Project Title: Terminal Evaluation for the project "Staying within Sustainable Limits: Advancing leadership of the private sector and cities"

GEF Project ID: 10309

GEF Implementing Agency: Conservation International (CI)
Executing Agencies: IUCN and RPA

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ACKNOWLEDGEMENTS

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ACRONYMS AND ABBREVIATIONS

GEF	Global Environment Facility
CI-GEF	Conservation International and GEF Implementing Agency
CEO	Chief Executive Officer
FY	Financial Year
ToC	Theory of Change
M&E	Monitoring and Evaluation
TE	Terminal Evaluation
SEP	Stakeholder Engagement Plan
CSO	Civil Society Organizations
NGOs	Non-governmental Organizations
AGM	Accountability and Grievance Mechanism
ESMF	Environmental and Social Management Framework ESMF
IUCN	International Union for the Conservation of Nature
IBAT	Integrated Biodiversity Assessment Tool
ESG	Environmental Social and Governance
ESS	Environmental and Social Safeguards
EC	Earth Commission
EHQ	Earth Headquarters
SBTN	Science Based Targets Network
SBT	Science- Based Targets
SMART	Specific, Measurable, Achievable, Relevant, and Time-bound
M & E	Monitoring and Evaluation
MRV	Measurement, Reporting and Verification
MOUs	Memorandum of understanding
PSC	Project Steering Committee
RPA	Rockefeller Philanthropy Advisors

EXECUTIVE SUMMARY

Purpose of the Terminal Evaluation

This terminal evaluation has the following purpose:

- ✔ Used as an adaptive management tool by the Global Environment Facility (GEF) Agencies and as a portfolio monitoring tool by the GEF Secretariat,
- ✔ Identify challenges and outline corrective actions to ensure that the project is on track to achieve maximum results by its completion,
- ✔ Gather information on project performance and results from multiple sources including the project M&E system, tracking tools, field visits, stakeholder interviews, project documents, and other independent sources, to facilitate triangulation; and
- ✔ Assess the significance and relevance of observed performance and results.

Terminal Evaluation approach and methodology

This evaluation was based on the analysis of primary and secondary data. For secondary data, a review of different project documents was conducted while primary data was collected through virtual interviews conducted with different project actors. A questionnaire was also sent out electronically to the project actors to generate quantitative data. The analyzed primary and secondary data were used to elaborate the draft evaluation report which was submitted to the Conservation International GEF Implementing Agency (CI-GEF) for review and feedback. Comments received from the project team were addressed and a final document was submitted to CI-GEF Agency.

The Project's Theory of Change (ToC)

The project did not have a theory of change at CEO Approval. There is a theory of change used for the Global Commons Alliance that was first developed in 2020, but as part of the evaluation process, a theory of change was developed by the evaluation team for this project overall based on the review of the project documents.

Assessment of Project Results

The overall rating of assessment of achievement of project results is **Highly Satisfactory** which is a summed conclusion from assessing the performance of outputs and outcomes. The summary is provided below:

1. *Outputs:* Achievement of outputs is rated **Highly Satisfactory**. The project has a total of 17 output indicators. Of these 17 output indicators, five (5) exceeded expectation, nine (9) were achieved and three (3) were on track.
2. *Outcomes:* Achievement of outcomes is rated **Highly Satisfactory**. This rating considers the outcome achievements at terminal evaluation against its expected targets. The project performed well against its outcomes, and the targets for component 1, component 2, component 3, and component 4 were either achieved or exceeded. To reach this Highly Satisfactory rating, the project outcomes were assessed and rated on three dimensions: Relevance, Efficiency, and Effectiveness, and the ratings are provided below:

    a. *Effectiveness* is rated as *Highly satisfactory* because 100% of the outcome indicator targets were achieved by the end of the project.

b. *Efficiency* is rated ***Satisfactory.*** This rating was arrived at after assessing how funds were managed and tracked, value for money, and the project's ability to leverage non-GEF funding (co-financing) to support delivery.

c. *Relevance* is rated ***Highly Satisfactory*** because the project design and the results are in alignment with relevant international legislative frameworks, and the GEF-7 programming directions.

Sustainability

The overall Sustainability rating is **Likely**. The risks to the sustainability of project results are discussed below.

F*inancial risk:* Primary data indicated that financial sustainability is ensured since the project is anchored on the national priorities of most countries. Country ownership was also ensured by the participation of stakeholders from the government throughout the implementation of the project. It is expected that the project outputs and outcomes will contribute towards strengthening the capacity both institutional and technical officials of the selected institutions and stakeholders as well. It must also be noted that respondents stated that they had attracted more funding to continue work. In fact, respondents stated that the Global Common Alliance has a diverse portfolio of funding specially from Philanthropy. Thus, the work will likely be sustained without GEF funding.

Socio-political risk: Results from respondents indicated that the project does not face any socio-political risk to the sustainability of its outcomes.

Institutional risk: State actors, as well as non-state actors such as CSOs, the private sector, and academia, have participated actively during the project implementation and this is expected to continue beyond the lifespan of the project. The entities in this project, the Earth Commission, the Science-Based Targets Network and its associated hubs and the mobilization effort already exist in some nascent form. It is also important to note that the project has developed appropriate institutional capacity (systems, structures, staff, expertise, etc.) that will be self-sufficient after the project closure date. For example, within the framework of component 3, IUCN recently had a reorganization and deploying all the methods developed under this component is central to all the conservation initiatives that IUCN is planning to undertake.

Environmental risk: No environmental risk to sustainability of the project was identified. Indeed, the project is geared at reducing environmental risks.

Progress to Impact

Progress to Impact is rated **Satisfactory.**
Regarding component 3, the methods developed have been tested digitally and published and if adopted, it will lead to landscape restoration. Furthermore, the Species Threat Matrix developed is being applied by many stakeholders including companies**.** Indeed, the demand is very strong. Therefore, the impact here is that a lot of corporate interest is being manifested towards the project outputs.

In summary, the environmental and socio-economic impacts of the project as stated by the respondents include the following:

- Development of science-based targets for nature to be used by companies and cities;
- Creation of the Earth Commission;
- Creation of the Earth's Headquarters;
- Creation of the System change lab; and
- The project helps to supports the transformation of economic systems of many companies and cities to move towards environmental friendliness.

Assessment of Monitoring & Evaluation (M&E) Systems

The overall M&E system is rated **Satisfactory.** The summary is provided below:

a. *M&E Design:* The rating for M&E design is **Satisfactory.**
The project had a practical, well-designed monitoring and evaluation system from the project design phase. Project monitoring and evaluation was conducted in accordance with established Conservation International and GEF procedures by the project team and CI-GEF. The project's M&E plan was presented and finalized at the project inception workshop, including a review of indicators, means of verification, and the full definition of project staff M&E responsibilities. The Project Coordination Team, with representatives from IUCN and RPA with input from other staff of the Earth Commission, SBTN and Earth HQ, was responsible for initiating and organizing key monitoring and evaluation tasks. This included:

- the project inception workshop and report;
- quarterly progress reporting, annual progress and implementation reporting (PIR); and
- documentation of lessons learned, and support for and cooperation with the independent external evaluation exercises.

The project Executing Agencies was also responsible for ensuring that the monitoring and evaluation activities are carried out in a timely and comprehensive manner, and for initiating key monitoring and evaluation activities, such as the independent evaluation exercises. Key project executing partners were responsible for providing all required information and data necessary for timely and comprehensive project reporting, including results and financial data, as necessary and appropriate.

b. *M&E Implementation* is rated **Satisfactory.**
The M & E plan was sufficiently budgeted, and funding was provided adequately at the different stages of the project to ensure planned M & E activities are carried out as required and in a timely manner. The budget included funding for a Terminal Evaluation (TE). There were some delays caused by the COVID-19 pandemic which necessitated a revision of the work plan and budget to adapt to the situation at hand.

Assessment of Implementation and Execution
The overall quality of implementation/execution is rated **Satisfactory.**

Quality of Implementation: The quality of implementation rating is **Satisfactory.**

Despite the delays and setbacks caused by the Coronavirus pandemic, the project adapted fast, achieving all the targeted results within the extended project duration. The achievements realized pertaining to the targets for the different components of the project reflect the quality of implementation of the project.

CI-GEF managed the implementation of the project well and followed-up project implementation closely, although the implementing agencies would have appreciated faster responses and feedback on the quarterly and annual reports submitted to CI-GEF to ease reporting in future periods. As part of its technical and financial oversight role, CI-GEF supported the project implementation start-up phase by providing technical and financial guidance that would ensure compliance with GEF guidelines, safeguards requirements, and all technical and financial commitments.

Quality of execution: The quality of execution rating is **Highly Satisfactory**.

CI-GEF also played an overall assurance, backstopping, and oversight role in the project. The CI Internal Audit function was also responsible for contracting and oversight of the planned independent external evaluation exercises at the end of the project.

Assessment of Environmental and Social Safeguards (ESS)

The overall rating of the design and implementation of ESS is **Highly Satisfactory.**

Safeguards screening was conducted during the design phase of the project using CI-GEF appropriate screening forms. The screening exercise revealed three safeguards that will be triggered during project implementation: gender mainstreaming; stakeholder engagement; and accountability and grievance mechanisms. It is the opinion of the evaluators that the ESS screening was well-conducted. The ESS safeguards that were triggered, implemented, monitored and indicators tracked and reported are described below:

a. Gender is rated **Satisfactory.** The project team paid significant attention to gender-related issues in its design and implementation. As per the ProDoc, to ensure that the project met CI-GEF's "Gender Mainstreaming Policy #8", the Executing Agency prepared a Gender Mainstreaming Plan. As part of this plan, the project executing agencies were committed to inclusion as a project cornerstone. This "inclusion" policy ensured – to the extent feasible – an equal representation of men and women within the project's instruments – the Earth Commission, the Science-Based Targets Network and its Issue Hubs. While gender was an essential element of this policy, the project also sought inclusion across geography and expertise for all project components to ensure that the targets generated are feasible across a global setting and are not northern or southern hemisphere biased. This inclusion policy also helped ensured that the targets developed are applicable across developed and developing countries. Beyond ensuring that the project instruments are balanced by gender, geography, and expertise, the project also worked to ensure that the land and biodiversity targets developed are equitable and do not negatively impact any one group, be there men, women, or any ethnic group.

The key lesson learned from this is that there was equal participation of men and women in project activities. The integration of gender consideration in the design and implementation of the project culminated in successful project delivery as the gender targets set for the different project outputs were attained. Also, within the framework of component 3, it is important to underscore that in research there are more male scientist than female scientist. Thus, equal representation of men and women to implement component 3 was a challenge despite all the efforts that were done to attract women scientist for implementing component 3. However, the project ensured gender mainstreaming and women's involvement during project implementation. As a result, the lead author on a number of manuscripts produced in component 3 were women. This situation is also relevant for Component 1 as there was not an equal number of women and men in the Earth Commission, but more women among the research, administration and communications staff. Also, women have been lead authors of several articles.

b. Stakeholder Engagement is rated **Highly Satisfactory.** To ensure that the project meets CI-GEF Project Agency's "Stakeholders' Engagement Policy #9", the Executing Agency developed a Stakeholder Engagement Plan (SEP) during the design phase. The SEP was elaborate and included different categories of actors (state actors, development partners, private sector, academia, NGOs, as well as local government and cities). Overall, the following stakeholders participated in the project:

- Ministries of Environment
- Other development agencies
- Civil Society Organizations (CSO) and Non-governmental Organizations (NGOs)

- Local government and cities
- Companies
- Academia
- Media
- Philanthropic organizations

Representatives from the aforementioned groups were included in the development of the Science-Based Targets Network to promote uptake of targets methodologies and ensure that resulting outputs are easily communicated to and useful for a variety of relevant stakeholders. Likewise, the Science-based Targets Network drew on continuous interaction with the Earth Commission to deliver insights and outcomes that are both scientifically valid and relevant and practical for the stakeholders. Meanwhile, the Earth Headquarters (EHQ), which is the Global Commons Alliance Mobilization effort ensured that key project messages and targets were presented and promoted in accessible ways that help ensure understanding and promote target methodology uptake. A full project Stakeholder Engagement Plan can be found in Annex of the project document.

c. Accountability and Grievance Mechanism (AGM) is rated **Highly Satisfactory**. The project's main activities for Components 1 and 3 are research, publications, methods development, and targeted engagement. After consultations with the IUCN safeguards team, the executing agency stated that as part of any project that IUCN runs, there is a public website with a Grivance Mechanism for all stakeholders. Similar responses were echoed by the other executing agency (RPA). All respondents also stated that no grievance was received within the framework of the project.

Other assessments

Materialization of co-financing

The project was co-financed by Conservation International, International Union for Conservation of Nature (IUCN), and Civil Society Organizations (CSOs). The GCA has secured co-financing from more than 20 private philanthropic sources.

Knowledge management

The syntheses developed though Component 1 took stock of the science required to define Earth system boundaries to underpin science-based targets. The proposed mechanism for such work includes the mobilization of an "Earth Commission". The Commission works in parallel with the Science-Based Targets Network and regularly inform the Hubs with its preliminary insights. The final synthesis is a substantial, authoritative report, in the form of a series of scientific articles that have been published in or submitted to peer-reviewed journals. This will ensure the quality and transparency needed to make it a credible milestone that future improvement and development of science-based targets can rely on. It will support the entire project and the methods and tools developed in general, and specifically for land in Component 2, and specifically for biodiversity through Component 3. Information will form the scientific basis of the development of methodologies in all issue hubs and will be one of the important elements lending science-based targets their credibility and legitimacy.

Respondents stated that the following knowledge management platforms and products were most effective and user-friendly:

- Integrated Biodiversity Assessment Tool (IBAT)
- Zoom for meetings
- Google drive and drop box as a collaborating tool

- Slack for real-time team communication

Lessons Learnt

Knowledge management. Regarding disseminating knowledge, most respondents stated that the biggest challenge is that the results produced from most of the components needed to have scientific credibility. To address this challenge, the results were published in peer-reviewed scientific journals where there is scientific credibility. Another challenge is that such scientific peer-review takes time and that results cannot be shared widely before the scientific articles are accepted for publication which shows the need for long term planning and funding of science-based projects.

Expanding science-based targets to other environmental dimensions is possible. The science-based targets initiative commenced initially with climate change targets, and this could be attributed to the fact that climate change constitutes one of the most pressing contemporary environmental challenges. Through the SBT Network project, the science-based targets were extended to biodiversity, freshwater, ocean and land, showing that it is feasible for the concept to be extended to other dimensions of the environment.

Donor reporting. Familiarization with donor-specific reporting guidelines is important for successful project reporting. While some of the project partners have a good experience implementing projects funded by diverse donors, they have not had any prior involvement in the implementation of a GEF-funded project. These partners with no GEF prior reporting experience found the reporting procedures relatively complex, challenging and onerous.

Working through networks and engaging stakeholders is key for project success. The SBT Network project worked with networks and engaged network members, as well as the Earth Commission hosted by Future Earth - the world's largest network of sustainability scientist, and this constituted a real strength of the project. Working with a broad range of actors and users was insightful to understanding the requirements for communications and interpretations of the developed science-based targets.

Adaptive management. Despite the Covid-19 pandemic, the project devised means to apply the methods for developing science-based targets for species biodiversity and pilot testing. Virtual sessions were employed in applying and testing the methods during IUCN's World Conservation Congress. The pilot testing with companies enabled the adoption of the developed methods as a way for companies to understand their biodiversity-related risks and opportunities.

Private sector engagement. The project took steps to engage with the private sector in advance and this is fundamental to secure their buy-in. 115 companies - with over $4 trillion in market cap - are preparing to set science-based targets for nature as part of SBTN's Corporate Engagement program. Following a launch of the biodiversity methodology in September 2021, over 374 companies and organizations around the globe generated STAR reports on 1503 sites. These companies and organizations also completed a feedback survey which was taken into consideration in the revision of the methods. This approach ensures that the views and expectations of companies and organizations are taken into consideration in the methodology development, an important factor that can foster acceptance of the methodology by companies.

Recommendations

FINDING/CHALLENGE	RECOMMENDATION
Sustainability	
While the science-based targets for biodiversity have been developed, there is need for the targets to be adopted widely by companies, cities and organizations.	The methodology should be continuously showcased at in-person international events such as the UNFCCC and CBD Conference of Parties (COP) among other events. **Responsibility:** CI-GEF and IUCN **Timeline:** End of 2023
Knowledge management	
The process of developing the science-based targets for biodiversity is a good experience which can inform future work. While an array of knowledge management products have emerged from the project, it would be a good idea to elaborate a lessons learn brief from the process.	A document detailing the steps/process followed for developing the biodiversity science-based targets and the lessons learnt thereof should be elaborated. **Responsibility:** IUCN and RPA **Timeline:** Before project closure
Donor Reporting	
Not all project partners are familiar with the donor's reporting requirements. While IUCN is a GEF accredited agency and has a good knowledge of the GEF reporting requirements, it was the first time for some other partners to be involved in the implementation of a GEF-funded project. These partners with limited knowledge of GEF procedures found it challenging reporting on the project as per GEF guidelines.	In subsequent projects, CI-GEF should consider conducting a capacity assessment of project partners relating to GEF reporting procedures and build the capacity of those partners with low capacities. For this project the consultant who created the project document on behalf of the GCA was unfamiliar to the GCA team, so there was always a mismatch between what was most important to monitor and what was in the reporting framework. In future the GCA team should be leading on proposal development. **Responsibility:** CI-GEF **Timeline:** Future projects

Terminal Evaluation summary Rating

The table below summarizes the project ratings. The rating scale is provided in Annex C.

Area	Terminal Evaluation Rating

Assessment of project results: the extent to which project objectives were achieved	**Overall rating of project results: Highly Satisfactory**
	
	1. Outputs: *Highly Satisfactory*
	
	2. Outcomes: *Highly Satisfactory*. The breakdown is provided below:
	    a. *Effectiveness: Highly Satisfactory*
	    b. *Relevance: Highly Satisfactory*
	    c. *Efficiency*: *Satisfactory*

Sustainability	**Moderately Likely**
Progress to Impact	**Satisfactory**
Quality of Monitoring and Evaluation (M&E) system	**Overall rating of the quality of M&E systems: Satisfactory** a. *M&E design: Satisfactory* b. *M&E implementation: Satisfactory*
Assessment of Implementation and Execution	**Overall rating of Implementation and Execution: Satisfactory** a. *Quality of Implementation: Satisfactory* b. *Quality of Execution: Highly Satisfactory*
Environmental and Social Safeguards (ESS)	**Overall rating of (ESS): Highly Satisfactory** a. *Gender: Satisfactory* b. *Stakeholder Engagement: Highly Satisfactory* c. *Accountability and Grievance Mechanism*: *Highly Satisfactory*

1. INTRODUCTION AND PROJECT OVERVIEW

The project "Staying within Sustainable Limits: Advancing leadership of the private sector and cities", has a global scope and is designed to develop and ensure that companies and cities adopt science-based targets for biodiversity and food systems-related land-use, and influence all of society to safeguard the Earth's global commons. The project includes research and application involving an array of scientists, thinkers, and business and political leaders, balanced by expertise, gender, and geography, who have worked together to develop, apply, and analyze science-based targets that will provide guidelines required to ensure the continuation of our global commons and safeguard life on earth.

Project start and duration
The project started on 4th January 2019 and was expected to end on the 31st of March 2021. However, due to COVID 19 pandemic, there was a no-cost extension of 13 months.

Project objective and components
The objective of this project was *"To demonstrate a path for companies and cities to adopt robust science-based targets to sustain Earth's biodiversity and land systems, and influence all of society to safeguard our global commons".*

To achieve the aforementioned objective, the project had four components including:

Component 1: Earth Commission (EC)
Outcome 1.1: The Earth Commission has synthesized current science to underpin target setting for intergovernmental fora, cities, companies, and other actors through the Science ased Targets Network.
Output 1.1.1: The Earth Commission is functioning and balanced by expertise, gender, and geography.
Output 1.1.2: The Earth Commission report is completed in manuscript form and submitted to a peer reviewed journal to guarantee quality. The peer review process seeks balanced input from men and women.

Outcome 1.2: Scientific and non-scientific audiences are informed of the initial findings of the first synthesis report
Output 1.2.1: Presentations are carried out to update SBTN and others on Earth Commission progress.
Output 1.2.2: Communication materials based on initial findings of the first synthesis report are produced.

Component 2: Science Based Targets Network (SBTN) and Science- Based Targets (SBT) for Land
Outcome 2.1: A Science-Based Targets Network Hub that is balanced by expertise, gender, and geography is established and funded.
Output 2.1.1: A Science-Based Targets Network Hub consisting of a board and a core team balanced by gender, geography, and expertise serves as a catalyst and strategic coordination mechanism is fully functional.
Output 2.1.2: Guidance and common approaches for companies and cities to develop and agree upon threshold principles and common components for science-based targets and method for implementation of those principles are published.
Output 2.1.3: A financial sustainability plan, including MOUs, is developed with the issue hubs.

Outcome 2.2: First of three targets for science-based targets for land developed and adopted via a "Land Hub".
Output 2.2.1: A land hub and its partners is formally established.

Output 2.2.2: A peer reviewed corporate guidance document to assist companies set a "zero conversion of natural habitats" target within their supply chains, including definitions, methods for establishing a baseline or reference for their supply chain state, and guidance on interventions or actions to deliver on this target is published.

Output 2.2.3: A corporate guidance document on measurement, reporting and verification (MRV) for delivering on the zero-conversion target that is acceptable to the SBTN Land Hub is published.

Outcome 2.3: Globally recognized companies and pledge to adopt specific science-based targets for land.

Output 2.3.1. Outreach to globally recognized companies with a view to science-based target methodology adoption and target-setting for land is in progress.

Component 3: Science Based Targets for Biodiversity

Outcome 3.1: A legitimate and credible methodology for the assessment of specific science-based targets for biodiversity is established.

Output 3.1.1: An organizational structure for the hub is established and a draft methods paper is developed.

Output 3.1.2: A guidance paper establishing the methodology for establishing science-based targets for biodiversity for companies and cities is completed in manuscript form, submitted to a peer- reviewed journal, and validated.

Output 3.1.3: Science based guidance documents are published for end-users.

Outcome 3.2: Globally recognized companies and/or cities pledge to adopt specific science-based targets for biodiversity.

Output 3.2.1: Companies and cities are engaged in the development of proof of concept.

Output 3.2.2: Methods and results of initial testing are published in scientific literature.

Component 4: Global Commons Alliance Mobilization (Earth HQ)

Outcome 4.1: Understanding and support of Global Commons concept and related Global Commons Alliance is substantially increased across numerous audiences worldwide.

Output 4.1.1 A detailed communications strategy is developed incorporating the needs of Components 1-4.

Output 4.1.2 A Global Commons Alliance logo and style guide developed.

Output 4.1.3. A prototype design of a Global Commons Alliance Portal, Earth Dashboard, and Earth News developed.

Outcome 4.2: Demand from key influencers, companies, cities, and government to join the Global Commons Alliance as a global solution to sustaining Earth's biodiversity and life support systems substantially increased.

Output 4.2.1 Media materials are produced for Global Commons Alliance 'Road Show' and outreach.

Output 4.2.2. Global Commons Alliance 'tentpole' events are curated/executed, reaching key influencers and Global South.

2. EVALUATION APPROACH AND METHODOLOGY

The evaluation was conducted by FOKABS Inc., and data collection was conducted between November to December 2022. The Terms of Reference of the Consultancy are provided in Annex A.

2.1 Purpose and objectives of the evaluation

This terminal evaluation had the following purpose:

> ✔ Used as an adaptive management tool by GEF Agencies and as a portfolio monitoring tool by the GEF Secretariat,

✔ Identify challenges and outline corrective actions to ensure that the project is on track to achieve maximum results by its completion,

✔ Gather information on project performance and results from multiple sources including the project M&E system, tracking tools, field visits, stakeholder interviews, project documents, and other independent sources, to facilitate triangulation; and

✔ Assess the significance and relevance of observed performance and results.

2.2 Scope of the evaluation

The focus of this evaluation was on the following aspects:

✔ **Assessment of the validity of the project's theory of change**

✔ **Assessment of project results** – assessment and reporting on the project's outputs and outcomes

✔ **Assessment of the sustainability of project outcomes** – identification of risks that may hamper continuation of benefits from the project

✔ **Assessment of progress to impact**: this entails identifying evidence on progress towards long-term impacts

✔ **Assessment of the Monitoring and Evaluation (M&E) system of the project**: this included an assessment of the strengths and weaknesses of the project M&E plan and its implementation

✔ **Assessment of project implementation and execution**: This entails an assessment of the performance of the GEF Implementing Agency (CI-GEF) and project Executing Agencies in delivering on their expected roles and responsibilities.

✔ **Assessment of environmental and social safeguards of the project**. This included an assessment of whether appropriate environmental and social safeguards were addressed in the project's design and implementation

✔ **Other assessments**: this entails evaluating areas such as knowledge management; materialization of co-financing; the need for follow-up; and lessons learned and recommendations.

2.3 Evaluation criteria and questions

The evaluation was based on eight criteria: relevance, efficiency, effectiveness, sustainability, Project M&E, Implementation and Execution plan, and Environmental and Social Safeguard, and other assessments. Details of the evaluation criteria and evaluation questions are provided in Table 1.

Table 1: Evaluation criteria and questions

Evaluation criteria	Scope	Evaluation questions	Rating scale
Relevance	Relevance assesses the extent to which the project's outcomes were consistent with the GEF focal areas/operational program strategies, country priorities, and mandates of the Agencies.	- Were the project outcomes congruent with the GEF focal areas/operational program strategies, country priorities, and mandates of the Agencies? - Was the project design appropriate for delivering the expected outcomes?	*Seven-point rating scale* - Highly satisfactory (HS) to highly unsatisfactory (HU)
Efficiency	It assesses the extent to which the project implementation was cost-effective	- Was the project cost-effective? - How does the project cost/time versus output/outcomes equation compare to that of similar projects?	*Seven-point rating scale* - Highly satisfactory

Effectiveness	Effectiveness measures the extent to which the expected outcomes and objectives of the project have been achieved	- Were the project's actual outcomes commensurate with the expected outcomes?	*Seven-point rating scale* - Highly satisfactory (HS) to highly unsatisfactory (HU)
Sustainability	Assesses the likelihood of sustainability of project outcomes at the end of the project.	- ***Financial risks*** - Are there any financial risks that may jeopardize the sustainability of project outcomes? - What is the likelihood of financial and economic resources not being available once GEF assistance ends? - ***Socio-political risks*** - Are there any social or political risks that may jeopardize the sustainability of project outcomes? - What is the risk that the level of stakeholder ownership will be insufficient to allow for the project outcomes/benefits to be sustained? - Do the various key stakeholders see that it is in their interest that project benefits continue to flow? - Is there sufficient public/stakeholder awareness in support of the project's long-term objectives? - ***Institutional framework and governance risks*** - Do the legal frameworks, policies, and governance structures, and processes within which the project operates pose risks that may jeopardize the sustainability of project benefits? - Are requisite systems for accountability and transparency, and required technical know-how, in place? - ***Environmental risks*** - Are there any environmental risks that may jeopardize the sustainability of project outcomes?	*four-point rating scale* - Likely (L) to Unlikely (U)
Progress to Impact	This assesses the evidence on progress towards long-term impacts, and the extent to which the key assumptions of the project's theory of change hold.	- To what extent can the progress towards long-term impact may be attributed to the project? - What quantity of GHG emission reduction has been recorded? - How much reduction in waste discharge has been achieved or expected to be achieved? - How much change has been recorded or being to the population of endangered species, forest stock, water retention in degraded lands? - How well did the project contribute to changes in policy/ legal/regulatory frameworks?	*Seven-point rating scale* - Highly Satisfactory (HS) to Highly Unsatisfactory (HU)

		- How well did it contribute to change in socioeconomic status (income, health, well-being, etc.? - To what extend did the observed changes in capacities (awareness, knowledge, skills, infrastructure, monitoring systems, etc.) and governance architecture affect the project outcome? - How well is the access to and use of information (laws, administrative bodies, trust-building and conflict resolution processes, information-sharing systems? - Are there arrangements in the project design to facilitate follow-up actions? - Which are the GEF promoted approaches, technologies, financing instruments, legal frameworks, information systems adopted/implemented without direct support from, or involvement of the project? - What are the contributions of other actors and factors adopted/implemented without direct support from, or involvement of the project? - What barriers and other risks may prevent further progress towards long-term impacts? - What unintended impacts did the project record (both positive and negative impacts)? - What was the overall scope and implications of these impacts in the project?	
Project M&E	Assesses the strengths and weaknesses of the project M&E plan and its implementation	- *For M&E design:* - Was the M&E plan at the point of CEO Endorsement practical and sufficient? - Did it include baseline data? - Did it specify clear targets and appropriate (SMART) indicators to track environmental, gender, and socio-economic results; a proper methodological approach; specify practical organization and logistics of the M&E activities including schedule and responsibilities for data collection; and, budget adequate funds for M&E activities? - *For M&E Implementation:* - Was the M&E system operated as per the M&E plan? - Was the M&E plan revised? If so, did this happen in a timely manner? - Was information on specified indicators and relevant GEF focal area tracking tools gathered in a systematic manner? - Were appropriate methodological approaches have been used to analyse data? - Were resources for M&E sufficient?	*Seven-point rating scale* - Highly Satisfactory (HS) to Highly Unsatisfactory (HU)

		- How was the information from the M&E system used during the project implementation?	
Implementation and Execution	This assesses GEF projects take into account the performance of the GEF Implementing Agencies and project Executing Agency(ies) (EAs) in discharging their expected roles and responsibilities	- *Quality of Implementation* - To what extent did the agency deliver effectively on these counts, with focus on elements that were controllable from the given GEF Agency's perspective? - How well were risks identified and managed by the GEF Agency to GEF resources? - *Quality of Execution* - To what extent did the EAs effectively discharge their role and responsibilities?	*Seven-point rating scale* - Highly Satisfactory (HS) to Highly Unsatisfactory (HU)
Environmental and Social Safeguards	This assess whether appropriate environmental and social safeguards were addressed in the project's design and implementation	- *Gender sensitive measure* - How effective was the project in reaching women and integrating gender mainstreaming throughout its activities? were all activities planned in the GMP implemented? Yes/No Why? - Did the project face any challenges in implementing the GMP as initially proposed? Which challenges? How were the challenges overcome? - Compared to the original GMP, did the project had to implement any adaptations to promote meaningful participation of women and advance towards other gender sensitive targets? - Did the project team/stakeholders/beneficiaries observed any qualitative outcomes (either positive or negative) related to gender equality, that are difficult to capture in a quantitative project target? - Considering all the above, what are the recommendations for future similar projects to effectively advance towards gender sensitive targets or seize opportunities to promote gender transformational change? - Were there any key lessons learned and/or good practices identified in the project's efforts to implement gender sensitive measures? - *Local communities and/or indigenous people as beneficiaries or key stakeholders* - To what extent did the project enhance women's leadership and meaningful participation in decision-making spaces and processes? - To what extent did the project facilitated and enhanced the capacity of women and men to	*Seven-point rating scale* - Highly Satisfactory (HS) to Highly Unsatisfactory (HU) And Unable to Assess (UA)

		change negative gender norms, that could potentially prevent women from fully benefiting from project's Outputs and Outcomes? - Are there any indications of the project influencing or enabling women's agency, access and control over assets, access to new economic opportunities or productive or conservation opportunities or roles? - Were there any unintended outcomes (positive or negative) related to gender equality at the community level? - *Stakeholder Engagement* - To what extent were your views and concerns taken into account by the project? - How well did efforts make by the project to enhance their meaningful participation in project implementation? - How well were there any additional efforts implemented to promote the participation of vulnerable or marginalized groups present in the prioritized communities?	
Accountability and Grievance Mechanism		- Were you aware of the grievance mechanism? - Was the mechanism effective in addressing grievances? - Were established channels and procedures, accessible and responded to the local communities and/or indigenous people and their needs - what worked well in implementation of the ESMF? - What needs to be improved in the implementation of the Environmental and Social Management Framework ESMF?	- Surveys

2.4 Methodology and approach

Overall, a three-phase approach was employed in conducting the TE as presented in Figure 1.

Phase 1
Inception

Phase 2
Data collection & analysis
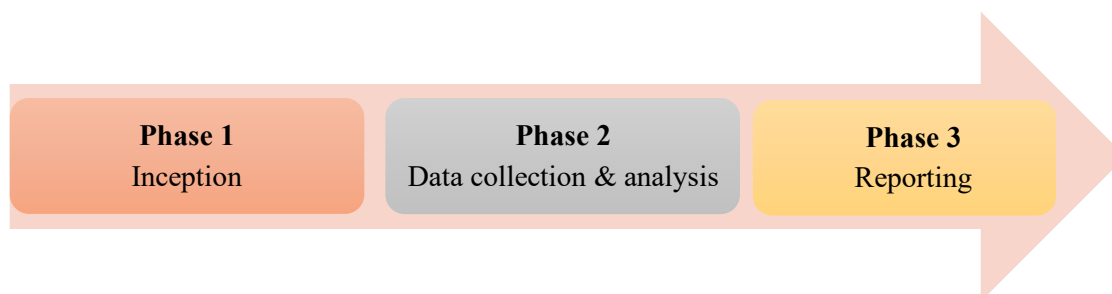
Phase 3
Reporting

Figure 1 Phases of the TE

Inception phase

The objective of this phase was to enable the project stakeholders and the consultant to have a common understanding of the objectives and scope of the assignment.

A virtual kick-off meeting:
A virtual kick-off meeting was held on October 27, 2022 with representatives from Conservation International and FOKAB Inc. in attendance. The objective of the meeting was to introduce the evaluators to the evaluation commissioning team and to discuss and review the evaluation timeline. Both parties reached an agreement on the timelines for the different deliverables and the next steps - elaboration of inception report and data collection tools. Following the elaboration of the inception report, a virtual terminal evaluation inception workshop was held on **November 30, 2022** involving CI-GEF, executing agencies and the evaluators. During the workshop, the lead evaluator presented the approach for conducting the assignment and feedback were received from the participants.

Data collection and analysis phase

a. Secondary data collection

Desk review and research:
The evaluation team reviewed secondary documentation thoroughly to assess the level of achievement of the project.

Sources of the secondary data
Sources of the secondary data included Project documentations such as Project Identification Form (PIF), Project Document, plans related to the Environmental and Social Safeguards (including Accountability and Grievance Mechanism, Gender Mainstreaming, and Stakeholder Engagement), Work plans, Budgets, Project Inception Report, Quarterly Reports, Project Implementation Reports (PIRs), documents with project results, Finalized GEF Focal Area Tracking Tools). Project Steering Committee (PSC) meeting proceedings, workshop reports, and other activity reports.

b. Primary data collection and Tools:
The evaluation team collected qualitative and quantitative data using various research tools that were administered through Microsoft Teams.

Primary data collection tools and rationale

The data collection tools that were used for the TE included: an interview guide and a questionnaire. The rationale for using both tools was borne out of the need to generate both qualitative and quantitative data. The interview guide was composed of open-ended questions geared at capturing the interviewee's views around the different criteria against which the project is evaluated. The questionnaire was designed to capture quantitative data and comprised of checkbox questions.

c. Target respondents (stakeholder groups)
The list of stakeholders consulted is presented in Annex B. Interviews were conducted with stakeholders including but not limited to: CI-GEF; Executing Agency (EA) – IUCN, EA - Rockefeller Philanthropy Advisors (RPA), Academia; Independent consultants and relevant Civil society/NGOs.

Interviews took place in English and detail notes were taken, transcribed, and analysed using content analysis. In addition to the interviews, questionnaires were provided to the respondents for their completion.

The key informant questionnaire was emailed to each respondent at the end of the interview session. The data gathered from multiple sources including the project M&E system, tracking tools, stakeholder interviews, project documents, and other independent sources was triangulated for information on project performance and results.

d. Reporting phase

Following the analysis of data, this draft TE report was elaborated and submitted to Conservation International and stakeholders for review and feedback. In addition, a virtual workshop for the presentation of the evaluation findings was organised in February 2023. Feedback and comments received on this draft report and from the virtual workshop were addressed by the consultants and a revised and final version of the evaluation report was submitted to Conservation International in March 2023.

2.5 Limitation of the evaluation

Like other project evaluations, this terminal evaluation was not without a challenge. A challenge faced during the evaluation is related to the non-responsiveness or unavailability of some project stakeholders to participate in the interviews (primary data collection). Also, not all respondents completed and returned to the evaluators, the questionnaire submitted to them for their completion.

3. THEORY OF CHANGE

A theory of change was not developed for the SBT project at the design phase but rather a results framework. A theory of change has been developed by the evaluators and the diagram is provided in Figure 2.

The project's goal is to demonstrate a path for companies and cities to adopt robust science-based targets to sustain Earth's biodiversity and land systems, and influence all of society to safeguard the planet's commons. The adoption of the science-based targets will ensure that global commons are safeguarded and stay within the safe operating limits for the planet, providing long term economic prosperity for all across the globe.

Globally, stable ocean, atmosphere, land, and climate systems are crucial for sustainable development. However, human activities are driving widespread global environmental change and degradation. Climatic changes and associated impacts have led to displacement of individuals from rural to urban areas, creating a refugee crisis in recent years especially in the Middle East and Central America. Climate change impacts are already being experience and the globe's most vulnerable people are disproportionately affected. Water resources are under pressure of overexploitation and the rate of forest loss remains high – these human-induced impacts constitute a threat to the sustainability of the earth's systems that underpins the civilizations of humans and allows their life on earth to flourish. If the business-as-usual trend is to continue unabated, further deterioration of the life support system of the earth can occur primarily due to population increase and increased consumerism.

While substantial discussion has taken place pertaining to the need for science-based targets for terrestrial, marine, and freshwater ecosystems, there is a lack of specific and quantifiable targets for other Earth dimensions beyond climate change. In this light, in order to achieve science-based targets for diverse earth dimensions, the SBT project was designed to address the following barriers: (i) Absence of a broad scientific consensus exists on the risks, pathways and scenarios towards stable Earth systems for land, biodiversity, freshwater, and oceans; (ii) Scientific assessments are difficult to understand by a non-scientific audience, including national and local governments, businesses and civil society; (iii) Lack of communication materials tailored for different audiences; (iv) Absence of a prototype design for critical long-term and sustainable communication mechanisms; and (v) Lack of quantitative analysis to complement and verify the aspirational goals set forth by the Sustainable Development Goals

The SBT project introduced transformative actions under four main components:

- ❖ Earth Commission;
- ❖ Science-based Targets Network and Science-Based Targets for Land;
- ❖ Science-based Targets for Biodiversity; and
- ❖ Global Commons Alliance Mobilization – Earth HQ.

The expected project outputs include;

- ❖ Presentations are carried out to update SBTn and others on Earth Commission progress carried out;
- ❖ Communication materials based on initial findings of the first synthesis report are produced;
- ❖ A Science-Based Targets Network Hub is established and functional;
- ❖ A land hub and its partners is formally established;
- ❖ Guidance and common approaches for companies and cities published;
- ❖ A financial sustainability plan, including MOUs, is developed with the issue hubs;
- ❖ A peer-reviewed corporate guidance document to assist companies is published;
- ❖ A corporate guidance document on measurement, reporting and verification (MRV) is published;
- ❖ Outreach to globally recognized companies on science-based target methodologies is in progress;
- ❖ An organizational structure for the hub is established and a draft methods paper is developed;
- ❖ Methodological paper on science-based targets submitted to peer review & validated;
- ❖ National inventory of greenhouse gas emissions established and made publicly available;
- ❖ Science-based guidance documents published for end-users; Companies and cities are engaged in the development of proof-of-concept;
- ❖ Methods and results of initial testing are published in scientific literature;
- ❖ A detailed communications strategy is developed integrating the needs of all components of the project;
- ❖ Global Commons Alliance logo and style guide developed;
- ❖ Prototype design of a Global Commons Alliance portal, Earth Dashboard, and Earth News developed; and
- ❖ Media materials produced for Global Commons Alliance; -Global Commons Alliance 'tentpole' events are curated/executed

These outputs will support the adoption by companies, cities, governments and CSOs, science-based targets for the earth systems. In the long-term, these results will to global commons that are safeguarded and stay within the safe operating limits for the planet, providing long term economic prosperity for all across the globe.

LONG-TERM IMPACTS	Global commons are safeguarded and stay within the safe operating limits for the planet, providing long term economic prosperity for all ac
GOAL STATEMENT	To demonstrate a path for companies and cities to adopt robust science-based targets to sustain Earth's biodiversity and land systems, and influence all of society to safeguard our global commons

OUTCOMES	-The Earth Commission has synthesized current science to underpin target setting for intergovernmental fora, cities, companies, and other actors through the science-based Targets Network -Scientific and non-scientific audiences are informed of the initial findings of the first synthesis report	-A Science-Based Targets Network that is balanced by expertise, gender, and geography is established and funded. -First of three targets for science-based targets for land developed and adopted -Globally recognized companies adopt specific science-based targets for land.	-A legitimate and credible methodology for the assessment of specific science-based targets for biodiversity is established. -Globally recognized companies and/or cities pledge to adopt specific science-based targets for biodiversity

PROJECT RESULTS	-Presentations are carried out to update SBTn and others on Earth Commission progress carried out -Communication materials based on initial findings of the first synthesis report are produced	-A Science-Based Targets Network Hub is established and functional; -A land hub and its partners is formally established; -Guidance and common approaches for companies and cities published; -A financial sustainability plan, including MOUs, is developed with the issue hubs; -A peer-reviewed corporate guidance document to assist companies is published; A corporate guidance document on measurement, reporting and verification (MRV) is published; - Outreach to globally recognized companies on science-based target methodologies is in progress	-An organizational structure for the hub is established and a draft methods paper is developed; -Methodological paper on science-based targets submitted to peer review & validated; -National inventory of greenhouse gas emissions established and made publicly available; -Science-based guidance documents published for end-users; Companies and cities are engaged in the development of proof-of-concept; -Methods and results of initial testing are published in scientific literature

PROJECT COMPONENTS	Earth Commission	Science-based Targets Network and Science-Based Targets for Land	Science-based Targets for Biodiversity

BARRIERS	• Lack of specific and quantifiable science-based targets for other Earth dimensions beyond climate change • Absence of a broad scientific consensus exists on the risks, pathways and scenarios towards stable Earth systems for land, biodiversity, freshwater, and oceans • Scientific assessments are difficult to understand by a non-scientific audience, including national and local governments, businesses and civil society – lack of communic • Absence of a prototype design for critical long-term and sustainable communication mechanisms • Lack of quantitative analysis to complement and verify the aspirational goals set forth by the Sustainable Development Goals

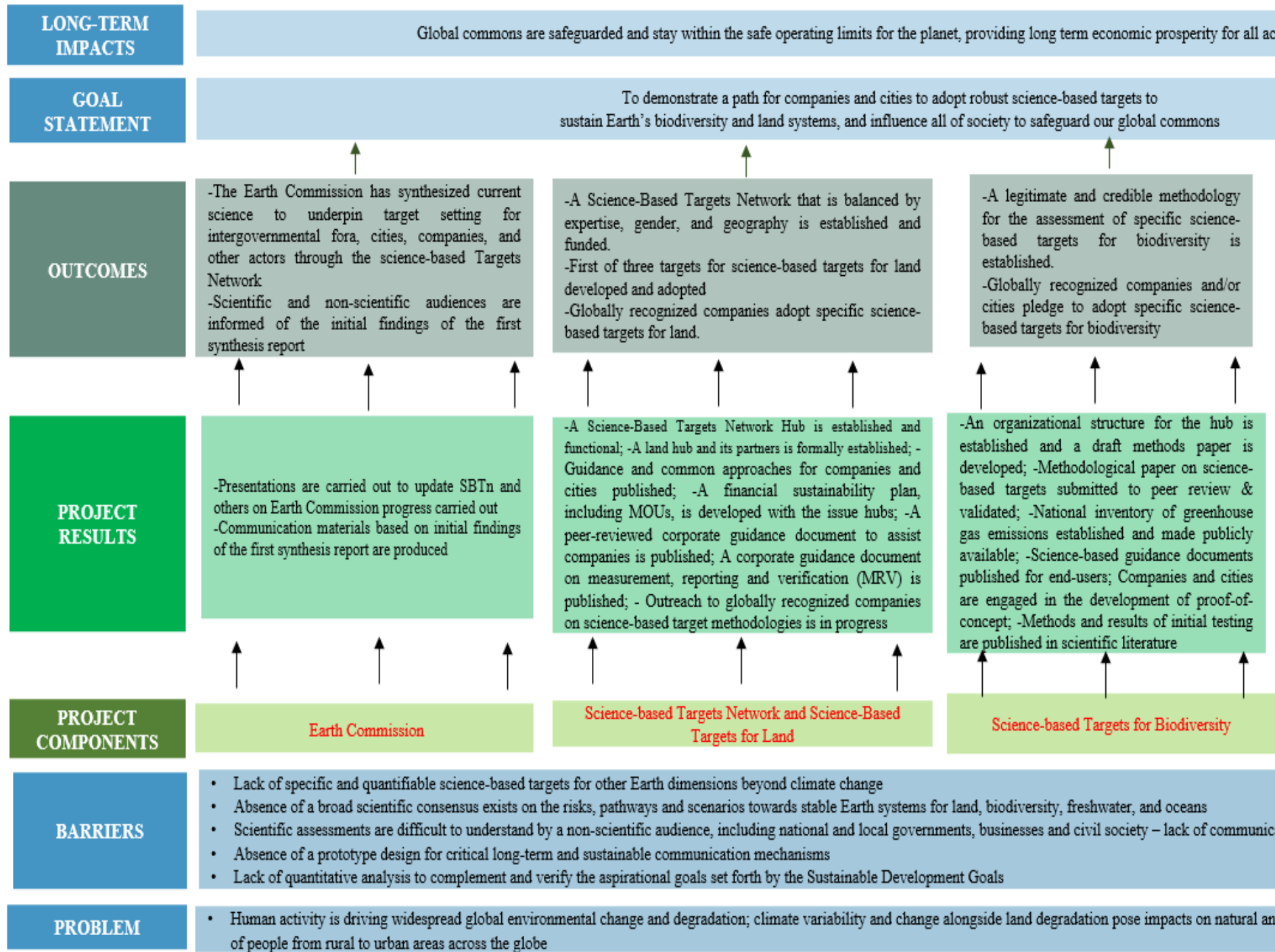| PROBLEM	• Human activity is driving widespread global environmental change and degradation; climate variability and change alongside land degradation pose impacts on natural an of people from rural to urban areas across the globe

Figure 2: SBT Project theory of change

4. PROGRESS TO IMPACT

Progress to impact is rated **Satisfactory.**

Regarding component 3, the methods developed have been tested digitally and published and if adopted, it will lead to landscape restoration. Furthermore, the Species Threat Matrix developed is being applied by many stakeholders including companies**.** Indeed, the demand is very strong. Therefore, the impact here is that a lot of corporate interest is being manifested towards the project outputs.

In summary, the environmental and socio-economic impacts of the project as stated by the respondents include the following:

- Development of science-based targets for nature to be used by companies and cities;
- Creation of the Earth Commission;
- Creation of the Earth's Headquarters;
- Creation of the System change lab; and
- The project helps to supports the transformation of economic systems of many companies and cities to move towards environmental friendliness.

5. ASSESSMENT OF PROJECT RESULTS

5.1 Achievement of project output

Overall output rating: Highly Satisfactory

The project has a total of 17 output indicators. Of these 17 output indicators, five (5) exceeded expectation, nine (9) were achieved and three (3) were on track. A key factor that supported the attainment of the project's output indicators is related to the flexibility and adaptive management measures employed by the project team. Amidst the Covid-19 pandemic, implementation of project activities ensued although virtually.

Table 2: Results analysis of project outputs

Indicators	Project target	End of project status	Ratings
Outcome 1.1: The EC has synthesized current science to underpin target setting for intergovernmental for a, cities, companies, and other actors through the SBTN.			
Output Indicator 1.1.1.: Call for nominations of EC members with an eye on balance of gender, geography, and expertise has been successfully launched.	Target: Call for nominations launched within 2 months of start of project	Successfully completed.	Achieved
Output Indicator 1.1.2 2: EC balanced by expertise, gender, and	At least 10 Earth commissioners (EC) with balance are	Balanced EC comprised of 19 members	Achieved

geography is appointed and publicly announced.	publicly announced, up to 20 Commissioners announced over time	appointed and announced.	
Output Indicator 1.1.3: Number of EC in person and online meetings.	First in-person meeting in 6 months; at least 1 additional in 24 months. At least 4 online meetings.	The first EC meeting was held in November 2019, in 2020 and 2021 many online workshops and meetings (no in-person meetings due to covid) were held. During FY22 we held several EC meetings online (one workshop over several days and several shorter calls), one hybrid meeting and one in-person meeting.	Exceeded
Output indicator 1.1.4: Number of chapters for synthesis report that have been finalized, agreed upon by the Commissioners and under peer review	At least 4 chapters	A comprehensive report with 7 chapter has been submitted for peer-review, as well as a shorter synthesis paper.	Exceeded
Outcome 1.2: Scientific and non-scientific female and male audiences are informed of the initial findings of the first synthesis report			
Output Indicator 1.2.1 1: # of presentations carried out.	At least 3 presentations per project year	In FY22, the Earth Commission work was presented more than 3 times.	Exceeded
Output Indicator 1.2.2 1: # communications materials produced.	At least 5.	This was fulfilled in FY21, but the communications work is ongoing.	Exceeded
Outcome 2.2: First of three targets for SBTs for land developed and adopted via a Land Hub.			
Output Indicator 2.2.1: A formally established land hub	A viable land hub	Process launched	Achieved

representing diversity across geography and gender is formally established with regular meetings.			
Output Indicator 2.2.2: A peer reviewed corporate guidance document is published for companies to set targets within their supply chains, including definitions, methods for establishing a baseline or reference for their supply chain state, and guidance on interventions or actions to deliver on this target. Given alignment on combined terrestrial ecosystem-level biodiversity and land degradation target, this will now be part of the Interim Guidance on SBTs for Nature (Part 1 and Part 2), including at least one specific case study from agriculture/forestry exploring land degradation and terrestrial ecosystem-level biodiversity, rather than a standalone document on zero conversion.	1 guidance document	Expected progress during FY22 achieved.	Achieved
Output Indicator 2.2.3: # of corporate zero-conversion MRV documents published.	1 guidance document	Expected progress during FY22 achieved.	Achieved
Outcome 2.3: Globally recognized companies pledge to adopt SBTs for land.			
Output Indicator 2.3.1: # of globally	5 globally recognized companies.	Expected progress during FY22 achieved.	Achieved

recognized companies approached for adopting land-based targets.			

Outcome 3.1: **A legitimate and credible methodology for the assessment of specific science-based targets for biodiversity is established.**

Output Indicator 3.1.1: Number of structures established, and number of draft papers developed	1 organizational hub structure, 1 draft methods paper	Organizational hub structure in place. Methods paper published.	Achieved
Output Indicator 3.1.2: Number of manuscripts submitted for peer review.	1 manuscript	1 paper published	Achieved
Output Indicator 3.1.3: Number of guidance documents developed.	1 guidance document	2 Guidance documents completed	Exceeded

Outcome 3.2: **Globally recognized companies and/or cities pledge to adopt specific science-based targets for biodiversity.**

Output Indicator 3.2.1: Number of companies and cities engaged	5 globally recognized companies and cities of 500K+ inhabitants	Conversations continuing with private sector end-users.	On track
Output Indicator 3.2.2: Number of publications.	1 publication on pilot testing	Two papers published extending the method and applying it in different pilot testing contexts	Exceeded

Outcome 4.2: Demand from key influencers, companies, cities, and government to join the GCA as a global solution to sustaining Earth's biodiversity and life support systems substantially increased.

Output Indicator 4.2.1: Number of media materials delivered	At least 5 GCA media materials.	Expected FY22 progress completed.	Achieved

|			
Output Indicator 4.2.2: # of events held in conjunction with other major meetings.	2 events.	Substantial events completed with partners at major meetings.	Exceeded

5.2 Achievement of project outcomes

Overall outcome rating: Highly satisfactory

5.2.1 Effectiveness

The project's effectiveness is rated as **Highly satisfactory** because 100% of the outcome indicator targets were achieved by the end of the project.

Table 3: Results analysis of overall project outcomes

Objective indicators	End of project status	Rating
Indicator a: A credible, widely respected, and diverse Global Commons Alliance consisting of an Earth Commission, a Science-Based Targets Network, Issue Hubs, and communications outreach recognized by the planetary science community are funded and functioning.	The Global Commons Alliance and its constituents are funded and functioning.	Achieved
Indicator b: # of Earth Commission manuscripts to underpin the development of science-based targets submitted for peer-review.	4 manuscripts published, 7 under review (and several additional papers to be submitted shortly)	Achieved
Indicator c: # of peer-reviewed science-based target methodologies for corporate and government adoption developed and published.	3 manuscripts published, one under review in a peer-reviewed journal.	Achieved
Indicator d: # of globally recognized companies and/or cities of greater than 500K inhabitants that have adopted science-based targets for land and/or biodiversity.	Underway with the no-cost extension and expected to be complete (and overachieved) by project close. To date over 130 companies, consultancies and industry coalitions have joined the SBTN Corporate Engagement Program. All are engaging on land, i.e., for all these companies land is a material resource.	Achieved

16
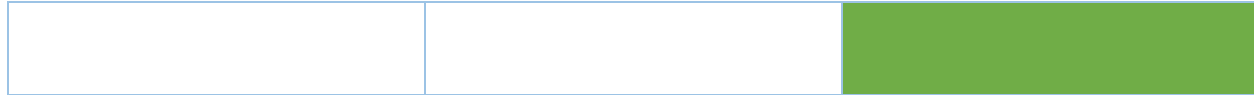
Based on stakeholders' assessment and documented evidence, the evaluators assessed the achievement of the objectives as <u>Highly Satisfactory</u>. These outcomes are presented below by project components.

Component 1: Earth Commission

The focus of project implementation in Component 1 was to advance the synthesis of current science to underpin target setting cities, companies, and other actors, which would be carried out through the Science-Based Targets Network and complemented by work of other parts of the GCA.
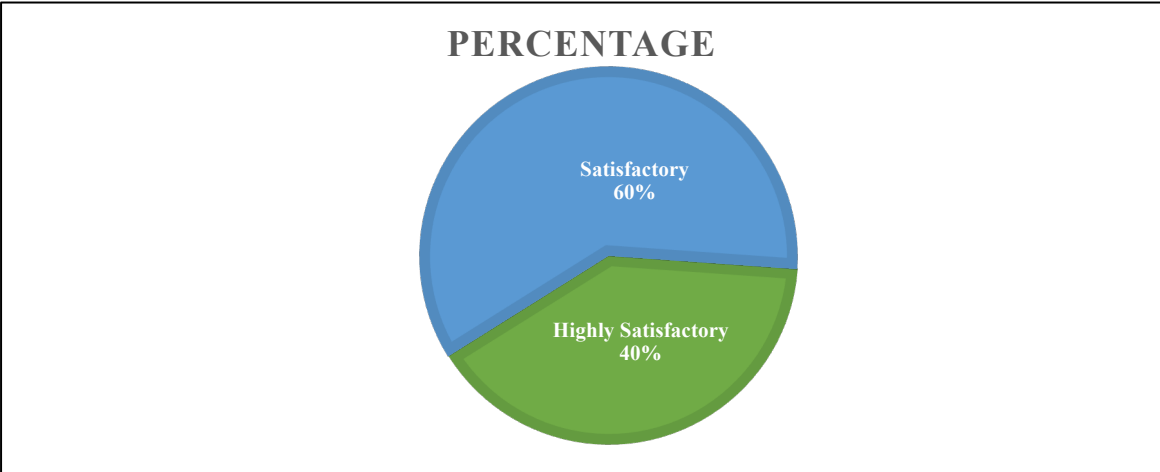
Results analysis of Component 1: In Component one, 50% of outcome indicator targets performed exceptionally well/exceeded expectations and 50% of the outcome indicator targets were achieved. The key indicators of component 1 are summarised in Table 4.

Table 4: End of project target vs actual level of outcome achievement for Component 1

COMPONENT 1: Outcome indicators	End of project target	Actual project achievements	Rating
Outcome 1.1. The Earth Commission has synthesized current science to underpin target setting for intergovernmental fora, cities, companies, and other actors through the Science-Based Targets Network. **Outcome 1.2.** Scientific and non-scientific female and male audiences are informed of the initial findings of the first synthesis report.			
Outcome indicator 1.1.1: Manuscript of synthesis reports to underpin the development of science-based targets submitted for peer review.	1 synthesis report submitted for peer review	Synthesis paper and report submitted for peer review by Nature and Lancet Planetary Health. Five supporting papers have been submitted for peer-review, see above	**Exceeded**
Outcome indicator 1.2.1: Number of communications materials produced.	At least 5 different communications materials produced, tailored for both female and male audiences	Communications materials have been produced that include amplification of the published papers, the website earthcommission.org has been regularly updated, and several presentations have been held to partner organizations, scientific	**Exceeded**

		audiences and to policymakers	

All outcomes and indicator targets of component 1 were achieved or exceeded expectations. Overall, the majority of the respondents of the TE rated the achievement of outcomes 1.1 and 1.2, as Satisfactory as presented in figure 2 and figure 3.

PERCENTAGE

Satisfactory
60%

Highly Satisfactory
40%

Figure 3: Perception of TE respondents on the level of achievement of outcomes 1.1 (sample size:9)

PERCENTAGE

Satisfactory
80%

Highly
Satisfactory
20%
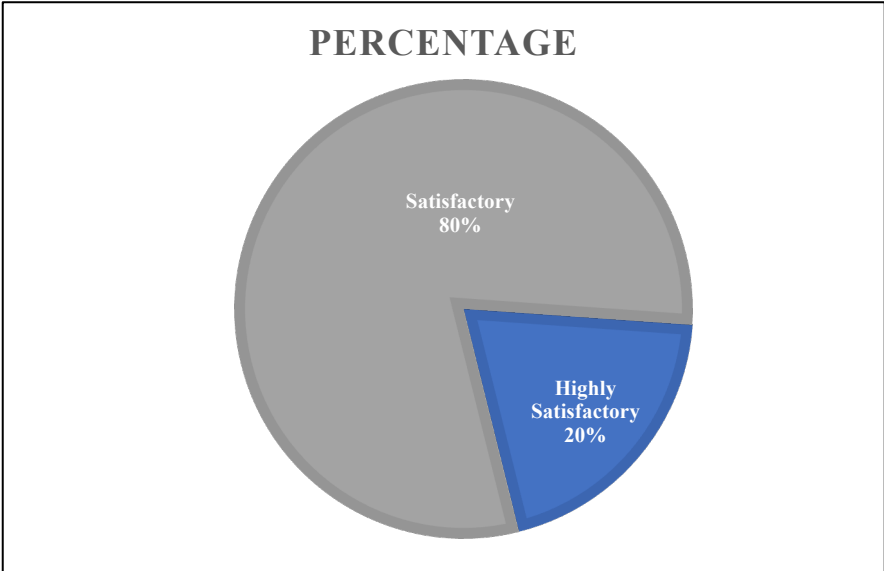
Figure 4: Perception of TE respondents on the level of achievement of outcomes 1.2 (sample size: 9)

Component 2. Science-Based Targets Network and Science-Based Targets for Land

The focus of project implementation for FY21 has been on providing initial corporate guidance on science-based targets for nature, and corresponding corporate engagement to ready companies for SBT setting and for participatory input into the design process.

Results analysis of Component 2: In Component 2, 65% of outcome indicator targets performed exceptionally well and exceeded expectations and, 35% of the outcome indicator targets were achieved. These are presented in Table 5.

Table 5: End of project target vs actual level of outcome achievement for Component 2

COMPONENT 2: Outcome indicators	End of project target	Actual project achievements	Rating
Outcome 2.1. A Science-Based Targets Network balanced by expertise, gender, and geography is established and funded **Outcome 2.2. First of three targets for science-based targets or land developed and adopted via a "Land Hub."** **Outcome 2.3. Globally recognized companies pledge to adopt science-based targets for land**.			
Indicator 2.1.1: Number of science-based targets networks created.	1 Science-Based Targets Network	1 Science-Based Targets Network Established.	Achieved
Indicator 2.2.1: Number of Land SBT.	1 land-based science-based target focused on zero-conversion natural habitat	Completed	Achieved
Indicator 2.3.1: Number of companies (on land and more broadly) [that pledge to adopt specific science-based targets for land]	At least 5 globally recognized companies	131	Exceeded

Most of the respondents were also of the opinion that the achievement of outcome 2.1 was highly satisfactory (figure 4). Respondents of the TE also opined that the achievement of outcome of 2.2 was satisfactory (Figure 5).
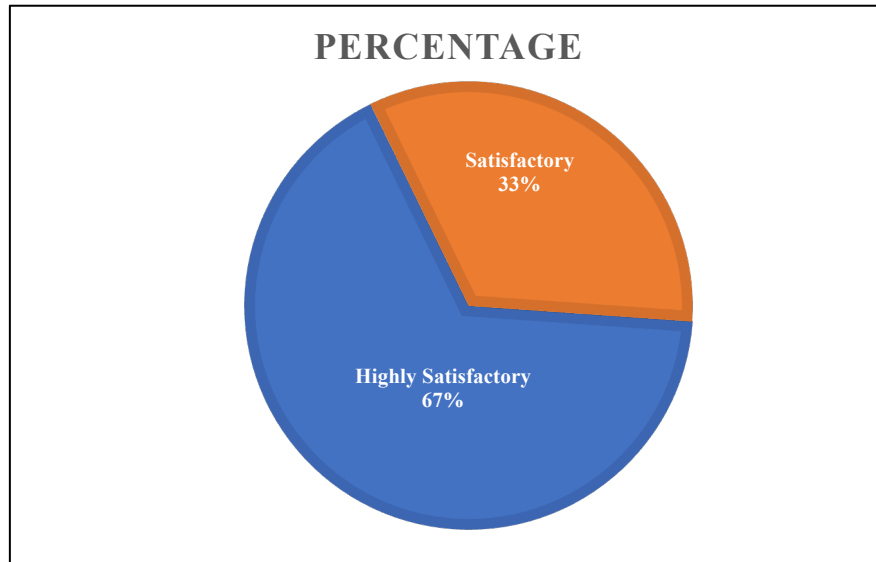
Figure 5: Perception of TE respondents on the level of achievement of outcomes 2.1 (sample size: 9)

Figure 6: Perception of TE respondents on the level of achievement of outcomes 2.2 (sample size: 9)

Component 3: Scienced-based targets for biodiversity

The focus of the project for FY21 in Component 3 was developing and publishing the methods paper for science-based targets for species biodiversity along with an accompanying communications campaign.

Results analysis of Component 3: In Component three, all the 100% of outcome indicator targets performed exceptionally well and exceeded expectations. These results are presented in Table 6.
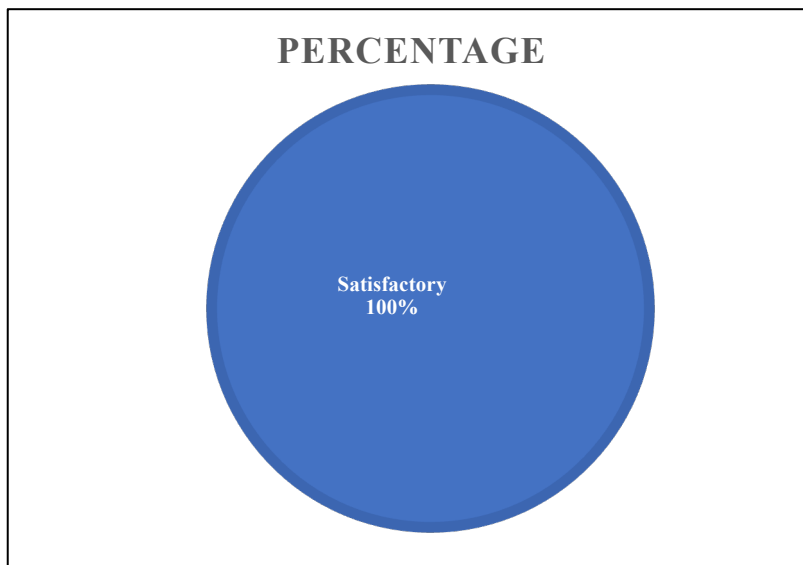
Table 6: End of project target vs actual level of outcome achievement for Component 3

COMPONENT 3: Outcome indicators	End of project target	Actual project achievements	Rating
Outcome 3.1. A legitimate and credible methodology for the assessment of specific science-based targets for biodiversity is established **Outcome 3.2. Globally recognized companies and/or cities pledge to adopt specific science-based targets for biodiversity**			
Outcome indicator 3.1.1.: Number of science-based target methodology peer-reviewed and published.	1 methodology	1 methods paper published in Nature Ecology and Evolution on April 8 2021. In addition, two papers were published extending the method and applying it in different pilot testing contexts. Published guidance documents and other explanatory material available through the Integrated Biodiversity Assessment Tool (IBAT). https://www.ibat-alliance.org/star	Exceeded
Outcome indicator 3.2.1: Number of globally recognized companies a/o cities of more than 500K inhabitants adopting science-based targets for biodiversity.	At least five globally recognized companies and/or cities of greater than 500K inhabitants.	superseding the project indicator target	Exceeded

A majority of the respondents were also of the opinion that the achievement of outcome 3.1 of the project was highly satisfactory (figure 6). Equally, most respondents opined that the achievement of outcome 3.2 was satisfactory (figure 7)
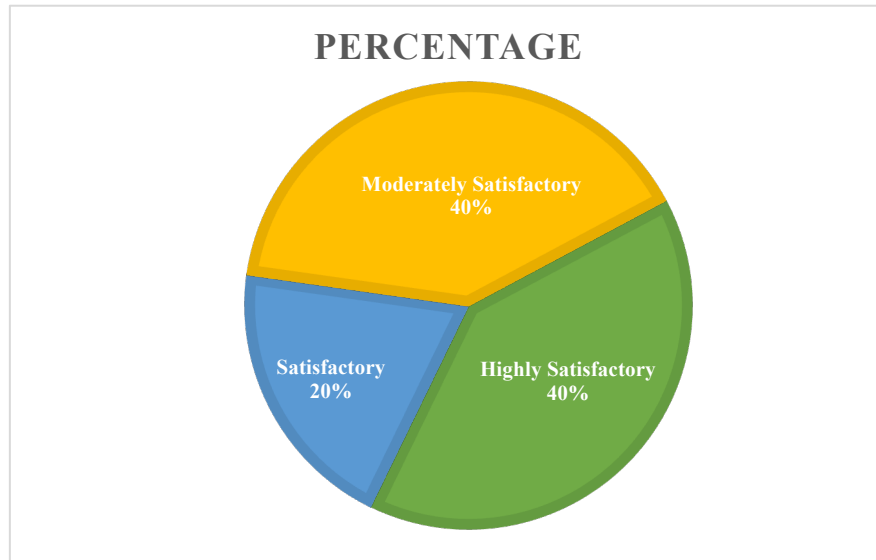
Figure 7: Perception of TE respondents on the level of achievement of outcomes 3.1 (sample size: 9)
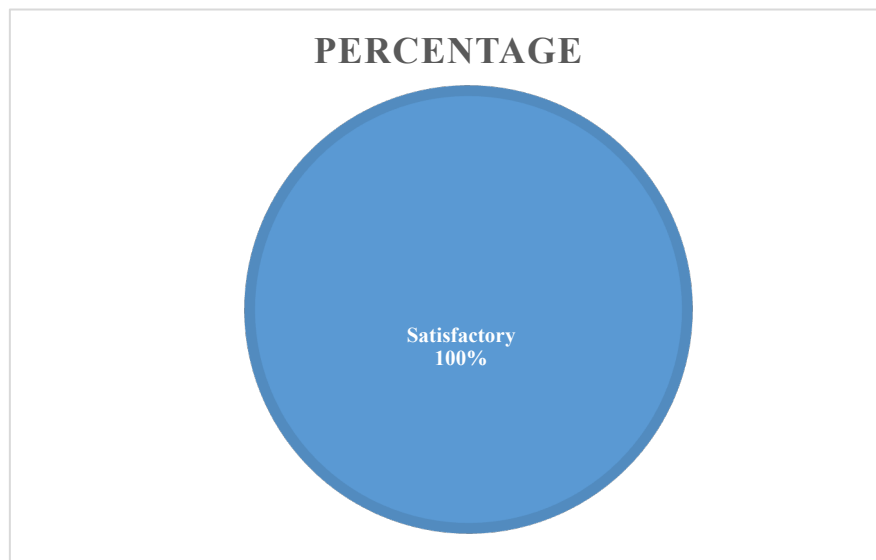
Figure 8: Perception of TE respondents on the level of achievement of outcomes 3.1 (sample size: 9)

Component 4: Global Commons Alliance Mobilization - Earth HQ

The focus of this component is communicating to create understanding and support of the concept of global commons, with a particular focus on media. Earth HQ was established as a sponsored project of RPA, an Advisory Council is actively engaged, a website is established and evolving, communications products are in use, an Earth Dashboard is in development, and partnerships have been established with key partners to help reach crucial audiences from policymakers to the millennial (24-35 years) population.

Results analysis of Component 4: In Component 4, 65% of outcome indicator targets performed exceptionally well and exceeded expectations while 35% achieved its target. These results are presented in Table 7.

Table 7: End of project target vs actual level of outcome achievement for Component 4

COMPONENT 4: Outcome indicators	End of project target	Actual project achievements	Rating
Outcome 4.1. Understanding and support of Global Commons concept and related Global Commons Alliance is substantially increased across numerous audiences worldwide. **Outcome 4.2. Demand from key influencers, companies, cities, and government to join the Global Commons Alliance as a global solution to sustaining Earth's biodiversity and life support systems substantially increased.**			
Indicator 4.1.1: Number of alliances established for the development and promotion of science-based targets.	1 Earth HQ	Earth HQ established and operating.	Achieved
Indicator 4.2.1: Number of globally recognized champions (companies/cities) promoting GCA targets	At least 100 organizations	Target exceeded	**Exceeded**
Indicator 4.2.2: Number of media partners supporting the Earth HQ network.	At least 10 media partners	11	**Exceeded**

Most respondents were also of the opinion that the achievement of outcome 4.1 was satisfactory (figure 8) and that of 4.2 as Highly Satisfactory as presented in figure 9.

PERCENTAGE

Satisfactory 80%

Highly Satisfactory 20%
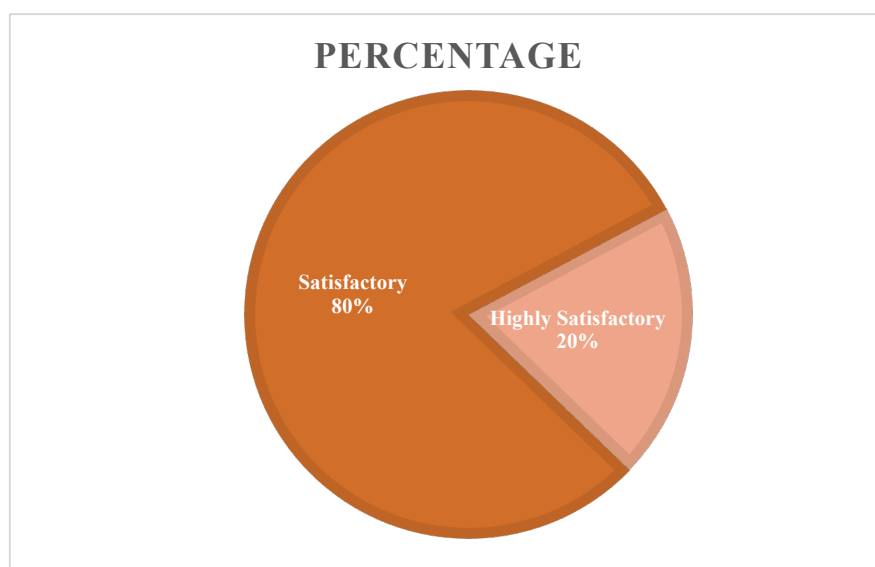
Figure 9: Perception of TE respondents on the level of achievement of outcomes 4.1 (sample size: 9)

PERCENTAGE

Satisfactory 40%

Highly Satisfactory 60%
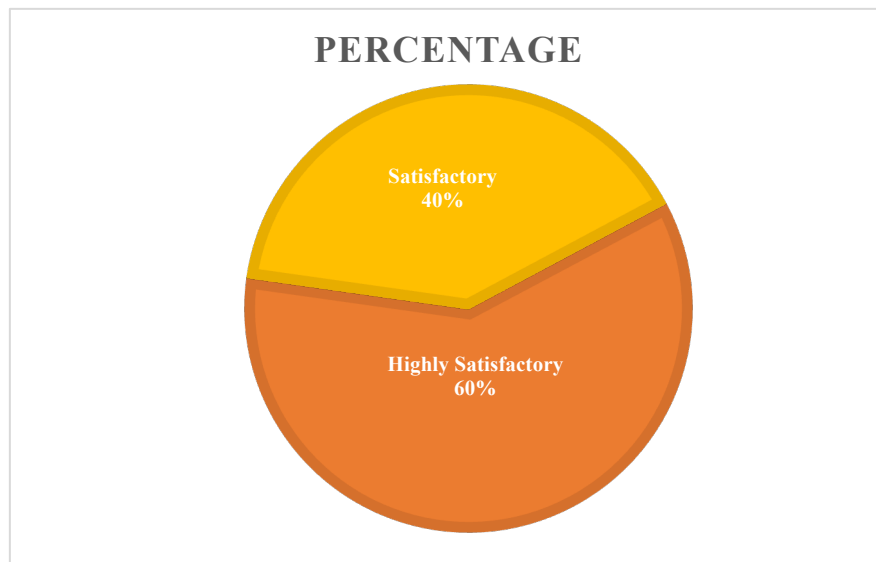
Figure 10: Perception of TE respondents on the level of achievement of outcomes 4.2 (sample size: 9)

Success factors

The key enabling factors for the overall achievement of project outcomes are described below:

- There was very good stakeholder engagement and buy in from the academia to develop methods for Science Based Targets for biodiversity conservation. There was a paper that designed the methods for establishing science-based targets for biodiversity conservation that originated from the project. It had about 100 authors from the conservation arena and the academia with more than 50 institutions. The paper was published in the journal Nature Ecology and Evolution
- There was also strong collaboration between implementing or executing agencies that also contributed to the success of the project. Indeed, there was strong collaboration between International Union for the Conservation of Nature (IUCN), Conservation International (CI), and the Rockefeller Philanthropic Advisor (RPA). The project success was the result of massive collaboration between the executing agencies to achieve effectiveness.
- Multiple organizations (IUCN, CI, and RFA) all contributed towards shared outcomes thereby leading to the success of the project.
- The Earth Commission is functioning and balanced by expertise, gender, and geography.
- A Science-Based Targets Network Hub for land consisting of a board and a core team balanced by gender, geography, and expertise serves as a catalyst and strategic coordination mechanism is fully functional.

Constraining factors

- COVID-19 pandemic had a big impact on the project. For example, COP 15 Biodiversity Summit and the IUCN World Conservation Congress were delayed, and these events were targeted for the presentation of the project's results.
- COVID 19 also slowed down the project work since travelling was restricted and project activities were implemented virtually.

5.2.2 Relevance

The project relevance is rated **Highly Satisfactory**

The project is consistent with National Priorities and plans or reports and assessments under relevant conventions as shown below:

- National Action Plan for Adaptation (NAPA) under LDCF/UNFCCC
- National Action Program (NAP) under UNCCD
- ASGM NAP (Artisanal and Small-scale Gold Mining) under Mercury
- Minamata Initial Assessment (MIA) under Minamata Convention
- National Biodiversity Strategies and Action Plan (NBSAP) under UNCBD
- National Communications (NC) under UNFCCC
- Technology Needs Assessment (TNA) under UNFCCC
- National Capacity Self-Assessment (NCSA) under UNCBD, UNFCCC, UNCCD
- National Implementation Plan (NIP) under POPs
- Poverty Reduction Strategy Paper (PRSP)
- National Portfolio Formulation Exercise (NPFE) under GEFSEC
- Biennial Update Report (BUR) under UNFCCC

This project is also expected to enable approaches and solutions that help countries address multilateral environmental agreement (MEA) targets and commitments such as the National Biodiversity Strategies and Action Plans (through UNCBD), National Action Programs (through UNCCD), and National Capacity Self- Assessments (through UNCBD, UNFCCC, UNCCD) in an integrated, innovative, and transformational way with co-benefits.

The project is also aligned with the mandate of the IUCN as the methods developed have been mainstreamed into what IUCN is doing in the domain of conservation and biodiversity protection. Overall, with regards to relevance, most of the respondents opined that the project's relevance was highly satisfactorily as presented in figure 10.

PERCENTAGE

Satisfactory – relevant as expected 33%

Highly Satisfactory – exceeds expectations 67%
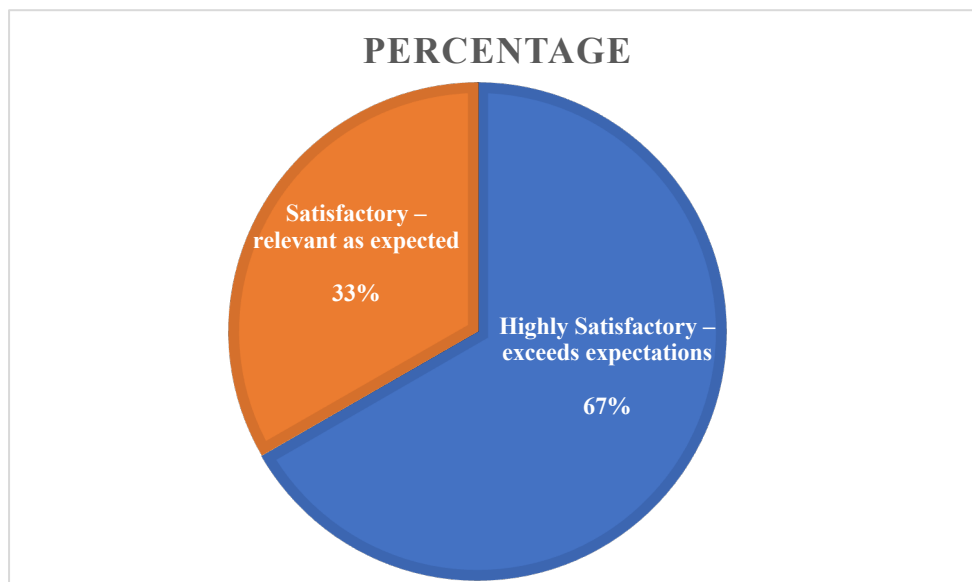
Figure 11: Perception of TE respondents on the relevance of the project (Sample size: 9)

5.2.3 Efficiency

Efficiency is rated **Satisfactory.**

Project Financing

The GEF Project Financing was 2,000,000 USD. In addition, 4,213,517 of co-financing was committed to the project as presented in Table 8 below.

Table 8: Project budget

Agency	Amount (USD)
GEF Project Financing	2,000,000
Co-financing from executing agency	4,213517
Total	**6,213,517**

Analysis of GEF funds by project components

In terms of budget distribution, funding from GEF was utilized across the four project components and project management as shown in the table 9 below.

Table 9: Budget allocation according to project component

Project Components/Programs	GEF Project Financing (USD)	Executing agency Co-financing (USD)
Component 1: Earth Commission	318,181	1,449,395
Component 2: Science Based Targets Network and Science-Based Targets for Land	545,455	1,100,000
Component 3: Science Based Targets for Biodiversity	727,273	891,122
Component 4: Global Commons Alliance Mobilization (Earth HQ)	227,273	500,000
Project Management Cost (PMC)	181,818	273,000
TOTAL	**2,000,000**	**4,213,517**

Because of the no cost extension, a respondent from IUCN stated that there was a small change or a shift in the budget of about 5% from travel to staff time to implement component 3.

With regards to mechanisms for efficiency that were used by the project, respondents stated that all the executing agencies have very uniform and well published standard processes for financial control. In addition, grant funds were only spent based on the approved project budget and activities to carry out the project objective. RPA and IUCN submitted quarterly financial reports and transaction details to support the reported expenses. CI-GEF conducted quarterly transaction testing on selected expenses to ensure proper financial management and payments were made by CI-GEF based on the cash request of projected expenses.

Regarding approaches that were used to measure value for money, RPA and IUCN followed proper policy/process for procuring services. No equipment was purchased during the project. Finally, regarding

additional resources that were leveraged by the project, CI entered into agreements with The Biodiversity Consultancy and World Wildlife Fund.

Overall, most of the respondents opined that the project's efficiency was satisfactory as presented in figure 12. This also coincides with the evaluators' rating of satisfactory.
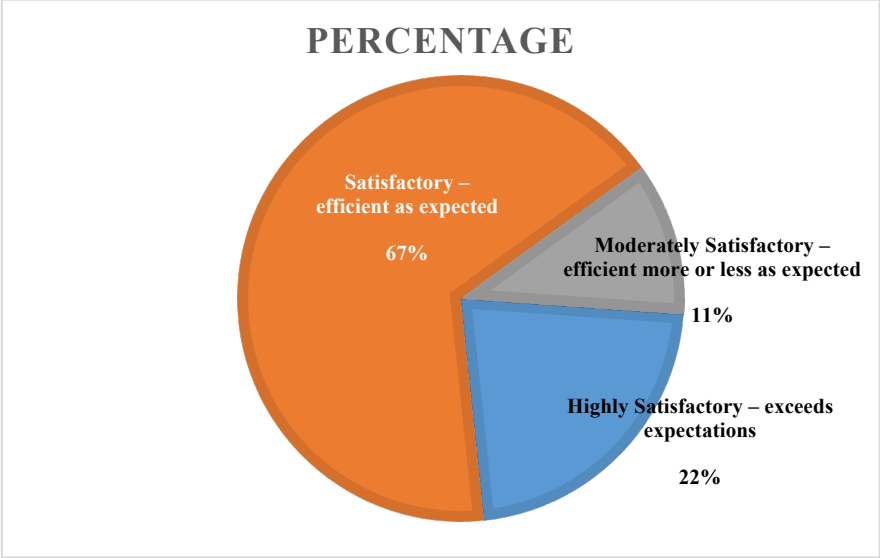
Figure 12: Perception of TE respondents on the efficiency of the project (Sample size: 9)

6.   ASSESSMENT OF PROJECT SUSTAINABILITY

Project Sustainability is rated **Likely.** The risks to the sustainability of project results are discussed below.

6.1 Financial risk
Primary data indicated that financial sustainability is ensured since the project is anchored on the national priorities of most countries. Country ownership was also ensured by the participation of stakeholders from some government institute (like the Postdam Institute for Climate Impact Research) throughout the implementation of the project. It is expected that the project outputs and outcomes will contribute towards strengthening the capacity both institutional and technical officials of the selected institutions and stakeholders as well. It must also be noted that respondents stated that they had attracted more funding to continue work. In fact, respondents stated that the Global Common Alliance has a diverse portfolio of funding specially from Philanthropy. Thus, the work will be sustained without GEF funding.

It can therefore be concluded that financial risk is low, and sustainability is rated **Likely**.

6.2 Socio-political risk
Information from primary and secondary sources indicated that the project does not face any socio-political risk to the sustainability of its outcomes. The socio-political risks of the project are therefore low, and sustainability is rated **Likely** by the evaluators.

6.3 Institutional risk
On the basis of the assessment of institutional risk, to sustaining the long-term results of the project related to this risk was rated **Likely.** State actors, as well as non-state actors such as CSOs, the private sector, and

academia, have participated actively during the project implementation and this is expected to continue beyond the lifespan of the project. The entities in this project, the Earth Commission, the Science-Based Targets Network and its associated hubs and the mobilization effort already exist in some nascent form.

It is also important to note that the project has developed appropriate institutional capacity (systems, structures, staff, expertise, etc.) that will be self-sufficient after the project closure date. For example, within the framework of component 3, IUCN recently had a reorganization and deploying all the methods developed under this component is central to all the conservation initiatives that IUCN is planning to undertake.

6.4 Environmental risk

This project was not implemented in the field. It was desk-based and address environment risk. Indeed, the project is geared at reducing environmental risks. So, there is no risk to sustainability, and it is therefore rated by the evaluators as **Likely**.

The majority of the TE respondents were of the opinion that given the perceived financial/economic, social/political, environmental and institutional risk, sustainability was Likely to Moderately Likely (Figure 12, 13, 14, 15).
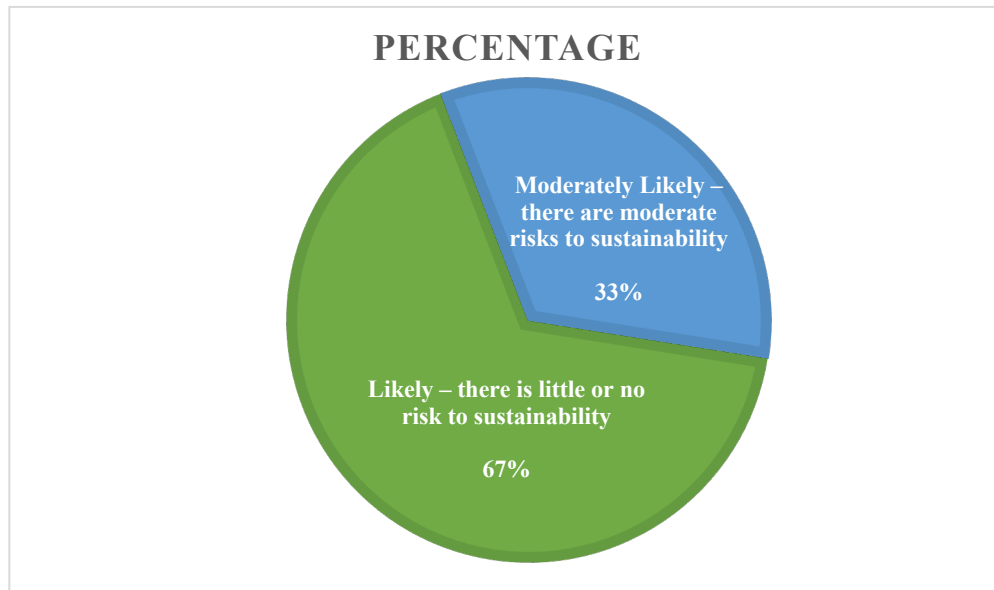
Figure 13: Perception of TE respondents on the financial risks associated with the project (Sample size: 9)
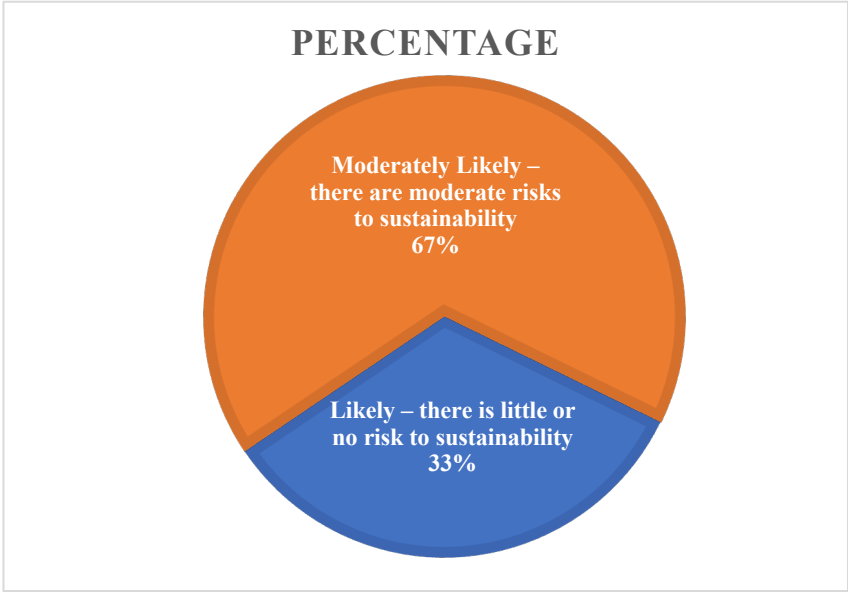
Figure 14: Perception of TE respondents on the social/political risks associated with the project (Sample size: 9)
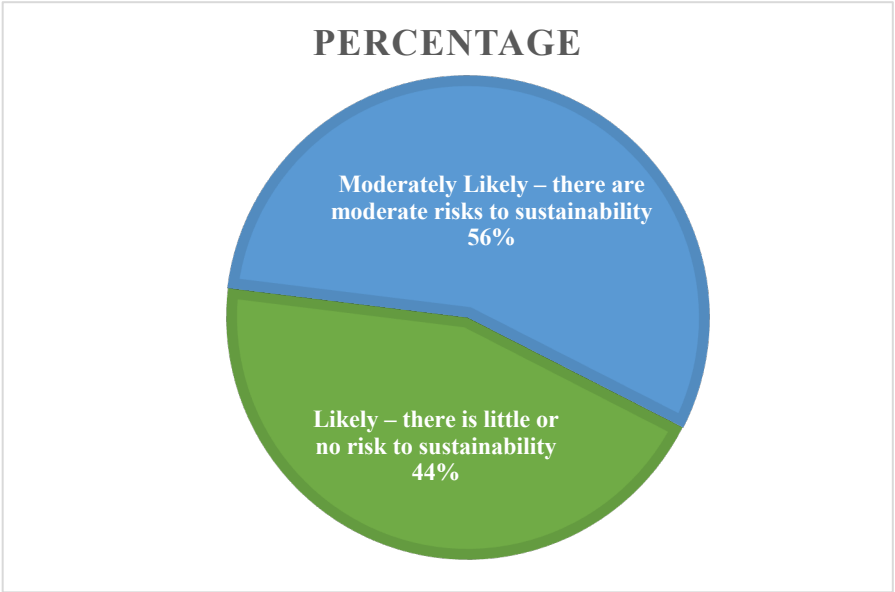
Figure 15: Perception of TE respondents on the institutional risks associated with the project (Sample size: 9)

PERCENTAGE

Moderately Likely – there are
moderate risks to sustainability
33%

Likely – there is little or no risk to
sustainability
67%
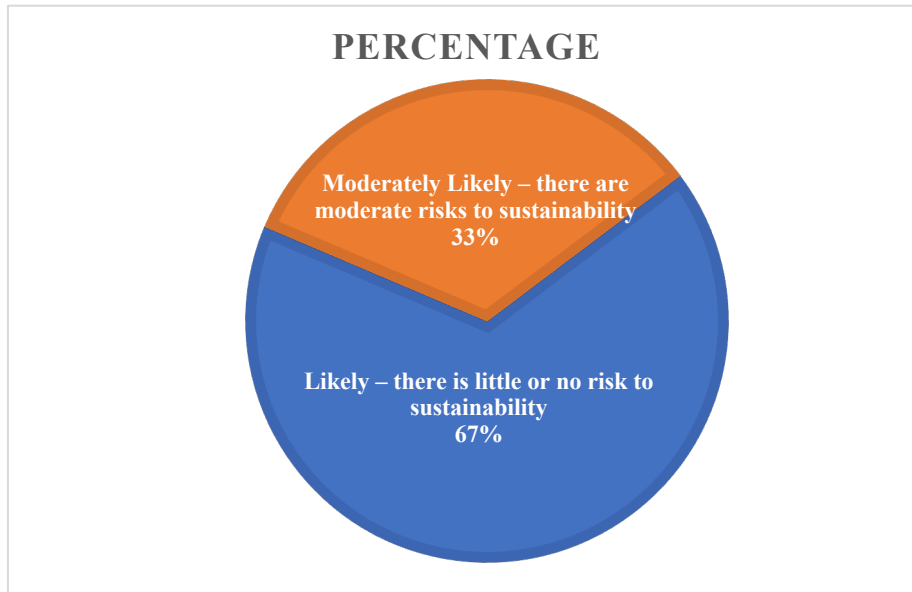
Figure 16: Perception of TE respondents on the environmental risks associated with the project (Sample size: 9)

7. ASSESSMENT OF PROJECT MONITORING & EVALUATION SYSTEMS

The overall M&E system is rated **Satisfactory.**

7.1. M and E design
The rating for M&E design is **Satisfactory.**

The project had a practical, well-designed monitoring and evaluation system from the project design phase. Project monitoring and evaluation was conducted in accordance with established CI-GEF procedures by the project team and CI-GEF. The project's M&E plan was presented and finalized at the project inception workshop, including a review of indicators, means of verification, and the full definition of project staff M&E responsibilities. The Project Coordination Team was responsible for initiating and organizing key monitoring and evaluation tasks. This included the project inception workshop and report, quarterly progress reporting, annual progress and implementation reporting, documentation of lessons learned, and support for and cooperation with the independent external evaluation exercises. The project Executing Agencies were also responsible for ensuring that the monitoring and evaluation activities are carried out in a timely and comprehensive manner, and for initiating key monitoring and evaluation activities, such as the independent evaluation exercises. Key project executing partners were responsible for providing all required information and data necessary for timely and comprehensive project reporting, including results and financial data, as necessary and appropriate.

Most of the TE respondents rated the quality of the M&E design of the project as Satisfactory while a few felt it was Moderately Unsatisfactory (Figure 16) and unfortunately did not provide justifications for their opinions. It is the opinion of the evaluators that the M&E design was Satisfactory.
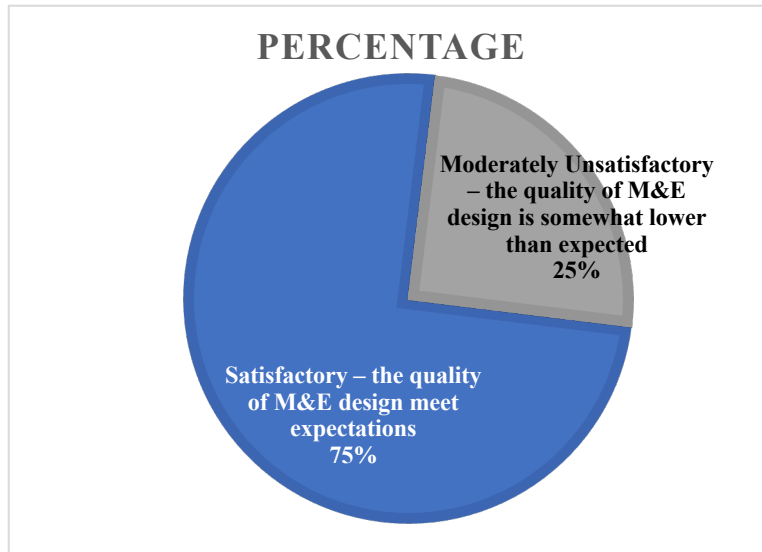
Figure 17: Perception of TE respondents on the quality of the M&E design of the project Sample size: 9)

7.2. M and E implementation

The rating for M&E implementation is **Satisfactory.**

The M & E plan was sufficiently budgeted, and funding was provided adequately at the different stages of the project to ensure planned M & E activities are carried out as required and in a timely manner. The budget included funding for Terminal Evaluation (TE). There were some delays caused by the COVID-19 pandemic which necessitated a revision of the work plan and budget to adapt to the situation at hand[1].

All the respondents of the TE rated the execution, monitoring, and reporting of the M&E system as Satisfactory as presented in figure 18.

Figure 18: Perception of TE respondents on the quality of the M&E implementation of the project (Sample size: 9).

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[1] From interviews with stakeholders

8. ASSESSMENT OF PROJECT IMPLEMENTATION AND EXECUTION

The quality of implementation and execution is rated as **Satisfactory.**

8.1 Quality of implementation

Quality of Implementation: The quality of implementation rating is **Satisfactory.**

Despite the delays and setbacks caused by the Coronavirus pandemic, the project adapted fast, achieving most of the targeted results within the extended project duration. The achievements realized pertaining to the targets for the different components of the project reflect the quality of implementation of the project.

CI-GEF Agency managed the implementation of the project well and followed-up project implementation closely. As part of its technical and financial oversight role, CI-GEF supported the project implementation start-up phase by providing technical and financial guidance that would ensure compliance with GEF guidelines, safeguards requirements, and all technical and financial commitments.

CI-GEF's oversight role contributed to these project's achievements through the provision of technical and financial support; review of financial and technical progress and financial reports and providing timely recommendations (including risk mitigation measures).

Most of the TE respondents rated the quality of implementation of the project as satisfactory. A few rated the quality of implementation as Moderately Unsatisfactory (figure 19). The respondents who rated the quality of implementation as Moderately Unsatisfactory did not provide justifications for their opinions.
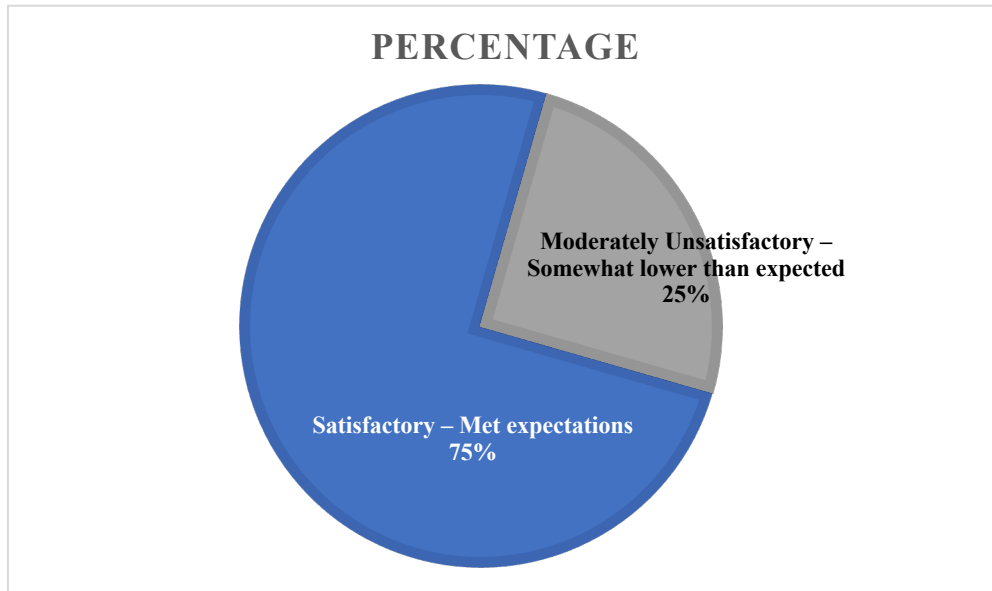
Figure 19: Perception of TE respondents on the quality of implementation of the project (Sample size: 9)

8.2 Quality of execution

Quality of Execution: The quality of execution rating is **Highly Satisfactory**.

The CI-GEF Project Agency also played an overall assurance, backstopping, and oversight role in the project. The CI Internal Audit function was also responsible for contracting and oversight of the planned

independent external evaluation exercises at the end of the project. Respondents had diverse views pertaining to the rating of the quality of execution of the project – Highly Satisfactory to moderately satisfactory (figure 20). As per the evaluator's judgment, the quality of execution is rated as **Highly Satisfactory**.

PERCENTAGE

- Satisfactory – Met expectations 67%
- Moderately Satisfactory – More or less met expectations 11%
- Highly Satisfactory Exceeded expectations 22%
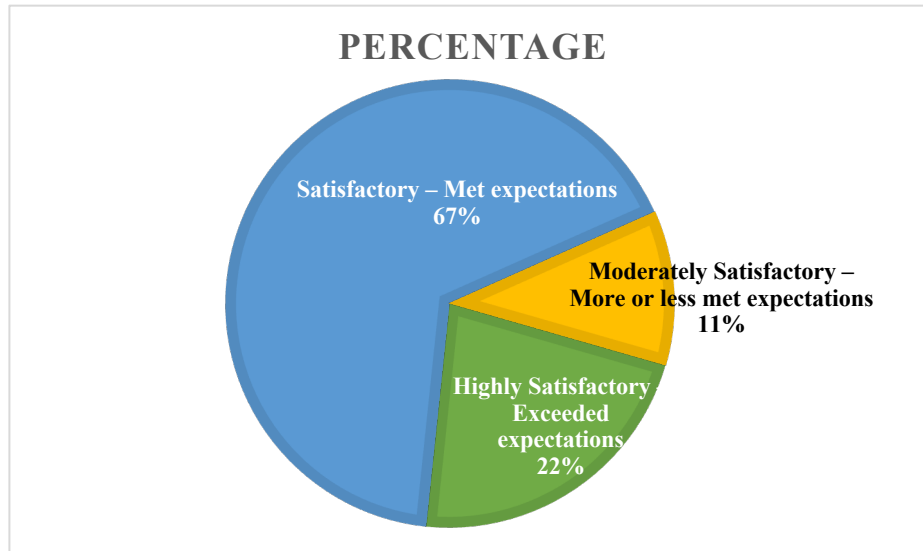
Figure 20: Perception of TE respondents on the quality of execution of the project (Sample size: 9)

9. ASSESSMENT OF ENVIRONMENTAL AND SOCIAL SAFEGUARDS

9.1 Overall environmental safeguard rating

Overall Environmental and Social Safeguard rating is **Highly Satisfactory.**

Safeguards screening was conducted during the design phase of the project using CI-GEF appropriate screening forms. The screening exercise revealed three safeguards that could be potentially triggered during project implementation: gender mainstreaming; stakeholder engagement; and accountability and grievance mechanisms. It is the opinion of the evaluators that the ESS screening was well-conducted. Most of the TE respondents provided an environmental safeguard rating of Highly satisfactory to Satisfactory, with the majority of respondents going for the Satisfactory rating (Figure 21, and 22). The evaluators are of the opinion that the ESS rating is **Highly Satisfactory**.

PERCENTAGE

Satisfactory –execution, monitoring, and reporting of the environmental safeguards meet expectations
75%

Highly Satisfactory – Execution, monitoring, and reporting of the environmental safeguards exceeded expectations
25%
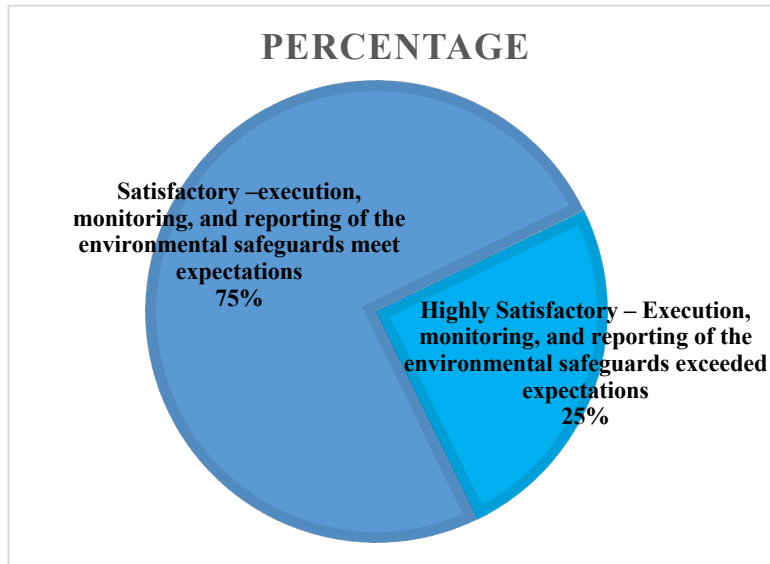
Figure 21: Perception of TE respondents on the execution, monitoring and reporting of environmental safeguards (Sample size: 9)

PERCENTAGE

Satisfactory – the environmental safeguards met expectations in mitigating risks faced by the project during the implementation phase
67%

Highly Satisfactory – the environmental safeguards exceeded expectations in mitigation risks faced by the project during the implementation phase
33%
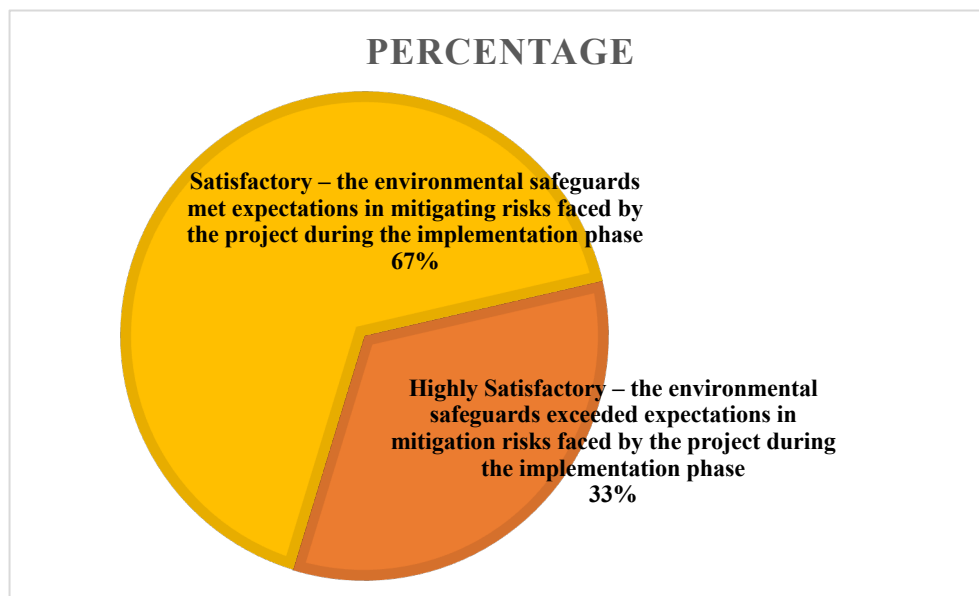
Figure 22: Perception of TE respondents on the role of environmental and social safeguards in mitigating risk (Sample size: 9)

9.2 Gender

Gender is rated **Satisfactory.**

The project team paid significant attention to gender-related issues in its design and implementation. Per the ProDoc, to ensure that the project met CI-GEF Project Agency's "Gender Mainstreaming Policy #8", the Executing Agency prepared a Gender Mainstreaming Plan. As part of this plan, the project executing

agencies were committed to inclusion as a project cornerstone. This "inclusion" policy ensured – to the extent feasible – an equal representation of men and women within the project's instruments – the Earth Commission, the Science-Based Targets Network and its Issue Hubs.

While gender was an essential element of this policy, the project also seek inclusion across geography and expertise for all project components to ensure that the targets generated were feasible across a global setting and are not northern or southern hemisphere biased. This inclusion policy also helped ensured that the targets developed are applicable across developed and developing countries. Beyond ensuring that the project instruments are balanced by gender, geography, and expertise, the project also worked to ensure that the land and biodiversity targets developed are equitable and do not negatively impact any one group, be there men, women, or any ethnic group.

Table 10: Assessment of the performance of gender indicators

Minimum safeguards indicator	Project target	End of project status	Rating
Number of men and women that participated in project activities (e.g. meetings, workshops, consultations)	100 (50% men, 50% women)	EC: 97 (48 women and 49 men) (including EC, WG and staff members and experts invited to workshops) IUCN: 850 (450 women, 400 men)	Achieved
Number of strategies, plans (e.g. management plans and land use plans) and policies derived from the project that include gender considerations (this indicator applies to relevant projects)	1	1	On track. The GCA had a srtrategy that was considered inclusive from a gender point of view although it had to be made inclusive from a diversity point of view.

The key lesson learned from this is that there was equal participation of men and women in project activities. The integration of gender consideration in the design and implementation of the project culminated in successful project delivery as the gender targets set for the different project outputs were attained. Also, within the framework of component 1 and component 3, it is important to underscore that in research there are more male scientist than female scientist. Thus, equal representation of men and women to implement component 3 and comonen1 1 was a challenge despite all the efforts that were done to attract women scientist for implementing component 3. However, the project ensured gender mainstreaming and women's

involvement during project implementation. As a result, the lead author on several manuscripts produced in component 3 and component 1 were women.

9.3 Stakeholder engagement
Stakeholder Engagement is rated **Highly Satisfactory**

To ensure that the project meets CI-GEF Project Agency's "Stakeholders' Engagement Policy #9", a Stakeholder Engagement Plan (SEP) was developed during the design phase. The SEP was elaborate and included different categories of actors (state actors, development partners, private sector, academia, NGOs, as well as local government and cities). Overall, the following stakeholders participated in the project:

- Ministries of Environment
- Other development agencies
- Civil Society Organizations (CSO) and Non-governmental Organizations (NGOs)
- Local government and cities
- Companies
- Academia
- Media

Representatives from the aforementioned groups were included in the development of the Science-Based Targets Network to promote uptake of targets methodologies and ensure that resulting outputs are easily communicated to and useful for a variety of relevant stakeholders. Likewise, the Science-based Targets Network drew on continuous interaction with the Earth Commission to deliver insights and outcomes that are both scientifically valid, relevant and practical for the stakeholders. Meanwhile, Earth HQ, which is the Global Commons Alliance Mobilization effort ensured that key project messages and targets were presented and promoted in accessible ways that help ensure understanding and promote target methodology uptake. A full project Stakeholder Engagement Plan can be found in Annex of the project document.

Table 11: Assessment of the performance of stakeholder engagement indicators

Minimum safeguards indicator	Project target	End of project status	Rating
Number of government agencies, civil society organizations, private sector, indigenous peoples and other stakeholder groups that have been involved in the project implementation phase on an annual basis	75	647	Exceeded
Number persons (sex disaggregated) that have been involved in project implementation	100	929 (488 women, 441 men)	Exceeded

phase (on an annual basis)			
Number of engagement (e.g. meeting, workshops, consultations) with stakeholders during the project implementation phase (on an annual basis)	20	40	Exceeded

At TE all the indicators for stakeholder engagement in the project exceeded expectation as shown in table 11

When asked the extent to which their views and concerns were taken into consideration by the project, all the respondents (100%) provided a rating of Highly Satisfactory.

9.4 Accountability and grievance mechanism is rated Highly Satisfactory

The project's main activities for Components 1 and 3 are research, publications, methods development, and targeted engagement. After consultations with the IUCN safeguards team, the executing agency stated that as part of any project that IUCN runs, there is a public website with a Grievance Mechanism for all stakeholders. Similar responses were echoed by the other executing agency (RPA). All respondents also stated that no grievance was received within the framework of the project.

10. OTHER ASSESSMENTS

10.1 Commitment of Co-financing
The project was co-financed by Conservation International, International Union for the Conservation of Nature (IUCN), and Civil Society Organizations (CSOs) as presented from the Project Document in Table 12.

Table 12: Project co-financing

Sources of co-financing	Name of Co-financier	Type of Co-Financing	Amount ($)
GEF agency	Conservation International	Grant	95,000
GEF executing agency	IUCN	In-kind	851,122
CSO	We Mean Business	Grant	850,000
CSO	We Mean business	Grant	150,000

Other	Good Energies Foundation	Grant	1,115,000
CSO	Oak Foundation	Grant	48,000
CSO	Future Earth	Grant	200,000
CSO	Future Earth	In-kind	737,395
CSO	PIK	In-kind	98,000
CSO	IIASA	In-kind	69,000
Total co-financing			**4,213,517**

Source: ProDoc

10.2 Knowledge management

The syntheses developed through Component 1 took stock of the science required to define safe and just Earth system boundaries to underpin science-based targets. The mechanism for such work included the mobilization of an "Earth Commission". The Commission works in parallel with the Science-Based Targets Network and regularly inform the Hubs with its preliminary insights. The final synthesis is a substantial, authoritative report, in the form of a series of scientific articles that have been published in or submitted to peer-reviewed journals. This will ensure the quality and transparency needed to make it a credible milestone that future improvement and development of science-based targets can rely on. It will support the entire project and the methods and tools developed in general, and specifically for land in Component 2, and specifically for biodiversity through Component 3. Information obtained will form the scientific basis of the development of methodologies in all issue hubs and will be one of the important elements lending science-based targets their credibility and legitimacy.

Respondents stated that the following knowledge management platforms and products were most effective and user-friendly:

- Integrated Biodiversity Assessment Tool (IBAT);
- Zoom for meetings; and
- Google drive and drop box as a collaborating tool.

Regarding challenges that the project face in disseminating knowledge, most respondents stated that the biggest challenge is that the results produced from most of the components needed to have scientific credibility. To address this challenge, the results were published in peer-reviewed scientific journals where there is scientific credibility.

Finally, the following knowledge-based products have been produced from this project:

Public Reports and Products Produced – including through consultancies - and Outreach Material

- Mair et al., 2021. A metric for spatially explicit contributions to science-based species targets. *Nature Ecology and Evolutio*n. https://rdcu.be/cikbh
- Irwin, A., Geschke, A., Brooks, T.M. *et al.* Quantifying and categorizing national extinction-risk footprints. *Sci Rep* **12,** 5861 (2022). https://www.nature.com/articles/s41598-022-09827-0

- Chaudhary, W., Mair, L., Strassburgh, B.B.N. *et al*. Sub-national assessment of threats to Indian biodiversity and habitat restoration opportunities. *Env. Res. Let.* **17** (2022). https://iopscience.iop.org/article/10.1088/1748-9326/ac5d99
- IUCN guidance documents of STAR methodology:
    - Business User Guidance
    - Industry Briefing Note
    - Youtube video
- Website Explainers, repositories and infographics:
    - https://www.iucn.org/resources/conservation-tool/species-threat-abatement-and-recovery-star-metric
    - https://www.iucnredlist.org/assessment/star
    - https://www.ibat-alliance.org/star?locale=en
- Mair et al. Quantifying and mapping species threat abatement opportunities to support national target-setting. *Conservation Biology* (in press)
- GCA Funder Brief (Here)
- GCA pitch deck (HERE)
- GCA website (www.globalcommons.org)
- Global Commons Situation Room 3rd gathering w. recording (Description HERE, the recording)
- Global Commons Situation Room 2nd gathering (Description HERE, the recording of the meeting, the slide deck, and the Miro board)
- Global Commons Situation Room 1st gathering (Session de-brief HERE)
- Policy brief for Stockholm +50
- Key messaging and calls to action co-developed by Communications Coordinator used by all Nature Zone partners for COP27 and COP15

SBTN

- The information generated through SBTN is made widely available via 1) a newsletter to all SBTN partner organizations, 2) SBTN's website www.sciencebasedtargetsnetwork.org, 3) Its partner portal here (Password: PartnerPower), and 4) a newsletter to all those who subscribe to learn more via SBTN's website, 5) Our LinkedIn and Twitter pages
- Zug Prototyping Workshop Report - Available to partners not publicly
- The initial corporate guidance on SBTs for nature (with executive summaries translated into 5 other languages available for download)
- Virtual MVP Workshop Report here - Available to partners not publicly
- September 2022 Public Consultation materials on Steps 1 & 2 of the 5-step process for setting SBTs, and the methods to set science-based targets for freshwater (Step 3).
- October 2022 Theory of Change and strategy workshop report (here) - Available to partners not publicly
- A perspective on nature positive by key members of the technical team
- SBTN Corporate Engagement Program members-only page here PW: SBTNProgram - Available to Corporate Engagement Program members not publicly
- Other Supporting Content: Teaser video, Interactive Executive Summary, FAQs, SBTN glossary, Walkaround deck
- Cities: Climate guide for cities, Cities prototyping workshop report

Earth Commission (A comprehensive list can be found here)

- Scientific articles in peer-reviewed journals:
  - Díaz et al., 2020. Set ambitious goals for biodiversity and sustainability. Science (Scientific paper summarising a report to CBD, both led by the Earth Commission Biosphere Working Group experts. See also press release distributed via EurekAlert.)
  - Rockström et al., 2021. Identifying a Safe and Just Corridor for People and the Planet. Earth's Future
  - Rockström et al., 2021. Stockholm to Stockholm: Achieving a safe Earth requires goals that incorporate a just approach. One Earth (Commentary by the Co-Chairs)
  - Gupta et al. 2021. Reconciling safe planetary targets and planetary justice: Why should social scientists engage with planetary targets? Earth System Governance Journal
  - Armstrong McKay et al., 2022. Exceeding 1.5°C global warming could trigger multiple climate tipping points. Science
  - Rammelt et al., 2022. Impacts of Meeting Minimum Access on Critical Earth Systems amidst the Great Inequality Nature Sustainability
  - Bai et al., 2022. How to stop cities and companies causing planetary harm. Nature
- The scientific articles, knowledge products and communications materials are made widely available via the Earth Commission's website (developed during the project), Future Earth's and other partners websites. Articles and events have also been advertised on Twitter, Instagram and LinkedIn.
- Examples of news items, press releases and opinion articles:
  - "Earth System Alert": opinion article by the Co-Chairs, published by Project Syndicate in seven languages and in many media (online and print)
  - Press release announcing the launch of the Earth Commission
  - Blog about the Commissions' First Historic Meeting
  - "Biodiversity Goals - Seeking Science's advice" (article about biodiversity workshop organised by the Commission).
  - "Earth Commission strengthened to identify governance solutions for a safe and just planet"
  - "New Earth Commission Working Group to Focus on the Challenges of Cross-Scale Translation"
  - "What are the safe and just boundaries for pollution, people and planet?"
  - "A "Safe and Just corridor" for planet and people"
  - "Join the novel tipping element model intercomparison project (TipMip)"
  - "Earth Commission milestone reached - first assessment submitted"
  - "Researchers identify how science can help cities and companies to operate within Earth system limits"
  - "Risk of passing multiple tipping points escalates above 1.5°C global warming"
  - "Global distributive justice and systemic transformations key to planetary stability study finds"
- Videos and visuals include:
  - Explainer short film about the Earth Commission
  - Explainer about biodiversity targets. Interviews with Earth Commission members.
  - Tipping Points Map by Earth Commission/Globaïa (In press release about paper by Armstrong McKay et al.)
  - Mass communications short film explaining the latest Earth Commission science on tipping points (Launched at COP27)
  - Short explainer videos on scientific articles have been shared across Twitter, LinkedIn and Instagram
- The Commissions work has been presented at several conferences and intergovernmental events, for example:
  - Sustainability Research & Innovation Congress 2021 and 2022

- At COP27 (for example in the panel discussion "Climate Repair" with Co-chair Johan Rockström and Earth Commissioner David Obura and COP15 (Biodiversity)
  - Stockholm +50: Earth Commission members participated in Leadership Dialogues and An event for the global commons and contributed to "Letter from science – 50 years later".
- Scientists from the Earth Commission conributed to the report "The Global Commons Survey"
- The Earth Commission convened (together with AIMES, Future Earth, and WCRP) an online discussion series on climate tipping points attracting hundreds of participants to each webinar.

Earth HQ**Stockholm+50 | Planetary Stewardship: An Event for the Global Commons:** GCA partner program with the latest integrated, scientific research on the connections and tipping points built into the Earth system, what safe and just boundaries can look like, and why we must redefine the global commons for the Anthropocene. Stockholm+50

- **Reporting on Planetary Boundaries**: Latest GCA science, over 100 stories with global distribution in 6 languages in their Mongabay 'Planetary Boundaries'. Series
- **Reporting on GCA Leaders:** In-depth interviews with GCA leaders with global distribution in 6 languages in the series: 'Finding Common Ground'.
- **Earth Dashboard:** Real Time Data/Stories Coverage of extreme event data and stories via the EarthHQ/WRI partnership: Earth Dashboard
- **COP26 Nature Zone/Nature's Newsroom:** GCA partners driving Nature Positive narrative and stories reaching 13M +audience: Nature Zone Public Communications Tool
- **COP27 Nature Zone/Nature's Newsroom**: GCA partners supporting Nature Positive narrative and stories reaching 37M + audience: Nature Zone Public Communications Tool
- **NowThis Earth:** targets a global youth audience (millennials and Gen X,Y, Z) who are critically important for building public demand for action, this partnership with Vox media has reached over 500 million people with 750 stories over the last 24 months across all major social media platforms: NowThis Earth facebook, NowThis Earth YouTube, NowThis Earth TikTok
- **Tipping Point Video:** latest Earth Commission science illustrated on youtube/facebook/twitter: Earth Commission: New Science On Dangerous Tipping Points.

11. LESSONS LEARNT AND RECOMMENDATION

11.1.   Lessons learnt
The following lessons that can be learned from this project include the following:

Expanding science-based targets to other environmental dimensions is possible. The science-based targets initiative commenced initially with climate change targets, and this could be attributed to the fact that climate change constitutes one of the most pressing contemporary environmental challenges. Through the SBT project, the science-based targets were extended to biodiversity, implying that it is feasible for the concept to be extended to other dimensions of the environment.

Donor reporting. Familiarization with donor-specific reporting guidelines is important for successful project reporting. While some of the project partners have a good experience implementing projects funded by diverse donors, they have not had any prior involvement in the implementation of a GEF-funded project. These partners with no GEF prior reporting experience found the reporting procedures relatively complex, challenging, and onerous.

Working through networks and engaging stakeholders is key for project success. The SBT project worked with networks and engaged network members, and this constituted a real strength of the project. Working with a broad range of actors and users was insightful to understanding the requirements for communications and interpretations of the developed science-based targets.

Adaptive management. Despite the Covid-19 pandemic, the project devise means to apply the methods for developing science-based targets for species biodiversity and pilot testing. Virtual sessions were employed in applying and testing the methods during IUCN's World Conservation Congress. The pilot testing with companies enabled the adoption of the developed methods as a way for companies to understand their biodiversity-related risks and opportunities.

Private sector engagement. The project took steps to engage with the private sector in advance and this is fundamental to secure their buy-in. Following a launch of the methodology in September 2021, over 374 companies and organizations around the globe generated STAR reports on 1503 sites. These companies and organizations also completed a feedback survey which was taken into consideration in the revision of the methods. This approach ensures that the views and expectations of companies and organizations are taken into consideration in the methodology, an important factor that can foster acceptance of the methodology by companies.

11.2.   Recommendations

FINDING/CHALLENGE	RECOMMENDATION
Sustainability	
While the science-based targets for biodiversity have been developed, there is need for the targets to be adopted widely by companies, cities, and organizations.	The methodology should be continuously showcased at in-person international events such as the UNFCCC and CBD Conference of Parties (COP) among other events. **Responsibility:** CI-GEF and IUCN **Timeline:** End of 2023
Knowledge management	
The process of developing the science-based targets for biodiversity is a good experience which can inform future work. While an array of knowledge management products has emerged from the project, it would be a good idea to elaborate a lessons learn brief from the process.	A document detailing the steps/process followed for developing the biodiversity science-based targets and the lessons learnt thereof should be elaborated. **Responsibility:** IUCN and RPA **Timeline:** Before project closure
Donor Reporting	
Not all project partners are familiar with the donor's reporting requirements. While IUCN is a GEF accredited entity and has a good knowledge of the GEF reporting requirements, it was the first time for some other partners to be involved in the	In subsequent projects, CI-GEF should consider conducting a capacity assessment of project partners relating to GEF reporting procedures and build the capacity of those partners with low capacities.

implementation of a GEF-funded project. These partners with limited knowledge of GEF procedures found it challenging reporting on the project as per GEF guidelines.	**Responsibility:** CI-GEF **Timeline:** Future projects

ANNEXES

Annex A: Terms of Reference of the Consultancy

Conservation International Foundation (hereinafter referred to as "CI") under Global Environmental Facility (GEF-Agency), is issuing a Request for Proposal (RFP) for **Terminal Evaluation (TE)** for the *"Staying within Sustainable Limits: Advancing leadership of the private sector and cities"* program.

The successful offeror shall have the human resources to perform the evaluation in the United States.

The award will be in the form of a Firm Fixed Price Contract (hereinafter referred to as "the contract"). The successful offeror(s) shall be required to adhere to the code of ethics, statement of work, and the terms and conditions of the contract. A Firm-Fixed-Price Contract provides for a price that is not subject to any adjustment on the basis of the contractor's cost experience in performing the contract.

Interested offerors should indicate their interest in submitting a proposal for the anticipated agreement by sending an email to cievaluationprocurement@conservation.org by **5:00 PM (EDT)(UTC-04:00) on July 8th, 2022.**

All Offerors are expected to exercise the highest standards of conduct in preparing, submitting and if selected, eventually carrying out the specified work in accordance with CI's Code of Ethics, Eligibility and Environmental and Social Responsibility.

Any violation of the Code of Ethics, as well as concerns regarding the integrity of the procurement process and documents should be reported to CI via its Ethics Hotline at www.ci.ethicspoint.com.

COVID 19 Guidelines

Service Provider shall adhere to all applicable international, national or local regulations and advisories governing travel, including safety, health and security measures in effect throughout the Period of Performance.

It is expected that CI and the Offeror will take into consideration and plan around the international, national or local regulations and advisories governing travel, including safety, health and security measures in effect in the countries that the consultant is expected to visit. Virtual consultations are possible and expected where in-person field work is not possible.

Section 1. Proposal Instructions

1.1 Introduction

CI, the Contracting entity, is soliciting offers from firms to submit their full proposals to carry out Terminal Evaluation of a GEF funded project. When submitting a proposal, please include the RFP number of the evaluation your firm is bidding on, the Budget Template, and your final Bid. **Please note that the firm chosen to carry out this Terminal Evaluation is automatically <u>disqualified</u> if it carried out the Mid-Term Evaluation for this program.** This measure has been adopted to enhance the objectivity of the results of both evaluations.

In order to have a successful bid, the proposed staff must have previous experience with GEF evaluations. **Not having GEF evaluation experience will negatively impact the scoring evaluation section (in section1.5).**

General Background:

All Global Environment Facility (GEF) funded projects are required to complete a Terminal Evaluation (TE). This is designed to provide a comprehensive and systematic account of the performance of a completed project by assessing its design, implementation, and achievement of objectives. The evaluation is expected to: promote accountability and transparency; and facilitate synthesis of lessons. Also, the TE will provide feedback to allow the GEF Independent Evaluation Office (IEO) to identify recurring issues across the GEF portfolio; and, contribute to GEF IEO databases for aggregation and analysis.

This RFP does not obligate CI to execute a contract(s) nor does it commit CI to pay any costs incurred in the preparation or submission of the proposals. Furthermore, CI reserve the right to reject any and all offers, if such action is considered to be in the best interest of CI.

1.2 Proposals Deadline

Offerors shall submit their offers electronically at the following email address, cievaluationprocurement@conservation.org.

Offers must be received no later than **5:00 PM (EDT)(UTC-04:00) on August 5th, 2022**. Offerors are responsible for ensuring that their offers are received in accordance with the instructions stated herein. Late offers may not be considered.

1.3 Instruction for Offerors

All proposals must be submitted in one volume, consisting of:

A.   Technical proposal
B.   Cost proposal using the provided Budget Template
C.   Offeror Representation of Transparency, Integrity, Environmental and Social Responsibility

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A. Technical Proposal

The technical proposal shall be comprised of the following parts:

- Part 1: Technical Approach, Methodology and Detailed Work Plan. This part shall be between 3 and 5 pages long but may not exceed 5 pages.

  The Technical Proposal should describe in detail how the Offeror intends to carry out the requirements described in Section 2, Scope of Work (SOW). The technical proposal should demonstrate a clear understanding of the work to be undertaken and the responsibilities of all parties involved. The Offeror should include details on personnel, equipment, and contractors who will be used to carry out the required services.

- Part 2: Management, Key Personnel, and Staffing Plan. This part shall be between 2 and 5 pages long, but may not exceed 5 pages. CVs may be included in an annex to the technical proposal and will not count against the page limit. Proposed staff must have previous experience with GEF evaluations. Due to COVID 19 concerns and to promote local staffing, firms that have an established presence in the country(ies) where the evaluation will take place will be given preference. This will be reflected under Section 2 of the Evaluation Criteria.

  One of the key facets of the Evaluation Criteria is the Personnel Qualifications for carrying out the evaluation. In providing CI with the CVs for the key personnel, this provides a baseline for the evaluation. Therefore, changes in key personnel under the contract must be pre-approved by CI in writing, to ensure that the substitute personnel have the similar vigor in terms of qualifications.
  If the Offeror issues a Subcontract, Subcontractors meet the technical profile required: language skills, GEF evaluation experience and ability to travel to the designated locations, and must be pre-approved by CI.

  For the evaluation team, it is encouraged to have at least four (4) core members: project leader, assistant project leader, data specialist, coordinator/writer. The project leader must have at least 8 years of experience in doing evaluations, and he/she must have led at least three evaluation projects related to the project being evaluated for the bid. For the assistant project leader, he/she must have been involved in at least three project evaluations and with environmental and social safeguards background. For the data specialist, knowledge on data collection techniques, data processing and analysis, statistical methods and software that may be used in the project evaluation. The coordinator/writer must have sufficient experience (i.e., at least two projects involved in the past) in coordinating and writing reports for an evaluation. The technical specifications here are the minimum requirements.

- Part 3: Corporate Capabilities, Experience, Past Performance, and 3 client references. This part shall be between 2 and 4 pages long, but may not exceed 4 pages. Please include descriptions of similar projects or assignments and at least three client references.

B. Cost Proposal

Offerors shall use the cost proposal template provided for this RFP (please use the excel file provided in the posting). The cost proposal is used to determine which proposals are the most advantageous and serves as a basis of negotiation for award of a contract. The cost proposal must be all-inclusive of profit and

fees. Additional costs cannot be included after award, and revisions to proposed costs may not be made after submission unless expressly requested by CI should the offerors proposal be accepted.

Nevertheless, for the purpose of the proposal, **Offerors must price out the deliverables listed in Part III of Section 2 (Expected Outputs and Deliverables)** and provide at a minimum their hourly or daily rate, travel, and any other anticipated cost. Please refer to the Budget Template attached for details. CI reserves the right to request additional cost information if the evaluation committee has concerns of the reasonableness or completeness of an Offeror's cost proposal.

If selected, Offeror shall use its best efforts to minimize the financing of any taxes on goods and services, or the importation, manufacture, procurement or supply thereof.   If Offeror is eligible to apply for refunds on taxes paid, Offeror shall do so. Any tax savings should be reflected in the total cost.

C. Offeror Representation of Transparency, Integrity, Environmental and Social Responsibility

This document must be signed by the Offerors or (Offerors representative) and submitted with the Offeror's proposal to CI and can be found in Section 5 to the RFP.

1.4 Chronological List of Proposal Events

Offerors must strictly follow the calendar of important dates in the solicitation process. The dates can be modified at the sole discretion of CI. Any changes will be published in an amendment to this RFP.

Event	Due By
RFP Originally Issued	June 30th, 2022
Notice of Intent to Participate	July 8th, 2022
RFP Reposted, if applicable	July 8th, 2022
Questions Due (send to: cievaluationprocurement@conservation.org)	July 15th, 2022
Answers to Questions Distributed	July 25th, 2022
Proposal Due Date	August 5th at 5:00pm EDT (UTC-04:00)
Estimated Award-Interview	August 26th, 2022

1.5 Evaluation and Basis for Award

Award(s) will be made to the offeror(s) whose proposal is determined to be responsive to this solicitation document, meets the technical capability requirements, and is determined to represent the most advantageous to CI. CI reserves the right to split the award(s) among the highest ranked offerors, if such action is considered to be in the best interest of CI.

	Evaluation Criteria	Total Possible Points
I	**Technical Proposal (Part 1): Technical Approach, Methodology, and Detailed Work Plan**	
1	Does the proposal clearly explain, understand and respond to the objectives of the project as stated in the Scope of Work?	10
2	Does the organization have an established presence in the country (directly or through a subcontractor) where the evaluation will take?	10
3	Does the proposed program approach and detailed activities and timeline fulfill the requirements of executing the Scope of Work effectively and efficiently?	20
4	Does the proposal demonstrate the Offeror's knowledge related to technical sectors required by the Scope of Work?	10
II	**Technical Proposal (Part 2): Management, Key Personnel, and Staffing Plan**	
5	Personnel Qualifications – Do the proposed team members have necessary experience and capabilities to carry out the Scope of Work?	15
6	Does the organization have extensive experience conducting GEF evaluations?	15
III	**Technical Proposal (Part 3): Corporate Capabilities, Experience, Past Performance, and references**	
7	Company Background and Experience – Does the company have 10 experience relevant to the project Scope of Work?	
IV	**Cost Proposal: Cost Includes (Travel, Fee, Charges, any other expenses)**	
8	Cost- Lowest Cost	10

Section 2. Scope of Work Terminal Evaluation

2.1 Terminal Evaluation

The Global Environment Facility (GEF) requires Terminal Evaluations (TEs) for full-sized projects and encourages TEs for medium-sized projects. TEs are conducted by independent consultants and are used as an adaptive management tool by GEF Agencies and as a portfolio monitoring tool by the GEF Secretariat. TEs are primarily a monitoring tool to identify challenges and outline corrective actions to ensure that a project is on track to achieve maximum results by its completion. **All reports that are submitted must be in English.**

 I. Scope of Work:

1.   Kick off meeting to introduce team, and provide project related documents for evaluations, based on the submitted proposal.
2.   The evaluator will conduct a desk review of project documents (i.e. PIF, Project Document, plans related to the Environmental and Social Safeguards [including

Accountability and Grievance Mechanism, Gender Mainstreaming, and Stakeholder Engagement], Work plans, Budgets, Project Inception Report, Quarterly Reports, PIRs, documents with project results, Finalized GEF Focal Area Tracking Tools, policies and guidelines used by the Executing Agency, CI-GEF Evaluation Policy, GEF Evaluation Policy, Project Operational Guidelines, Manuals and Systems, etc.), and develop draft Key informant Questionnaire and draft terminal evaluation inception report to be reviewed by CI-GEF team. The report will contain the initial information on the following:

a.   Initial subject of the review, and relevant context

b.   Purpose of the evaluation: why is the evaluation being conducted at this time, who needs the information and why?

c.   Objectives of the evaluation: What the evaluation aims to achieve (e.g. assessment of the results of the project, etc.)

d.   Scope: What aspects of the project will be covered, and not covered, by the evaluation

e.   Identification and description of the evaluation criteria (including relevance, effectiveness, results, efficiency, and sustainability)

f.   Key evaluation questions

g.   Methodology including approach for data collection and analysis, and stakeholder engagement

h.   Rationale for selection of the methods, and selection of data sources (i.e. sites to be visited, stakeholders to be interviewed)

i.   Proposal on the system for data management and maintenance of records

j.   Intended products and reporting procedures

k.   Potential limitations of the evaluation

3.   The evaluator will host a workshop (in person/virtual) with the Executing Agencies to clarify understanding of the objectives and methods of the Terminal Evaluation.
The conclusion of the workshop will be summarized in a Terminal Evaluation Workshop Report with the following information:

a.   Final subject of the review, and relevant context

b.   Purpose of the evaluation: why is the evaluation being conducted at this time, who needs the information and why?

c.   Objectives of the evaluation: What the evaluation aims to achieve (e.g. assessment of the results of the project, etc.)

d.   Scope: What aspects of the project will be covered, and not covered, by the evaluation

e.   Identification and description of the evaluation criteria (including relevance, effectiveness, results, efficiency, and sustainability)

f.   Key evaluation questions

g.   Methodology including approach for data collection and analysis, and stakeholder engagement

h.   Rationale for selection of the methods, and selection of data sources (i.e. sites to be visited, stakeholders to be interviewed)

i.   Final system for data management and maintenance of records

j.   Intended products and reporting procedures

k.   Potential limitations of the evaluation

4.   The evaluator will undertake the evaluation of the project, including any interviews and in-country site visits, based on the Guidelines for the Evaluator/s section II.

       The evaluator will Present initial findings to the Executing Agency, CI's General Counsel's Office (GCO) and CI-GEF Agency at the end of TE mission.

5.   Based on the document review and the in-country interviews/site visits, the evaluator will prepare a draft evaluation report following the outline in Annex 1. The report will be shared with the Executing Agencies and the CI-GEF Agency. Each party can provide a management response, documenting questions or comments on the draft evaluation report.

6.   The evaluator will incorporate comments and will prepare the final evaluation report. The evaluator will submit a final evaluation report in word and PDF and will include a separate document highlighting where/how comments were incorporated.

II.   Guidelines for the Evaluator(s):

- Evaluators will be independent from project design, approval, implementation and execution. Evaluators will familiarize themselves with the GEF programs and strategies, and with relevant GEF policies such as those on project cycle, M&E, co-financing, fiduciary standards, gender, and environmental and social safeguards.

- Evaluators will take perspectives of all relevant stakeholders (including the GEF Operational Focal Point[s]) into account. They will gather information on project performance and results from multiple sources including the project M&E system, tracking tools, field visits, stakeholder interviews, project documents, and other independent sources, to facilitate triangulation. They will seek the necessary contextual information to assess the significance and relevance of observed performance and results.

- Evaluators will be impartial and will present a balanced account consistent with evidence.

- Evaluators will apply the rating scales provided in these guidelines in Annex 2.

- Evaluators will abide by the GEF Evaluation Office Ethical Guidelines.

III. Expected Outputs and Deliverables:

Number	Activity	Deliverable	Proposed Cost $US
1	Introductory Call	Summary of the introductory call to introduce team members and review evaluation timeline	Insert Cost US$

2	Desk review of all relevant project documents	Draft Terminal Evaluation Inception Report and Key Informant Questionnaire	Insert Cost US$
3	Host Evaluation Inception workshop with Executing Agencies (virtual/in person)	Final Terminal Evaluation Inception Workshop Report	Insert Cost US$
4	Evaluation of the project via interviews and site visits	Presentation of initial findings	Insert Cost US$
5	Draft Final Report	Terminal Evaluation Final Report (Draft)	Insert Cost US$
6	Revised report incorporating comments from CI	Final Terminal Evaluation Report (word and PDF), including document showing how comments/questions were incorporated	Insert Cost US$

Annex 1: Outline for Draft and Terminal Evaluation Report

The draft and final evaluation reports should at the minimum contain the information below:

General Information

The Terminal Evaluation report will provide general information on the project and conduct of the Terminal Evaluation. This includes information such as:

- GEF Project ID
- Project name
- GEF financing
- Planned and materialized co-financing
- Key objectives
- GEF Agency
- Project countries
- Key dates
- Name of the Project Executing Agency(ies)

The Terminal Evaluation report will also provide information on when the evaluation took place, places visited, who was involved, the methodology, and the limitations of the evaluation. The report will also include, as annexes to the main report, the evaluation team's terms of reference, its composition and expertise.

Where feasible and appropriate, the Terminal Evaluation reports should include georeferenced maps and/or coordinates that demarcate the planned and actual area covered by the project. To facilitate tracking and verification, where feasible, the Terminal Evaluations should include geo-referenced pictures of the sites where GEF supported interventions were undertaken.

Project Theory of Change

The Terminal Evaluation report will include a description of the project's theory of change including description of: the outputs, outcomes, intermediate states, and intended long-term environmental impacts of the project; the causal pathways for the long-term impacts; and, implicit and explicit assumptions. The project's objective(s) should also be included within the theory of change.

Some of the projects may already have an explicit theory of change. Where appropriate, after consultations with the project stakeholders, the evaluators may refine this theory of change. Where an explicit theory of change is not provided in the project documents, the evaluators should develop it based on information provided in the project documents and through consultations with the project stakeholders. The report should provide an explicit (or implicit) statement on project's theory of change - i.e. how through a causal chain project activities would lead to project outcomes and long term impact. It should describe how causal links among the outputs, outcomes and long term impacts are supposed to work. The report should also include the assumptions made in the project's theory of change.

Assessment of Project Results

The TE must assess achievement of project outputs and outcomes, and report on these. While assessing a project's results, evaluators will determine and rate the extent to which the project objectives – as stated in the documents submitted at the CEO Endorsement stage – have been achieved. The evaluator(s) should also indicate if there were any changes in project design and/or expected results after start of implementation. If the project did not establish a baseline (initial conditions), where feasible, the evaluator should estimate the baseline conditions so that results can be determined. Where applicable, the Terminal Evaluation report will include an assessment of the level of achievement of the GEF corporate results targets/core indicators to which the project contributes and will also incorporate data from the focal area tracking tool and/or core indicator worksheet .

Outputs

The evaluator should rate the extent to which the expected outputs were actually delivered. An identification and assessment of the factors that affected delivery of outputs should also be included.

Outcomes

The evaluator should rate the extent to which the expected outcomes were achieved and the extent to which its achievement was dependent on delivery of project outputs. They should also assess the factors that affected outcome achievement, e.g. project design, project's linkages with other activities, extent and materialization of co-financing, stakeholder involvement, etc. Where the project was developed within the framework of a program, the assessment should also report on the extent the project contributed to the program outcomes.

Criteria for Outcome Ratings

Outcome ratings will take into account the outcome achievements of the projects against its expected targets.

Project outcomes will be rated on three dimensions:

a.   Relevance: Were the project outcomes congruent with the GEF focal areas/operational program strategies, country priorities, and mandates of the Agencies? Was the project design appropriate for delivering the expected outcomes?

b.   Effectiveness: Were the project's actual outcomes commensurate with the expected outcomes?

c.   Efficiency: Was the project cost-effective? How does the project cost/time versus output/outcomes equation compare to that of similar projects?

Rating Scale for Outcomes: An overall outcome rating will be provided on a six-point scale (highly satisfactory to highly unsatisfactory) after taking into account outcome relevance, effectiveness, and efficiency (See Annex 2).

Sustainability

The assessment of sustainability will weigh risks to continuation of benefits from the project. The assessment should identify key risks and explain how these risks may affect continuation of benefits after the GEF project ends. The analysis should cover key risks, including financial, socio-political, institutional, and environmental risks. The overall sustainability of project outcomes will be rated on a four-point scale (Likely to Unlikely) based on an assessment of the likelihood and magnitude of the risks to sustainability. Higher levels of risks and magnitudes of effect, imply lower likelihood of sustainability. Annex 2 describes the rating scale for sustainability.

Progress to Impact

It is often too early to assess the long-term impacts of the project at the point of project completion. This said, some evidence on progress towards long-term impacts, and the extent to which the key assumptions of the project's theory of change hold, may be available and it may be feasible to assess and report on the progress. The evaluators should also assess the extent to which the progress towards long-term impact may be attributed to the project.

The evaluators should report the available qualitative and quantitative evidence on environmental stress reduction (e.g. GHG emission reduction, reduction of waste discharge, etc.) and environmental status change (e.g. change in population of endangered species, forest stock, water retention in degraded lands, etc.). When reporting such evidence, the evaluator should note the information source and clarify the scale/s at which the described environmental stress reduction is being achieved.

The evaluators should cover the project's contributions to changes in policy/ legal/regulatory frameworks. This would include observed changes in capacities (awareness, knowledge, skills, infrastructure, monitoring systems, etc.) and governance architecture, including access to and use of information (laws, administrative bodies, trust-building and conflict resolution processes, information-sharing systems, etc.). Contribution to change in socioeconomic status (income, health, well-being, etc.) should also be documented.

Where the environmental and social changes are being achieved at scales beyond the immediate area of intervention, the evaluators should provide an account of the processes such as sustaining, mainstreaming, replication, scaling up and market change, through which these changes have taken place. The evaluators should discuss whether there are arrangements in the project design to facilitate follow-up actions, and should document instances where the GEF promoted approaches, technologies, financing instruments, legal frameworks, information systems, etc., were adopted/implemented without direct support from, or involvement of, the project. Evidence on incidence of these processes should be discussed to assess progress towards impact.

When assessing contributions of GEF project to the observed change, the evaluators should also assess the contributions of other actors and factors. The evaluators should assess merits of rival explanations for the observed impact and give reasons for accepting or rejecting them. Where applicable, the evaluators are encouraged to identify and describe the barriers and other risks that may prevent further progress towards long-term impacts.

The evaluators should document the unintended impacts – both positive and negative impacts – of the project and assess the overall scope and implications of these impacts. Where these impacts are

undesirable from environmental and socio-economic perspectives, the evaluation should suggest corrective actions.

Assessment of Monitoring & Evaluation Systems

The evaluators will include an assessment of the strengths and weaknesses of the project M&E plan and its implementation.

M&E Design. To assess the quality of the M&E plan, the evaluators will assess:

a.   Was the M&E plan at the point of CEO Endorsement practical and sufficient?

b.   Did it include baseline data?

c.   Did it: specify clear targets and appropriate (SMART) indicators to track environmental, gender, and socio-economic results; a proper methodological approach; specify practical organization and logistics of the M&E activities including schedule and responsibilities for data collection; and, budget adequate funds for M&E activities?

M&E Implementation. The evaluators should assess:

a.   Whether the M&E system operated as per the M&E plan?

b.   Where necessary, whether the M&E plan was revised in a timely manner?

c.   Was information on specified indicators and relevant GEF focal area tracking tools gathered in a systematic manner?

d.   Whether appropriate methodological approaches have been used to analyze data?

e.   Were resources for M&E sufficient? How was the information from the M&E system used during the project implementation?

Project M&E systems will be rated on the quality of M&E design and quality of M&E implementation using a six-point scale (Highly Satisfactory to Highly Unsatisfactory). Annex 2 provides more details on the scale.

Assessment of Implementation and Execution

The assessment of the implementation and execution of GEF projects will take into account the performance of the GEF Implementing Agencies and project Executing Agency(ies) (EAs) in discharging their expected roles and responsibilities. The performance of these agencies will be rated using a six-point scale (Highly Satisfactory to Highly Unsatisfactory). See Annex 2 for more information on the scale.

Quality of Implementation: Within the GEF partnership, GEF Implementing Agencies are involved in activities related to a project's identification, concept preparation, appraisal, preparation of detailed proposal, approval and start-up, oversight, supervision, completion, and evaluation. To assess performance of the GEF Agencies, the evaluators will assess the extent to which the agency delivered effectively on these counts, with focus on elements that were controllable from the given GEF Agency's perspective. The evaluator will assess how well risks were identified and managed by the GEF Agency.

Quality of Execution: Within the GEF partnership, the EAs are involved in the management and administration of the project's day-to-day activities under the overall oversight and supervision of the GEF Agencies. The EAs are responsible for the appropriate use of funds, and procurement and contracting of goods and services to the GEF Agency. To assess EA performance, the evaluators will assess the extent to which it effectively discharged its role and responsibilities.

Assessment of the Environmental and Social Safeguards

The evaluator will assess whether appropriate environmental and social safeguards were addressed in the project's design and implementation (See Annex 2 for more details on the rating scale). It is expected that a GEF project will not cause any harm to environment or to any stakeholder and, where applicable, it will take measures to prevent and/or mitigate adverse effects. It is also expected that projects actively seek to do good, by identifying opportunities to advance gender equality, social inclusion and meaningful participation of stakeholders in project implementation. The evaluator should assess the screening/ risk categorization of the project along with the implementation of the safeguard plans that were approved by the GEF Agency. There should be an analysis of the implementation of management measures, as outlined at CEO Endorsement/Approval, including findings on the effectiveness of management measures and lessons learned.

In projects that included local communities and/or indigenous people as beneficiaries or key stakeholders, the evaluator should guarantee that their voices are adequately heard and represented in the evaluation, through primary data collection.

Gender: The evaluator will determine the extent to which the gender considerations were taken into account in designing and implementing the project. The evaluator should report whether a gender analysis was conducted, the extent to which the project was implemented in a manner that ensures gender equitable participation and benefits, and whether gender disaggregated data was gathered and reported on beneficiaries. In case the given GEF project disadvantages or may disadvantage women or men, then this should be documented and reported. The evaluator should also determine the extent to which relevant gender related concerns were tracked through project M&E, and if possible, addressing whether gender considerations contributed to the success of the project.

At the minimum, the evaluator should assess the progress towards achieving gender sensitive measures and/or targets as documented at CEO endorsement/approval in the Gender Mainstreaming Plan or equivalent. The evaluator should at least attempt to address the following questions:
a)   How effective was the project in reaching women and integrating gender mainstreaming throughout its activities? were all activities planned in the GMP implemented? Yes/No Why?
b)   Did the project face any challenges in implementing the GMP as initially proposed? Which challenges? How were the challenges overcome?
c)   Compared to the original GMP, did the project had to implement any adaptations to promote meaningful participation of women and advance towards other gender sensitive targets?
d)   Did the project team/stakeholders/beneficiaries observed any qualitative outcomes (either positive or negative) related to gender equality, that are difficult to capture in a quantitative project target?
e)   Considering all the above, what are the recommendations for future similar projects to effectively advance towards gender sensitive targets or seize opportunities to promote gender transformational change?
       d) Were there any key lessons learned and/or good practices identified in the project's efforts to implement gender sensitive measures?

In projects that included local communities and/or indigenous people as beneficiaries or key stakeholders, the evaluator should also explore:

- To what extent did the project enhanced women's leadership and meaningful participation in decision-making spaces and processes?
- To what extent did the project facilitated and enhanced the capacity of women and men to change negative gender norms, that could potentially prevent women from fully benefiting from project's Outputs and Outcomes?
- Are there any indications of the project influencing or enabling women's agency, access and control over assets, access to new economic opportunities or productive or conservation opportunities or roles?
- Were there any unintended outcomes (positive or negative) related to gender equality at the community level?

Stakeholder Engagement: The evaluator should, where applicable, review and assess the Stakeholder Engagement Plan and project specific aspects such as involvement of civil society, indigenous population, private sector, etc. The evaluator should also indicate the percentage of stakeholders who rate as satisfactory, the level at which their views and concerns are taken into account by the project.

At the minimum, the evaluator should explore the progress, challenges, the strategies advanced to overcome them, and outcomes on stakeholder engagement (based on the description of the Stakeholder Engagement Plan included at CEO Endorsement/Approval.

In projects that included local communities and/or indigenous people as beneficiaries or key stakeholders, the evaluator should also give an account on the efforts made by the project to enhance their meaningful participation in project implementation. It should also explore if there were any additional efforts implemented to promote the participation of vulnerable or marginalized groups present in the prioritized communities.

Accountability and Grievance Mechanism: The evaluator should review and assess the project's Grievance Mechanism. The evaluator should analyze and assess whether project stakeholders were aware of the grievance mechanism and whether the mechanism was effective in addressing grievances.

In projects that include local communities and/or indigenous people as beneficiaries or key stakeholders, the evaluator should review and assess if established channels and procedures, were accessible and responded to their specific context and needs.

The evaluator should also review and assess any other safeguard plans that were triggered.

Overall, the evaluator should identify key lessons learned in the implementation of the ESMF (ESS, gender, stakeholder engagement and grievance mechanism), including what worked well and what needs to be improved. The evaluator should also provide recommendations to guide upcoming future GEF projects.

Other Assessments

The Terminal Evaluations should assess the following topics, for which ratings are not required:

a. Need for follow-up: Where applicable, the evaluators will indicate if there is any need to follow up on the evaluation findings, e.g. instances financial mismanagement, unintended negative impacts or risks, etc.

b. Materialization of co-financing: the evaluators will provide information on the extent to which expected co-financing materialized, whether co-financing is cash or in-kind, whether it is in form of grant or loan or equity, whether co-financing was administered by the project management or by some other organization, how shortfall in co-financing or materialization of greater than expected co-financing affected project results, etc.

c. Knowledge Management: the evaluators should provide an assessment of whether the Knowledge Management Plan as included in the Project Document was implemented. If possible, the evaluators should also include the list of knowledge products developed throughout project implementation, including internet references if available.

d. Lessons and Recommendations: Evaluators should provide a few well-formulated lessons that are based on the project experience and applicable to the type of project at hand, to the GEF's overall portfolio, and/or to GEF systems and processes. Wherever possible, Terminal Evaluation reports should include examples of good practices in project design and implementation that have led to effective stakeholder engagement, successful broader adoption of GEF initiatives by stakeholders, and large-scale environmental impacts. The evaluators should describe aspects of the project performance that worked well along with reasons for it. They should discuss where these good practices may or may not be replicated. Recommendations should be well formulated and targeted. The recommendations should discuss the need for action, the recommended action along with its likely consequences vis-à-vis status quo and other courses of action, the specific actor/actors that need to take the action, and time frame for it.

Annex 2: Rating Scale

The main dimensions of project performance on which ratings are first provided in terminal evaluation are: outcomes, sustainability, quality of monitoring and evaluation, quality of implementation, and quality of execution. The CI-GEF Agency also includes ratings for environmental and social safeguards.

Outcome Ratings:
The overall ratings on the outcomes of the project will be based on performance on the following criteria:

a. Relevance
b. Effectiveness
c. Efficiency

Project outcomes are rated based on the extent to which project objectives were achieved. A six-point rating scale is used to assess overall outcomes:

- Highly satisfactory (HS): Level of outcomes achieved clearly exceeds expectations and/or there were no short comings.
- Satisfactory (S): Level of outcomes achieved was as expected and/or there were no or minor short comings.
- Moderately Satisfactory (MS): Level of outcomes achieved more or less as expected and/or there were moderate short comings.

- Moderately Unsatisfactory (MU): Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings.
- Unsatisfactory (U): Level of outcomes achieved substantially lower than expected and/or there were major short comings.
- Highly Unsatisfactory (HU): Only a negligible level of outcomes achieved and/or there were severe short comings.
- Unable to Assess (UA): The available information does not allow an assessment of the level of outcome achievements.

The calculation of the overall outcomes rating of projects will consider all the three criteria, of which relevance and effectiveness are critical. The rating on relevance will determine whether the overall outcome rating will be in the unsatisfactory range (MU to HU = unsatisfactory range). If the relevance rating is in the unsatisfactory range, then the overall outcome will be in the unsatisfactory range as well. However, where the relevance rating is in the satisfactory range (HS to MS), the overall outcome rating could, depending on its effectiveness and efficiency rating, be either in the satisfactory range or in the unsatisfactory range.

The second constraint applied is that the overall outcome achievement rating may not be higher than the effectiveness rating. During project implementation, the results framework of some projects may have been modified. In cases where modifications in the project impact, outcomes and outputs have not scaled down their overall scope, the evaluator should assess outcome achievements based on the revised results framework. In instances where the scope of the project objectives and outcomes has been scaled down, the magnitude of and necessity for downscaling is taken into account and despite achievement of results as per the revised results framework, where appropriate, a lower outcome effectiveness rating may be given.

Sustainability Ratings:
The sustainability will be assessed taking into account the risks related to financial, sociopolitical, institutional, and environmental sustainability of project outcomes. The evaluator may also take other risks into account that may affect sustainability. The overall sustainability will be assessed using a four-point scale.
- Likely (L): There is little or no risk to sustainability.
- Moderately Likely (ML): There are moderate risks to sustainability.
- Moderately Unlikely (MU): There are significant risks to sustainability.
- Unlikely (U): There are severe risks to sustainability.
- Unable to Assess (UA): Unable to assess the expected incidence and magnitude of risks to sustainability.

Project M&E Ratings:
Quality of project M&E will be assessed in terms of:
- Design
- Implementation

Quality of M&E on these two dimensions will be assessed on a six-point scale:
- Highly satisfactory (HS): There were no short comings and quality of M&E design / implementation exceeded expectations.

- Satisfactory (S): There were no or minor short comings and quality of M&E design / implementation meets expectations.
- Moderately Satisfactory (MS): There were some short comings and quality of M&E design/implementation more or less meets expectations.
- Moderately Unsatisfactory (MU): There were significant shortcomings and quality of M&E design/implementation somewhat lower than expected.
- Unsatisfactory (U): There were major short comings and quality of M&E design/implementation substantially lower than expected.
- Highly Unsatisfactory (HU): There were severe short comings in M&E design/ implementation.
- Unable to Assess (UA): The available information does not allow an assessment of the quality of M&E design/implementation.

Implementation and Execution Rating:

Quality of implementation and of execution will be rated separately. Quality of implementation pertains to the role and responsibilities discharged by the GEF Agencies that have direct access to GEF resources. Quality of Execution pertains to the roles and responsibilities discharged by the country or regional counterparts that received GEF funds from the GEF Agencies and executed the funded activities on ground. The performance will be rated on a six-point scale.
- Highly satisfactory (HS): There were no short comings and quality of environmental and social safeguard plans design/implementation exceeded expectations.
- Satisfactory (S): There were no or minor short comings and quality of environmental and social safeguard plans design/execution met expectations.
- Moderately Satisfactory (MS): There were some short comings and quality of environmental and social safeguard plans design/implementation more or less met expectations.
- Moderately Unsatisfactory (MU): There were significant shortcomings and quality of environmental and social safeguard plans design/implementation somewhat lower than expected.
- Unsatisfactory (U): There were major short comings and quality of environmental and social safeguard plans design/implementation substantially lower than expected.
- Highly Unsatisfactory (HU): There were severe short comings in quality of environmental and social safeguard plans design/implementation
- Unable to Assess (UA): The available information does not allow an assessment of the quality of environmental and social safeguard plans design/implementation

Environmental and Social Safeguards:

The approved environmental and social safeguard plans will be rated according to the following scale.
- Highly satisfactory (HS): There were no short comings and quality of implementation / execution exceeded expectations.
- Satisfactory (S): There were no or minor short comings and quality of implementation / execution meets expectations.
- Moderately Satisfactory (MS): There were some short comings and quality of implementation / execution more or less meets expectations.
- Moderately Unsatisfactory (MU): There were significant shortcomings and quality of implementation / execution somewhat lower than expected.
- Unsatisfactory (U): There were major short comings and quality of implementation / execution substantially lower than expected.
- Highly Unsatisfactory (HU): There were severe short comings in quality of implementation / execution.

- Unable to Assess (UA): The available information does not allow an assessment of the quality of implementation / execution.

3. Brief Overview of Project Being Evaluated

	Fiscal Year: 2022
Staying within Sustainable Limits: Advancing leadership of the private sector and cities	Location(s): United States
RFP Number: GEF-TE-SBTMSP-009	

Awarding Agency: Global Environmental Facility (GEF-Agency)

Type of Contract: Firm Fixed Price

Planned Terminal Evaluation: October 1st, 2022

Total Estimated Cost/Amount Range Budget: $25,000 - $30,000

Scope of Work/ Deliverables: Section 2.1 of RFP

Here

Link to Project Being Evaluated: Click

4. CI's Service Agreement Template & Code of Ethics

Any resulting agreement will be subject to the terms and conditions of CI's Services Agreement. A model form of agreement can be provided upon request.

5. Offeror Representation of Transparency, Integrity, Environmental and Social Responsibility

This form to be signed by the Offerors or (Offerors representative) and must be submitted with the proposal to CI. No revisions may be made.

Solicitation Number: GEF-TE-SBTMSP-009

All Offerors are expected to exercise the highest standards of conduct in preparing, submitting and if selected, eventually carrying out the specified work in accordance with CI's Code of Ethics. CI's Code of Ethics provides guidance to CI employees, service providers, experts, interns, and volunteers in living CI's core values, and outlines minimum standards for ethical conduct which all parties must adhere to. Any violations of the Code of Ethics should be reported to CI via its Ethics Hotline at www.ci.ethicspoint.com.

CI relies on the personal integrity, good judgment and common sense of all third parties acting on behalf, or providing services to the organization, to deal with issues not expressly addressed by the Code or as noted below.

With respect to CI's Code of Ethics, we certify:

We understand and accept that CI, its contractual partners, grantees and other parties with whom we work are expected to commit to the highest standards of Transparency, Fairness, and Integrity in procurement.

With respect to social and environmental standards, we certify:

We are committed to high standards of ethics and integrity and compliance with all applicable laws across our operations, including prohibition of actions that facilitate trafficking in persons, child labor, forced labor, sexual abuse, exploitation or harassment. We respect internationally proclaimed human rights and take no action that contributes to the infringement of human rights. We protect those who are most vulnerable to infringements of their rights and the ecosystems that sustain them.

We fully respect and enforce the environmental and social standards recognized by the international community, including the fundamental conventions of International Labour Organization (ILO) and international conventions for the protection of the environment, in line with the laws and regulations applicable to the country where the contract is to be performed.

With respect to our eligibility and professional conduct, we certify:

We are not and none of our affiliates [members, employees, contractors, subcontractors, and consultants] are in a state of bankruptcy, liquidation, legal settlement, termination of activity, or guilty of grave professional misconduct as determined by a regulatory body responsible for licensing and/or regulating the offeror's business

We have not and will not engage in criminal or fraudulent acts. By a final judgment, we were not convicted in the last five years for offenses such as fraud or corruption, money laundering or professional misconduct.

We are/were not involved in writing or recommending the scope of work for this solicitation document. We have not engaged in any collusion or price fixing with other offerors. We have not made promises, offers, or grants, directly or indirectly to any CI employees involved in this procurement, or to any government official in relation to the contract to be performed, with the intention of unduly influencing a decision or receiving an improper advantage. We have taken no action nor will we take any action to limit or restrict access of other companies, organizations or individuals to participate in the competitive bidding process launched by CI. We have fulfilled our obligations relating to the payment of social security contributions or taxes in accordance with the legal provisions of the country where the contract is to be performed. We have not provided, and will take all reasonable steps to ensure that we do not and will not knowingly provide, material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitate, or participated in terrorist acts, and we are compliant with all applicable Counter-Terrorist Financing and Anti-Money Laundering laws (including USA Patriot Act and U.S. Executive Order 13224). We certify that neither we nor our directors, officers, key employees or beneficial owners are included in any list of financial or economic sanctions, debarment or suspension adopted by the United States, United Nations, the European Union, the World Bank, or General Services Administration's List of Parties Excluded from Federal Procurement or Non-procurement programs in accordance with E.O.s 12549 and 12689, "Debarment and Suspension".

Name: _____

Signature: _____

Title: _____

Date: _____

Annex B: The list of stakeholders consulted

Name	Organisation	Email
Nicholas Macfarlane	IUCN	Nicholas.Macfarlane@iucn.org
Heather Grady	RPA	hgrady@rockpa.org
Louise Mair	Newcastle University	louise.mair@newcastle.ac.uk
Erin Billman	Science Based Targets Network	erin@sbtnetwork.org
Rachel Jetel	Systems Change Lab, WRI	rachel.jetel@wri.org
Frank Hawkins	IUCN	frank.hawkins@iucn.org
Caroline Bryant	Porticus	c.bryant@porticus.com
Johan Rockstrom	Global Commons Alliance	johan.rockstrom@pik-potsdam.de
Martha Stevenson	WWF	martha.stevenson@wwfus.org
Free de Koning	Conservation International	fdekoning@conservation.org
Tim Kelly	Earth HQ	tim@globalcommons.org
Wendy Broadgate	Future Earth	wendy.broadgate@futureearth.org
Shannon Wiecks	Conservation International	swiecks@conservation.org

Annex C: Standard GEF Rating scale

Outcome	
Highly satisfactory (HS):	Level of outcomes achieved clearly exceeds expectations and/or there were no short comings
Satisfactory (S):	Level of outcomes achieved was as expected and/or there were no or minor short comings
Moderately Satisfactory (MS	Level of outcomes achieved more or less as expected and/or there were moderate shortcomings
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Unsatisfactory (U):	Level of outcomes achieved substantially lower than expected and/or there were major short comings.
Highly Unsatisfactory (HU):	Only a negligible level of outcomes achieved and/or there were severe short comings.
Unable to Assess (UA):	The available information does not allow an assessment of the level of outcome achievements
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Environmental and Social Safeguards	
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Highly Unsatisfactory (HU):	There were severe short comings in quality of implementation / execution.
Unable to Assess (UA):	The available information does not allow an assessment of the quality of implementation / execution.

Annex D: Composition of the evaluation team

Prof. Kalame Fobissie (Team Leader, Canada)

Fobissie is the CEO of Fokabs Inc. He has experience in 60+ countries in Africa, Europe, Asia, and the Americas in the areas of climate change vulnerability, adaptation, mitigation, policy, and finance. He has led and provided climate change advisory services to 35+ African countries and to organizations such as the World Bank, AfDB, GCF, EY, PwC, and UN (UNDP, IOM, UNIDO, UNECA, UNEP, UNFF, UNICEF, UNOPS).

Since 2007, he is actively engaged in international climate policy as a resource person and a negotiator for the African Group of Negotiators. During the drafting of the Paris Climate Agreement, he led some of the negotiations for Africa. He has supported the development, implementation, and revision of NDCs of 19+ African countries.

He is currently the Director of a "Certificate Climate Finance Course" in Canada and Leads a "Climate Finance and Green Investment Lab" in Canada, supported by the Canadian Government. He has evaluated over 13 projects including global programmes.

Fobissie is a Professor at the School of International Development, University of Ottawa-Canada, and a Professor of Tropical Forest Management, University of Helsinki-Finland. He holds a Ph.D. in Agriculture, Forestry, and Climate Change, and a master's degree in Natural Resource Management from the University of Helsinki. He holds an Executive MBA from the University of Ottawa, Canada.

Prof. Aurelian Mbzibain (International Consultant, United Kingdom)

Aurelian Mbzibain is a Professor of International Development with over 15 years of experience in project management and evaluation. His areas of focus include civil society, forest and wildlife governance, and climate change. His publications have futured in renowned journals like World Development, Forest Policy and Economics, Energy Policy amongst others. He has led several research projects, reviews, and evaluations on various topics ranging from climate change, conflict and resilience, NDCs, capacity building, youth and civil society effectiveness amongst others

Kevin Enongene (International Consultant, Canada)

Kevin is a Senior Manager, of Climate Finance and Green Investment at FOKABS. He has over 11 years of experience in the field of climate change and natural resource management. He has managed and coordinated the execution of consultancy assignments for diverse clients: the Green Climate Fund (GCF), UNDP, UNESCO, World Bank, WWF, GIZ, UNICEF, and Japanese Forest Technology Association (JAFTA) among others. Kevin has been involved in the evaluation of over fifteen complex regional and multi-country projects for different donors that cut across diverse fields: climate change, green economy, COVID-19 forestry, and civil society capacity strengthening.

Kevin holds three master's degrees in Carbon Management from the United Kingdom, Renewable Energy from New Zealand, and Natural Resource Management from Cameroon.