

ANNEX 2 EVALUATION MATRIX

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?			
<ul style="list-style-type: none"> • Is the project relevant to UNCBD and other international objectives? • How does the project support the objectives of UNCBD, especially the Aichi Targets? • Does the project support other international conventions, such as the UNFCCC? 			
<ul style="list-style-type: none"> • Is the project relevant to GEF biodiversity focal area? • How does the project support the GEF biodiversity focal area and strategic priorities? 			
<ul style="list-style-type: none"> • Is the project relevant to the Philippines' environment and sustainable development objectives? • How does the project support the environment and sustainable development objectives of the Philippines? • Is the project country-driven? • What was the level of stakeholder participation in project design? • What was the level of stakeholder ownership in implementation? • Does the project adequately take into account the national realities, both in terms of institutional and policy framework in its design and its implementation? 			
<ul style="list-style-type: none"> • 			

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<ul style="list-style-type: none"> • Is the project relevant to the country programme of the UNDP? • Does the project contribute to UNDAF? • Does the project contribute to the Country Programme Document of UNDP in the Philippines? • To what extent does the project contribute to the fulfilment of the objectives of UNDAF and the CPD? 			
<ul style="list-style-type: none"> • Is the project addressing the needs of target beneficiaries at the local and regional levels? • How does the project support the needs of relevant stakeholders? • Has the implementation of the project been inclusive of all relevant stakeholders? • Were local beneficiaries and stakeholders adequately involved in project design and implementation? 			
<ul style="list-style-type: none"> • Is the project internally coherent in its design? • Are there logical linkages between expected results of the project (log frame) and the project design (in terms of project components, choice of partners, structure, delivery mechanism, scope, budget, use of resources etc.)? • Is the length of the project sufficient to achieve project outcomes? 			
<ul style="list-style-type: none"> • How is the project relevant with respect to other donor-supported activities? • Does the GEF funding support activities and objectives not addressed by other donors? • How do GEF-funds help to fill gaps (or give additional stimulus) that are necessary but are not covered by other donors? 			

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<ul style="list-style-type: none"> • Is there coordination and complementarity between donors? 			
<ul style="list-style-type: none"> • Does the project provide relevant lessons and experiences for other similar projects in the future? • Has the experience of the project provided relevant lessons for other future projects targeted at similar objectives? 			
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
<ul style="list-style-type: none"> • Has the project been effective in achieving its expected outcomes? • To what extent have the project targets been achieved? • To what extent have the project failed to achieve its targets? • To what factors can be attributed the achievement and/or non-achievement of the targets? 			
<ul style="list-style-type: none"> • How is risk and risk mitigation being managed? • How well are risks, assumptions and impact drivers being managed? • What was the quality of risk mitigation strategies developed? Were these sufficient? • Are there clear strategies for risk mitigation related with long-term sustainability of the project? 			
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with long-term sustainability of the project?			
<ul style="list-style-type: none"> • What lessons can be drawn regarding effectiveness for other similar projects in the future? • What lessons have been learned from the project regarding achievement of outcomes? • What changes could have been made (if any) to the design of the project in order to improve the achievement of the project's expected results? 			
Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?			
<ul style="list-style-type: none"> • Was project support provided in an efficient way? • Was adaptive management used or needed to ensure efficient resource use? • Did the project logical framework and work plans and any changes made to them use as management tools during implementation? • Were the accounting and financial systems in place adequate for project management and producing accurate and timely financial information? • Were progress reports produced accurately, timely and responded to reporting requirements including adaptive management changes? • Was project implementation as cost effective as originally proposed (planned vs. actual) • Did the leveraging of funds (co- financing) happen as planned? • Were financial resources utilized efficiently? Could financial resources have been used more efficiently? • Was procurement carried out in a manner making efficient use of project resources? • How was results-based management used during 			

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project implementation?			
<ul style="list-style-type: none"> • How efficient are partnership arrangements for the project? • To what extent partnerships/ linkages between institutions/ organizations were encouraged and supported? • Which partnerships/linkages were facilitated? Which ones can be considered sustainable? • What was the level of efficiency of cooperation and collaboration arrangements? • Which methods were successful or not and why? 			
<ul style="list-style-type: none"> • Did the project efficiently utilize local capacity in implementation? • Was an appropriate balance struck between utilization of international expertise as well as local capacity? • Did the project take into account local capacity in design and implementation of the project? • Was there an effective collaboration between institutions responsible for implementing the project? 			
<ul style="list-style-type: none"> • What lessons can be drawn regarding efficiency for other similar projects in the future? • What lessons can be learnt from the project regarding efficiency? • How could the project have more efficiently carried out implementation (in terms of management structures and procedures, partnership arrangements etc.)? • What changes could have been made (if any) to the project in order to improve its efficiency? 			

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Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?			
<ul style="list-style-type: none"> • Are the outputs and outcomes of the project likely to be sustainable? • Is there a realistic sustainability plan? • Do project achievements show potential for sustainability, replication, scaling up? 			
<ul style="list-style-type: none"> • Do the financial, institutional, policy, social, economic, cultural and environmental conditions pose risk/s to the sustainability of project results? • Are the risks manageable? • Does the sustainability plan address the risks? • What opportunities are available that can help sustainability of project gains? • How can these opportunities be used or optimized for sustainability? 			
<ul style="list-style-type: none"> • What lessons can guide the design and implementation of the next phase, if any, of SGP in the Philippines? 			
Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?			
<ul style="list-style-type: none"> • Has the project effected significant improvement in the governance of protected areas? • Has the project affected national and local policies and practice with regard to biodiversity conservation? 			
<ul style="list-style-type: none"> • Has the project changed the lives of affected community members in a positive way? • Has the project positively affected women, indigenous peoples and other vulnerable groups socially, politically, economically and culturally? 			

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<ul style="list-style-type: none">• Has the project adversely affected women, indigenous peoples and other vulnerable groups socially, politically, economically and culturally?			