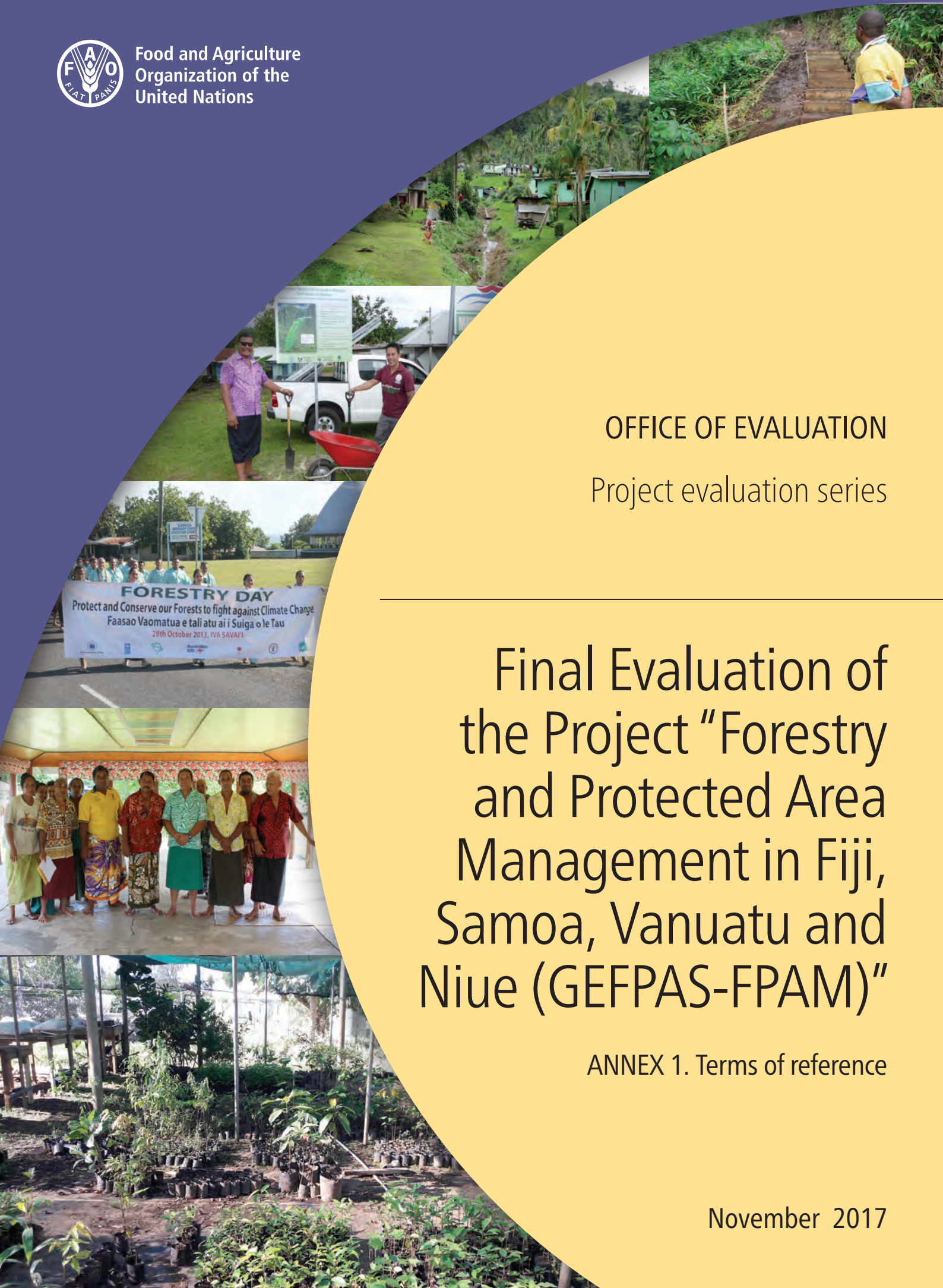




Food and Agriculture
Organization of the
United Nations



OFFICE OF EVALUATION

Project evaluation series

Final Evaluation of the Project "Forestry and Protected Area Management in Fiji, Samoa, Vanuatu and Niue (GEFPAS-FPAM)"

ANNEX 1. Terms of reference

November 2017

PROJECT EVALUATION SERIES

**Final Evaluation of the Project “Forestry and
Protected Area Management in Fiji, Samoa,
Vanuatu and Niue (GEFPAS-FPAM)”**

**GCP /RAS/262/GFF
GEF ID 3819**

ANNEX 1. Terms of Reference

**FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
OFFICE OF EVALUATION**

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Food and Agriculture Organization of the United Nations

Office of Evaluation (OED)

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1. Background and context of the project

- 1 The project “Forestry and Protected Area Management in Fiji, Samoa, Vanuatu and Niue (FPAM)”, is a six-year project reaching its closure in June 2017. The total budget is about USD 18 million of which USD 6.3 million is funded by the Global Environment Facility (GEF) through a Full Size Project grant. The remaining amount represents the co-financing from project partners and national counterparts as follows: USD 2.2 million from national governments, USD 1.5 million from the Food and Agriculture Organization of the United Nations (FAO), USD 8 million from other co-financiers (mainly non-governmental organizations (NGOs) and bilateral resource partners).¹
- 2 This project falls under the umbrella of the Pacific Alliance for Sustainability (PAS).² Project ideas were discussed and agreed at the GEF Regional Consultation on the PAS (Apia, Samoa, on 10 September 2007) and were included in the final PAS programme approved by the GEF Council on 24 April 2008. FAO and the United Nations Development Programme (UNDP) were selected as the GEF Agencies to take the lead on the development of these projects (UNDP for Papua New Guinea and FAO for Fiji, Samoa, Vanuatu and Niue).
- 3 Originally planned for four years, the FPAM project was declared operational in July 2011. However, due to the lengthy time taken to identify and recruit suitably qualified project staff, activities did not start until January 2012. The Pacific Islands, Fiji, Samoa and Vanuatu in particular, faced severe natural disasters that further delayed the implementation process. For these reasons and as recommended by the Mid-term Evaluation conducted in 2015 by the FAO Office of Evaluation (OED), the project has been extended for additional 24 months with a no-cost extension, till June 2017.
- 4 The FPAM project has been designed to strengthen the capacity of Fiji, Samoa, Vanuatu and Niue to arrest the continuing loss and degradation of their native forests and at the same time improve in sustainable ways the livelihoods of rural populations whose dependence on biodiversity is a contributing factor. The targeted countries are located in two of the World’s 34 ‘Biodiversity Hotspots’ where the richest and most threatened reservoirs of plant and animal life are found. Vanuatu is at the south-eastern end of the East Melanesian Islands Hotspot and accounts for 12 percent of the land area and contains 35 percent of the threatened plant and animal species occurring in this hotspot. Fiji, Samoa and Niue are at the south western edge of the Polynesia-Micronesia Hotspot that covers most of the South Pacific Ocean. They account for about 25 percent of the land area of this hotspot and 28 percent of its threatened plant and animal species. This biodiversity is seriously under threat as a result of several factors including the lack of effective conservation management, unsustainable resource use and weak legal and policy frameworks. The overall environmental and development goals respectively are thus a) to strengthen biodiversity conservation and reduce forest and land degradation; and b) to enhance the sustainable livelihoods of local communities living in and around protected areas.
- 5 In line with its objectives, the project is meant to contribute to FAO’s Strategic Objective (SO) 2, in particular Outcome 201 “Producers and natural resource managers adopt practices that increase and improve agricultural sector production in a sustainable manner” and 204 “Stakeholders make evidence-based decisions in the planning and management of the agricultural sectors and natural resources to support the transition to sustainable agricultural sector production systems through monitoring, statistics, assessment and analysis”.
- 6 The project has been structured into six outcomes (plus a project management and monitoring component) towards the achievement of the above-mentioned objectives:
 - Outcome 1: Policy, legal and institutional arrangements effectively support biodiversity conservation and sustainable land management (SLM).

1 See Appendix 5 for list of project partners.

2 The World Bank led the development of the PAS, in close collaboration with the GEF Secretariat and the GEF Agencies. FAO is a member of the Steering Committee that oversees the development of the programme and implemented one project (this project) under the PAS.

- Outcome 2: Effective and sustainable *in situ* biodiversity conservation areas, established and/or strengthen.
 - Outcome 3: Stakeholders have the capacity to plan, implement and monitor biodiversity conservation and sustainable land and forest management.
 - Outcome 4: Sustainable financing of protected areas in place through a mixture of local income-generation, government finance and innovative measures.
 - Outcome 5: Marketing of biodiversity goods and services and SLM practices result in improved livelihoods of local communities.
 - Outcome 6: Poor land use practices and forest and land degradation reduced or reversed in target areas.
- 7 The project is meant to contribute to specific GEF SOs through its outcomes as illustrated below:
- Biodiversity Strategic Objective 1³ (BD SO-1) *“To catalyse sustainability of protected area systems”*, is addressed under project Outcomes from 1 to 4.
 - Biodiversity Strategic Objective 2⁴ (BD SO-2) *“To mainstream biodiversity in production landscapes, seascapes and sectors”*, is addressed under project Outcomes 1 and 5.
 - Land Degradation Strategic Objective 2 (LD SO-2) *“To upscale sustainable land management investments that generate mutual benefits for the global environment and local livelihoods”*, is addressed under project Outcome 6.
- 8 The project followed a multi country approach with activities tailored to the priorities and needs of each participating country with project funded personnel in each of the three countries coordinating implementation, with oversight provided by local executing partners. As a result, activities vary slightly between the countries. A summary of the project outputs by country, as revised after the Mid-term Evaluation recommendations in 2015, is given in Appendix 4. The local executing partners are currently the Ministry of Fisheries and Forests (Fiji),⁵ Ministry of Natural resources and Environment (Samoa), Ministry of Lands and Natural resources (Vanuatu) and the Ministry of Natural Resources and Environment (Niue).
- 9 FAO is coordinating the implementation of the FPAM project through its Subregional Office in Apia. The project is guided by the Regional Project Steering Committee (RPSC) comprising senior level government officials from each country and representatives from FAO. National Project Steering Committees guide the project implementation at the national level.

3 The main focus is on Biodiversity Strategic Programme 3 (BD SP-3): Strengthening terrestrial protected area networks.

4 In particular: Biodiversity Strategic Programme 4 (BD SP-4): Strengthening the policy and regulatory framework for mainstreaming biodiversity; and Biodiversity Strategic Programme 5 (BD SP-5): Fostering markets for biodiversity goods and services.

5 The Ministry of Local Government, Urban Development, Housing and Environment of Fiji signed the project document in 2011.

2. Evaluation purpose

- 10 This Final Evaluation serves a twin purpose of accountability and learning. It will assess programme results, their value relevant to target beneficiaries, national needs and priorities as well as document important lessons for potential scaling, replication or follow-on projects in the Pacific Island region that may use similar approaches, target beneficiaries, tools and programme design elements.

- 11 Primary users of the Final Evaluation will be GEF, target beneficiaries and national counterparts in Fiji, Samoa, Vanuatu and Niue, Project Task Force, project partners and FAO itself. Secondary users are various line ministries in the Governments of the above-mentioned countries and any another concerned local organization both public and private.

3. Evaluation scope

- 12 The Evaluation will look at the entire project focusing in particular on the period following the Mid-term Evaluation, i.e. from May 2015 to June 2017. As mentioned in the background session of these ToRs, the project faced a number of setbacks due to the lengthy time taken to identify and recruit suitably qualified project staff at the beginning of the project and, most recently, due to natural disasters that hit the Pacific Islands, Fiji and Samoa in 2012, Vanuatu in 2015 and Fiji again in 2016.
- 13 During the evaluation scoping phase the FAO Office of Evaluation (OED) realized that the project had, at three months from its official closure, an unspent of USD 1.6 million of which USD 1.25 million related to Fiji. For this reason, this evaluation should be considered final only for Samoa, Vanuatu and Niue. For Fiji, considering the size of the unspent and national counterpart request for a no-cost extension, the evaluation team will provide suggestions on the way forward, to the extent allowed by evaluation time frame and budget constraints.
- 14 To the extent possible, the evaluation will examine the project achievements at both ministerial and local level based on evidence from the field. It will focus on the soundness and relevance of project design against national priorities and needs (in particular the ability to adapt over the evaluation period to changes in national priorities), the results achieved and their replicability, as well as on ascertain lessons learned.

4. Evaluation objective and key questions

- 15 The evaluation objectives have been identified by the Office of Evaluation (OED) in consultation with the Project Task Force and the donor's representatives in order to address needs and priorities identified by primary users of evaluation findings.
- 16 The main objective of the evaluation is to assess project results and their value to identified stakeholders at different level, public/ministerial, private, no-profit and community level. The evaluation will also provide lessons learned and suggestions that will inform future similar GEF and FAO projects as well as a potential additional extension of this project in Fiji.
- 17 The following key aspects have been identified during scoping interviews with the donor and the project team. According to their relevance to the project, they will be addressed in the conclusions and recommendations or in the lessons learned sections:
- appropriateness/relevance of project design and preparation phase against available resources, time frame foreseen for implementation, stated outcomes, changes in national needs and Pacific Islands context;
 - additional value of regional/programmatic approach;
 - institutional arrangements;
 - management, within development project framework, of specific regional challenges, e.g. lack of local capacity and natural disasters;
 - tailored approach to local communities (with particular reference to the land-tenure issue);
 - partnerships building against achievement of results;
 - capacity Development and awareness creation;
 - countries ownership of implementation process and results;
 - links between environmental management, sustainable development, Sustainable Development Goals (SDGs) and livelihoods within the project context;
 - best way forward for Fiji.
- 18 This Final Evaluation will also identify project contribution to Strategic Objective 2, providing the upcoming SO2 evaluation with an example of how FAO is addressing protected areas related issues in the Pacific and under this strategic area. It will also present project contribution to the Pacific Multi-Country Programming Framework (PMCPF) for the period 2013-2017.

4.1 Evaluation questions

- 19 The Final Evaluation will answer to the following evaluation questions (EQ) through systematic gathering of evidence against identified indicators. The above main EQs will be fine-tuned and further developed by the evaluation team. The evaluation team will also be responsible for developing the evaluation matrix, fine-tuning preliminary sub-EQs presented in Appendix 2, related indicators, tools and methods. The evaluation matrix will also identify, for each question, the GEF evaluation criteria addressed.
- 20 In doing so, the evaluation team will use as starting point the indicators stated at outcome and output level in the FPAM project document. The evaluation team will also take into consideration output revision - following the Mid-term Evaluation of 2015 – presented here in Appendix 4.
- 21 Main questions listed below, and related sub-questions in Appendix 2, are meant to address evaluation objectives as well as the achievement and sustainability of the six project outcomes:
- 1 To what extent were the project's global environment objective and project development objective achieved?

- 2 What results, intended and unintended, did the project achieve across its six components?
- 3 To what extent has the project addressed gender equality issues in its design and contributed to youth and women empowerment throughout its implementation?⁶
- 4 To what extent did the project approach in working with local communities and in reaching consensus regarding the use of natural resources, ensure stakeholders' participation in the decision-making process related to project activities?⁷
- 5 How sustainable are the project's achieved results at environmental, social, financial and institutional level?
- 6 What are the key lessons that can be learned from the project's implementation?

6 Gender mainstreaming will be assessed against the Office of Evaluation (OED) Gender Framework, covering in particular Objectives 1, 2 and 3 of the FAO Gender Policy.

7 Recommendations for future implementation will be suggested against the FAO Free, Prior and Informed Consent manual. It is important to highlight that it was developed in 2016, while the project was operationally active since 2012. Nevertheless, the FAO corporate policy on Indigenous and Tribal People has been issued in 2010.

5. Methodology

- 22 The evaluation will adhere to the United Nations Evaluation Group (UNEG) Norms and Standards⁸ and be in line with the Office of Evaluation (OED) Manual and methodological guidelines and practices. It will adopt a consultative and transparent approach with internal and external stakeholders throughout the evaluation process. Triangulation of evidence and information gathered will underpin its validation and analysis and will support the conclusions and recommendations.
- 23 The methodology for this Final Evaluation will be further developed by the evaluation team. These Terms of Reference suggest an overall approach for conducting the evaluation and potential tools that will likely yield the most reliable and valid answers to the EQs within the limits of resources. Final decisions about the specific design and methods for the evaluation should emerge from consultations among the project team, the evaluators, the project managers and key stakeholders about what is appropriate and feasible to meet the evaluation purpose and objectives and answer the EQs.
- 24 The evaluation matrix, which will be developed by the evaluation team in consultation with the evaluation Manager, will guide the overall assessment. It will list evaluation main and sub-questions, related methods and tools selected to collect data/evidence as well as GEF evaluation criteria addressed by each question.
- 25 The evaluation team will mainstream the following GEF evaluation criteria during the investigation phase and through evaluation questions: relevance, effectiveness, efficiency, country ownership, stakeholder's involvement, partnership/co-financing, sustainability, socio/environmental risks management, catalytic role and contribution to long-term impacts, management and monitoring design/implementation.
- 26 Since this evaluation should be considered final only for Vanuatu, Samoa and Niue, the evaluation team will assess progress made towards the achievement of project outcomes in Fiji and provide suggestions for a way forward.
- 27 To answer the evaluation questions, the following tools are suggested in order to collect primary data and evidence:
- desk-review of existing project documents and reports, including the mid-term evaluation, to better understand the context and structure of the project and identify the project's achievements. The Mid-term Evaluation report will be considered as one main source of information regarding first years of project implementation;
 - timeline series analysis of interventions undertaken in order to identify changes in policies and in their implementation, behaviours and knowledge, financial regulations, protected areas coverage and land use, income generation and livelihood assets of local communities;
 - semi-structured interviews with key informants, stakeholders and project participants, including the GEF operational focal points in the participating countries;
 - face-to-face interviews will be carried out in the visited countries, while phone or skype interviews will be carried out for those not visited by the evaluation team. Interviews will be supported by checklists and/or interview protocols to be developed at the beginning of the evaluation mission;
 - focus group discussions with participants and stakeholders in the project sites (local communities, local government authorities, private sector partners, regional and national policy-decision makers, NGOs) and who were involved in the project's trainings and awareness raising workshops;
 - surveys and/or questionnaires to all relevant stakeholders with whom face-to-face interviews and/or skype calls or phone interviews can't be conducted;

8 <http://www.uneval.org/document/detail/21>

- qualitative and quantitative tools will be selected by the evaluation team in consultation with the evaluation Manager to consolidate and triangulate data collected through the tools listed above;
 - quantitative data on protected areas coverage, land and forest will be collected through the Collect Earth tool.
- 28 Information and evidence related to **question 1** will be collected through a stakeholder questionnaire completed by the Project task Force, including the National Technical Officers and National Project Coordinators, project partners and local community's representatives in each of the participating countries. The data collected will be analysed and triangulated with information from face-to-face interviews with key stakeholders, identified through a preliminary stakeholder mapping, and desk review. Interviews, documentation review and the analysis of the project's results (EQ2) by the evaluation team will also contribute to answering this question.
- 29 For **question 2**, multiple tools will be combined to answer the different sub questions. Information for the "*policy, legal and institutional frameworks*" and "*sustainable financing of protected areas in place through a mixture of local income-generation, government finance and innovative measures*" components will be mostly gathered through documentation review and interviews with stakeholders involved in the policy and financing of protected areas process such as National Project Coordinators, government authorities, private sector and local communities' representatives. A timeline series analysis of interventions undertaken prior and at the end of the project will highlight changes in policies, regulations, behaviours, financial frameworks and income generation (to the extent allowed by existing baselines or possibility of their reconstruction) at both national and community level.
- 30 Evidence on the "*in situ biodiversity conservation and protected areas established and/or strengthen*" and "*reduction of poor land use practices and forest and land degradation*" components will be collected through desk review and interviews/focus groups with Project Task Force, local authorities, private sector, other local partners and communities and/or their representatives in visited project sites, direct observation during the field mission and review of available data from existing databases. Assessment of protected areas coverage, land and forest use will be also triangulated through the Collect Earth tool.
- 31 Evidence on the *capacity development for planning, implementing and monitoring biodiversity conservation and sustainable land and forest management component* will be collected at individual, organizational and enabling environment levels. The basis for this assessment will be FAO's Capacity Development Framework.⁹ Protocols for interviews and focus groups discussions with Project Task Force, trainers and trainees will be developed on the basis of the Knowledge, Attitude and Practices (KAP) survey and guided by the Office of Evaluation (OED) Framework to assess capacity development interventions currently under development. For the *communication and awareness raising sub-component*, evidence will be collected through desk review and analysis of communication material and strategies, interviews and/or surveys of participants involved in the project trainings and awareness raising workshops.
- 32 Finally evidence on "*Marketing of biodiversity goods and services and SLM practices to improved livelihoods of local communities*" will be mainly assessed through focus groups with local communities and/or their representatives, direct observation during field visits, desk review of existing reports on innovative market strategies and market development for specific non-wood products and data analysis on income generation (to the extent allowed by existing baselines). Interviews/focus groups protocols will be developed on the basis of the Sustainable Livelihoods Framework (SLF).¹⁰
- 33 In assessing project results, the evaluation will also consider the Project Risk Management Matrix and look at the implementation of identified remedial actions when in the project life it has been necessary to manage materialized risks.

9 The evaluation team will look at the three dimensions outlined of the FAO Capacity Development framework.
http://www.fao.org/fileadmin/user_upload/newsroom/docs/Summary_Strategy_PR_E.pdf
<http://www.fao.org/capacity-development/en/>

10 More info on the SLF are available at the link below <http://www.eldis.org/vfile/upload/1/document/0901/section2.pdf>

- 34 Relevant information to answer **question 3 and 4** will be collected through desk review of project documents interviews with the Project Task Force, representatives of public and private institutions/partners involved and focus groups with local communities and/or their representatives. Protocols for interviews/focus groups will be developed on the basis of the Office of Evaluation (OED) framework to assess gender mainstreaming towards FAO Gender Policy¹¹ objectives. As reference to assess the work the project carried out with local communities the evaluation team will use the newly FAO Free, Prior and Informed Consent¹² manual, taking into account though that it was developed several years after project implementation. It will mainly serve as reference of the current FAO approach in reaching consensus with local communities and as basis for suggestions to future projects.
- 35 **Question 5** will be answered through semi-structured interviews with the project team, government officials, National Technical Officers and some local level beneficiaries in each country, and desk review of available project documents (e.g. exit strategy). Interviews protocols will be designed to assess the presence of preconditions for sustainability of results, *inter alia*, ownership by national stakeholder of project results, expression of interest from other donors or agencies to continue the work, uptake at institutional and community level of project interventions, financial strategies as well as in countries capacities developed to upscale project results, strategies for future implementation of new/ revised policies and regulations etc. The assessment will also take into consideration socio-politic or environmental risks that may jeopardize sustainability of project outcomes.
- 36 Regarding **question 6**, lessons learned will be drafted on the basis of findings derived from the above analyses in order to inform future FAO and GEF projects implementation in the Pacific Islands.
- 37 In order to facilitate comparison with other GEF implementing Agencies contribute to the GEF programme learning process, the Final Evaluation will rate the project in accordance to existing GEF rating scheme,¹³ policies and guidance and Office of Evaluation (OED) guidelines. This evaluation will also present financial data, including co-financing break up, as per Annex 3 of the new *Guidelines for GEF Agencies in Conducting Terminal Evaluations for Full-sized Project* issued on April 2017.¹⁴

5.1 Risks and limitations

- 38 Risks for a smooth implementation of the methodology outlined above are posed by the peculiarities of the Pacific Island context, in terms of natural hazards and travel constrains among the Islands. The evaluation mission agenda has been adapted to the above-mentioned constrains, considering also overall resources and time frame for this final evaluation.
- 39 The evaluation mission, in full compliance with the Government no-mission period in Samoa, in force from 1 May to 30 June 2017, won't meet government officials unless otherwise decided by the Samoan Government itself in agreement with FAOSAP. Since, the FPAM project's end date is 30 June 2017, it has been decided to proceed with the mission to Samoa (project sites visits and partners interviews) in order to be able to meet with key stakeholders that might have not been available after project closure.
- 40 In response to that, the planned survey has been extended to all key stakeholders involved in project activities and will be kept open for a month in order to ensure all stakeholders have the possibility to provide their views.

11 The FAO Gender Policy is available at the link below
<http://www.fao.org/docrep/017/i3205e/i3205e.pdf>

12 The FAO Free, Prior and Informed Consent manual and the FAO Policy on Indigenous and Tribal People, respectively, are available at the links below
<http://www.fao.org/3/a-i6190e.pdf> and http://www.fao.org/fileadmin/user_upload/newsroom/docs/FAO_policy.pdf

13 See Appendix 3.

14 The guidelines are available at the link below
<https://www.gefio.org/sites/default/files/ieo/evaluations/files/gef-guidelines-te-fsp-2017.pdf>

6. Roles and responsibilities

- 41 This section describes the different roles that key stakeholders play in the design and implementation of the evaluation.
- 42 The **Office of Evaluation (OED)**, in particular the evaluation Manager develops the first draft ToR with inputs from Project Task Force and evaluation Team Leader.
- 43 The FAO Budget Holder and Lead Technical Officer (LTO) assists the evaluation Manager in drafting the ToR, in the identification of the consultants and in the organization of the mission. The evaluation Manager is responsible for the finalization of the ToR and of the identification of the evaluation team members. The evaluation Manager shall brief the evaluation team on the evaluation methodology and process and will review the final draft report for Quality Assurance purposes in terms of presentation, compliance with the ToR and timely delivery, quality, clarity and soundness of evidence provided and of the analysis supporting conclusions and recommendations in the evaluation report.
- 44 The Office of Evaluation (OED) also has a responsibility in following up with the Budget Holder for the timely preparation of the Management Response and the Follow-up Report to the Management Response.
- 45 The **Project Task Force**, which includes the Budget Holder, the Lead Technical Officer and the team of the project to be evaluated, are responsible for initiating the evaluation process, providing inputs to the first version of the ToRs, especially the description of the background and context chapter, and supporting the evaluation team during its work. They are required to participate in meetings with the evaluation team, make available information and documentation as necessary and comment on the ToRs and report. Involvement of different members of the Project Task Force will depend on respective roles and participation in the project. The Budget Holder is also responsible for leading and coordinating the preparation of the FAO Management Response and the Follow-up Report to the evaluation, fully supported in this task by the Lead Technical Officer and others members of the Project Task Force. Office of Evaluation (OED) guidelines for the Management Response and the Follow-up Report provide necessary details on this process.
- 46 The **evaluation team** is responsible for further developing and applying the evaluation methodology, for conducting the evaluation, and for producing the evaluation report. All team members, including the evaluation team Leader, will participate in briefing and debriefing meetings, discussions, field visits, and will contribute to the evaluation with written inputs for the final draft and final report. The evaluation team will agree on the outline of the report early in the evaluation process, based on the template provided by the Office of Evaluation (OED). The evaluation team will also be free to expand the scope, criteria, questions and issues listed above, as well as develop its own evaluation tools and framework, within time and resources available and based on discussions with the evaluation Manager, consults the Budget Holder and Project Task Force where necessary. The evaluation team is fully responsible for its report which may not reflect the views of the Government or of FAO. An evaluation report is not subject to technical clearance by FAO although the Office of Evaluation (OED) is responsible for Quality Assurance of all evaluation reports.
- 47 The evaluation team Leader guides and coordinates the evaluation team members in their specific work, discusses their findings, conclusions and recommendations and prepares the final draft and the final report, consolidating the inputs from the team members with his/ her own.

7. Evaluation team composition and profile

48 The evaluation team will be comprised of two international experts, with an appropriate balance of relevant technical expertise and experience in evaluation. The team will have expertise in:

- evaluation experience of large and complex projects;
- SLM, protected areas and related community and financing strategies;
- legal and institutional arrangements for biodiversity conservation;
- *in situ* biodiversity conservation;
- institutional and capacity development (in particular for SLM);
- marketing of biodiversity goods and services;
- enhancement of the livelihoods of local communities;
- awareness raising, capacity development, knowledge capitalization, management and sharing;
- quantitative data analysis;
- gender and social inclusion issues and approaches
- previous working experience with FAO/UN, GEF and in the Pacific Islands subregion.

8. Evaluation products (deliverables)

- 49 This section describes the key evaluation products the evaluation team will be accountable for producing. At the minimum, these products should include:
- a. Project Impact Pathway.
 - b. Evaluation Matrix.
 - c. Outline report.
 - d. Draft evaluation report—the project team and key stakeholders in the evaluation should review the draft evaluation report to ensure that the evaluation meets the required quality criteria.
 - e. Case studies as agreed with the evaluation Manager.
 - f. Final evaluation report should include an executive summary and illustrate the evidence found that responds to the EQs listed in the ToR. The report will be prepared in English with numbered paragraphs, following the Office of Evaluation (OED) template for report writing. Supporting data and analysis should be annexed to the report when considered important to complement the main report. Translations in other languages of the Organization, if required, will be FAO's responsibility.
 - g. Evaluation brief and other knowledge products or participation in knowledge sharing events, if relevant.

9. Evaluation time frame

50 The evaluation is expected to take place between end of March and June 2016. The timetable in the box below shows a tentative programme of travel and work for the evaluation team. It will be finalized upon the recruitment of the evaluation team.

Task	Dates	Responsibility
ToR finalization	9 May 2017	EM with PTF
Team identification and recruitment	11 May 2017	EM with PTF
Reading background documentation	Mid-April/Mid-May 2017	EM for ToR development; ETL and ET for preparation of the evaluation
Briefing of ET (mission to Rome)	27 to 29 April 2017	EM, when necessary supported by PTF
Mission to Pacific Island countries and preliminary findings presentation	22 May to 9 June 2017	ET
First draft for circulation	End of June 2017	ET with support from the EM
Final draft for circulation	Mid July 2017	ET with support from the EM
Final Report	End of July/ early August 2017	ET and EM

Appendices

Appendix 1. List of project sites by output

1 The Table below presents the list of project outputs by country and related project site. Current project sites are as follows:

- Fiji: Greater Tomaniivi, Delaikoro, Greater Taveuni, Sovi Basin
- Samoa: Gautavi, Taga, Matautu
- Vanuatu: Lake-Letas, Erromango Kauri, Homo Bay
- Niue: Huvalu Forest Conservation Area, Tuapa Areas

Output	Project sites	Comments
1.1 New policies and legislation enacted by M24.	National level	
1.2 Ministry of New and Renewable Energy staff participate in extra-sectoral policy and planning discussions. enacted by M24	National level	
1.3 Protected area Strategy		No progress on this output. From the Project Implementation Report: <i>"Still under discussion, support GEF 5 projects"</i>
2.1.1 Formalization/ strengthening of existing protected areas under legal/ formal protection at project sites increased from 30 000 ha to 110 000 ha	Fiji: Tavenui Reserve Vanuatu: Erromango Kauri Reserve Niue: Tuapa areas, Huvalu Conservation Area	
2.2.1 Creation of new protected areas	Fiji: Greater Tomaniivi Area, Greater Delaikoro Area; Samoa: Taga, Gatavai, Matautu Vanuatu: Bay Homo, Lake Letus, extensión of Kauri Reserve on Erromango Niue: not possible	
2.3.1 Protected area management plans produced for all project sites.	Fiji: Tomaniivi Area, Delaikoro, Taveuni Forest Reserves. Samoa: Taga, Gatavai, Matautu Vanuatu: Bay Homo, Lake Letus, Erromango Kauri Reserve Niue: Huvalu Conservation Area.	
2.3.2 High-priority activities implemented.	Fiji: Tomaniivi Area, Delaikoro Taveuni Samoa: Matautu, Taga, Gautavai Vanuatu: Bay Homo, Lake Letus, Erromango Kauri Reserve Niue: Huvalu Forest Reserve	
3.1.1 Data and info provided regularly through relevant conventions, international organizations and other international databases.	National level	From the latest Project Implementation Report: <i>"Due to change of priorities, for Vanuatu, the project is in consultation with GEF5 project designers to incorporate existing PA information and data captured into GEF5 relevant components."</i>

3.1.2 National maps, databases and websites on biodiversity and protected area updated and operational.	National level	
3.2.1 Awareness raising material and facilities produced/installed	National level	
3.3.1 Landowners, government staff and other relevant stakeholders trained.	All four countries – all project sites	
4.1.1 Long-term financing needs for protected areas assessed and financing strategy produced for each country.	National level	From the latest Project Implementation Report: "Planned for end 2016".
4.1.2 Niue: Protected area funding obtained from a new source	Niue	
4.2.1 Protected areas management activities Sovi Basin fully-funded from Task Force by M12	Fiji: Sovi Basin	From the latest Project Implementation Report: <i>"Implementation did not start. It is subject to the Fiji TF establishment delays"</i>
4.2.4 Evaluation	Regional/national level	
5.1.1 Farmers trained and adopting organic production techniques in the protected areas	Samoa: Matautu, Gautavai, Taga	From the latest Project Implementation Report: <i>Implementation started in June 2016"</i>
5.1.2 Markets for organic products identified and market info distributed to local farmers	Samoa: Matautu, Gautavai, Taga	
5.1.3 All goals of the Pacific Region Organic Action Plan met in Samoa	Samoa	
5.2.1 Assessment of eco-cultural tourism development produced	Samoa: Matautu. Niue: national Fiji: Sovi Basin, Greater Tomaniivi Area. Vanuatu: Bay Homo, Erromango Kauri Reserve	Plus Thurston Botanical Garden in Fiji and Pentecost in Vanuatu
5.2.2 Eco-cultural tourism enterprises established and operating successfully.	Vanuatu: Bay Homo, Lake Letas; Fiji: Greater Tomaniivi Area	Plus Pentecost in Vanuatu
5.2.3-Revenue-sharing mechanism established and operating successfully	Fiji: Greater Tomaniivi Area, Sovi Basin.	Plus Pentecost in Vanuatu
5.3.1 Assessment of non-wood forest product development produced	Fiji: Greater Tomaniivi, Delaikoro, Greater Taveuni Niue: national Vanuatu: Lake-Letas, Erromango Kauri, Homo Bay	
5.3.2 Non-wood forest product income generating activities operating successfully	Fiji: Greater Tomaniivi	From the latest Project Implementation Report: <i>"Population and private sector not very interested"</i>
6.1.1 SLM techniques tested, monitored and evaluated by M42	Fiji: Greater Tomaniivi, Delaikoro, Greater Taveuni; Samoa: Matautu, Gautavai, Taga	
6.1.2 Farmers and agricultural extension workers trained in SLM techniques.	Fiji: Greater Tomaniivi, Delaikoro, Greater Taveuni; Samoa: Matautu, Gautavai, Taga; Niue: Huvalu Forest Conservation Area	

6.1.3 Best practices guidelines published and disseminated	Niue: national	From the latest Project Implementation Report: <i>"Started in December 2016"</i>
6.2.1 Village development plans produced		From the latest Project Implementation Report: <i>"This activity was in preparation but MNRE refrained from this idea as already too many plans are available in villages – elements will be in the PA management plan"</i>
6.2.2 Production of at least three products increased in each of the community conservation areas	Samoa: Matautu, Gautavai, Taga;	
6.2.3 Annual income of villagers increased	Samoa: Matautu, Gautavai, Taga;	

Appendix 2. Evaluation sub-questions

2 Sub-questions are presented below under each main question.

EQ1: To what extent were the project's global environment objective and project development objective achieved?

- Has the project led to improved protection/management of biodiversity, forests and lands?
- Have the livelihoods of local communities improved due to project catalysed activities/achievements?
- To what extent were the project design and preparation phases appropriate to address/achieve stated objectives with available resources and time frame foreseen in the Pacific Islands context?
- To what extent did the project implementation and execution arrangements facilitate or hinder achievement of project objectives?
- What were the project partnership arrangements with local agencies and ongoing projects in the region? Did project catalysed co-financing make a significant contribution to achieving the project objectives?
- To what extent has the project managed to adapt to changes in national needs and priorities, over the implementation period to ensure achievement of project objectives?
- What has been, in the specific regional context and project framework, the additional value of the regional/programmatic approach versus separate national projects? Has this supported or hindered the achievement of project objectives?
- To what extent has lack of local capacity and natural disasters hindered the achievement of project objectives? What was the project response to these challenges?
- To what extent has FAO, through the GEFPAS-FPAM, addressed important challenges at regional and national level and with regard to the PMCPF's priority areas?
- How have the project results contributed to FAO Strategic Objective 2 and relevant GEF strategic objectives?
- Has a monitoring and evaluation plan been design and implemented? Did it include a baseline and SMART indicators? Has it facilitated timely tracking of progress towards stated project objectives? Were GEF tracking tools used at project start, mid-term and completion?

EQ2: What results, intended and unintended, did the project achieve across its six components?

- How and to what extent has the project supported the development/revision and implementation of policy, legal and institutional arrangements in order to enhance the support to biodiversity, conservation and sustainable land management in the different countries?
- To what extent is the project establishing and/or strengthening sustainable in situ biodiversity and protected areas?
- How and to what extent have local stakeholders' capacity development needs - in planning, implementing and monitoring biodiversity conservation and sustainable land and forest management - been identified and addressed at environmental, organizations and individual level?¹⁵
- To what extent did the project support sustainable financing of protected areas?
- To what extent has the project supported the improvement of the livelihoods of local communities through marketing of biodiversity goods and services and sustainable land management practices?
- To what extent did the project contribute to reduce poor land-use and forest and land degradation practices in target areas in the recipient countries?
- To what extent have communication and awareness campaigns supported achievement of project results?

15 The evaluation team will look at the three dimensions outlined of the FAO Capacity Development framework.
http://www.fao.org/fileadmin/user_upload/newsroom/docs/Summary_Strategy_PR_E.pdf
<http://www.fao.org/capacity-development/en/>

EQ3: To what extent has the project addressed gender equality issues in its design and contributed to youth and women empowerment throughout its implementation?

- In what ways have the project interventions supported women to take leadership roles and actively participate in decision-making at all levels?
- Have the project activities had any unintended negative impacts on women as decision-makers?
- Has the project supported any initiative to improve legal rights to land for women?
- Has the project ensured that men and women have equal access to capacity building opportunities?
- How has the project succeeded in equally improving livelihoods of men and women?
- To what extent have the project beneficiaries (both men and women) accepted, adopted and upscaled the innovation brought by the project?
- To what extent has the project support addressed the inequality in access to goods, services and markets?
- To what extent has the project contributed to women's economic empowerment?
- Did the project have any unintended impacts on women's work burden and/or division of labour?

EQ4: To what extent did the project approach in working with local communities and in reaching consensus regarding the use of natural resources, ensure stakeholders participation in the decision-making process related to project activities?

- To what extent were processes launched by the project, and aimed at enhancing national policies and regulation on land use and tenure issues, inclusive participatory and consensus building-oriented?
- To what extent have local communities been properly informed, consulted and involved in the decision-making process prior project implementation?
- Is information and awareness raising accessible to all, via use of local languages and minimizing written materials where literacy is limited?
- Has FAO created a platform for young community members and for both women and men to voice their concerns?

EQ5: How sustainable are the project's achieved results at the environmental, social, financial and institutional level?

- To what extent are the project's processes and results owned by national stakeholders? Have knowledge and practices introduced by the GEFPAS-FPAM been adopted by stakeholders and disseminated in the region?
- Are there any changes in enabling environment, individuals and organizations' capacities that are likely to foster project activities replication and upscale, after the project completion?
- Have national and local institutions been prepared to carry out the activities after the project?
- What financial arrangements have been made to carry out the activities after the project?
- Did the project have any catalytic effect in the area?
- Are there any socio-politic or environmental risks that may jeopardize sustainability of project outcomes?

EQ6: What are the key lessons that can be learned from the project's implementation?

- Considering the above assessment, what lessons learned can inform future similar FAO and/or GEF's projects?
- If any, what priority needs this project should still address in the Fiji?

Appendix 3. GEF project identification, financial data and rating scheme templates

- 3 The tables below will represent Annexes or embedded in the relevant evaluation report sections as the evaluation team in consultation with what the Evaluation Manager deems fit.

Project and terminal evaluation data

GEF Project ID	
IA Project ID	
Project Name	
Country	
Implementing Agency/ies	
Focal Area	
GEF Strategy Operational Program	
Date of work program approval	
Date of CEO endorsement	
Date of project start/effectiveness	
Date of project completion (completion of project activities; indicate expected or actual)	
Name of Evaluators	
Date of Terminal Evaluation completion	

Financial data

Project Preparation through PDF/Project Preparation Grant (in USD)

Particulars	At approval	AT PDF/PPG completion
GEF PF/PPG grants for project preparation		
Co-financing for project preparation		

GEF's Project Funding

Particulars	At CEO Endorsement	At project completion
GEF project grant		
Co-financing		
Total		

Project Co-financing break up

Name of the Co-financer	Co-financer type ¹⁶	Type of Co-financing ¹⁷	Co-financing at project start			Actual Co-financing at project end		
			In-kind	Cash	Total	In-kind	Cash	Total
Grand Total								

GEF rating scheme template¹⁸

FAO - GEF rating scheme	Rating	Summary comments ¹⁹
Outcome rating		
Highly Satisfactory (HS), Satisfactory (S) Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU), (UA) Unable to Assess		
Overall quality of project outcome		
Relevance		
Effectiveness		
Efficiency		
Monitoring and Evaluation rating		
Highly Satisfactory (HS), Satisfactory (S) Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU), (UA) Unable to Assess		
Overall quality of M&E		
M&E design at project start up		
M&E Plan Implementation		
Project Implementation & Execution rating		
Highly Satisfactory (HS), Satisfactory (S) Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU), (UA) Unable to Assess		
Overall quality of project implementation & adaptive management (implementing agency)		
Quality of execution (executing agencies)		
Sustainability		
Likely (L); Moderately Likely (ML); Moderately Unlikely (MU); Unlikely (U), (UA) Unable to Assess		
Overall likelihood of risks to sustainability		
Financial resources		
Socio-political		
Institutional		
Environmental		

16 Examples of categories include: local, provincial or national government, semi-government autonomous institutions educational and research institutions, private sector, multilateral or bilateral organizations, non-profit organizations and others.

17 Grant, loan or equity participation by beneficiaries (individuals) in form of cash, in-kind or material contribution.

18 Updated as per "Guidelines for GEF Agencies in Conduction Terminal Evaluations for Full-sized Project", April 2017.

19 Include hyperlink to relevant sections in the report.

Appendix 4. Project outputs revision in 2015²⁰

- 4 The Project Planning Matrix has been reviewed and adjusted for the last two project years in participation and agreement with the four National Project Steering Committees. While the planned outcomes remained some activities and outputs have been modified or merged as outlined in the table below.

Changed outputs	Changes in the activities
Output 1.1	The following activities changed under this output Fiji: The training of 250 government officials has been replaced with a consultative process in order to achieve a bottom-up approach and to integrate the training in the development process. Vanuatu: NSC changed focus on the review of the forest act since a new forest policy has been endorsed by parliament. Sustainable land policy has been deferred and will be planned for in the GEF 5 project.
Output 1.2 and 1.3	Samoa: 1. NSC changed priorities as some outputs were already delivered. Biodiversity Conservation Act. 2. 100 government staff and other stakeholders trained in implementation of the new laws. 3. Revised National Biodiversity Strategy and Action Plan receive support from, other sources.
Output 2.2	Vanuatu: Originally it was expected to formally establish three new conservation areas (Homo Bay, Lake Letas and Penoru) but due to the geographical spread of Vanuatu, which makes in-country travel difficult and costly, coupled with customary land tenure system, "Penaoru" on Santos was replaced with project site "Lasenuwe" on Malekula because the accessibility of the original project site is too difficult. Since it is questionable whether project funds will be able to finance the development of Lasenuwe community conservation area this site will be optional.
Output 2.3	Due to changes in Output 2.2., Output 2.3 has been modified too from the development of four management plans to the development of two.
Output 3.2	Samoa: The project was originally aiming at supporting planning and reporting on biodiversity and sustainable land management; now it has been adjusted to reflect current needs and therefore it aims at supporting the planning and reporting on forestry. This is also in line with the recommendations from the Mid-term Review to avoid duplication of work that has already been achieved by the government. Work will be linked to other forest and forestry reporting initiatives (FRA, REDD/REDD+, watershed management). Further development of management information system (including geographic information system) to assist with M&E, land-use planning and reporting on biodiversity and sustainable land management had been modified by omitting reported on Ministry of New and Renewable Energy website and annual "State of the Environment" report for Samoa. Vanuatu: Results to Monitoring and Evaluation has been changed. Develop and maintain M&E system this sub-result was omitted: (including digitizing all protected areas and ecosystems present in the country and a database of all existing protected areas). Niue: Due to changes in priorities, some project results have been added as follows. 1. Regular surveys of biodiversity in protected areas implemented, recorded and reported. 2. Department of Energy website maintained. 3. Ten Department of Energy staff and landowners received basic in-house training in protected area management, biodiversity assessment and threat identification. 4. Information on threatened and endangered species updated. 5. Information about Niue's protected areas collected and reported systematically. 5 Three Government officers trained or training upgraded in geographic information system application 6. Geographic information system equipment and data sets improved for Lands Department.

20 Information has been consolidated from the latest Project Implementation Report (2016) and from the Project Extension Document. The evaluation team will validate this during the investigation phase.

Output 3.4	<p>All countries: Outcome and outputs of old 3.4 were changed and distributed to 3.1 and 3.2. The financing of MSc scholarships has been deleted.</p> <p>The output has been changed for Fiji in order to allocate more funding for training on community level.</p> <p>1. FTC offers training courses with protected area management component and appropriate training material. 2. Community members of the project sites received a protected area management training at the FTC. 3. Key stakeholders of the project sites received an introductory training on the development of management plans for protected areas. 4. At least 20 key persons are trained in environmental, natural resources and conservation law enforcement.</p>
Output 3.5	<p>Fiji: This output has been deleted for Fiji. National and international reporting on biodiversity conservation and management have been taken up by another donor.</p>
Output 4.1	<p>Fiji: <i>Original outputs were changed to:</i></p> <p>1. Long-term Financing needs for protected area management assessed with “Financing Scorecard” as baseline information. 2. A terrestrial protected area financing strategy is built on lessons from around the Pacific and might link to existing Trust Fund.</p> <p>Samoa: <i>Original outputs were changed to:</i></p> <p>1. Long-term Financing needs for protected area management assessed with “Financing Scorecard” as baseline information. 2. A terrestrial protected area financing strategy is built on lessons from the marine protected area fund and will link to the Forest legislation calling for a Trust Fund.</p> <p>Vanuatu: <i>Original outputs were changed to:</i></p> <p>1. Long-term Financing needs for protected area management assessed with “Financing Scorecard” as baseline information. 2. A terrestrial protected area financing strategy is built on lessons from around the Pacific and might revive the former Vanuatu Biodiversity Trust Fund.</p> <p>Niue: <i>Original outputs were changed to:</i></p> <p>1. Strategic plan for financing long-term protected area management activities. 2. Information extracted from analysis of visitor survey available. 3. On-the-job-training of officers and landowners in protected area financing strategies 4. One source identified and proposed for protected area funding in final year of project.</p>
Output 4.2	<p>Fiji: This output, designed to develop a PES (Payment for Environmental Services) system has been dropped. This issue of PES may be implemented by a new FAO project in Fiji on Action Against Desertification (AAD), which is also being counted as a co-finance towards this project for the project extension period. Another possibility will be a GEF 5 UNDP project.</p>
Outputs 5.1a and 5.1b	<p>Samoa: The two outputs were initially described as two separate ones. Currently both outputs are integrated in one producing same expected deliverables.</p>
Output 5.2	<p>It was originally designed for Fiji and Niue. Currently it also includes Vanuatu as tourism has increased to become a government priority.</p> <p>For Fiji it has been revised has follows: 1. The potential for non-wood forest products is assessed in all project sites. 2. Suitable products are tested with women on the market and long-term business plan developed and implemented.</p>
Output 5.3	<p>Vanuatu: This output has been eliminated as another GEF 5 project will work on this topic.</p>
Output 6.1	<p>Niue: <i>Output changed to:</i></p> <p>1. Best practice guidelines for SLM published and disseminated to local farmers operating in/around protected areas. 2. Soil interpretation manual and soil maps of Niue developed. 3. Code of Practice for land clearing developed. 4. Design for establishment of research plot for eco-system restoration. 5. Dissemination to 50 farmers 6. 25 officers and farmers trained in soil identification. The outputs are partially based on a GEF financed SLM project implemented by the Department of Agriculture, Fisheries and Forestry. This project is already closed, best practices guideline in SLM should have contributed to the dissemination of its results.</p>
Output 6.2	<p>Samoa: This output is being implemented together with 2.2 and 6.1 and will produce same expected results as village development plans will be developed for the three community conservation areas.</p>

Appendix 5. List of project partners

5 Below are listed partners different by GEF and FAO.

Partner name	Type of Organization	Focal point
Government of Fiji (Ministry of Fisheries and Forests)	National Government (Executing partner)	Mr Elik Senivasa at the Forest Department Conservator of Fiji
Government of Samoa (Ministry of Natural Resources and Environment)	National Government (Executing partner)	Mr Tolusina Pouli at the Forest Department Samoa ACEO
Government of Vanuatu (Ministry of Lands and Natural Resources)	National Government (Executing partner)	Mr Hanington Tate, Director of Forest Department
Government of Niue (Ministry for Natural Resources and Environment)	National Government (Executing partner)	Mr Sauni Tongatule, Director Department of Environment Director
NFP Facility in Vanuatu	Executing partner	
GIZ (SPC)	Bilateral Agency	Wulf Killmann, Jan Steffen, Christian Fedlmeier
Conservation International (Fiji)	NGO	Mrs Susana Waqainabete – Tuisese, Director Conservation International (CI) – Fiji
University of the Sth. Pacific (Fiji)	NGO	Mr Marika Tuiwawa at the USP- Laucala Campus Suva
Nature Fiji Mareqeti Viti (NFMV)	NGO	Ms Nunja Thomas, Director
National Trust of Fiji	NGO	Mrs Elizabeth Erasito Director National Trust of Fiji – NTF
Birdlife International (Fiji)	NGO	Mark O'Brien
Wildlife Conservation Society (Fiji)	NGO	Sangeeta Manghubai, Director
SCC Fiji (Suva City Council)	Local Government	Mr Robin Yarrow
FAO/EC Action Against Desertification, AAD project Fiji	Executing Agency	Douglas McGuire at FAO Forestry department; Aru Mathias at FAOSAP; National Project Coordinator Maika Daveta
FAO/Integrated Land Management ILM project Fiji & Samoa	Executing Agency	Aru Mathias at FAOSAP
ACIAR (Fiji & Vanuatu)	Bilateral Donor	Dr Kevin Glencross at the Southern Cross University
NY Botanical Gardens	NGO	Dr Gregory Plunkett
Vanua Flora (Vanuatu)	NGO	Laurence Ramon
University Salzburg, Austria	NGO	Dr Robert Schabetsberger
Friends of Thurston Botanical Garden (Fiji)	NGO	Mr Robin Yarrow



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