



YSLME

UNDP/GEF Yellow Sea
Large Marine Ecosystem

3rd Interim Commission
Council Meeting

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Guidelines for UNDP-GEF Project Terminal Evaluation

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Content

I. Brief on UNDP

II. UNDP-GEF Terminal Evaluation

III. References



I. Brief on UNDP

- ✱ **UNDP is the UN's global development network, working in 166 countries to reduce poverty and protect the environment so people can live better lives.**

联合国开发计划署是联合国的全球发展网络，在166个国家从事减贫和环境保护工作，为人类生活的更加美好而努力。

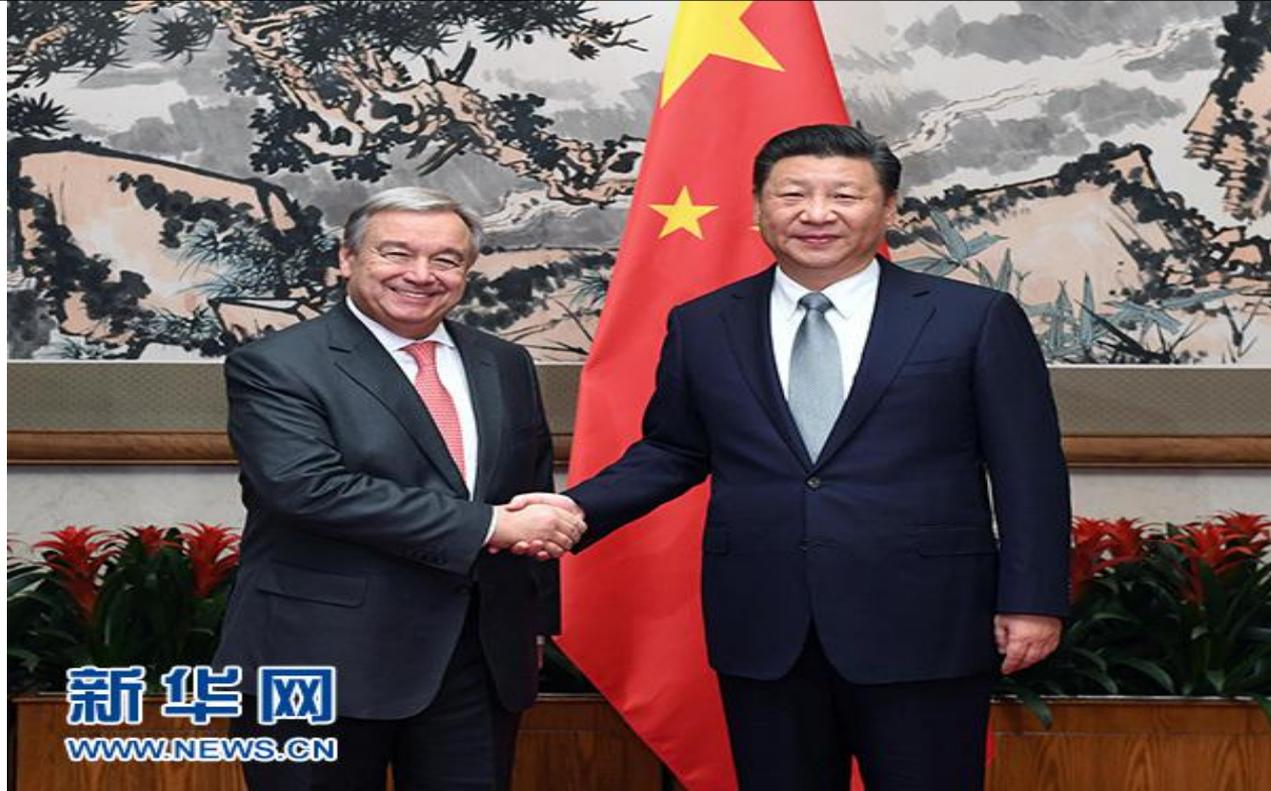
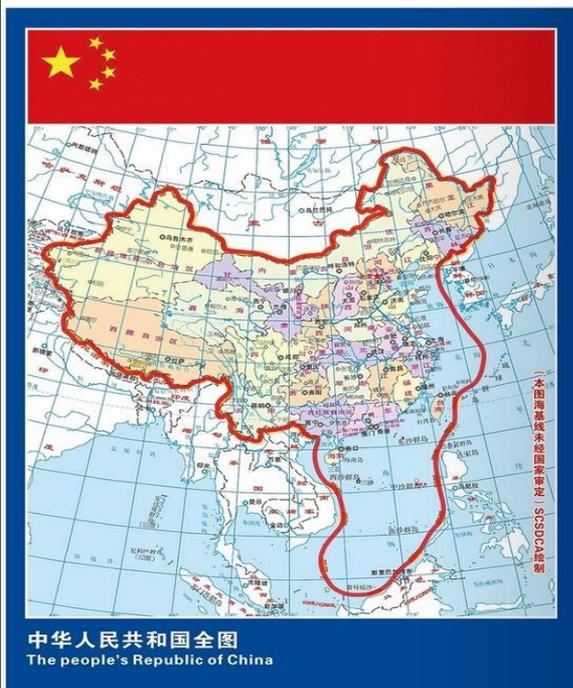
- ✱ **We connect people to knowledge and experience, and we connect governments to civil society and the private sector, to work together for a better future.**

我们使人类获得知识与经验，将政府与社区、私营企业链接，共同创造美好未来。

- ✱ **UNDP's main focus areas in China are: environment, poverty reduction, good governance and rule of law, and climate change.**

联合国开发计划署在中国的主要领域是环境保护、脱贫、治理与法制、气候变化等等。

Since 1979...自1979年...

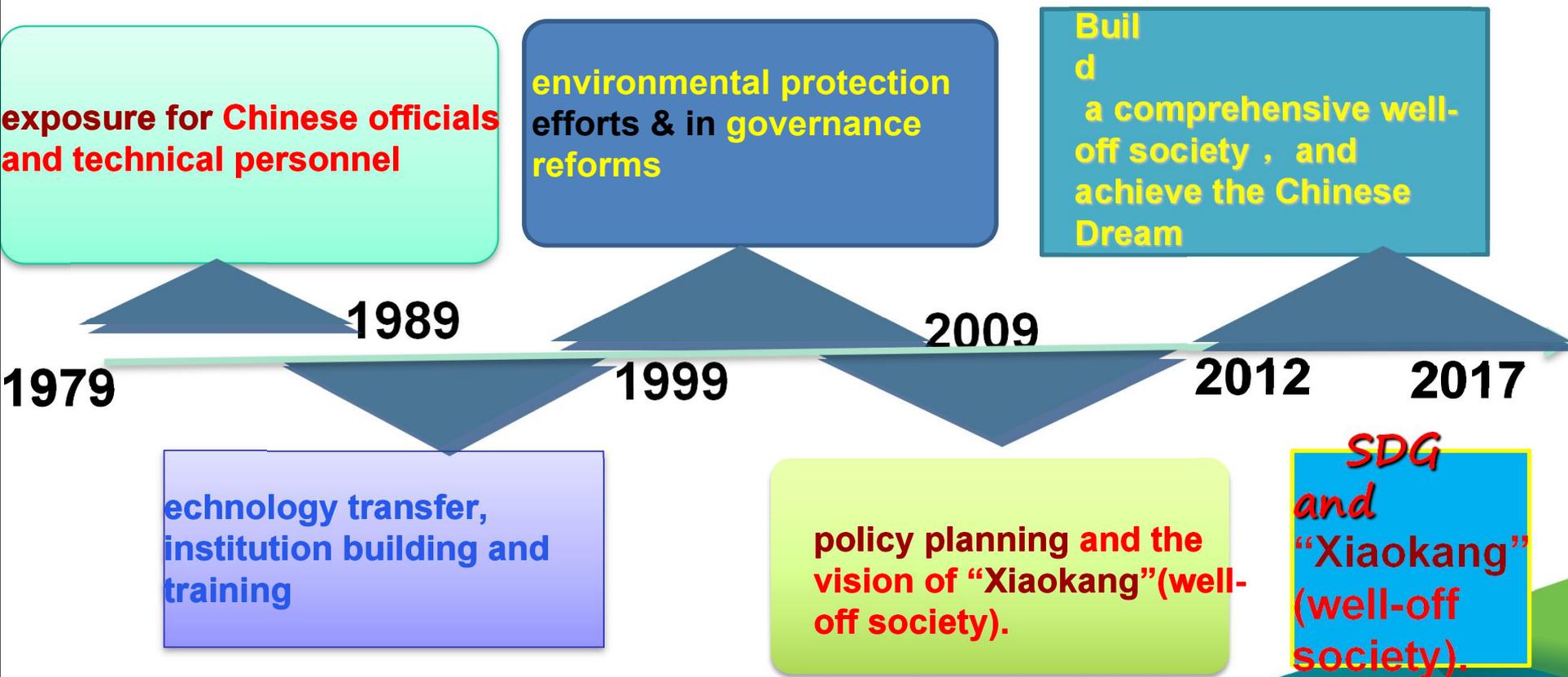


\$1 Billion Invested, Over 900 Projects in 31 Provinces in China, among which more than \$ 210 Million are GEF Projects 超过900个项目覆盖中国31个省的投资数额达到10亿美元，其中超过2.1亿美元是全球环境基金项目。

- ✳ **UNDP cooperates with central, provincial, municipal, and local governments, helping to analyze development problems and formulate policies.** 联合国开发计划署与中央、省、市和地方政府合作，帮助对发展中的问题进行分析 and 制定政策
- ✳ **The coordination, efficiency, and effectiveness of China's UN development agencies system is firmly anchored in UNDP.** 联合国发展机构系统的协调、效率和有效性是扎根于联合国开发计划署的。

40 Years in China

The Changing Focus of UNDP's Activities Since 1979



Strengthened partnership with China



In New York on 22 Sep. 2010 during the MDG Summit, UNDP and the Government of China signed a new agreement to strengthen their long-standing cooperation.

*This agreement centres on strengthening South-South cooperation, building on China's success in lifting 500 million people out of poverty and advancing the Millennium Development Goals (MDGs). Under the agreement, UNDP and China will **share experience and knowledge** in supporting other developing countries efforts on, for example, **poverty reduction, agriculture, health care and capacity building.***

On 17 May 2012, Helen Clark, UNDP Administrator, met with Premier Wen Jiabao in Beijing to discuss the vital role that China will play in determining the success of the global sustainable development agenda, as well as UNDP's strengthened partnership with China.

“China has enjoyed a period of tremendous growth and has learned many lessons along the way,” said Miss Clark. “It is important that we work together to share these experiences in a way that is most beneficial to developing countries, and I have been encouraged by China’s willingness and commitment to do so.”





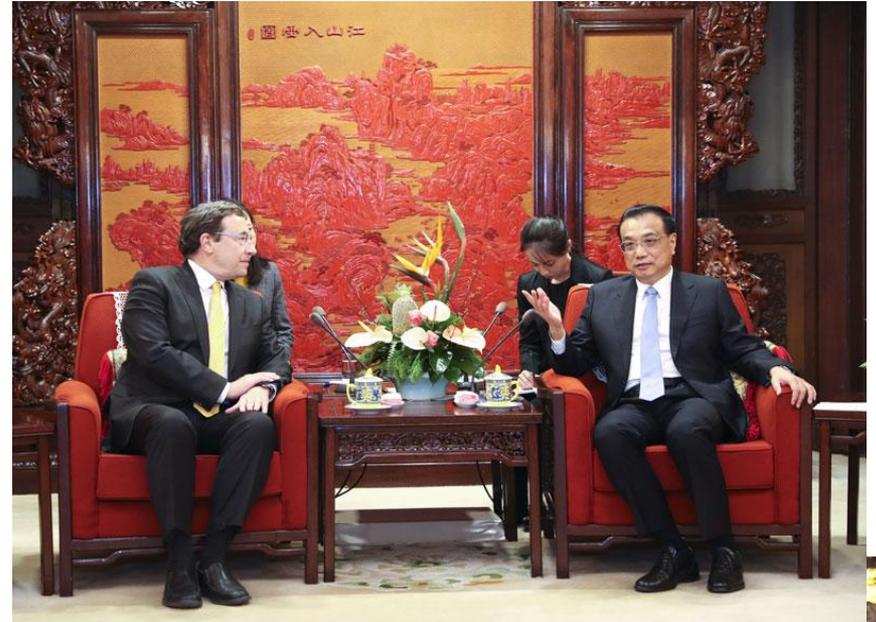
On Sep. 2, 2013, the former President of PRC Mr. Li Yuanchao met with Madam Helen Clark and appreciated UNDP's efforts in China from the following three perspectives:

- 1) Promoted advance concepts and ideas including sustainable, inclusive and preferential development;**
- 2) Effective training for Chinese officials from central to local levels in the long run;**
- 3) Solved issues in the development of Chinese society, these issues including poverty reduction, governance and environmental protection, they are very productive and successful.**

Achim Steiner, new Administrator met with Premier Li Keqiang in 2018

李克强会见联合国开发计划署署长施泰纳

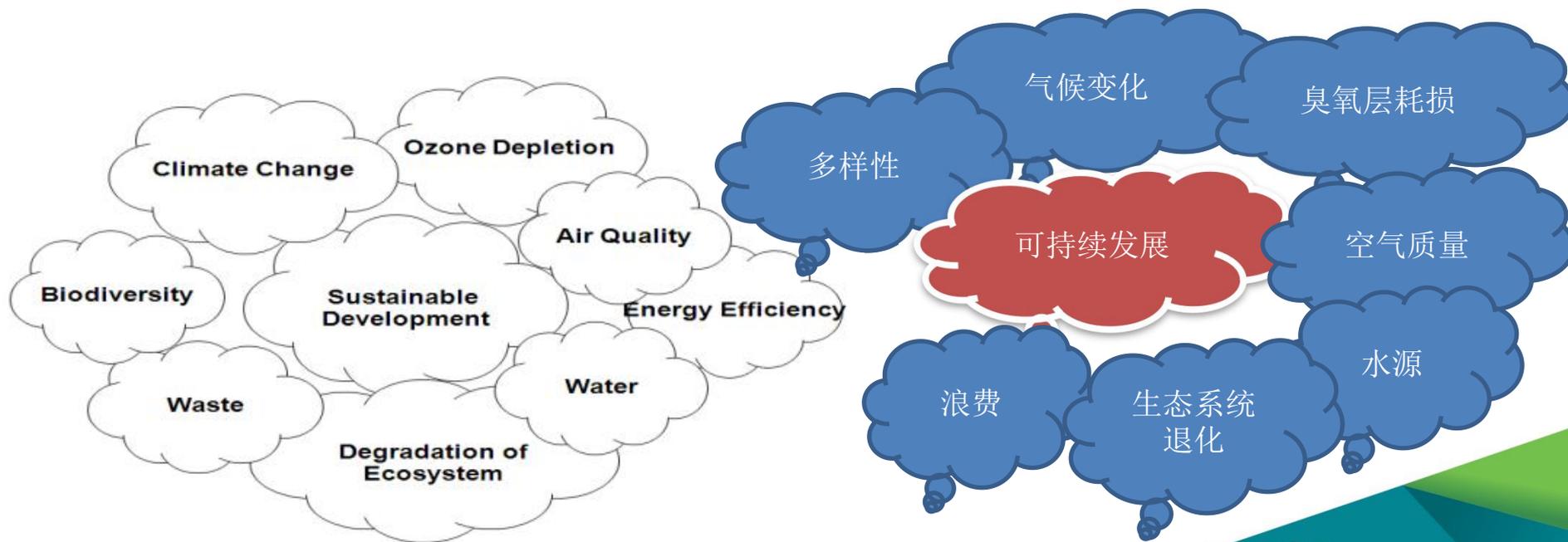
Premier Li Keqiang met with Achim on 1 Nov. 2018, he mentioned that UNDP is the first UN agency to establish cooperation partnership with PRC, fruitful and effective achievements have been obtained in the past 40 years, which is strong support to China's socio-economic development. He expected to align China's development with UN 2030 SDG and continue the partnership with UNDP jointly.



UNDP's Response to China's Environmental Issues

联合国开发计划署对中国环境问题的行动

China is facing most challenging environmental issues, such as energy efficiency, biodiversity losses, ecosystem degradation, chemical pollution and unsustainable utilization of resources, as well as threats from climate change.



UNDP China on-going BD Projects

No	Project Title	UNDP PIMS	GEF Project ID	Start year	Finish Year
1	Qinghai: Strengthening the effectiveness of the protected area system in Qinghai Province, China to conserve globally important biodiversity	4179	80635	2012.09.14	2017.09.13
2	Hainan: CBPF-MSL: Strengthening the Management Effectiveness of the Wetland Protected Area System in Hainan for Conservation of Globally Significant Biodiversity	4597	84186	2013.06.28	2018.06.27
3	National:CBPF-MSL: Strengthening the Management Effectiveness of the Sub-System of Wetland Protected Areas for Conservation of Globally Significant Biodiversity	4391	83911	2013.09.25	2018.09.24
4	DXAL:CBPF-MSL: Strengthening the management effectiveness of the protected area network in the Daxing'anling Landscape	4824	84703	2013.09.25	2018.09.24
5	Anhui:CBPF-MSL: Strengthening the management effectiveness of the wetland protected area system in Anhui Province	4868	84732	2013.12.31	2018.12.30
6	Altai: CBPF-MSL: Strengthening the Management Effectiveness of the Protected Area Landscape in Altai Mountains and Wetlands	4596	84238	2014.2.27	2019.2.26
7	Hubei: CBPF-MSL: Strengthening the management effectiveness of the wetland protected area system in Hubei Province	4823	85762	2014.3.17	2019.3.16
8	PES: Payment for Watershed Services in the Chishui River Basin for Conservation of Globally Significant Biodiversity	4822	85737	2014.9.25	2018.9.24
9	ABS: Developing and Implementing the National Framework on Access and Benefit Sharing of Genetic Resources and Associated Traditional Knowledge	5310	94671	2016.4.1	2021.3.31
10	Yellow Sea: Implementing the Strategic Action Programme for the Yellow Sea Large Marine Ecosystem: Restoring Ecosystem Goods and Services and Consolidation of a Long-term Regional Environmental Governance Framework	74724	87001	2014.7.11	2019.12.30

UNDP China pipeline BD Projects in GEF VI—All 2 programmes led by UNDP

(30.63 million USD, UNDP 22.55 million USD, Account for 73.6%)

Program	No.	Project Title	IA	Budget
One (21 M)	1	FECO: National Park Programme	UNDP	7
	2	Gansu: Conservation and Sustainable Use of Biodiversity in Bailongjiang and Jialingjiang River basin in Gansu Province		3
	3	Qinghai Forestry Department: Conservation of endangered species in Qinghai		3
	4	SOA: CCCWD-Conservation of Critical Chinese White Dolphin Habitat		3
	5	CI Sichuan Wetland Project	CI	3
	6	FECO PA Project	FECO	2
Two (13.88M: 9.63 M-BD, 4.25M- CCM)	1	WB: Climate smart management of grassland ecosystem (Climate Change)	WB	4.25
	2	FAO: Agro-BD Project	FAO	3.08
	3	MOA/MEP/AQSIQ: IAS Prevention and Control in bio-diversified areas in Southern China	UNDP	3.15
	4	Hubei: Gene Diversity Protection and Sustainable Utilization & Management of Agricultural Indigenous Species Resources in Hubei Province		1.7
	5	Hainan: Wild Crop Conservation Project		1.7

II. UNDP-GEF Terminal Evaluation



Comparison between MTR and TE

中期评估与终期评估之比对

Mid-term Review 中期评估

Terminal Evaluation 终期评估

Independent evaluators 独立评审人

Learning, feedback, knowledge sharing 学习、反馈、分享

Monitoring tool 监测工具	Accountability and transparency 问责制和透明化
Identifying weakness and bottlenecks 识 别缺陷和瓶颈	Synthesize lessons and good practices 综合教训和良好实践
Emphasis on full participation 强调完全参与	Emphasis on independence 强调独立性
For Internal improvement 寻求内部改进	For external stakeholders 以外部利益相关者为导向
Achievement of planned outcomes 实现预期成果	Applicability to future activities 适用于今后的活动
Formative 格式化	Summative 总结性

1、 Purpose of Evaluation

Evaluations for UNDP-GEF projects have the following complementary purposes:

- To promote accountability and transparency, and to assess and disclose the extent of project accomplishments.
- To synthesize lessons that can help to improve the selection, design and implementation of future GEF financed UNDP activities.
- To provide feedback on issues that are recurrent across the UNDP portfolio and need attention, and on improvements regarding previously identified issues.
- To contribute to the overall assessment of results in achieving GEF strategic objectives aimed at global environmental benefit.
- To gauge the extent of project convergence with other UN and UNDP priorities, including harmonization with other UN Development Assistance Framework (UNDAF) and UNDP Country Programme Action Plan (CPAP) outcomes and outputs.

2、 Evaluation Approach

- **Review key documents**
- **Engage with stakeholders**
 - Field visits
 - Questionnaire
 - Meeting
 - Interview
 - Build consensus
- **Evidence based - logical framework**
- **Forward looking [float ideas]**

3. Evaluation Methodology

Guideline: Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects, 2012, UNDP

- Evidence-based 基于证据的方法
- Desk Review 回顾书面材料
- Interviews 访谈
- Field Visits 实地考察
- Reporting 汇报

4. Scope of Evaluation

4.1 Project Design/Formulation

- Analysis of Logical Results Framework 逻辑结果框架
- Assumptions and Risks 假设与风险
- Lessons from other Relevant Projects 从相关项目得到的经验
- Planned Stakeholder Participation 既定的利益相关者参与
- Replication Approach 路径复制
- UNDP Comparative Advantage UNDP的比较优势
- Linkages between Project and other Interventions
项目与其他介入之间的关联
- Management Arrangements 管理安排

4.2 Project Implementation 项目执行

- Adaptive Management 适应性管理
- Partnership Arrangements 伙伴关系
- Feedback from M&E Activities used for Adaptive Management 基于适应性管理的M&E活动反馈
- Project Finance 项目融资
- **Monitoring & Evaluation 监测与评估**
- **Implementing Agency (IA) and Executing Agency (EA) Execution 执行机构与行政管理机构**

4.3 Project Results 项目结果

- **Overall Results (Attainment of objectives) 总体结果**
 - **Relevance 相关性**
 - **Efficiency 高效率**
 - Country Ownership 所有权
 - Mainstreaming 主流化
 - **Sustainability 可持续性**
 - Financial _ Institutional Framework/ Governance**
 - Socio-Economic _ Environmental**
- 融资_组织机构/政府治理； 社会-经济_环境
- Catalytic Role 推进角色
 - **Impact 影响**

Rating Scales

Ratings for Effectiveness, Efficiency, M&E, I&E Execution

6. Highly Satisfactory (HS):

The project had no shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency

5: Satisfactory (S):

There were only minor shortcomings

4. Moderately Satisfactory (MS):

There were moderate shortcomings

3. Moderately Unsatisfactory (MU):

The project had significant shortcomings

2. Unsatisfactory (U):

There were major shortcomings in the achievement of project objectives in terms of relevance, effectiveness, or efficiency

1. Highly Unsatisfactory (HU):

The project had severe shortcomings

Sustainability Ratings:

4: Likely (L)

Negligible risks to sustainability

3. Moderately Likely (ML):

Moderate risks to sustainability

2. Moderately Unlikely (MU):

Significant risks to sustainability

1. Unlikely (U):

Severe risks to sustainability

Relevance Ratings:

2. Relevant (R)

1. Not relevant (NR)

Impact Ratings:

3. Significant (S)

2. Minimal (M)

1. Negligible (N)

Additional ratings where relevant:

Not Applicable (N/A)

Unable to Assess (U/A)

Source: Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects, 2012, UNDP

4.4 Terminal Evaluation Report 终期评估报告

- **Executive Summary** 执行概要
- **Background** 背景
- **Evaluation Findings** 评估发现
- **Conclusions** 结论
- **Recommendations** 建议
- **Lessons Learned** 经验教训
- **Good Practices** 良好的实践

4.5 Other Issues to be included in TE report

终期评估报告提出的其他问题

- Need for follow-up 后续要求
- Materialization of co-financing 配套资金的实现情况
- Environmental and social safeguards 环境与社会安全的保障措施
- Gender concerns 对性别的关注
- Stakeholder engagement 利益相关者的参与

5. Preparation for the TE 终期评估准备

- Understanding your project/programme 理解项目
- Preparation of supporting documents 准备项目支撑文档
- Self Assessment (*Report, capacity, awareness, policy advocacy, efforts on the ground*) 自我评估
(报告, 能力, 意识, 政策影响, 示范现场)
- Itinerary Arrangement (*Best use of time for show all achievements*) 日程安排 (充分展示所有成就的最佳时间安排)
- Accommodation and Logistics 住宿和后勤

5.1 Preparation of Supporting Documents

彻底整理项目技术及财务文件、成果资料

- 1) Project document (项目文件)
- 2) Project revision document (项目修订文件)
- 3) Agreements (各类协议书)
- 4) Annual workplans/budget revisions (年度工作计划/预算调整)
- 5) Financial reports/advance requests and FACE (财务报告/预拨申请)
- 6) Payment authorizations, vouchers and supporting documents (各类付款授权、凭证及辅助文件)
- 7) Combined delivery report (综合支出报告)
- 8) Contracts and purchase orders (各类合同及采购定单)
- 9) Documentation of recruitment and procurement processes (雇用及采购过程的记录及说明文件)
- 10) Annual project report (年度项目报告)
- 11) Annual inventory of equipment (年度设备清单)
- 12) Monitoring and evaluation reports (AMA mission report) (各类监测评估报告, 如适应性管理专家的报告)
- 13) Equipment transfer document (设备移交文件)
- 14) Other necessary documents (其它必要的文件)

5.2 Preparation of Self Assessment (1)

Basic definition for each link in RBM Chain

Inputs

Financial, human and material resources used for the project

Activities

投入

Actions taken through which the project inputs are mobilized to produce specific outputs

Outputs

活动

Products and services that result from the project

Outcomes

产出

The likely or achieved short- and medium-term effects of an intervention's outputs. Examples of outcomes could include, but are not restricted to, stronger institutional capacities, higher public awareness (when leading to changes of behavior), and transformed policy frameworks or markets.

成果

Impacts

Actual or anticipated, positive or negative changes in global environmental benefit, as verified by environmental stress and/or status change, and also taking into account sustainable development impacts, including changed livelihoods.

影响

Preparation of Self Assessment (2) -- Glossary of Terms

Activity	The practical, timebound actions that the project carries out to deliver the desired project outputs
Assumption	The significant factors that, if present, are expected to contribute to the ultimate realisation of project impacts, but that are largely beyond the power of the project to influence or address
Global Environmental Benefit	Lasting improvements in the status of an aspect of the global environment that safeguards environmental functioning and integrity as well as benefiting human society
Impact	A fundamental and durable change in the condition of people and their environment brought about by the project
Impact driver	The significant factors that, if present, are expected to contribute to the ultimate realisation of project impacts and that are within the ability of the project to influence
Intermediate state	The transitional conditions between the project's outcomes and impacts that must be achieved in order to deliver the intended impacts
Logical framework	The basic planning and management framework for the project, which sets out information about the key components of the project – the activities, outputs, and outcomes - in a clear, concise and systematic way, thereby describing the logic by which the project will deliver its objectives
Outcomes-impacts pathways	The means-ends relationships between project outcomes and the intended impacts that describe the specific conditions or factors that are required in order to achieve impacts. Developing a clear understanding the outcomes-impacts pathways is at the core of the ROtI methodology
Output	The goods and services that the project must deliver in order to achieve the project outcomes. Outputs are within the direct control of the project to deliver
Outcome	The short to medium term behavioural or systemic effects that the project makes a contribution towards, and that are designed to help achieve the project's impacts
Strategy	The major types of intervention employed by a project in order to deliver the intended impacts
Theory of Change	A theory-based evaluation tool that maps out the logical sequence of means-ends linkages underlying a project and thereby makes explicit both the expected results of the project and the actions or strategies that will lead to the achievement of results

CO-FINANCING TABLE FOR UNDP SUPPORTED GEF FINANCED PROJECTS

Co financing (Type/ Sources)	IA own Financing (mill US\$)		Government (mill US\$)		Other Sources* (mill US\$)		Total Financing (mill US\$)		Total Disbursement (mill US\$)	
	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual
Grant										
Credits										
Equity										
In-kind										
Non-grant Instruments*										
Other Types										
Total										

*Other Sources refer to contributions mobilized for the project from other multilateral agencies, bilateral development cooperation agencies, NGOs, the private sector, etc. Specify each and explain "Other sources" of co-financing when possible.

* Describe "Non-grant instruments" (such as guarantees, contingent grants, etc.)

5.3 Itinerary Arrangement 行程安排

- ‘Ambassadorial role’ 形象大使
- Quality Control of technical outputs
技术产出的质量控制
- Triangulation (Cross-checking)
立体衡量（交叉检查）
- Details 细节说明
- Evidence Based 基于实际
- Adaptive management and flexibility 适应性和灵活性，有预案

Important note

- Conduct the Tracking Tools (METT and Financial Scorecard) before MTE and TE
- Self-Evaluation Report

6. Project Closure 项目终结

1) Project Operational Closure 项目实施终结

- **Completion of planned Activities** 完成计划的活动
- **Achievement of designed outputs and objectives** 实现设计的产出和项目目标
- **Completion of M&E and reports** 完成监控评估活动和相关报告
- **NO pending issues** 无待定事宜
- **NO objections from IA/IP/auditors** 无国际机构、国内执行伙伴、审计的反对意见
- **Official request for Operational Closure** 执行机构负责书面通知开发署代表处



Samples of operational closure request

GBF/UNDP/MEP 四川汶川地震灾区恢复与重建中生物多样性保护应急对策项目
GEF/UNDP/MEP Emergency Biodiversity Conservation Measures for the Recovery and Reconstruction
Wenchuan Earthquake hit Region in Sichuan Province



December 31, 2010

Dear Mr. Navarro,

Through close collaboration with your office, the “UNDP/GEF Emergency Biodiversity Conservation Measures for the Recovery and Reconstruction of Wenchuan Earthquake hit Region in Sichuan Province” (Earthquake Project) has achieved expected results in improving knowledge and understanding and filling the information gaps on the earthquake induced impacts and post-quake ecological risks on biodiversity in affected areas, incorporating biodiversity conservation into recovery and reconstruction plans in project areas, improving monitoring capacity, developing Protected Area reconstruction framework with prioritized actions, etc.

As all substantive activities under Earthquake Project have come to a close, I would like to request the Operational Closure of the project. Your approval of the Operational Closure of the above-mentioned project is greatly appreciated. And the Project Team will continue close cooperation with your office on the follow up activities before the project conclusion in the future.

Thanks for your cooperation.

Yours sincerely,

Yue Ruisheng
National Project Director
Foreign Economic Cooperation Office, MEP

18 JAN 2011

UNDP OFFICE
FILE NO. 000 62480
SPMNGT: NN
CO: SXB-SPMS
Action: ZXH
FILED

2) Project Financial Closure 项目财务终结

- **Completion of advance/direct payment 完成预拨款和直接付款**
- **Cleared final CDR 双方签署项目最终支付报告**
- **Completion of equipment transfer 完成设备移交**
- **Completion of Terminal Report 完成项目最终报告**
- **Financial closure has to be done within 12 months after operational closure 财务终结必须在运行终结后12个月内完成**
- **Unused project fund should be returned to UNDP 项目剩余金额退还开发署代表处**
- **Before financial closure, all project expenditures have been recorded in UNDP financial system, project account has been closed and final budget revision has been approved. 在项目所有的财务往来都已由开发署代表处记录在案、项目账户已关闭，最终预算调整已获批准的情况下，运行终结的项目可被认为财务上终结。**

Samples of equipment transfer request

TRANSFER OF TITLE OF NON-EXPENDABLE SUPPLIES AND EQUIPMENT FROM THE UNITED NATIONS DEVELOPMENT PROGRAMME TO Foreign Economic Cooperation Organization of Ministry of Environmental Protection

The United Nations Development Programme hereby transfers and Foreign Economic Cooperation Organization of Ministry of Environmental Protection (refer to FECCO below) hereby accepts full title and ownership of the supplies and equipment specified in the attached equipment list, with a total cost of RMB ¥ 3,278,793.

The supplies and equipment represent assistant of the United Nations Development Programme to FECCO in connection with the Project "Emergency Biodiversity Conservation Measures for Recovery and Reconstruction in Response to Wenchuan Earthquake in Sichuan Province People's Republic of China" and transfer of such equipment should be effected in accordance with the provisions entered in the UNDP regulations and guidelines on this issue.

Transfer of title ownership is made on the understanding that the supplies and equipment will be made solely for the proposes, in the manner and in the place set out in the Project Document, and subject to any limitations contained therein.

On behalf of FECCO:

(Official Seal)  Signature Name Title
Place Date *Dec. 29 2010*

On behalf of the United Nations Development Programme:

(UNDP Seal)  Signature Name Title
Place Date
Napoleon Navarro
Deputy Country Director

INVENTORY OF NON-EXPENDABLE EQUIPMENT

UNDP/GEF/2008/448
Project ID: Emergency Biodiversity Conservation Measures for the Recovery and Reconstruction of Wenchuan Earthquake in Region in Sichuan Province
FECCO/MEP
From: Jan. 14, 2009 to: Dec. 31, 2010

Description	Date of Purchase	Serial No	Inventory No.	Equipment Procurement Value/RMB	Number of Equipment	Source of Fund	Location	Date	Transfer/Disposition (fill in at the end of project)	
									Amount	Destination
Sony DVIH0R3019RE camera bag		1	SDV1-DF-01	5600	1			Jul 8th, 2010	1	Mount Sigang National Natural Reserve
Canon Digital Camera (ML210 - KISD - camera bag)		2	SDV1-XMB-01	2980	2			Mar 7th, 2010	2	Dujiangyan Environmental Monitoring Station PMO
Canon 500F 12011L		3	SDV1-DF-01	5950	4				4	Dujiangyan Environmental Monitoring Station
Hp printer P105 Black and white laser printer		4	SDV1-DF-04	1950	2				2	Manang Environmental Monitoring Station
Hp scanner Scanjet 5990L (1916A)		5	SDV1-DF-05	4400	2				2	Dujiangyan Environmental Monitoring Station
HP color inkjet printer HP ColorJet 8470B	Mar 30th, 2010	6	SDV1-DF-06	2460	2	GEF	SECFB		2	Dujiangyan Environmental Monitoring Station
Shanghai 6th machine SF-660R		7	SDV1-DF-07	1550	2			Jul 8th, 2010	2	Dujiangyan Environmental Monitoring Station
Lenovo Thinkpad X200 T4318-01		8	SDV1-DF-08	9600	4				4	Manang Environmental Monitoring Station
Lenovo Thinkpad T550S-STW		9	SDV1-DF-09	4200	2				2	Manang Environmental Monitoring Station
Canon SD100 10.1M (V) 10.1M (V) 10.1M (V) 10.1M (V) Canon Long Lens (106-800) (100-0208-0002C)		10	SDV1-DF-10	24450	2				2	Manang Environmental Monitoring Station
HP DesignJet 2615 CN		11	SDV1-DF-11	5000	2				2	Manang Environmental Monitoring Station
HP DesignJet 2615 CN		12	SDV1-DF-12	9000	4				4	Manang Environmental Monitoring Station

42	SDV1-DF-42	4							4	Dujiangyan Environmental Monitoring Station
43	SDV1-DF-43	6							6	Dujiangyan Environmental Monitoring Station
44	SDV1-DF-44	1						Oct 2nd, 2010	1	Manang Environmental Monitoring Station
45	SDV1-DF-45	3							3	Manang Environmental Monitoring Station
46	SDV1-DF-46	7							7	Manang Environmental Monitoring Station
47	SDV1-XMB-03	2				GEF	SECFB		2	Manang Environmental Monitoring Station
48	SDV1-XMB-04	1							1	PMO
49	SDV1-XMB-05	1							1	PMO
50	SDV1-XMB-06	3							3	PMO
51	SDV1-XMB-07	1							1	PMO

(UNDP Seal)  Signature Name Title
Project Director
Date: *Dec 29 2010*

3) Final Project Review项目总结报告

A final project review will be conducted during the final quarter of the project duration. Its purpose is to assess the performance and success of the project. It should look at sustainability of the results, including the contribution to related outcomes (and the status of these outcomes) and capacity development. It will also review lessons learned and recommendations that might improve design and implementation of other UNDP-funded projects. Like the annual review, the final project review is driven by the project board and may involve other stakeholders as required, especially any relevant outcome groups. The final project review is distinguished from an evaluation because the latter is an external assessment, while the former is a self-assessment exercise. The findings from the review can be used to inform the evaluation and vice versa.

Prepare final project review report [Project Management Office]

When completion is approaching (e.g. 3 months), the PMO must prepare a final project review report. This is a report from the project team to the project board, using the same format as the Annual Project Review Report available in the Executive Snapshot. As such, it does offer a coherent and structured assessment of progress based on the chain of results initially defined in the Results and Resources Framework (RRF). It may be supplemented by additional narrative to meet specific reporting needs of stakeholders, especially bilateral donors.

As an annex, a lessons-learned report would also be prepared and shared with knowledge networks.

Conduct final project review [Project board]

Using the final Project Review Report, the Lessons Learned Report and other documentation as appropriate, the project board should assess in this meeting the performance and success of the project, and its contribution to related outcomes. Topics during the review shall include:

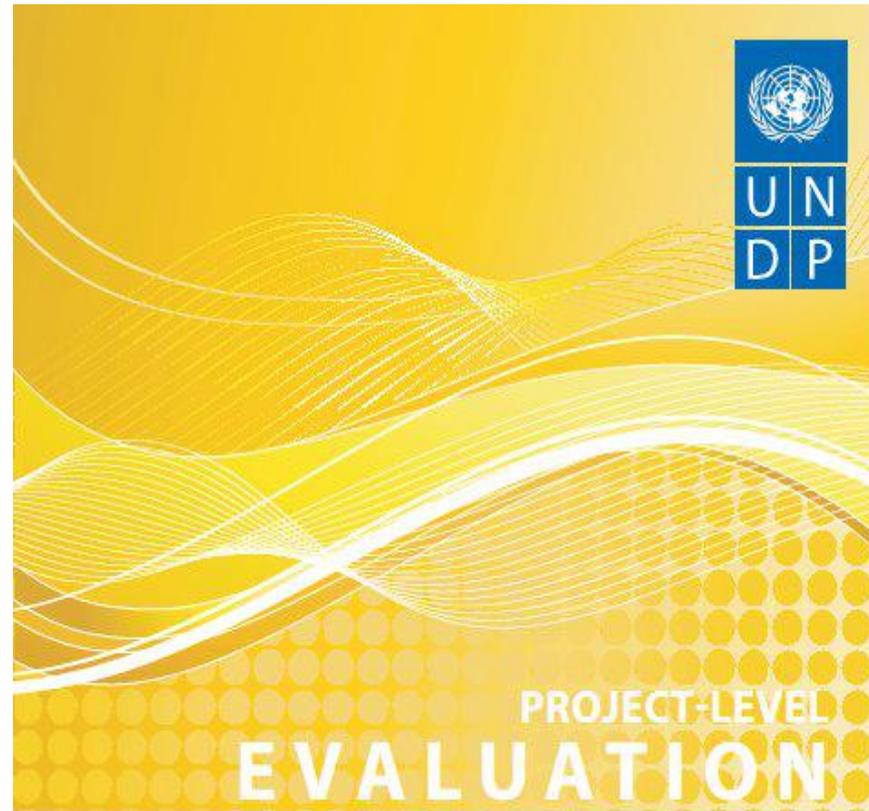
- ❖ Achievements of last year targets;
- ❖ Overall project performance and sustainability of results;
- ❖ Achievement on capacity development;
- ❖ Outstanding activities;
- ❖ Lessons learned;
- ❖ Use of remaining budget, if any;
- ❖ Effective date of project closure;
- ❖ Transitioning of responsibilities to national counterparts;
- ❖ Hand-over of remaining assets.

Identify follow-up actions [Project Management Office]

To ensure follow-up on aspects discussed in the final review meeting, the project manager should update the lessons-learned report to include a brief record of decisions and conclusions related to follow-up actions. This updated report should be submitted through the Project board to the Programme manager in order to update the Country Programme Evaluation Plan as required. It could also be shared with stakeholders, relevant partners or networks.

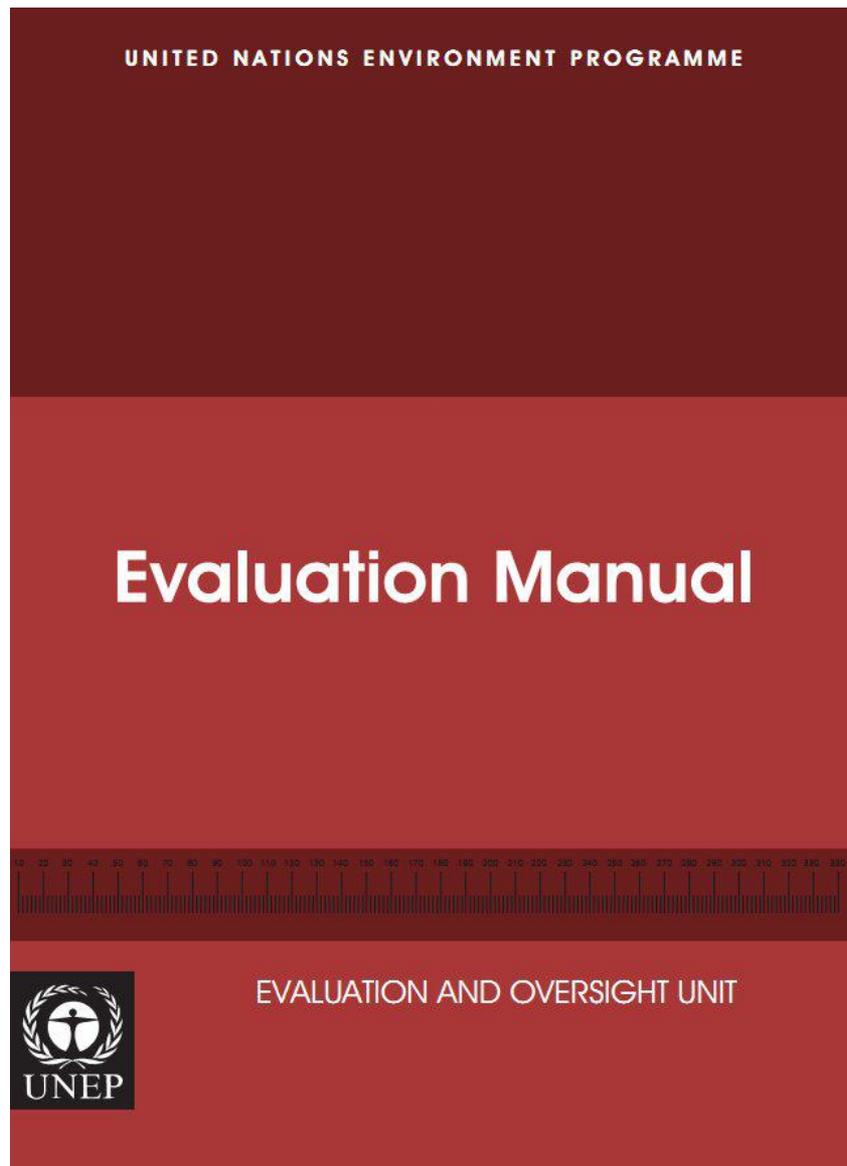
III、References 参考文献

1、UNDP-GEF项目终期评估指南



**GUIDANCE FOR CONDUCTING TERMINAL
EVALUATIONS OF UNDP-SUPPORTED,
GEF-FINANCED PROJECTS**

2、UNEP项目评估手册



3、欧盟项目周期管理指南

"THE CONSERVATION PROJECT MANUAL"

Development of this guide has been a collaborative project between the BP Conservation Programme, Fauna & Flora International, BirdLife International and the RSPB – the BirdLife Partner in the UK.

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The Conservation Project Manual
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1997

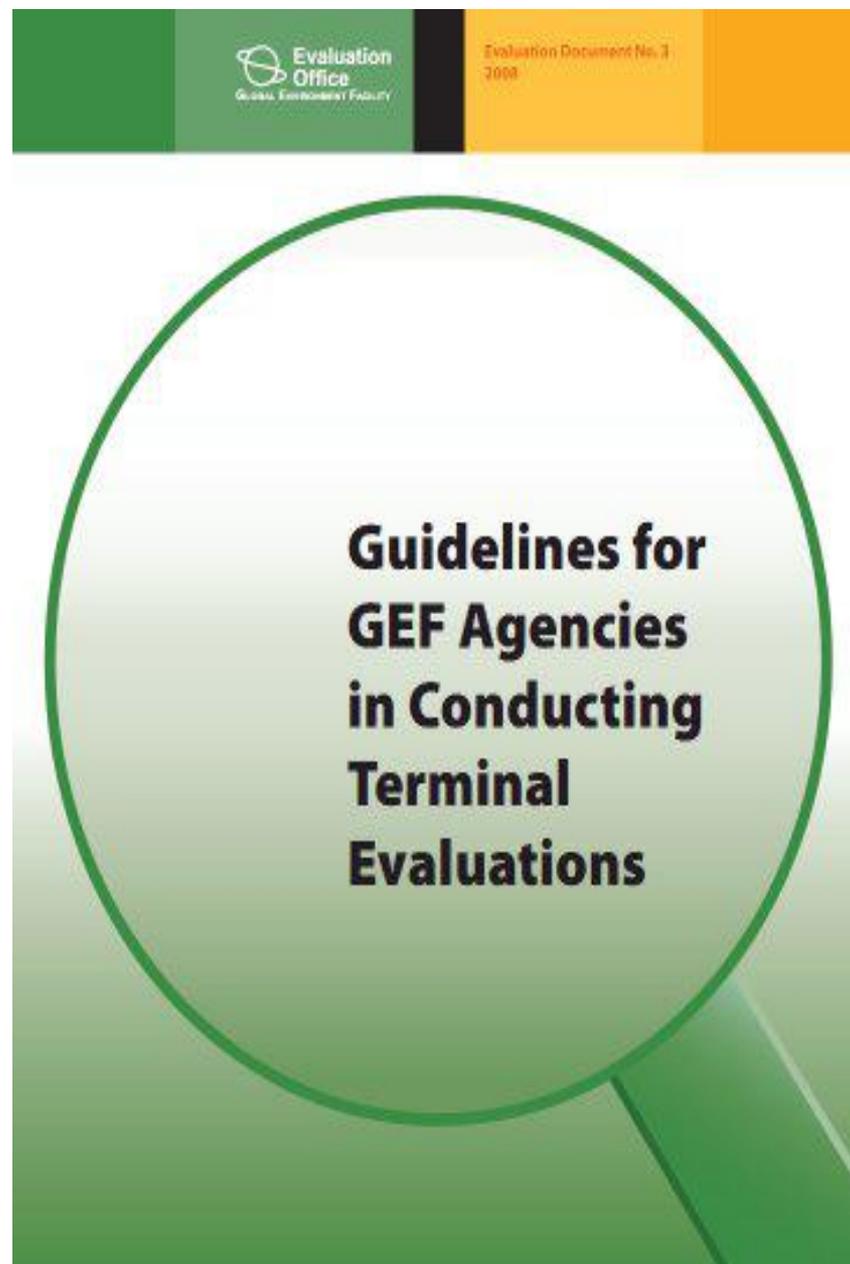


Aid Delivery Methods

Volume 1

Project Cycle Management Guidelines

4、GEF评估办公室 全球环境基金机构项目 终期评估指导手册



5、全球环境基金监测与评价政策-2010



GLOBAL ENVIRONMENT FACILITY
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The GEF Monitoring and Evaluation Policy 2010

全球环境基金 监测与评价政策 2010

November 2010



Commission
Meeting
QINGDAO, PR CHINA

