contributions to the PANORAMA project. By doing so, the project fosters inclusive participation and collaboration, which is critical for achieving its objectives and ensuring broad-based support and input.

The design of the project shows a limited application of knowledge and experiences gathered from Panorama's historical operations and from learnings derived from external projects, and also no links identified with relevant projects. The limited utilization of these insights implies missed opportunities for optimizing project design through the strategic application of existing knowledge and experiences.

The PANORAMA project has not undertaken a comprehensive gender analysis, with limited information and data regarding how the project's developmental context affects gender relations, and specifically, the distinct impacts on women and men. The gender analysis would have identified how men and women could be impacted differently and therefore may be targeted in a gender sensitive way. The Social and Environmental Standards Procedure (SESP) was determined to be unnecessary for the PANORAMA project, as it falls into the category of projects that are exclusively focused on producing reports, coordinating events, trainings, workshops, meetings, conferences, and disseminating communication materials and information. This is found reasonable judgement as the nature of the project's activities, being largely informational and organizational, is considered to have minimal to no direct adverse social or environmental risks, thereby exempting it from the requirements of an SESP evaluation.

PANORAMA project risks have been identified, evaluated and are generally assessed as ‘low’. Despite this, they have been fairly detailed along with a strategy for managing these risks. This proactive approach ensures that all potential challenges are acknowledged and addressed, facilitating smoother project execution and enhancing the ability to mitigate any issues that may arise, thereby safeguarding the project's objectives and deliverables.

The project’s budget is at the output level, with details on funding sources for each component and is outlined across the entire project period in a multi-year budget.

## Achieved Results

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| --- |
| Findings |
| * Project outcome: PANORAMA has seen improvements in its management capacity and governance through key activities like capacity building, partnerships, and strategic planning. However, these capacities have not reached the maturity level required for sustainable, independent operations post-BMUV funding, facing a shortage of essential resources such as sustainable financial investments. While strategic planning foundations have been established, including finance and impact assessment mechanisms, they remain underdeveloped and not fully implemented yet to tackle future challenges and sustain impact independently. * The transition from the PANORAMA Secretariat to the Management Unit, alongside the creation of the Partnership Council involving all partners, marks progress towards better strategic coordination and sustainable growth of PANORAMA. Nonetheless, the management and decision-making structures don’t adequately reflect the partners' investment levels, partly due to the project-based and unsustainable nature of these contributions and limited clarity on roles and responsibilities including partners’ future commitments in light of new projects. * A comprehensive update of the PANORAMA web platform has just been launched, with a beta version introduced at COP28, enhancing visibility and user engagement. The upgraded web platform introduced enhanced features and functionalities designed aimed at improving user experience, including selection of, and close engagement with, an external web development agency, with an expectation to increase the platform effectiveness and maximize its reach to more users. * PANORAMA project aimed for 25 registered uptakes of its solutions but has only partially achieved this goal, with 15 uptakes reported and just 6 registered online. It's essential to consider that the actual uptake rate is likely higher than recorded, as some adopters might not publicize their use of these solutions. Despite this, the development of an impact measurement framework represents an important advancement towards increasing accountability and gathering evidence of PANORAMA's effects. While there has been significant progress in developing methods to track the adoption and impact of solutions, the full implementation of the MERL strategy and the activation of surveys are still forthcoming. * Under output 1, efforts made to define key elements of the PANORAMA business model, and a business development plan was developed in 2021, but the final outcome of business planning has not completely materialized with the plan found to be not applicable. Progress to date included engaging with prospective donors, and forming a task force to drive fundraising strategies. Key elements of the business model have not been tested with evidence of effectiveness and impacts. The project focus remained on refining the business model, seeking new fundraising methods, and enhancing strategic unity among partners. Stakeholders have, nonetheless, expressed concerns about the model's long-term investment appeal and financial sustainability and the need to reassess, and possibly overhaul, the business model to secure PANORAMA's future, suggesting a moving towards more diverse or independent revenue streams. * The PANORAMA project achieved its goal of engaging 12 diverse partner organizations, enhancing its network and expertise. Despite this success, challenges have arisen in maintaining consistent engagement and leadership among partners, primarily due to temporary project-based resources. Variations in partner participation have created imbalances, and initial misunderstandings about funding model and roles have emerged among partners. From partners perspective, balancing the benefits of involvement with PANORAMA against the resource constraints faced by partners remains a significant challenge. * The PANORAMA project expanded by launching six new communities, bringing the total to 11, covering a wide range of conservation and development topics on a unified platform. However, challenges such as limited resources, engagement, and funding have affected community dynamics and knowledge exchange. Over 1445 solutions have been published, surpassing targets and enriching the platform's diversity. Yet, concerns about the rigor and quality of some solutions, language barriers in solution translation, and the effectiveness of the peer review process have been noted. * Visitor numbers to the PANORAMA platform have been on an upward trajectory, showing sustained interest and engagement, growing to 241,066 in 2023. Though the target of 350,000 visits per year has not been met, the expectation is for visitation numbers to surge following the full launch of the updated web platform and the implementation of solutions to overcome language barriers, further enhancing its accessibility and global impact. * Under output 2, the PANORAMA Project has developed a Monitoring, Evaluation, Research, and Learning (MERL) strategy along with an implementation plan, informed by a theory of change review, needs assessment, and a co-development workshop focusing on the MERL framework and target setting. This framework aims to offer an integrated approach for evaluating the effectiveness of PANORAMA solutions by measuring outputs, outcomes, and impacts, and introduces practical indicators for tracking progress. The project developed an Uptake Tool in 2021 for recording uptakes which has proven to be inefficient in practice. After careful consideration, the PANORAMA management made a strategic decision to discontinue its use. Instead, the uptake measurement was integrated into the MEAL framework. While PANORAMA has made significant progress in advancing methodologies for tracking solution uptake and impact, the actual application of the MERL strategy and the operationalization of surveys are pending, and no baseline has been established to be used for future benchmarking. * The collaboration with the CBD Secretariat, formalized through a Memorandum of Understanding (MoU) in 2022, is considered a key milestone achieved by the PANORAMA project. The MoU was put into action through development of a joint work plan which positions this strategic partnership a significant step to underline PANORAMA project pivotal role in promoting biodiversity conservation worldwide. This MoU will help PANORAMA to amplify its impact in the future by not only enhances conservation efforts but also ensures that learnings from these efforts are captured and promoted broadly. The outcome of the MoU started to be realised by inviting PANORAMA to partner in the CBD’s new Knowledge Management for Biodiversity (KM4B) Initiative which provides an opportunity to work in collaboration and in conjunction with other related efforts and institutions. * Publications and collaborations, such as the release of "Solutions for development challenges – Insights from protected and conserved areas" by the IUCN, have further solidified PANORAMA's role in shaping global environmental frameworks. The internal enhancement of the PANORAMA methodology through initiatives like the "Knowledge Sharing Journey" has enriched the platform’s solutions repository, fostering a comprehensive approach to documenting and disseminating actionable environmental solutions. * PANORAMA has notably increased its global visibility and influence by participating in various prestigious international forums and events. These participations included the UN Decade Learning Sessions, Women Deliver 2023 Conference, 6th GLF Investment Case Symposium Finance for Nature 2023, and COP28 Side Event where the beta version of the PANORAMA web platform was revealed. * Additionally, the Pathfinder Award 2021 recognized innovative approaches in protected area management, with notable achievements in integrating conservation goals with development, health, and climate strategies. This award led to the publication of 150 new solutions on the PANORAMA platform, significantly contributing to the repository of scalable and adaptable solutions. |

### Project Outcome

**Outcome: A strengthened PANORAMA initiative improves the global learning from successful practices among practitioners and decision-makers in the context of biodiversity conservation and climate change adaptation and mitigation around the world**

Assessing progress towards the defined outcome requires analyzing the key results including PANORAMA’s management capacity and governance, expanding funding sources for PANORAMA and Growth in registered uptakes.

**PANORAMA’s management capacity and governance**: Ample evidence exists to show that the project's key activities, including capacity building, partnerships, and strategic planning, have somewhat enhanced the capabilities of the Management Unit. Despite these improvements, the Management Unit's capacity has not yet reached a level of maturity that ensures its ability to sustain operations and continue its growth independently beyond BMUV funding period. The management Unit continues to face shortfall of essential resources, including human capital, financial investment, and time, which are crucial for the Unit's effective functioning and long-term viability. Additionally, while foundational elements for strategic planning have been laid, including mechanisms for financing and impact assessment, these areas have not been brought to maturity. This incomplete development hinders the Management Unit's capacity to autonomously navigate future challenges and sustain its impact.

The restructuring of the PANORAMA Secretariat into the Management Unit, accompanied by the Partnership Council, which includes all partner organizations, marked a significant milestone, aiming to enhance strategic coordination and sustainable growth. This transition is considered a significant step towards overcoming operational challenges and aligning PANORAMA's trajectory with emerging demands.

The governance and financial framework of PANORAMA is not adequately aligned with the scale and complexity of its operations, nor is it equipped for the initiative's ambitions to broaden its scope. Presently, the way the partnership is managed and how decisions are made does not accurately represent the level of commitment and resources that partners have invested into the initiative. For instance, the fact that partners’ contributions are largely project-based and not sustainable, which impacted the level of commitment by partners. In addition to the clarity around roles and responsibilities including clarity on what new projects mean to the partners and what future commitments look like. This misalignment suggests a need for a revised approach that more closely matches the initiative's operational demands and future expansion goals, ensuring that partners' contributions are effectively reflected and utilized in the management and decision-making processes.

**Expanding funding sources for PANORAMA**: The target of additional funding sources for PANORAMA has not been achieved with no additional funding sources identified so far. Despite efforts made to define key elements of the PANORAMA business model, achieving financial sustainability appears to remain challenging under the current conditions and given the maturity level of the financing models. This means that the practical outcomes related to financial viability are not as immediate or attainable as hoped, suggesting a need for further refinement and development of the financing strategies and possibly overhaul, the business model to secure PANORAMA's future. See more details under Indicator 1.1.

**Growth in registered uptakes**: The target of 25 registered uptakes from PANORAMA solutions has been partially met with 15 uptakes reported by the project, of which, only 6 posted online. When reporting on this indicator, it is important to acknowledge the significant possibility that many instances of uptake go unnoticed and unrecorded. This is due to a tendency among some solution seekers to adopt practices or solutions without making their adoption visible which means the actual rate of uptake might be higher than what is officially recorded.

Nonetheless, developing an impact measurement framework marks a critical step to enhance accountability by obtaining evidence on PANORAMA's impacts in the future. While PANORAMA has made significant progress in advancing methodologies for tracking solution uptake and impact, the actual application of the MERL strategy and the operationalization of surveys are pending. See more details under Indicator 2.2.

Table 2: Project Outcome indicators and targets

|  |  |  |  |
| --- | --- | --- | --- |
| Result / Indicators | Baseline | End of PROJECT target (cumulative) | Achieved |
| Outcome Indicator 1: At least three additional funding sources are available for PANORAMA | 6 | 6+3 | 0. No new funding sources were introduced. |
| Outcome Indicator 2. 25 registered uptakes from different PANORAMA solutions demonstrate impact of global learning | 0 | 25 | 15+ Uptakes reported, of which, only 6 posted online. |

### Project Outputs

**Output 1: A strengthened PANORAMA secretariat ensures a strategic coordination and sustainable growth of the evolving initiative**

Table 3: Output 1 indicators and targets

|  |  |  |  |
| --- | --- | --- | --- |
| Result / Indicators | Baseline | End of PROJECT target (cumulative) | Achieved |
| Indicator 1.1: The PANORAMA business plan has been finalized, adopted and is continuously being implemented. | 1 draft business plan | 1 business plan adopted and under implementation | The final product and outcome of business model has not completely materialized |
| Indicator 1.2: The number of partners actively and formally engaged in the PANORAMA initiative has increased from 7 to 12 | 7 | 7+5 | 12 partners |
| Indicator 1.3: The use of the PANORAMA initiative has increased, including number of thematic communities, number of solutions and number of web platform users  Unit: Number of thematic communities  Unit: Number of solutions  Unit: Number of web platform visits | 5  572  95,362 | 8  1000  350,000 | 11 PANORAMA Communities  1445 solutions published online  241,066 visit in 2023 |

Indicator 1.1: The PANORAMA business plan has been finalized, adopted and is continuously being implemented.

Progress has been made on business planning, and a business development plan was developed in 2021, but the final product and outcome of business model planning has not completely materialized with the plan found to be not applicable. Progress so far included compilation, prioritization and background research on suitable donors, profound conceptual work on defining key elements of a business model (value proposition, revenue streams, vision of the partnership), and the beginning stages of engaging with prospective donors. Despite some progress, the final business model is not yet developed in a way to establish a sustainable business model for PANORAMA, including a greater diversity of funding sources and development partners.

The business development plan developed in 2021 outlined potential sources of funding such as raising funds through project grants, selling products and services to third parties, sponsorship, crowdfunding, and others. However, the funding mechanisms proposed were found not be effectively applicable.

The process of developing the business model involved multiple consultations with and engagement of the working group. A task force, the core team of the working group for business development, was formed to drive the fundraising by advancing PANORAMA's business models, creating value propositions, and formulating the vision of the partnership, confirmed by the Steering Group, as a basis for outreach to potential donors. A hybrid workshop (virtual and face-to-face) for business model was held in September 2022.

Originally, the strategy's development was intended to test and refine the main components through four pilot initiatives (engagement with the private sector, sponsorship opportunities, organizational collaborations, and sharing of achievements and successes). Nevertheless, these initiatives have not progressed as planned, lacking concrete evidence of their impact.

Since its conception in 2022, refining and expanding the business model has remained a top priority. This involves ongoing development and adjustment of the strategy, along with the pursuit of novel fundraising approaches. These efforts are facilitated by collaborative workshops designed to strengthen unity and strategic coherence among PANORAMA's partners and stakeholders.

Stakeholders engaged through the FE process have raised concerns about the attractiveness of the business model for investments to sustain the partnership over the long term were raised. Despite progress in business development, ensuring continued funding and finding sustainable revenue streams remained a challenge. Currently, the anticipated financial outcomes and sustainability have not been realized, with financial barriers still obstructing PANORAMA's path.

As we are transitioning into PANORAMA 2.0, it's critical to thoroughly reassess and potentially overhaul the business model to make it more appealing to investors and to ensure the long-term viability of the partnership. This may require a choice between continuing dependence on project-based funding, creating an independently sustainable revenue model, or or a diversified financing options to be pursued.

Indicator 1.2: The number of partners actively and formally engaged in the PANORAMA initiative has increased from 7 to 12

The PANORAMA project reached the partnership target (12 partners) who are actively and formally engaged. PANORAMA communities are jointly led by 12 organizations, including large players such as GIZ, IUCN and UNDP, and much smaller-scale organizations such as Rare and EcoHealth Alliance. They bring their respective network, expertise and institutional strengths to the initiative. PANORAMA also builds a broader network, involving solution providers, solution seekers, reviewers and Ambassadors. See below table number 3.

While acknowledging PANOROAMA's partnerships as strength, however, maintaining strong leadership and commitment of key partners to PANORAMA has been found to be challenging according to stakeholders engaged in the FE process. The effectiveness of partner engagement in PANORAMA is contingent upon resources available for these partners. Often, project-based resources (including human resources) are made available to contribute to PANORAMA on temporary basis, and as the project resources ends, partners engagement becomes more limited. In some cases, communities experienced difficulties in maintaining constant engagement of partners including in sourcing solutions peer review.

The variation in partners’ capacities to participate in PANORAMA meant that partners don’t contribute on an equal basis, some partners are more active than others, which can create imbalances in the partnership.

Also, some partners Initial misunderstandings regarding funding and roles within the Panorama project highlight challenges in communication and alignment of expectations among partners. Some partners were expecting to get resources from PANORAMA, at least, covering the cost of their participation, as opposed to contributing resources to PANORAMA.

In light of the tight resources environment that some partners are experiencing, it becomes challenging to balance benefits of engaging with PANORAMA (networking and partnerships) and the resources needed to be made to cover the participation.

Indicator 1.3: The use of the PANORAMA initiative has increased, including number of thematic communities, number of solutions and number of web platform users

During the project implementation, 6 new Communities were launched bringing the total to 11. Communities cover a broad range of topics, placing solutions and communities of practice related to all these topics on a common platform.

The dynamics of the communities have also experienced challenged related to the resources available by the partner organizations (as mentioned under indicator 1.2), limited interaction and knowledge exchange among members, and funding constraints affecting the organization of community practices and events. Effective engagement of the communities is fundamental to PANORAMA’s future evolvement as a dynamic and inclusive platform driving positive change in global conservation and development efforts.

Table 4: list of communities and partners.

|  |  |
| --- | --- |
| Community | Lead organisation/s |
| 1. PANORAMA Blue | GRID-Arendal, OCTO, IUCN and UNEP |
| 1. PANORAMA 30 X 30 Solutions (former Conservation Areas) | IUCN |
| 1. PANORAMA EbA | GIZ |
| 1. PANORAMA Agriculture & biodiversity | GIZ & Rare |
| 1. PANORAMA Business Engagement | IUCN |
| 1. Sustainable urban development and resilience | World Bank |
| 1. PANORAMA Cities | IUCN & World Bank |
| 1. PANORAMA Nature-Culture | ICCROM |
| 1. PANORAMA Restoration (FLR) | GIZ |
| 1. PANORAMA Species Conservation | IUCN & EcoHealth Alliance |
| 1. PANORAMA One Health | GIZ |
| 1. PANORAMA Mitigation | GIZ |

The project has been working towards a comprehensive overhaul of the PANORAMA web platform, the new platform has just been re-launched. The beta version of the PANORAMA web platform was launched at a side event during COP28 in Dubai. The relaunch of the PANORAMA web platform marked a pivotal moment in 2023, introducing enhanced features and functionalities designed to improve user experience. The beta launch of the redesigned platform at COP28 side event contributed to a significant increase in visibility and user engagement and provided an opportunity to showcase the platform's advancements and the initiative's ongoing contributions to global biodiversity and climate policy discussions, enhancing visibility among policymakers, practitioners, and potential partners.

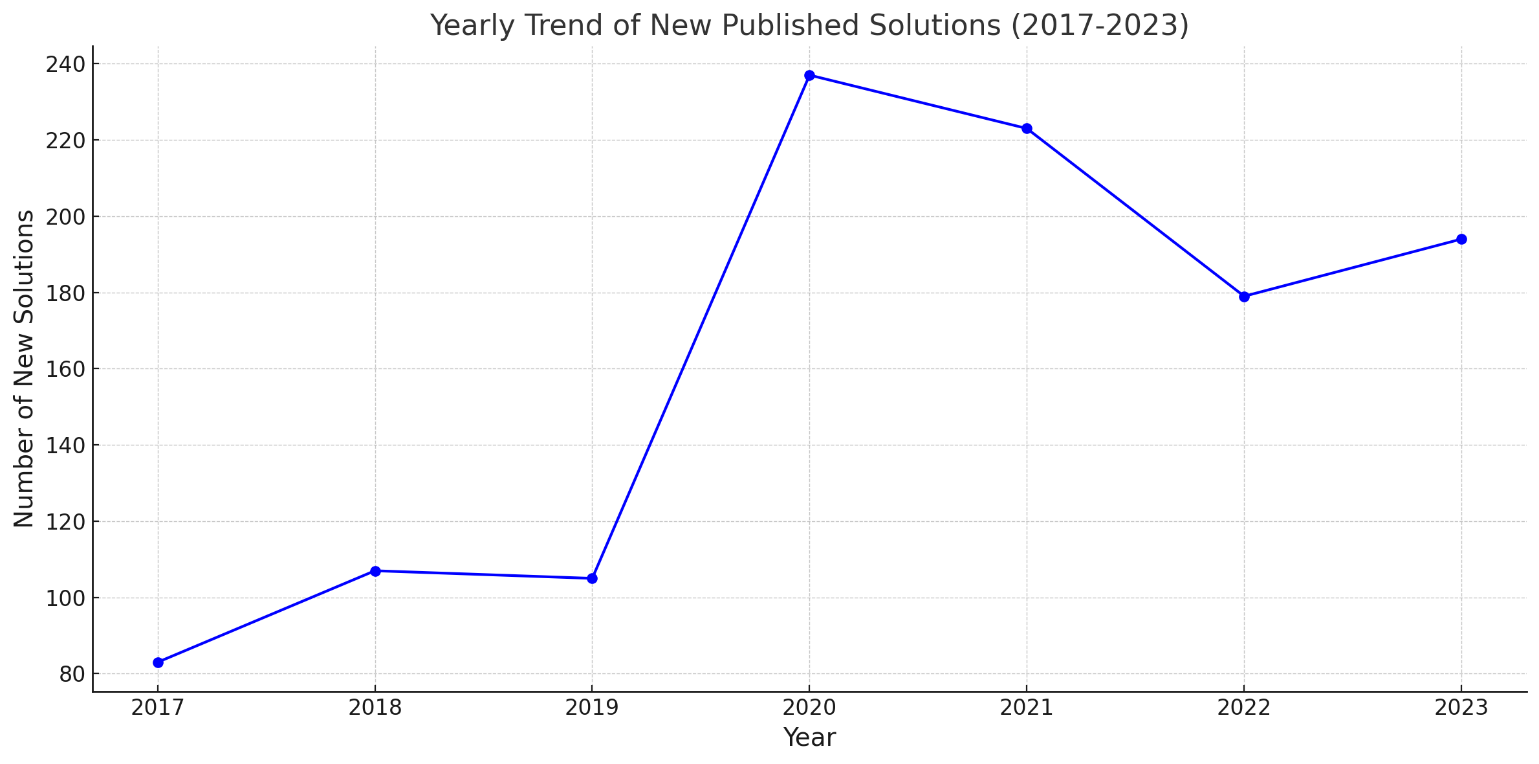
Web platform users have reported that language barriers on the platform have limited broader participation and understanding of the solutions, as currently, only three languages are supported.

So far, **1445 solutions have been published online**, exceeding the set target. The diversity of solution providers enriches the platform's content, offering a wide range of perspectives and experiences that enhance the learning and adaptation of solutions across different contexts. However, stakeholders engaged in the FE expressed concerns over:

* Limited rigor of some solutions presented by PANORAMA, the diverse quality of solutions indicates a variance in usefulness and applicability of the provided solutions. Such shortcomings in quality of some solutions are attributed to the limited resources for the review process, particularly in sourcing a well-qualified peer reviewers. Some of the community leaders had to review the solutions themselves, though outside their area of expertise, in light of the absence of specialized reviewers. The process of reviewing solutions and ensuring their quality and relevance is cumbersome, complicated by inactive peer reviewers and language barriers, therefore, the system for assessing and analyzing the solutions needs to ensure the quality and impact of the initiatives. It is important to refine the quality management processes to ensure that solutions meet high standards of relevance and applicability.
* Difficulties in translating complex solutions into different languages and cultural contexts. This emphasizes the need for clear guidance on how to adapt and implement these solutions in various contexts, ensuring they are accessible and practical for a wide audience.
* Language barriers that hinder the sharing and adaptation of solutions across different regions.

Quantitively, over the years, there has been steady increase in number of solutions from 2017 to 2020, with a peak in 2020/2021 during the peak of the COVID Pandemic where online platforms have seen unprecedented interest around the globe including the PANORAMA. See below figure.

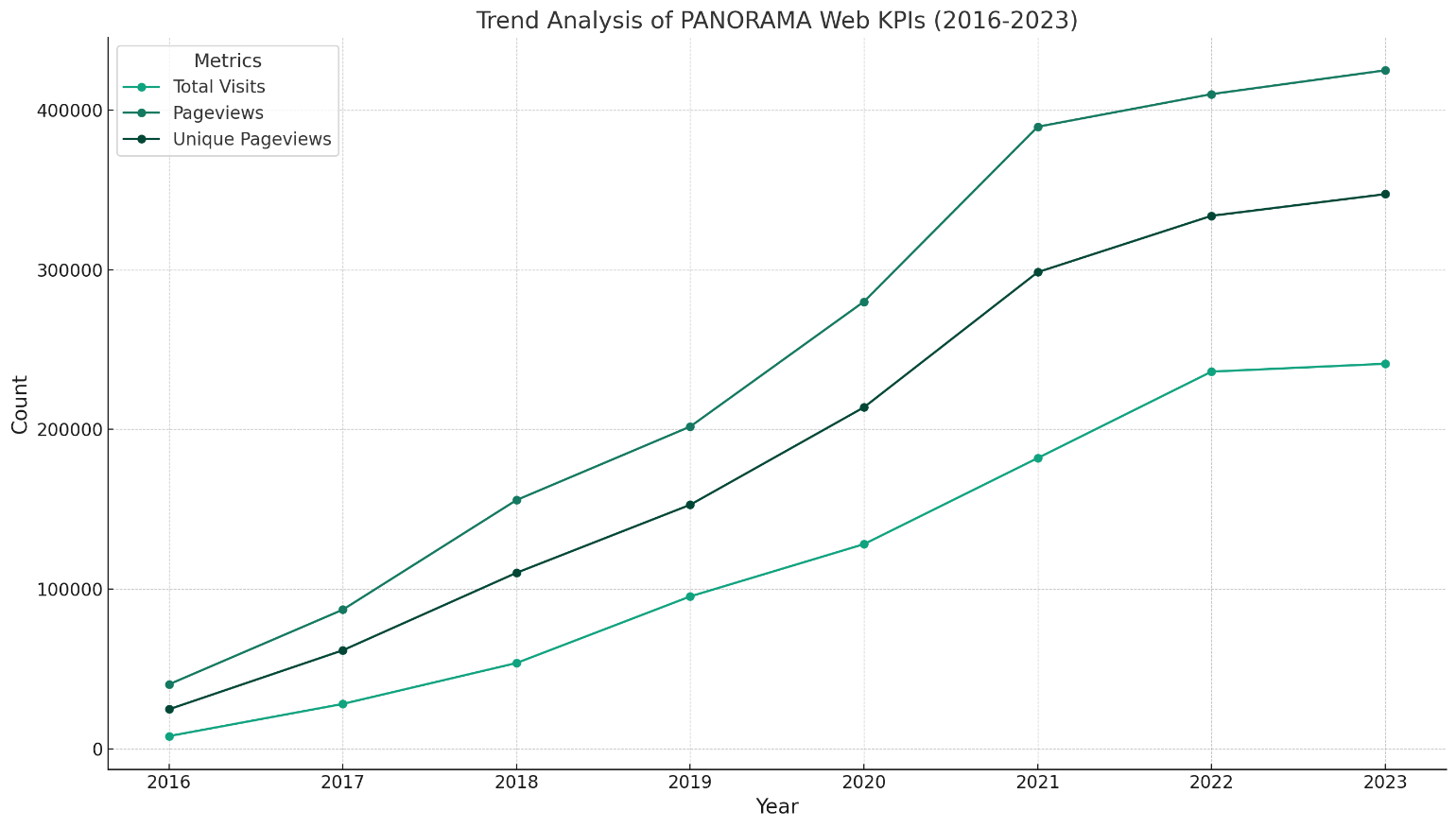
Figure 2: Yearly trend of new published solutions



The number of visitors has been increasing over years but the final target (350,000 visit per year) has not been achieved yet, it has increased from 162,641 (2021) to 236,132 (2022) to **241,066 visits in 2023**, indicating sustained interest and engagement. Impressively, visits originated from 182 distinct countries, showcasing the platform's global relevance and reach. Nonetheless, the number of visitations is expected to increase exponentially as soon as the new web platform is fully launched and the language barrier is overcome.

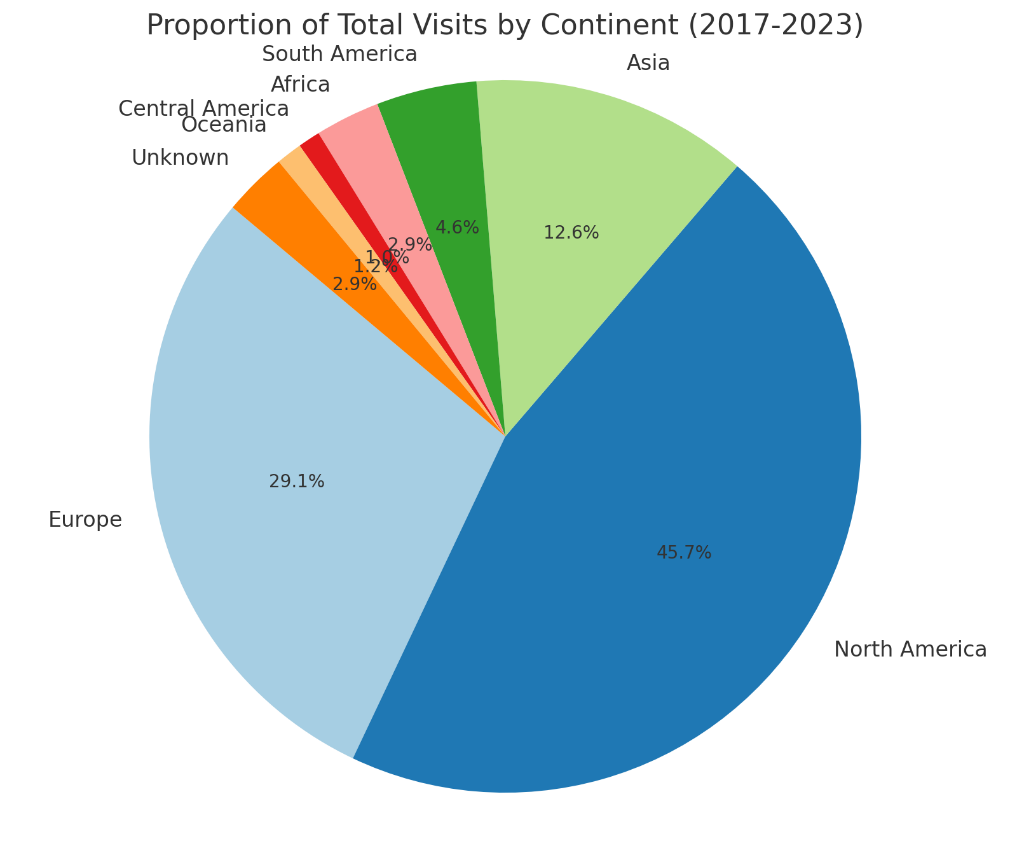
The increase in number of visitors have been also consistent with the increase in page reviews and unique page reviews, where the unique pageviews show how many users visited a specific page, and the pageviews display the total number of times any pages were visited, including multiple views from the same user. See below figure.

Figure 3: Trend analysis of PANORAMA Web KPI



In terms of distribution of the visitations among continents, generally, there has been visits by all continents with North America leads with the highest proportion of visits, followed by Europe and Asia. See below figure.

Figure 4: Proportion of total visits by continent (2017-2023)



**Output 2: PANORAMA provides improved accountability of its contribution to global biodiversity conservation and climate change adaptation to a sustainably growing community of users at practical and policy level.**

Table 5: Output 2 indicators and targets

|  |  |  |  |
| --- | --- | --- | --- |
| Result / Indicators | Baseline | End of PROJECT target (cumulative) | Achieved |
| Indicator 2.1: PANORAMA tracks and documents the solution uptake and replication impact at policy and at local level by applying appropriate methodologies  Unit: Impact tracking methodology | 0 | 1 methodology (policy impact)  1 methodology (local impact) | PANORAMA MERL strategy and framework developed |
| Indicator 2.2: Policy-relevant messages/learnings emerging from solution analysis and synthesis have been fed into global policy frameworks and negotiations  Unit: Policy messages/learnings | 0 | 5 | Multiple engagements with global policy frameworks and publications |

Indicator 2.1: PANORAMA tracks and documents the solution uptake and replication impact at policy and at local level by applying appropriate methodologies Indicator

The PANORAMA Project developed Monitoring, Evaluation, Research and Learning (MERL) strategy and its associated implementation plan or framework. The development of the strategy and framework was informed by a refresh review of the theory of change, a needs assessment, and workshop to co-develop the MERL framework, including a discussion on target setting. The framework provides an integrated approach for measuring outputs, outcomes and impacts of PANORAMA solutions, and suggests practical indicators to measure and track progress at all levels. Improved methodology and impact monitoring will result in better demonstration of PANORAMA ́s impact on the ground as well as in the policy arena, and will make the initiative increasingly known.

PANORAMA significantly advanced its methodologies for tracking the uptake and impact of solutions at both local and policy levels. This strategy provided a structured framework for assessing the effectiveness and reach of PANORAMA's solutions, facilitating a deeper understanding of their real-world impacts. However, the application of the MERL has not been initiated yet, and surveys have not been operationalised.

Indicator 2.2: Policy-relevant messages/learnings emerging from solution analysis and synthesis have been fed into global policy frameworks and negotiations

PANORAMA's influence on global policy frameworks continued to expand. The initiative's active engagement in international forums and its collaboration with strategic partners played a crucial role in elevating the visibility of its solutions within policy discussions.

**MoU with CBD:** A Memorandum of Understanding with the CBD Secretariat was signed during the COP15 in 2022, to establish a new collaboration supporting implementation of the Global Biodiversity Framework through knowledge management and exchange as well as capacity building for CBD Parties, PANORAMA, being specifically mentioned in the final CBD COP15 decision on knowledge management in support of the implementation of the Kunming-Montreal Global Biodiversity Framework[[12]](#footnote-13).

The year 2023 saw the initiation of the MoU's operational phase, with the development and implementation of a work plan aimed at representing the goals set forth in the MoU. This collaboration focused on:

* Creating and disseminating knowledge products that showcase effective biodiversity conservation practices, aimed at informing policy and enhancing capacity building.
* Organizing solution-based knowledge exchange and capacity-building activities to support the integration of biodiversity solutions into national conservation strategies.
* Increasing engagement in global biodiversity policy forums, ensuring that PANORAMA's insights contribute to international policy dialogues.
* Promoting the uptake and replication of successful conservation solutions across various contexts, aligning with national biodiversity action plans and strategies.
* Presenting and facilitating exchange of content relating to the goals and targets of the GBF to Parties and other stakeholders in user-friendly formats
* Support communications around solutions to implement the GBF.

PANORAMA was invited to partner in the CBD’s new Knowledge Management for Biodiversity (KM4B) Initiative The overall objective of the KM4B Initiative is to support implementation of the GBF by fostering knowledge management to enable biodiversity planning, policy formulation, decision making, and implementation processes. This initiative provides an opportunity to work in collaboration and in conjunction with other related efforts and institutions.

The IUCN PANORAMA Coordinator was selected as a member of the CBD Informal Advisory Group on Technical and Scientific Cooperation, presenting PANORAMA during the first in-person meeting of the group. The strategic partnership with CBD underline PANORAMA pivotal role in promoting biodiversity conservation worldwide. By harnessing the power of collaboration, PANORAMA amplifies its impact and contributes to sustainable development goals. This approach not only enhances conservation efforts but also ensures that these efforts are inclusive and have a broad, lasting impact on global ecosystems and communities.

**The collaboration between PANORAMA and Foundations of Success (FOS),** led by GIZ, to design and evaluate a pilot program represents an important milestone. This partnership focuses on optimizing the PANORAMA learning platform by synthesizing key insights from chosen solutions and refining the platform’s tagging system. Such enhancements are geared towards boosting user experience and enabling more effective, targeted knowledge exchange.

**PANORAMA participation in international forums:** PANORAMA's engagement in key international forums and events throughout project served as a critical avenue for presenting its solutions, methodologies, and impacts to a global audience. Notable participations include:

* UN Decade Learning Sessions: PANORAMA showcased its contributions to ecosystem restoration, presenting its innovative solutions and engaging with a diverse range of stakeholders committed to global restoration goals. This participation highlighted PANORAMA's alignment with the UN Decade on Ecosystem Restoration's objectives and its role in facilitating the exchange of effective practices.
* Women Deliver 2023 Conference: At this influential event focusing on gender equality and the health, rights, and well-being of girls and women, PANORAMA implemented an exhibition booth, Spaces, Solidarity, and Solutions, in Kigali, Rwanda. The initiative's presence underscored the importance of integrating gender, youth and indigenous group’s perspectives into biodiversity conservation and climate change solutions, fostering inclusive and equitable approaches to environmental challenges.
* 6th GLF Investment Case Symposium Finance for Nature 2023: PANORAMA strengthened its role as a broker for connecting sustainability projects with investors, demonstrating the potential of its solutions for generating positive environmental and social returns. This participation facilitated discussions around financing for nature-based solutions, connecting PANORAMA's network of solution providers with potential investors and funding opportunities.
* COP28 Side Event: The unveiling of the beta version of the PANORAMA web platform at a side event during COP28 marked a significant milestone in 2023. This event provided an opportunity to showcase the platform's advancements and the initiative's ongoing contributions to global biodiversity and climate policy discussions, enhancing visibility among policymakers, practitioners, and potential partners.
* GLF Climate 2022 on 1st of November: the PANORAMA Mitigation community was launched.
* SDSN Global Solutions Forum during the Dubai Expo 2022.
* UN High-Level Political Forum.
* PANORAMA partners actively participated in key events throughout 2023. IUCN led or co-led the engagement through dedicated PANORAMA events and content at the Global Solutions Forum (held alongside the G-STIC Rio Conference (Brazil) and online, February); the 5th International Marine Protected Areas Congress (Canada, February); the NatureForAll Love Festival (online, February); the 7th Assembly of the Global Environment Assembly (Canada, August); and the UNFCCC COP28 (Dubai, November/December).

PANORAMA's involvement in various international forums has notably increased its visibility and influence. Participating in these events enabled the dissemination of knowledge and best practices, the pursuit of new partnerships, and emphasized PANORAMA's role in advancing the global environmental agenda. By utilizing these opportunities, PANORAMA successfully highlighted its accomplishments, connected with diverse stakeholders, provided a platform for those offering solutions, and played a significant part in shaping international discussions on biodiversity preservation and climate change mitigation. This underlines PANORAMA's position as a crucial source of scalable and adaptable solutions.

**Pathfinder Award**: The Pathfinder Award 2021 for innovation in nature conservation celebrated sites with innovative, integrated approaches to protected and conserved area management that successfully conserve nature while making development gains related to human health, nature conservation and technology, climate change mitigation and adaptation, and sustainable land management.

The 2nd edition of the Pathfinder Award, co-organized by IUCN and UNDP, resulted in 150 new solutions published on the PANORAMA web platform and celebrated outstanding initiatives from India, China, Madagascar and Tanzania, selected as winners out of over 400 submissions. More than 50 experts supported the review of the nominations. A Grand Jury including IUCN’s Director General took the final decision. Each of the four winning initiatives was awarded a prize of 10,000 USD. Over 300 people registered for the online award ceremony held on 15 November 2021.

The Pathfinder Award provided a specific opportunity for close and meaningful collaboration between a sub-set of the PANORAMA partners (IUCN, GIZ, GRID-Arendal, UNDP).

**Publications:** In 2021, the IUCN released a publication titled "Solutions for development challenges – Insights from protected and conserved areas," showcasing over 100 PANORAMA case studies at the IUCN World Conservation Congress in September 2021. This work, highlighted how protected sites support the UN SDGs, involved collaboration with the Graduate Institute for International and Development Studies and contributions from about 30 experts. It aimed to refine synthesis methodologies for PANORAMA solutions, influencing policy advocacy, especially in biodiversity convention negotiations and SDG progress monitoring. Additionally, academic collaborations and an academic advisory group are enhancing solution syntheses, positioning PANORAMA within global biodiversity framework discussions.

**The development of an animated branding package**, creation of online editable social card templates, and execution of promotional campaigns for the beta version launch of the new PANORAMA website. These efforts culminated in a comprehensive video production to convey PANORAMA’s ethos and attract new funders and supporters. Furthermore, an internal photo library was established.

IUCN also further strengthened internal use of the PANORAMA methodology by other projects. For example, a “Knowledge Sharing Journey” involving 55 grantees from diverse regions was joint organized with the Biodiversity and Protected Areas Management Programme (BIOPAMA) and the Biodiversity and Ecosystem Services in Territories of European Overseas Programme (BEST), consisting of online sessions and a six-day in-person workshop in Nairobi. This journey provided a platform for documenting project outcomes and lessons learned, enriching PANORAMA’s repository of actionable solutions. The IUCN PANORAMA Coordinator co-facilitated the journey.

To strengthen user engagement, the project has been coordinating the PANORAMA Ambassadors programme, with recruitment of cohorts of ambassadors, including 14 individuals from 4 continents in 2023. Ambassadors independently carries out activities to strengthen PANORAMA’s use within their networks.

## Effectiveness

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| Findings |
| The key factors contributing to the success of PANORAMA project include the dedication and advocacy of its champions, the uniqueness of PANORAMA niche, neutrality and openness to everybody to contribute, its visibility and trust on a global scale leading to new opportunities and recognition, the solid concept and vision behind the platform as a hub for sharing conservation practices, and its integration into broader sustainability initiatives, enhancing its reach and impact.  The project faced challenges including financial sustainability concerns, limited community engagement, inconsistent leadership and partner commitment, insufficient direct interaction with solution users, varying solution quality, language barriers affecting global participation, and limitation of the solution review process. These factors have impacted the project's progress and achievement of goals. |

The effectiveness of a project is defined as the degree to which the development intervention’s objectives were achieved or are expected to be achieved. The valorisation of effectiveness is used as an aggregate for judgment of the merit or worth of an activity, (i.e., the extent to which an intervention has attained, or is expected to attain, its major relevant objectives proficiently in a sustainable fashion and with a positive institutional development impact).

The PANORAMA is generally effective, since it met expectations as to the degree of the outcomes and outputs are achieved. Objectives are largely met, but sustainable finance in the future remains a concern.

### Success factors and challenges

**Factors that have contributed to achievements.**

Based on evidence gathered through the FE, the following key points represent the key factors that have contributed to successes:

* **Strong, committed and passionate champions**: Individuals associated with PANORAMA, including those in the management unit, community members, partner organization representatives, and especially ambassadors, have shown a profound commitment to, and passion in, sharing knowledge and solutions. They believe deeply in PANORAMA's value and have been enthusiastic advocates for the initiative, actively promoting its goals and contributing to its growth and success.
* **The uniqueness of PANORAMA niche**. The success of PANORAMA can also be attributed to its distinctive niche in environmental conservation and management, characterized by its comprehensive approach to knowledge management. This approach skilfully merges both online and offline formats, making it a pioneering model in the field.
* **A neutral platform that's open for everyone**: PANORAMA’s designation as a neutral platform open to contributions from any individual or organization further amplifies its success as a comprehensive knowledge management system in environmental conservation. This openness plays a crucial role in several aspects including achieving diversity of solutions, democratization of Knowledge and opening the horizon for new collaboration opportunities.
* **Visibility and trust:** The visibility of solutions to not only practitioners and researchers but also to global platforms and donors, leading to new funding opportunities and integrating PANORAMA into project development. Showing up and showing off on global levels such as COP 15-A in 2022 and COP 28 in Dubai attracts attention and recognition. Global reach, recognition and trust demonstrate the platform's ability to attract attention and disseminate solutions worldwide. Trust facilitates stronger collaborations, attracts users, and encourages the sharing and adoption of solutions.
* **Solid Concept and Vision**: The underlying concept of PANORAMA as a platform for sharing best practices and solutions in conservation is still considered a fantastic idea and essential to the field. This led to increased awareness and utilization of the platform over the years.
* **Integration into global sustainability platforms**: Promoting PANORAMA as part of global sustainability efforts and project deliverables helps in enhancing its utility, reach, and engagement.
* **Simplicity and building blocks**: A user-friendly platform that makes sharing and seeking solutions easy is key to the project's success. The idea of integrating building blocks makes it easier to know what a specific solution had to offer.

**Factors that hinder achievements**

The project has been challenged by a number of factors that either slowed down progress or hindered the achievements of the project, these include:

* **Financial sustainability**: PANORAMA stakeholders and partners have emphasized the struggle with securing long-term financial sustainability, highlighting the necessity for diverse funding streams and concerns about the viability of current business models.
* **Community engagement and management**: Regular, structured interactions among community members and managers are limited, affecting shared learning, strategy development, and effective community engagement.
* **Maintaining strong leadership and commitment among key partners**. Partners contributions have not been constantly happening, this is attributed to the fact that partners are engaged through project-based resources on temporary basis and with no sustainable resourcing model for their participation.
* **Limited opportunities allow direct engagement with solution providers and seekers**. it is hard to assume that uptake of solutions happens seamlessly once posted online, it requires effective and direct engagement between providers and potential users. It is important for PANORAMA to bring its offerings closer to the actual beneficiaries or target audiences, such as solution providers and seekers.
* **Diverse quality of solutions**, indicating a variance in usefulness and applicability. Snapshot solutions in particular need to be strengthened to provide level of details that make the solution appealing and attractive.
* **Language barriers** that hinder active participation in, sharing and adaptation of solutions across different regions. Difficulties in translating complex solutions into different languages and cultural contexts.
* **Solution review process**: The process of reviewing solutions and ensuring their quality and relevance is cumbersome, complicated by inactive peer reviewers and language barriers.
* **Acknowledgment of Solutions**: A cultural barrier exists where individuals and organizations prefer to share their solutions rather than adopting others'.

These challenges represent the key complexities of managing a global initiative like PANORAMA, highlighting the need for strategic approaches to partnership management, operational efficiency, sustainable funding, and user engagement to maximize the platform's impact on global conservation and sustainability efforts.

### Gender mainstreaming

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| Findings |
| The PANORAMA Platform hosts solutions that showcase gender mainstreaming solutions, and it recognises ‘gender mainstreaming’ as one of themes for classifying solutions, offering 182 solutions that incorporate gender considerations. PANORAMA's MERL framework integrates gender in data collection and analysis, aiming to understand the impacts of its solutions across different genders and demographics. This approach supports evidence-based decision-making, targeting gender-specific challenges and ensuring inclusive communication. |

As assessed in the coherence section of this report, the PANORAMA project document didn’t include a comprehensive gender analysis, with limited information and data regarding how the project's developmental context affects gender relations, and specifically, the distinct impacts on women and men. On the implementation side, the PANORAMA Platform hosts solutions that showcase gender mainstreaming solutions, and it recognises ‘gender mainstreaming’ as one of themes for classifying solutions. Currently, a search filtered by gender mainstreaming theme generates 182 solutions on the platform which suggests that these solutions integrate ‘gender mainstreaming’ directly. Further, the project helped promote/identify gender responsive actions for biodiversity management and climate change adaptation by increasing the number of gender mainstreaming solutions in thematic portals (e.g. Protected Areas, etc.) as well as promoting the uptake of solutions submitted, and led by, women practitioners.

The newly developed MERL framework for PANORAMA integrates gender in the detailed plans for data collection, disaggregation, and analysis. Specifically, the framework aims to collect and analyze data on the beneficiaries of the solutions provided through Panorama in terms of gender, among other demographic categories such as age group, ethnicity, and disability status. By disaggregating data by gender (female, male), Panorama can assess the differential impacts and relevance of its solutions across genders. This is crucial for understanding how different groups benefit from or are impacted by the solutions, enabling more tailored and effective interventions.

Collecting gender-disaggregated data for monitoring PANORAMA’s impacts supports evidence-based decision-making, allowing Panorama to identify and address gender-specific barriers or opportunities, including therough the communication strategies, ensuring that messaging and outreach efforts are inclusive and resonate with diverse audiences.

## Efficiency

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| Findings |
| * The project efficiency is achieved by investing in the already established and recognized PANORAMA initiative, known for its impact, thus provide incremental and catalytic support to further strengthen PANORAMA considerably, e.g. through strategic communication activities tailored for the target audience. Additionally, the project employs a collaborative funding strategy by partnering with organizations involved in knowledge sharing within the relevant communities. These partnerships bring additional resources, facilitating interactions between solution providers and seekers, thus amplifying the project's impact in its focus areas. * The budget utilization rate for the project is deemed satisfactory, and the utilization of the funding is on track as planned. * The roles and responsibilities have been clearly identified in the project document and seem to have been followed through the project implementation. The steering group has been actively meeting before and during the project implementation including a mix of online as well as in person meetings where possible. * Implementation of the M&E plan has been thorough, with annual reporting processes well-established. These reports cover detailed progress, challenges, and updates on risk management, ensuring that indicators are current and data collection is consistent. All partners involved in PANORAMA, including UNDP, IUCN, and GIZ, contribute to these reports, which are submitted to BMUV in a format that allows for a comprehensive overview of activities, financials, and results, supported by evidence and publications. Despite initial identification of only two risks, continuous reporting has led to the recognition of additional risks, with appropriate management and mitigation strategies. |

Efficiency is a measure of how economically resources/inputs (funds, expertise, time, etc.) are converted into results.

Conceptually, a key efficiency element of the project is that it invests in an existing, well-established initiative (i.e PANORAMA), which has already gained a considerable degree of awareness and has managed to establish itself as a respected resource in the biodiversity conservation and climate change adaptation community. This Project will thus provide incremental and catalytic support to further strengthen PANORAMA considerably, e.g. through strategic communication activities tailored for the target audience.

Another aspect of the project's efficiency is the collaborative funding strategy used in PANORAMA by forming integrated alliances with organizations actively engaged in knowledge sharing within the communities dedicated to biodiversity conservation and climate change adaptation. These collaborations introduce extra resources to facilitate interaction with the communities, as well as those solutions providers and seekers.

The Project has been efficient in achieving outputs/products and in achieving outcomes and effects/impact in a high degree of accomplishment vis-à-vis expected target indicators and other metrics. Also, it has provided value-for-money since it achieved most of the results within budgets, agreed disbursement, etc., while leveraging investments and in-kind support from partners engaged in PANORAMA.

The responsible parties (IUCN and GIZ) have been audited according to UNDP Financial Regulations and Rules including applying an annual audit implemented by an external independent. The auditors reported very satisfactory results with no major issues.

In terms of financial resources, the total BMUV funding is US$ 2,200,220 including indirect Programme Support Costs (8%) and Coordination Levy (1%). Of which, US$ 2,017,070, are allocated for project outputs and project management. However, in order to cover higher costs linked to PANORAMA web platform, particularly to the redesign and launch of a new platform (budget line Contractual services – companies), IUCN processed a budget revision, increasing the budget under Output 1 (and respectively decreasing Output 2 budget). Also UNDP’s portion of the funding has been decreased by 35,000 USD and IUCN’s allocation was increased by this amount based on the RPA Amendment.

According to the expenditure data until 31 December 2023 (table below), there has been 91% of the total resources have been consumed by the end of 2023, this leaves around $181K to be spent in 2024 before the project is considered operationally closed, a large portion of the remaining funding is allocated web platform revamp which is due to be completed in the first quarter of 2024.

In terms of co-financing, UNDP/SIDA pledged an amount of nearly $80K as co-finance at the design stage, these have been reported as in-kind contributions to direct project cost including senior management time allocated to engage in PANORAMA including the project steering group.

Table 6: Total Expenditure & Commitment as of Dec 2023.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Output | Responsible party | Budget allocation $ | Expenditure to 31 Dec 2023 | Remaining | % delivery |
| OUTPUT 1 | IUCN | 345,000 | 467,784 | -122,784 | 136% |
| GIZ | 358,000 | 220,634 | 137,366 | 62% |
| Sub-total |  | **603,000** | **688,418** | -85,418 | 114% |
| OUTPUT 2 | IUCN | 573,000 | 459,544 | 113,456 | 80% |
| GIZ | 237,000 | 163,950 | 73,050 | 69% |
| UNDP | 78,000 | 36,982 | 41,018 | 47% |
| Sub-total |  | **888,000** | **660,476** | 227,524 | 74% |
| Project management | IUCN | 92,000 | 101,873 | -9,873 | 111% |
| GIZ | 231,070 | 223,020 | 8,050 | 97% |
| UNDP | 203,000 | 161,358 | 41,642 | 79% |
| Sub-total |  | **526,070** | **486,251** | 39,819 | 92% |
| Grand Total |  | **2,017,070** | **1,835,145** | **181,925** | **91%** |

On the timeframe, the project started in October 2020 and planned to close in March 2024. Despite one-year delay to start of the project, the impact of the Covid-19 pandemic on many activities involving travel, and the extended period of time it has taken to advance PANORAMA’s business development process towards sustainability as development agencies and partners cope with the crisis in Europe, the project is still planned to end on time.

### Project Management

The Project has been implemented under UNDP’s Direct Implementation Modality (DIM), overseen originally by the UNDP Global Environmental Finance (UNDP-GEF) Unit and its Ecosystems and Biodiversity Team, which is part of the Bureau for Programme and Policy Development (BPPS)/Global Policy Network (GPN), and then moved to the newly established Nature Hub also under BPPS. A UNDP Project Coordinator has been appointed to oversee the Project and has been responsible for day-to-day management of the Project, monitoring project progress, reviewing quarterly financial report and progress, financial reporting to the donor, while liaising closely with the PANORAMA Secretariat (management unit). The UNDP-GEF Management and Programme Support unit (MPSU) provided support for financial and project quality assurance related transactions including audit, spot-check and evaluation.

In its capacity as Owner of the Funding Window, UNDP administers and monitor the financial contribution and its progress towards the expected results in accordance with this project document, the decisions of the PANORAMA Steering Group and UNDP’s regulations, rules, directives, policies, and procedures. UNDP has been responsible for reporting to BMUV in accordance with UNDP accounting and reporting procedures.

IUCN and GIZ have been and are still the current. co-hosts of the PANORAMA Secretariat (now called Management Unit)and act as ‘Responsible Parties’ for the Project based on a formal request by the donor (BMUV).

IUCN and GIZ are responsible to UNDP for its use of funds based on the agreed activities in this project document. This includes own staff time as well as the preparation and management of contracts with service providers (e.g., consultants, companies).

The project governance has been integrated in the existing Governance and Management Structure of the PANORAMA partnership, where the PANORAMA Steering Group serves as the decision-making body and steering committee for the Project. The steering group takes the decisions about the form of implementation and final fund allocation to each output and activity under this Project, make course corrections and decide on revisions to the multi-year workplan as well as annual and quarterly plans, if required.

The roles and responsibilities have been clearly identified in the project document and seem to have been followed through the project implementation. The steering group has been actively meeting before and during the project implementation including a mix of online as well as in person meetings where possible.

Figure 5: Project Organization Structure



### Monitoring and evaluation (M&E)

The project design includes standard UNDP Monitoring and Evaluation (M&E) plan according to UNDP’s programming policies and procedures. The plan covers the monitoring side including tracking progress, monitor and managing risks, running the steering group meetings, annual project quality assurance and reporting to the donor, and applying adaptive management measures based on the monitoring outcomes. On the evaluation side, it outlines a budgeted terminal evaluation activity, and reasonably (given the scale of the project) no mid-term review has been planned.

On the M&E implementation, the project implemented the defined M&E activities with annual reporting has been taking place regularly including detailed progress reporting, challenges and update on the risk log. The indicators have been kept up to date with data collected regularly. The evaluator has been given access to all the reports presented to date and there is evidence of the effective monitoring being conducted by all partners involved in PANORAMA.

Annual reports have been submitted by UNDP to BMUV with consolidated input from IUCN and GIZ. The reporting format allows for a thorough description of the activities undertaken, hyperlinks to publications and published materials as well as financial reporting in an organized manner. Reporting has been oriented towards results and grounded on evidence.

The project document initially identified only two risks, but ongoing reporting has enabled the identification and documentation of additional risks, along with their corresponding management responses and mitigation measures. This approach ensured that risk management remains dynamic and responsive to new challenges as they emerge.

A critical risk that has been identified during the project implementation is related to reduced interest from partners, this is particularly important risk based on the resource-limited environment that these organisations are experiencing and the fact that their contributions are largely project-based. In response, the secretariat has been engaging closely with partners including discussing main issues during the annual SG meeting held in-person in Norway in Sept 2022.

## Sustainability

|  |
| --- |
| Findings |
| The overall sustainability of the PANORAMA project is centred on strategic activities that support the growth and evolution of PANORAMA initiative. The institutional sustainability of the PANORAMA project outcomes is grounded on the strong institutional support and commitment of GIZ and IUCN towards PANORAMA. These organizations have actively contributed resources and worked to integrate PANORAMA into broader sustainability efforts, including integrating PANORAMA into Global Sustainability Platforms such as CBD/GBF. However, concerns arise regarding the variability in partner engagement and the sustainability of the engagement model, which relies heavily on project-based resources. Some partners are unclear about their future commitments including their roles post-BMUV funding, pointing to a need for clearer definitions and expectations for ongoing involvement.  In terms of financial sustainability, the PANORAMA project has focused on business planning to diversify and enhance PANORAMA's funding sources, aiming for long-term financial sustainability. However, the new business model's expected outcomes have not been realized, and financial sustainability remains uncertain under current conditions. PANORAMA still depends largely on project-specific funding and limited-duration financial contributions from partners, challenging its long-term sustainability. On a positive note, the "PANORAMA 2.0" concept paper developed, with imminent BMUV funding expected to support short-term financial stability and lay the groundwork for strategic growth into 2024 and beyond. |

The BMUV project is fundamentally designed with sustainability at its core, prioritizing strategic activities that enable PANORAMA to explore new growth and development priorities. This includes constructing business plans and revolutionizing PANORAMA’s operational and community engagement approaches. The anticipated outcome is a boost in PANORAMA's self-sufficiency, reducing its reliance on specific projects and essential contributions from partners. Additionally, it aims to enhance the secretariat's capabilities and allocate resources for critical strategic efforts, notably in the scope of long-term business development.

**Institutional sustainability**

The organizations responsible for the Management Unit of PANORAMA, GIZ and IUCN, have shown strong institutional support, ownership, and high-level endorsement for the initiative's extended coordination and progress. This commitment is formalized in a cooperation agreement, endorsed by the leaders of these institutions in February 2019. Their dedication is further evidenced by their active involvement in various thematic communities, contributions of in-kind resources, and efforts to incorporate or consider the integration of PANORAMA within project development and reporting processes.

Also, integrating PANORAMA into Global Sustainability Platforms such as CBD/GBF is important sustainability elements that will help promoting PANORAMA as part of global sustainability efforts and project deliverables helps in enhancing its utility, reach, and engagement. The MoU signed with CBD represents a significant institutional setting for the future.

However, the institutional sustainability is also dependent on the commitments and active participation of the partners, and this varies from one partner to another. Certain partners have expressed worries about the sustainability of the engagement model, particularly its dependence on temporary, project-based resources. Additionally, some communities have observed challenges in maintaining partner motivation for ongoing participation, noting that a few partners have shown minimal involvement beyond their initial engagement.

Partners are seeking clarity on the commitments they will be expected to fulfill once the BMUV funding concludes. Additionally, if the funding is to be extended, they are interested in understanding the implications for their roles and contributions. Currently, these specifics appear to be insufficiently defined.

**Financial sustainability**

The project placed a significant emphasis on business planning with the goal of diversifying and enhancing PANORAMA’s sources of funding, aiming to create new financial avenues and mechanisms for a more sustainable, long-term financial foundation for PANORAMA. Nonetheless, the anticipated outcomes from the development and planning of a new business model have not yet materialized, indicating that achieving financial sustainability under the current conditions remains uncertain. Consequently, PANORAMA's funding continues to rely heavily on project-specific funding, which does not support PANORAMA’s sustainability beyond the duration of these projects, despite being an intentional aspect of its design. Similarly, financial contributions from partners are also project-specific and provided only for limited durations, further emphasizing the challenge of establishing long-term sustainability for PANORAMA.

The good news is that the project has developed the "PANORAMA 2.0" concept paper, which presents a thorough review of PANORAMA's unique position, strengths, potential opportunities, and existing challenges. It is understood that BMUV funding of 2.0 is imminent, which will support financial sustainability on the short-term and serve as a foundational element for ongoing strategic planning and growth into 2024 and the future.

**Socio-economic and environmental sustainability**

There are no socio-economic and environmental risks foreseen for this project. In principle, the project enhances the PANORAMA initiative, thereby facilitating global knowledge exchange of effective practices among practitioners and policymakers in biodiversity conservation, and climate change adaptation and mitigation worldwide. The ultimate goal of this project is to boost the implementation and effectiveness of strategies for biodiversity preservation and climate change responses at various levels. Thus, the project contributes indirectly to socio-economic and environmental sustainability.

# **Conclusion**

* PANORAMA has made significant advances in management capacity, governance, partnerships, and strategic planning but still lacks the maturity for sustainable operations beyond BMUV funding due to underdeveloped finance and impact assessment mechanisms.
* The transition to a Management Unit and the establishment of a Partnership Council signal progress towards strategic coordination and growth. However, decision-making structures don't fully align with partner investment levels due to unsustainable project-based contributions and unclear roles and responsibilities.
* A comprehensive update of the PANORAMA web platform has just been launched, with a beta version introduced at COP28, enhancing visibility and user engagement. The upgraded web platform introduced enhanced features and functionalities designed aimed at improving user experience, including selection of, and close engagement with, an external web development agency, with an expectation to increase the platform effectiveness and maximize its reach to more users.
* Successful engagement of 12 diverse partner organizations enhances PANORAMA's network but faces challenges in consistent engagement, leadership, and balancing resource constraints.
* The expansion to 11 communities and the launch of a comprehensive web platform update are positive developments, though issues with resource limitations, engagement, and quality control persist.
* Visitor numbers to the PANORAMA platform indicate sustained interest, but targets were not met. Upcoming enhancements may increase accessibility and global impact.
* The collaboration with the CBD Secretariat through an MoU marks a key milestone, positioning PANORAMA as a significant player in global biodiversity conservation efforts.
* PANORAMA aligns well with global sustainability and knowledge management initiatives, but needs improvement in capturing underlying assumptions, engaging with previous learnings, and integrating gender considerations.
* PANORAMA project's goal of 25 solution uptakes was not fully met, with only 15 reported and 6 registered online. Nonetheless, the development of an impact measurement framework is a notable advancement.
* Despite efforts in defining key elements of a business model and engaging with donors, the project's business model lacks evidence of effectiveness, raising concerns about long-term investment appeal and financial sustainability.
* The project developed an Uptake Tool in 2021 for recording uptakes which has proven to be inefficient in practice. After careful consideration, the PANORAMA management made a strategic decision to discontinue its use. Instead, the uptake measurement was integrated into the MEAL framework.
* Development of a Monitoring, Evaluation, Research, and Learning (MERL) strategy shows progress in methodology for tracking solution uptake and impact, though full implementation and baseline establishment are pending.
* PANORAMA has effectively expanded its influence and visibility on the global stage through strategic participation in key international forums and the launch of impactful initiatives such as the Pathfinder Award 2021. These efforts have not only showcased innovative conservation strategies but also facilitated the integration of development, health, and climate considerations into protected area management.
* The release of publications like "Solutions for development challenges – Insights from protected and conserved areas" and the execution of internal enhancement initiatives like the "Knowledge Sharing Journey" have further solidified PANORAMA's role as a pivotal player in shaping environmental frameworks and promoting the exchange of actionable, scalable solutions across the globe.
* Financial sustainability concerns, limited community engagement, and varying solution quality are among the challenges impacting project effectiveness.
* Efficiency in project implementation is noted, with satisfactory budget utilization and progress in strategic communication and collaborative funding strategies.
* Institutional and financial sustainability remains a concern, with the project still dependent on project-specific funding and the need for a clearer engagement model for long-term stability.

# **Recommendations & Lessons**

## Recommendations

Given the project has indeed ended by the time of finalising this report, this section proposes recommendations to be considered in the upcoming project PANORAMA 2.0. To this end, it is recommended that PANORAMA 2.0 Project:

* + - 1. **Reassess the quality control process and measures applied to solutions** to ensure PANORAMA quality standards are met when publishing a new solution. This should involve evaluating and enhancing the procedures and standards that ensure the solutions published meet the initiative's quality expectations. Particularly the issue of making adequate resources available for the quality peer review process, including the possibility of outsourcing review process when capacities are lacking within certain communities and if funding is available. This also should involve streamlining the solution review process to ensure timely and relevant feedback, possibly by updating the peer review pool and considering language support mechanisms. Also, reassessing the feasibility and effectiveness of the snapshot solutions. This reassessment is crucial for maintaining credibility, effectiveness, and the overall impact of PANORAMA solutions.
      2. **Establish a project impact baseline based on the new MERL strategy.** Operationalising the MERL plan needs to take place no later than the inception phase of PANORAMA 2.0 project to be able to benchmark future trends thereafter. The baseline should include the launch of the Audience Insights Survey and integrating pop-up survey into the web platform to assess quality of the solutions and to ask whether readers found what they were looking for.
      3. **Expand on the opportunities of direct engagement between solutions providers and seekers for greater visibility**, including tailored events for certain geographic regions and/or thematic areas such as webinars, attendance of international events, knowledge exchange workshops, and in-person workshops and community practice events to enhance practical application and user interaction. This will help to maximizing the opportunities for uptake and thereafter the impacts of PANORAMA solutions.
      4. **Investigate opportunities for expanding thematic areas to include ‘Innovative Financing Solutions’.** Within a platform like PANORAMA, this can provide a valuable resource for projects and initiatives seeking sustainable financing solutions, and potentially can grow into a standalone community in the future. Recently, innovative financing solutions have grown significantly globally and so many learning opportunities could be captured by PANORAMA for replications. Innovative financing solutions have become critical for addressing the challenges of nature conservation and climate change. These mechanisms are designed to attract private sector investment, leverage public funds more effectively, and generate sustainable financial flows for environmental and climate-related projects.
      5. **Develop a detailed sustainability plan as part of the project proposal for PANORAMA 2.0 Project**. A sustainability plan as part of a project proposal is intended to ensure that the benefits and impacts of the project continue over the long term, particularly after the BMUV funding ends. The objective is to maintain and continue project outcomes. The sustainability plan should cover two major aspects, financial and institutional. The financial sustainability is to ensure that the project's positive effects are not only contingent on short-term project funding, but rather on a diversified source of revenues, including, possibly, a KM service delivery model such as service fees for specialized content or KM services. Institutionally, the sustainability plan should outline the future settings at the governance level and in relation to partnerships management on the short and long term.
      6. In consultation with the PANORAMA partners, **develop PANORAMA partnership framework that defines key principles of partnership, roles and responsibilities, commitments, and incentives**. The framework development should include exploring opportunities for expanding incentives to partners to engage more effectively in the PANORAMA with consistent momentum. The framework should involve establishing a structured and collaborative approach that outlines the expectations, contributions, and benefits for all parties involved. This framework aims to enhance the effectiveness and sustainability of the partnership by clearly defining its foundations and mechanisms for engagement and cooperation.
      7. **Undertake gender analysis and develop gender action plan as part of project 2.0 project proposal or during inception phase.** This helps to ensuring that gender considerations are integrated into the planning, execution, and evaluation of the project. Undertaking gender analysis and developing a gender action plan at the outset of the project is a proactive approach to ensure gender considerations are embedded in the project’s design, implementation, and evaluation. Based on the insights from the gender analysis, the gender action plan outlines specific strategies and activities to address identified gender issues. This includes setting gender-specific objectives, allocating resources, and establishing mechanisms for implementation and monitoring.
      8. **Integrate AI solutions to the web platform to specifically overcome the language barriers** and allow for instant translation of solutions and content. This helps to make the platform more accessible and user-friendly for a global audience, ensuring that valuable knowledge and solutions are available to all, irrespective of language differences.
      9. **Explore the opportunities to include "what did not work" solutions on the platform,** this could include opening the door for solutions providers to share their stories about solutions that didn’t actually work along with the underlying reasons. This can provide a comprehensive learning experience, acknowledging failures as equal opportunities for learning and growth, and helping solution seekers to avoid the pitfalls that others have experienced. It is important to acknowledge the difficulty in motivating solutions providers to share their not so successful experiences.
      10. **Explore opportunities for partnerships with the coordinating projects of GEF-Integrated Programmes (IPs).** The GEF Integrated programmes are often composed of a several child projects and a coordinating project that is focused on knowledge management solutions and coordination. The knowledge management components of the IPs are well-funded, and by investigating opportunities for collaborations with the PANORAMA a win-win set up may be possible for achieving mutual outcomes. A list of the IPs are listed [here](https://www.thegef.org/projects-operations/database?f%5B0%5D=project_type%3A1726)[[13]](#footnote-14).

## Lessons learned

In addition to those lessons learned captured earlier in this report (for example, see challenges and success factors under effectiveness section), the following are additional lessons learned synthesized through the evaluation process.

* **A hybrid mainstreaming approach of bottom-up and up-bottom can be very effective** model for integrating PANORAMA solutions into project formulations (bottom-up) and into global environmental frameworks such as CBD (top-bottom). This approach effectively bridges local, on-the-ground solutions with overarching global environmental frameworks like the CBD. By doing so, it ensures that grassroots innovations and experiences inform global strategies and policies, making them more grounded and applicable across different contexts.
* **Direct engagement between solutions providers and seekers** highlights a key factor in enhancing the uptake of innovative solutions. This lesson learned offers several valuable insights into the dynamics of knowledge exchange and the adoption of best practices.
* **Quality solutions enhance the credibility of the knowledge management platform** and the trust of its users. When it comes to knowledge management, quality of solutions matters to promote impactful learning. High-quality solutions that are well-documented, with clear outcomes, methodologies, and lessons learned, provide a solid foundation for others to adopt and adapt these practices.
* **The Pathfinder Award, co-organized by the IUCN and the UNDP, serves as an exemplary case of how awards and recognition can drive the uptake of innovative** solutions in conservation and sustainability. Awards like the Pathfinder Award spotlight successful conservation projects and initiatives, raising their visibility among a global audience. This recognition can be pivotal for projects that might otherwise remain under the radar, despite their success and potential for replication. The prospect of international recognition motivates organizations and individuals to innovate and strive for excellence in their conservation efforts. It encourages the development of high-quality, impactful solutions that could be eligible for such awards.

# Annexes

## Annex 1: TE ToR (excluding ToR annexes)

TOR is provided separately.

## Annex 2: Evaluation matrix and data collection instruments

Evaluation matrix is important to identifying the key evaluation questions and how they will be answered through the selected methods. The evaluation matrix is a tool that evaluators create as a map and reference in planning and conducting an evaluation. It also serves as a useful tool for summarising and visually presenting the evaluation design and methodology for discussions with stakeholders. It details evaluation questions that the evaluation will answer, data sources, data collection and analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated.

**Table 3: Evaluation Matrix**

|  |  |  |  |
| --- | --- | --- | --- |
| Evaluative Criteria Questions | Indicators/evidence | Sources | Methodology |
| Relevance: How well the project is designed to address relevant global and partner/institution needs, policies, and priorities? | | | |
| * Was there a clear and logical consistency between, inputs, activities, outputs and progress towards the achievement of objectives (quality, quantity and time frame)? * Were the project’s objectives, including specification of targets and activities, clear and realistic? * Was the project relevant and beneficial for strengthening the PANORAMA initiative? * How well did the project react to changing work environment and how well has the design been able to adjust to emerging circumstances? * To what extent have the intervention logic / theory of change and the underlying assumptions of the country programme integrated gender equality and other cross-cutting issues? * Is the project relevant to the UN SDGs, the UNCBD, and other international convention objectives? | * Stakeholders’ perceptions on the relevance of Project’s activities to their needs * Degree of coherence of the project design in terms of theory of change, components, choice of partners, structure, delivery mechanism, scope, budget, use of resources, etc. * Degree to which the project design identifies and address gender and human rights issues * Indicators SMARTness and appropriateness | * Project documentations * or strategies, project websites * project stakeholders feedback | * Desk review * Stakeholders’ interviews |
| Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved? | | | |
| * ● 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 has PANORAMA Secretariat been in contributing to achieving the planned results? * To what extent has been the PANORAMA partnership coordinated in an effective and efficient manner? * To what extent are the project management and implementation participatory and is this participation contributing towards the achievement of the PANORAMA objectives?   Potential impacts   * Did PANORAMA Phase 1. have the intended impact within the project lifespan and/or beyond its lifespan? * What were the methodological approaches to capture and demonstrate the value and cumulative contribution of PANORAMA solutions to achieving global policy targets and to what extend they have been implemented? * To what extent has the project been successful in developing of methodologies and tools that could help the PANORAMA initiative to better track and monitor its impact on the ground? * To what extent has PANORAMA achieved the anticipated visibility in the global development and nature conservation community? | * Delivery on project targets defined in the results framework * Stakeholder feedback on the delivery of the targets * Evidence extracted from the MoM of the Steering committee minutes * Stakeholders’ perceptions on the constraints * Evidence of success factors * Stakeholders feedback | * Project documentations () * Progress reports * Project deliverables * Project stakeholders feedback | * Desk review * Stakeholders’ interviews |
| Efficiency: Was the project implemented efficiently, in line with international and national norms and standards? | | | |
| * To what extent are funding, staff, and other resources used to achieve the expected results of PANORAMA? Was there economic use of resources? * - To what extent were resources (funds, expertise, time) sufficient? * Were the strategies utilized adequately? How have they contributed to the maximum intervention efficiency? * To what extent were quality outputs delivered on time? * How has PANORAMA established synergies with the related initiatives, networks and institutional bodies and what have been its results? * 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 * To what extent did monitoring systems provide management with data and information that allowed it to learn and adjust implementation accordingly? * What lessons (if any) can be drawn regarding efficiency for other similar projects in the future? | * Effectiveness of the project coordination and interlinkages * Stakeholders feedback on the effectiveness of the project management * Frequency and effectiveness of the board in decision making and strategic guidance * Stakeholders feedback on the effectiveness of their participation * Number, and type, of engagements with stakeholders * Extent to which stakeholders are aware of the project and its activities * Documented adaptive management actions to accommodate the changing priorities * Extent to which project targets are met on time and on budget * Effectiveness of the M&E functions * Evidence of adaptive management actions where alternative strategies have been identified and addressed * Stakeholders feedback on project implementation strategies and alternatives * Cost in view of results achieved compared to costs of similar projects from other organisations * Level of discrepancy between planned and utilised financial expenditures * Planned vs. actual funds leveraged * Timeliness of activities delivery * Co-financing data and evidence | * project documentations * board MoM * Progress reports * project deliverables * project stakeholders feedback | * Desk review * Stakeholders’ interviews |
| Sustainability: To what extent the net benefits of the project continue or are likely to continue? | | | |
| * What strategies and mechanisms have been incorporated into the implementation of PANORAMA to guarantee the sustainability of expected outputs and funding? * To what extent did the activities under the project produce sustainable and evolving growth of the initiative? * To what extent have PANORAMA partners and other stakeholders committed to providing continuing support? * To what extent has the sustainable business model for PANORAMA been advanced and implemented and what results it yielded? | * Evidence of commitments from stakeholder to financially support relevant sectors of activities after project end * Level of project stakeholders ownership * Level of capacities at the country level to continue delivering on the project results * Existence of financial and institutional settings to support long term benefits * Likelihood of financial sustainability of the financial solutions/instruments * Efforts to support the development of relevant policies at the country level * Identification of emerging risks * Risk log updates * Exit strategy in place and active operationalisation * Stakeholders feedback on the upscaling and replication potential * Stakeholders feedback on unintended results * Stakeholders feedback pm the transformative changes * Evidence of transformative change attributed to the project | * Project documentations * board MoM * Progress reports * Project deliverables * Project stakeholders feedback | * Desk review * Stakeholders’ interviews |
| Cross-cutting issues and gender equality and women’s empowerment: How did the project contribute to gender equality and women’s empowerment? | | | |
| * 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? | * Extent to which programme products are sensitive to gender * Extent to which project data are sex-disaggregated * Existence of logical linkages between gender results and project outcomes and impacts * Existence of gender marker | * Project documentations * Project reports * Project stakeholders feedback | * Desk review * Stakeholders’ interviews |

## Annex 3: List of individuals or groups interviewed or consulted.

|  |  |  |
| --- | --- | --- |
| Stakeholders group | Agency/ies | Names/contact details |
| Project management team | UNDP, IUCN and GIZ | 1. Katarina Hadad (UNDP). Nature Hub |
| 1. Marie Fischborn (IUCN). PANORAMA Partnership Coordinator |
| 1. Helga Katharina Mahler (GIZ). Project Manager Climate Change, Rural Development, Infrastructure. PANORAMA Partnership Coordinator |
| 1. Jochen Renger (GIZ) |
| Members of the steering committee | (IUCN, GIZ, GRID-Arendal, UN Environment, Rare, IFOAM, UNDP, World Bank, ICCROM, ICOMOS, OCTO, EcoHealth Alliance) | 1. GRID-Arendal, Mario Cana |
| 1. **Katrin Münch** (GIZ). Advisor, Blue Solutions – Marine and Coastal Biodiversity. |
| 1. UNDP. **Midori Paxton**. Director, Nature Hub |
| 1. OCTO Group. **John Davis**. President. |
| 1. Frederik Stapke – RARE |
| A sample of Leads of thematic groups. | PANORAMA Cities | 1. Loredana Rita Scuto (IUCN). |
| PANORAMA Restoration (FLR) | 1. LOHMANN Joerg (GIZ). Advisor Forests4Future Global Program |
| A sample of solution providers |  | 1. Paulina Karimova p |
|  | 1. Florencia Zapata |
| A sample of solutions uptakers |  | 1. Mirella Baldacconi Gondeck |

## Annex 4: List of supporting documents reviewed.

List of documents that have been reviewed includes, but not limited to:

* Project document;
* Project technical deliverables
* Project data base;
* Web analytics data
* Project annual reports 2020-2023 (progress on project identified indicators and updates on risks)
* Project budgets and expenditures
* Content of the PANORAMA web platform
* The project governance structure (for example a ToR of a steering committee)
* Project Identification Form (PIF)
* MoM - Project Steering Group Meetings
* PANORAMA MERL (Measurements Framework)
* PANORAMA business model information
* Sample of the PANORAMA solutions
* Responsible Party Agreement
* PANORAMA Theory of Change

## Annex 5: Summary tables of findings displaying progress towards project targets

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Outcome/outputs | Result / Indicators | Baseline | End of PROJECT target (cumulative) | Achieved |
| Outcome: A strengthened PANORAMA initiative improves the global learning from successful practices among practitioners and decision-makers in the context of biodiversity conservation and climate change adaptation and mitigation around the world | **Outcome** Indicator 1: At least three additional funding sources are available for PANORAMA | 6 | 6+3 | 0. No new funding sources were introduced. |
| **Outcome** Indicator 2. 25 registered uptakes from different PANORAMA solutions demonstrate impact of global learning | 0 | 25 | 15+ Uptakes reported, of which, only 6 posted online. |
| Output 1: A strengthened PANORAMA secretariat ensures a strategic coordination and sustainable growth of the evolving initiative | Indicator 1.1: The PANORAMA business plan has been finalized, adopted and is continuously being implemented. | 1 draft business plan | 1 business plan adopted and under implementation | The final product and outcome of business model has not completely materialized |
| Indicator 1.2: The number of partners actively and formally engaged in the PANORAMA initiative has increased from 7 to 12 | 7 | 7+5 | 12 partners |
| Indicator 1.3: The use of the PANORAMA initiative has increased, including number of thematic communities, number of solutions and number of web platform users  Unit: Number of thematic communities  Unit: Number of solutions  Unit: Number of web platform visits | 5  572  95,362 | 8  1000  350,000 | 11 PANORAMA Communities  1445 solutions published online  241,066 visit in 2023 |
| Output 2: PANORAMA provides improved accountability of its contribution to global biodiversity conservation and climate change adaptation to a sustainably growing community of users at practical and policy level. | Indicator 2.1: PANORAMA tracks and documents the solution uptake and replication impact at policy and at local level by applying appropriate methodologies  Unit: Impact tracking methodology | 0 | 1 methodology (policy impact)  1 methodology (local impact) | PANORAMA MERL strategy and framework developed |
| Indicator 2.2: Policy-relevant messages/learnings emerging from solution analysis and synthesis have been fed into global policy frameworks and negotiations  Unit: Policy messages/learnings | 0 | 5 | Multiple engagements with global policy frameworks and publications |

## Annex 6: Pledge of ethical conduct in evaluation signed by evaluators.

Independence entails the ability to evaluate without undue influence or pressure by any party (including the hiring unit) and providing evaluators with free access to information on the evaluation subject. Independence provides legitimacy to and ensures an objective perspective on evaluations. An independent evaluation reduces the potential for conflicts of interest which might arise with self-reported ratings by those involved in the management of the project being evaluated. Independence is one of ten general principles for evaluations (together with internationally agreed principles, goals, and targets: utility, credibility, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism).

**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 an 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 if and how issues should be reported.
5. 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 clearly respects the stakeholders’ dignity and self-worth.
6. 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 imitations, findings, and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project’s Mid-Term Review.

**Evaluation Consultant Agreement Form**

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

Name of Evaluator: \_\_\_\_\_\_\_Mohammad Alatoom \_\_\_\_\_

Name of Consultancy Organization (where relevant): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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

Signed at \_\_\_\_February 2024\_\_\_\_\_\_\_\_\_\_ (Place) on \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Date)

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_e-signed: Mohammad Alatoom \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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1. Mixed methods involve desk review, semi-structured interviews, and surveys for data collection, and also descriptive analysis, content analysis, thematic analysis and simple quantitative data analysis in excel for survey data and quantitative indicators for data analysis. See below sections for more details. [↑](#footnote-ref-2)
2. UNEG Code of Conduct for Evaluation in the UN system, 2020. Available [here](https://www.unevaluation.org/document/detail/100). [↑](#footnote-ref-3)
3. Mixed methods involve desk review, semi-structured interviews, and surveys for data collection, and also descriptive analysis, content analysis, thematic analysis and simple quantitative data analysis in excel for survey data and quantitative indicators for data analysis. See below sections for more details. [↑](#footnote-ref-4)
4. A semi-structured interview is a method of research used most often in the social sciences. While a structured interview has a rigorous set of questions which does not allow one to divert, a semi-structured interview is open, allowing new ideas to be brought up during the interview as a result of what the interviewee says. The interviewer in a semi-structured interview generally has a framework of themes to be explored. [↑](#footnote-ref-5)
5. UNEG Ethical Guidelines for Evaluation, 2020, available [here](http://www.unevaluation.org/document/detail/2866). [↑](#footnote-ref-6)
6. The GIZ strategy is available [here](https://reporting.giz.de/2019/our-strategic-direction/our-corporate-strategy/our-strategy-2020-2022/#:~:text=In%20the%20new%20Strategy%2C%20we,development%2C%20and%20expertise%20and%20alliances.). [↑](#footnote-ref-7)
7. IUCN Programme 2021-2024 available [here](https://www.iucncongress2020.org/files/iucn_programme_2021_2024_0.pdf). [↑](#footnote-ref-8)
8. UNDP Strategic Plan 2018-2021, available [here](https://www.undp.org/sites/g/files/zskgke326/files/2021-09/UNDP-Strategic-Plan-2022-2025_1.pdf). [↑](#footnote-ref-9)
9. International Climate Initiative (IKI) Strategy up to 2030 available [here](https://www.international-climate-initiative.com/en/iki-media/publication/the-strategy-of-the-international-climate-initiative-up-to-2030-1812/). [↑](#footnote-ref-10)
10. The Rio Conventions refer to three major environmental treaties established at the Earth Summit in Rio de Janeiro in 1992. These are the United Nations Framework Convention on Climate Change (UNFCCC), the Convention on Biological Diversity (CBD) and the United Nations Convention to Combat Desertification (UNCCD). [↑](#footnote-ref-11)
11. Specific, Measurable, Achievable, Relevant, Time-bound [↑](#footnote-ref-12)
12. Available [here](https://www.cbd.int/doc/decisions/cop-15/cop-15-dec-16-en.pdf) [↑](#footnote-ref-13)
13. A list of GEF IPs is available on its website here: <https://www.thegef.org/projects-operations/database?f%5B0%5D=project_type%3A1726> [↑](#footnote-ref-14)