

Project Evaluation Series

**Terms of Reference for
terminal evaluation of
“Global Sustainable Fisheries
Management and Biodiversity
Conservation in the Areas Beyond
National Jurisdiction”**

GEF ID 4580 (programme)

and its child projects:

GEF ID 4581 (ABNJ Tuna Project)

GEF ID 4660 (ABNJ Deep-Sea Project)

GEF ID 4582 (ABNJ Capacity Building Project)

GEF ID 5827 (ABNJ program coordination)

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Acronyms and abbreviations

ABNJ	Areas Beyond National Jurisdiction
CD	Capacity development
EM	Evaluation manager
ET	Evaluation team
ETL	Evaluation team leader
FAO	Food and Agriculture Organization of the United Nations
GEF	Global Environmental Facility
MR	Management Response
MTE	Mid-term evaluation
MTR	Mid-term review
OED	FAO Office of Evaluation
PMT	Project Management Team
ToC	Theory of change
TE	Terminal evaluation
ToR	Terms of Reference

1. Introduction

1. This document presents the overall Terms of Reference (ToR) for the Terminal Evaluation (TE) of the Program (GEF ID 4580) entitled "Global Sustainable Fisheries Management and Conservation in the Areas Beyond National Jurisdiction Program" (hereinafter called the Common Oceans ABNJ Program).
2. This program is part of the GEF's Programmatic Approach which is defined as the "long-term and strategic arrangement of individual yet interlinked projects aimed at achieving large-scale impacts on the global environment. A programmatic approach seeks to achieve these impacts by providing recipient countries, the GEF, and other GEF stakeholders synergies across the Focal Areas of the GEF within the framework of national and regional sustainable development; by catalyzing action and replicating successes and innovations; by maximizing and scaling up global environmental benefits; and by enabling donors and other partners to invest additional and focused funding based on the scope of the program."
3. The **Common Oceans ABNJ Program** GEF ID 4580 (refer to table 1) is implemented through five child projects (refer to Table 2-6 for summary information. These are:
 - i. GEF ID 5827 – FAO/GCP/GLO/541/GFF The "Coordination of the Global sustainable fisheries management and biodiversity conservation in the Areas Beyond National Jurisdiction Program" (hereinafter called the **ABNJ Coordination**). This is an overarching coordination mechanism which is a Medium-Sized Project that is expected to create additional synergy across its other child projects
 - ii. GEF ID 4581 – FAO/GCP/GLO/365/GFF -The "Sustainable Management of Tuna Fisheries and Biodiversity Conservation in the ABNJ" project (hereinafter called **ABNJ Tuna Project**).
 - iii. GEF ID 4660 – FAO-UNEP/GCP/GLO/366/GFF - The "Sustainable Fisheries Management and Biodiversity Conservation of Deep-Sea living marine resources and ecosystems in the Areas Beyond National Jurisdiction" project (hereinafter called the **ABNJ Deep Sea Project**). This project is co-implemented with the United Nations Environment Programme.
 - iv. GEF ID 4582 – GCP/GLO/367/GFF The "Strengthening Global Capacity to Effectively Manage Areas Beyond National Jurisdiction" project (hereinafter called the **ABNJ Capacity Project**). This project is co-executed with the Global Ocean Forum.
 - v. GEF ID 4856 – World Bank - The "Ocean Partnerships for Sustainable Fisheries & Biodiversity Conservation" (hereinafter called the **ABNJ Ocean Partnership Project**). This project is implemented by the World Bank.
4. These ToR represent a guiding document for the Evaluation Team (ET) and the project's main stakeholders. It briefly describes the Common Oceans ABNJ Program and its key areas of work. The ToR sets out the purpose and scope of the evaluation and presents a general work plan. Inception reports at a later stage will support these ToR in detailing the context of the evaluations of the three projects under FAO responsibility, their methodologies, stakeholder analysis, and mission plans.
5. The program evaluation will be structured and reported as follows:

- i. **Common Oceans ABNJ Program Terminal Evaluation Report.** This report will present the evaluation of the program as a whole, assesses the synergies across the four child projects and the program's added value. The review of the Medium-Sized Projects, the **ABNJ Coordination**, which is the coordinating mechanism of the Common Oceans ABNJ Program will be folded into the program-level evaluation report. In addition, the program-level evaluation report will have a dedicated annex on the **ABNJ Capacity Development Project** which will serve as its terminal evaluation¹. The **ABNJ Ocean Partnership Project** has been evaluated separately by the World Bank and will contribute to the program evaluation.
 - ii. **ABNJ Tuna Project Terminal Evaluation Report.** This will be a stand-alone report that will be closely linked to the Program Evaluation Report.
 - iii. **ABNJ Deep Sea Terminal Evaluation Report.** This will be a stand-alone report that will be closely linked to the Program Evaluation Report.
6. The evaluations of the Commons Ocean ABNJ Program (including the ABNJ Coordination and the annex on ABNJ Capacity Project), ABNJ Tuna Project and ABNJ Deep Sea Project will be consistent with the OED Terminal Evaluation Guidelines, Guidelines for GEF Agencies in Conducting Terminal Evaluation for Full-sized Projects, and the GEF Evaluation Policy 2019.
 7. This document has been shared with and commented upon by each of the project's² Project Task Forces, Project Management Units, and peer-reviewed by FAO's Office of Evaluation. Furthermore, it has been shared with the United Nations Environment Programme (Co-implementing Agency of the ABNJ Deep Sea Project), World Bank (Implementing Agency of the ABNJ Ocean Partnership Project), Global Ocean Forum (Executing Agency of the ABNJ Capacity Project)³ and the GEF Independent Evaluation Office.

Table 1: Summary information of the Common Oceans ABNJ Program

GEF Project ID	4580
Project Type	Full-size Project
Status	Concept Approved
Country	Global
Focal Areas	Biodiversity, International Waters
Funding Source	GEF Trust Fund
Implementing Agencies	Food and Agriculture Organization
Executing Agencies	Conservation International, Global Oceans Forum, IUCN, WWF
GEF Period:	GEF - 5
Approval Fiscal Year:	2012

¹ The ABNJ Coordination and ABNJ Capacity Project will be evaluated closely, initially the latter was identified as the cohesive activity across all the ABNJ projects.

² Each of the three ABNJ projects implemented by FAO and the ABNJ Coordination have their own Project Task Force, Project Management Unit and Steering Committee.

³ As stated in each of the project's documents.

Table 2: Summary information of the ABNJ Coordination

FAO Project ID	GCP/GLO/541/GFF
GEF Project ID	5827
Project Type	Medium-size Project
Status	Project Approved
Country	Global
Focal Areas	International Waters
Funding Source	GEF Trust Fund
Implementing Agencies	Food and Agriculture Organization
Executing Agencies	Food and Agriculture Organization
GEF Period:	GEF - 5
Approval Fiscal Year:	2014
PIF approved:	The PFD was approved on 15 September 2011, The Coordination Project on 06 June 2014
Date of CEO endorsement:	5 June 2014
Date of PPRC endorsement:	12 June 2014
Date of project start:	24 Jun 2014
Execution Agreement signed:	Not applicable
Execution Agreement amended:	Not applicable
Initial date of project completion (original NTE):	23 Jun 2019
Revised project implementation end date:	31 December 2019
Date of Mid-Term Evaluation:	Not applicable
Project Preparation Grant Amount	USD 0
GEF Project Grant	USD 458 716
Co-financing Total	USD 954 528
GEF Agency Fees	USD 41 284
Total Cost	USD 1 413 244

Table 3: Summary information of ABNJ Tuna Project

FAO Project ID	GCP/GLO/365/GFF
GEF Project ID	4581
Project Type	Full-size Project
Status	Project Approved
Country	Global
Focal Areas	Biodiversity, International Waters
Funding Source	GEF Trust Fund
Implementing Agencies	Food and Agriculture Organization
Executing Agencies	T-RFMOs (Commission for the Conservation of Southern Bluefin Tuna (CCSBT), Inter-American Tropical Tuna Commission (IATTC), International Commission for the Conservation of Atlantic Tunas (ICCAT), Indian Ocean Tuna Commission (IOTC), and Western and Central Pacific Fisheries Commission (WCPFC)) and member countries, Forum Fisheries Agency (FFA), Fisheries and Aquaculture Sector Organization of the Central American

	Isthmus (OSPESCA), Parties of the Nauru Agreement (PNA), Secretariat of the Pacific Community (SPC), Governments of Fiji and Ghana, National Oceanic and Atmospheric Administration (NOAA), BirdLife International (BLI), International Seafood Sustainability Foundation (ISSF), World Wildlife Fund (WWF) and Industry
GEF Period:	GEF - 5
Approval Fiscal Year:	2012
PIF approved:	09 December 2011
Date of CEO endorsement:	11 November 2013
Date of PPRC endorsement:	
Date of project start:	15 January 2014
Execution Agreements signed:	
WCPFC	25 October 2014
WWF	01 October 2014
Execution Agreements amended:	
WCPFC Amendment 1	14 November 2014
WCPFC Amendment 2	26 April 2018
WCPFC Amendment 3	21 February 2019
WWF Amendment 1	15 December 2015
WWF Amendment 2	11 January 2018
WWF Amendment 3	13 December 2018
Initial date of project completion (original NTE):	14 January 2019
Revised project implementation end date:	31 December 2019
Date of Mid-Term Evaluation	July 2016-May 2017
Project Preparation Grant Amount	USD 350 000
GEF Project Grant	USD 27 172 936
Co-financing Total	USD 150 805 100
GEF Agency Fees	USD 2 445 564
Total Cost	USD 178 328 036

Table 4: Summary information of ABNJ Deep Sea Project

FAO Project ID	GCP/GLO/366/GFF
GEF Project ID	4660
Project Type	Full-size Project
Status	Project Approved
Country	Global
Focal Areas	Biodiversity, International Waters
Funding Source	GEF Trust Fund
Implementing Agencies	Food and Agriculture Organization
Executing Agencies	IUCN, CPPS, East African Seas Regional Coordinating Unit
GEF Period:	GEF - 5
Approval Fiscal Year:	2012
PIF approved:	04 October 2012
Date of CEO endorsement:	10 June 2014
Date of PPRC endorsement:	
Date of project start:	01 September 2014
Execution Agreement signed:	Not applicable
Execution Agreement amended:	Not applicable
Initial date of project completion (original NTE):	31 Aug 2019
Revised project implementation end date:	31 December 2019
Date of Mid-Term Evaluation	June 2018
Project Preparation Grant Amount	USD 344 000
GEF Project Grant	USD 7 315 597
Co-financing Total	USD 79 558 500
GEF Agency Fees	USD 658 403
Total Cost	USD 87 218 097

Table 5: Summary information of ABNJ Capacity Project

FAO Project ID	GCP/GLO/367/GFF
GEF Project ID	4582
Project Type	Medium-size Project
Status	Project Approved
Country	Global
Focal Areas	Biodiversity, International Waters
Funding Source	GEF Trust Fund
Implementing Agencies	Food and Agriculture Organization
Executing Agencies	Global Ocean Forum
GEF Period:	GEF - 5
Approval Fiscal Year:	2014
PIF approved:	Not applicable
Date of CEO endorsement:	12 June 2013
Date of PPRC endorsement:	
Date of project start:	13 January 2014
Execution Agreement signed:	Not applicable, execution by GOF through LoA signed 05 June 2014
Execution Agreement amended:	Not applicable
Initial date of project completion (original NTE):	12 January 2019
Revised project implementation end date:	31 December 2019
Date of Mid-Term Evaluation	Not applicable
Project Preparation Grant Amount	USD 0
GEF Project Grant	USD 1 000 000
Co-financing Total	USD 4 599 000
GEF Agency Fees	USD 90 000
Total Cost	USD 5 599 000

Table 6: Summary information of ABNJ Ocean Partnership Project

GEF Project ID	4856
Project Type	Full-size Project
Status	Project Approved
Country	Global
Focal Areas	Biodiversity, International Waters
Funding Source	GEF Trust Fund
Implementing Agencies	The World Bank
Executing Agencies	Conservation International, Government/regional organizations in pilot sites
GEF Period:	GEF - 5
Approval Fiscal Year:	2012
PIF approved:	Not applicable
Date of CEO endorsement:	06 May 2014
Date of PPRC endorsement:	This is a World Bank Project
Date of project start:	17 November 2014 (World Bank approval date)
Execution Agreement signed:	This is a World Bank Project
Execution Agreement amended:	This is a World Bank Project
Initial date of project completion (original NTE):	31 December 2018
Revised project implementation end date:	31 December 2018
Date of Mid-Term Evaluation	
Project Preparation Grant Amount	USD 350 000
GEF Project Grant	USD 9 174 311
Co-financing Total	USD 40 000 000
GEF Agency Fees	USD 825 689
Total Cost	USD 49 524 311

2. Background and context of the program

2.1 Background

8. The marine Areas Beyond National Jurisdiction comprises 40% of the earth's surface, it covers 64% of the surface of the ocean and 95% of its volume. Management of resources in the ABNJ is complex due to various ecosystems within the ABNJ, the actual depth and distance to the coast. Also, the ABNJ has multiple uses, which are reflected in its diverse stakeholders with overlapping interests. The 2002 World Summit on Sustainable Development, the Conference of Parties of the Convention on Biological Diversity 2010, encouraged the reduction of (human) pressures and the application of the ecosystems approach in meeting goals to achieve sustainable use of the ABNJ. The Common Oceans ABNJ Program is responding to this global need to have a concerted effort in bringing various stakeholders to work together to manage and conserve the world's common oceans.
9. The Common Oceans ABNJ Program is one of the first programs under GEF 5. This program aims to achieve transformational changes in the management and sustainability of resources in the high seas. The program is working on tuna and deep-sea fisheries, policy, conservation of biodiversity, capacity development, building networks, testing, documenting and disseminating best practices, and improving the interface of science and policy for improved decision making
10. The transformational changes that serve as the objectives of the Common Oceans ABNJ Program are:⁴
 - i. development and testing implementation of various type of seascape protection that leads to sustainable conservation in close collaboration with countries, fishers, and the private sector;
 - ii. move away from the "race to fish" towards efficiency, conservation, and less destructive exploitation through the demonstration of fisheries management effectiveness in five priority seascapes;
 - iii. shifting discussions about ocean's governance from supplying niche, small upscale markets for sustainable fish, or command-and-control paradigms, to fostering rights-based management to drive economic growth in developing countries, protect food security and save biodiversity.
11. The Common Oceans ABNJ Program is being implemented globally covering all of the four major oceans of the world, the Atlantic Ocean, Indian Ocean, Pacific Ocean, and Southern Ocean (refer to Figure 1).

⁴ Refer to Bibliography for the GEF secretariat review of programmatic framework document of the ABNJ Program (GEF, 2011).

Figure 1: Map of the oceans where the Common Oceans ABNJ Program is implemented



Source: Corresponds to the United Nations World map, February 2020

12. The program is implemented by the Food and Agriculture Organization of the United Nations, the United Nations Environment Programme, and the World Bank. The total value of the program is estimated at USD 322 082 688. The core funding of the program is funded by the Global Environment Facility, amounting to USD 46 165 560.⁶ The co-financing of the program by various partners is estimated to be USD 275 917 128.
13. The ABNJ Tuna Project and the ABNJ Capacity Project in January 2014, whereas the ABNJ Program Coordination and the ABNJ Deep Sea Project commenced later in June 2014 and September 2014, respectively. The ABNJ Ocean Partnership started in November 2014. All projects in the ABNJ Program are planned to close in December 2019.

2.2 Project stakeholders and their role

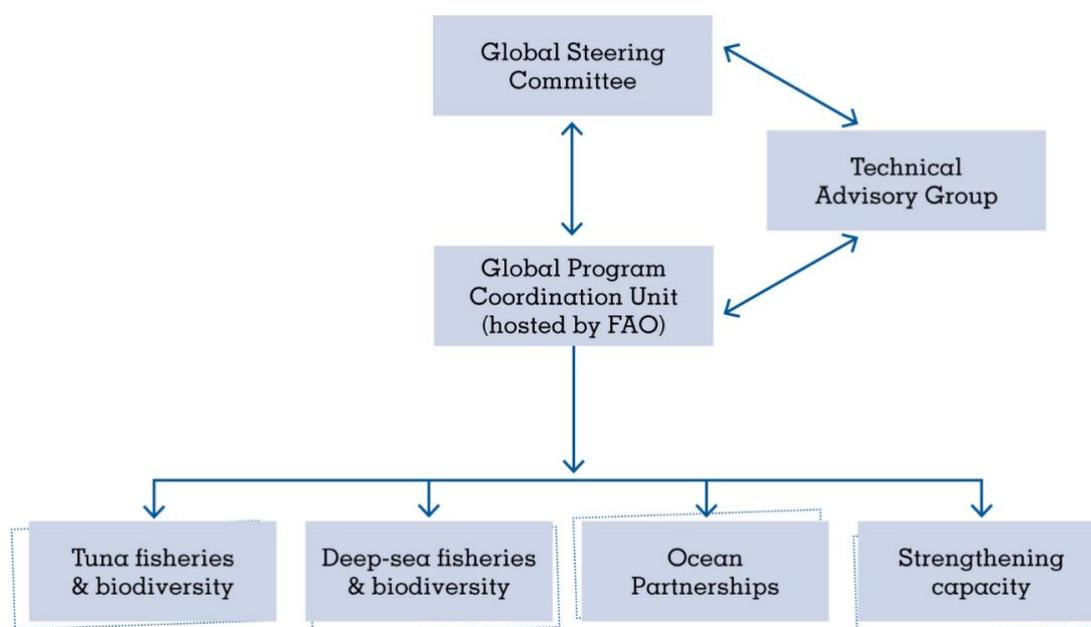
14. Figure 2 shows the structure of the Common Oceans ABNJ Program.⁷ All ABNJ projects have Steering Committees that advise on the project's implementation.

⁵ Defined as Implementing Agency of the GEF.

⁶ Including the Project Preparation Grant.

⁷ The Common Oceans ABNJ Program and the ABNJ Coordination shares the same management structure.

Figure 2: Structure of the Common Oceans ABNJ Program



Source: Evaluation team

15. The program has a wide range of executing agencies and partnership arrangements that involve the Government of various countries, Regional Fisheries Management Organizations and their member states, international, regional and subregional organizations, civil society, academia and the private sectors. A detailed analysis of stakeholders will be conducted as part of the inception report for the evaluation.

2.3 Theory of change

16. The Common Oceans ABNJ Program has a Theory of Change developed in 2016 (refer to Annex 1) that tried to create linkages with the various ABNJ projects and their outcomes statements. The ABNJ Tuna Project and the ABNJ Deep Sea Projects have Theories of Change that were reviewed, refined and agreed upon during their mid-term assessments (refer to Annex 1). These Theories of Change (ToC) will be used in the evaluation process in testing the validity of assumption, and to measure the extent to which the projects and programs have achieved their result chains.

3. Evaluation purpose

17. This terminal evaluation is a requirement of the GEF. It is being conducted for both accountability and learning purposes of the Implementing Agencies (FAO, UNEP, and the World Bank), the program/project team, participating institutions, and the national governments. The Terminal Evaluation will serve as an input to improve future program and project formulation and implementation of similar projects. Currently, FAO and its partners are preparing a follow-up program for the GEF-5 Common Oceans ABNJ Program.
18. The main audience and intended users of the evaluation are:

Primary audience and users:

- i. implementing GEF agencies of the program: FAO, UNEP and World Bank; in FAO: all the Project Management Teams and members of Project Task Forces of all the ABNJ projects, FAO divisions such as the Fisheries and Aquaculture Department, the Climate and Environment Division which houses the FAO-GEF Coordination Unit, FAO regional, subregional and national offices who will use the findings and lessons identified in the evaluation to plan for sustainability of results achieved and improve formulation and implementation of similar projects;
- ii. the GEF and other donors who will use the findings to inform strategic investment decisions in the future; and,
- iii. the Regional Fisheries Management Organization, national government counterparts, and Executing Partners who will use the evaluation findings and conclusions for future planning.

Secondary audience and users:

- i. other donors and organizations interested in supporting similar projects;
- ii. other national governments who might be interested in similar approaches to the sustainable management of fisheries.

4. Terminal evaluation scope and approach

19. This evaluation will assess the results achieved by the program throughout its implementation period from January 2014 to December 2019. In doing so, it will also review the design phase, pre-conditions, and arrangements that were in place to adequately implement planned activities. In addition, the evaluation will assess the effectiveness of the program governance mechanisms along with the linkages and/or partnerships across projects and with other FAO initiatives.
20. A **Program Evaluation Approach** will be used, whereby the focus will be to evaluate both the Common Oceans ABNJ Program as a whole as well as the contributions of the individual projects to the program's goal. This approach will aim to document how implementing agencies, executing agencies, and partners interact at a strategic level, create synergies, maximize global benefits to bring about transformational change. It hopes to document programmatic results achieved, challenges met, lesson learned and the program's added value.
21. The final products of the Program Evaluation are: (1) Common Oceans ABNJ Program Evaluation Report (including ABNJ Coordination and an annex on the ABNJ Capacity Project Evaluation), (2) an ABNJ Tuna Project Terminal Evaluation Report, and (3) an ABNJ Deep Sea Project Terminal Evaluation Report. All stand-alone reports and annexes will follow the guidelines of FAO Office of Evaluation and the GEF Independent Evaluation Office.
22. The program and the related project evaluations will be under one management and one team. In this manner, the program evaluation hopes to create synergies across the evaluation exercises and build upon the lessons coming from each of the project's evaluation processes (and vice versa), have a coordinated approach in learning from, and communicating to stakeholders that are shared across projects, and ensure the cost-effectiveness of the evaluation process.
23. There will be three lead evaluators responsible for each evaluation reports: (1) Common Oceans ABNJ Program Terminal Evaluation Report (including ABNJ Coordination and an annex on the ABNJ Capacity Project Evaluation), (2) ABNJ Tuna Project, and (3) ABNJ Deep Sea Project. The program evaluation will take stock of the ABNJ Ocean Partnership Project Terminal Evaluation by the World Bank. The three lead evaluators will work in close collaboration and will try to complement each other to contribute to the overall program evaluation.

5. Evaluation objectives and questions

24. The evaluation has the following objectives:
- i. assess the relevance of the program and its related projects' as well as the quality⁸ of their design and implementation arrangements;
 - ii. assess results (including intermediate outcome, long term outcomes and pathways from outcomes to impacts); gaps and challenges in achieving its intended results; and opportunities or risks to the sustainability of the program's/project's results and benefits;
 - iii. identify lessons from program-level and project-level implementation; and
 - iv. rate the project according to the prescribed GEF rating scheme.

5.1 Evaluation questions

25. The evaluation will be results-based and its main purpose is to assess the achievements of the program and projects and identify their strengths, weaknesses, gaps/challenges, opportunities and lessons learned. The evaluation questions will guide the analysis of the program's/project's performance; the conclusions and recommendations will be formulated for each of the questions and will be aimed at improving the remaining implementation of the projects and to strengthen the sustainability of positive results. The evaluation questions will be elaborated in the inception reports, one for evaluation of the Common Oceans ABNJ Program (including the ABNJ Coordination and ABNJ Capacity project) as well as for the separate evaluations of the ABNJ Tuna Project and ABNJ Deep Sea Project.
26. The GEF *Terminal Evaluation Guidelines* (2017) and the *Guidelines for GEF Agencies in Conducting Terminal Evaluation for Full-sized Projects* (2019) indicate that the terminal evaluations will assess at a minimum, and provide a rating, for the following areas:
- i. **Relevance:** Relevance is understood as the extent to which an intervention is in line with the priorities and policies of the target group, recipient and donor
 - ii. **Achievement of project results (effectiveness):** The extent to which the program's/project's stated outputs, outcomes, and objectives were effectively achieved.
 - iii. **Efficiency, project implementation, and execution:** Efficiency refers to the cost-effectiveness and timeliness of project execution. Implementation pertains to the role and responsibilities discharged by the GEF Agencies that have direct access to GEF resources. Execution pertains to the roles and responsibilities discharged by the country or regional counterparts or international organizations that received the GEF funds from FAO and executed the funded activities on the ground.
 - iv. **Monitoring and Evaluation:** The terminal evaluation will assess M&E according to two main elements: M&E design and budgeting; and M&E implementation, including project reporting. The GEF M&E policy (2010) will be consulted for this section.
 - v. **Sustainability:** Sustainability is the probability of long-term project-derived results and impacts continuing after the close of the intervention and the GEF financing ends. The

⁸ Under the assessment of quality the following aspects will be looked at: project's theory of change and impact pathway, including the assumptions; the efficiency and effectiveness of the implementation arrangements.

- overall likelihood of risks to sustainability will be assessed, together with Environmental, Financial, Socio-political and Institutional risks to sustainability.
- vi. **Stakeholder engagement:** The Terminal Evaluation report will detail the level and quality of stakeholder engagement and the project's partnership arrangements both at the design stage and during implementation. The Terminal Evaluation will examine three related (often overlapping) processes: (i) active engagement of stakeholders in project design, implementation of project activities and decision-making; (ii) consultations with and between stakeholders; and (iii) dissemination of project-related information to and between stakeholders. The GEF stakeholder engagement policy (2017), GEF principles and practices for engagement with indigenous people, and the GEF guidelines "Partnership in practice – indigenous people" will be consulted for this section.
27. In addition, the following aspects will have a dedicated section in the report but do not require any rating.
- i. **Environmental and social safeguards:** The evaluators will assess whether appropriate environmental and social safeguards, including those on mainstreaming of gender concerns, were addressed in the project's design and implementation. It is expected that a GEF project will not cause any harm to the environment or to any stakeholder and, where applicable, it will take measures to prevent and/or mitigate adverse effects. The FAO and GEF policy on environmental and social safeguards will be consulted for this section.
- ii. **Gender:** The evaluators will determine the extent to which the gender considerations were taken into account in designing and implementing the program/projects. The evaluator will report whether a gender analysis was conducted, the extent to which the program/projects were implemented in a manner that ensures gender equitable participation and benefits, and whether gender disaggregated data were gathered and reported on beneficiaries. In case the given GEF project disadvantages or may disadvantage women, then this will be documented and reported. The evaluators will also determine the extent to which relevant gender-related concerns were tracked through project M&E. The FAO and GEF gender guidelines, gender equality policy and gender implementation strategy will be consulted for this section.
- iii. **Co-financing:** The evaluators will provide information on the extent to which expected co-financing materialized, whether co-financing is cash or in-kind, whether it is in the form of a grant or loan or equity, whether co-financing was administered by the project management or by some other organization, how shortfall in co-financing or materialization of greater than expected co-financing affected project results, etc. The GEF co-financing policy (2018) will be consulted for this section.
- iv. **Progress to Impact:** Some evidence of progress towards long-term impacts, and the extent to which the key assumptions of the project's theory of change hold, may be available and it may be feasible to assess and report on the progress. The evaluators will also assess the extent to which the progress towards long-term impact may be attributed to the project.
- v. **Knowledge management:** The terminal evaluation will assess the effectiveness of the communication of project aims, progress, results and key messages to date along with any structured lesson-learning and experience-sharing between project partners and interested groups that have arisen from the program and the projects. Some analysis

will be provided on whether communication products and activities are likely to support the sustainability of project results.

- vi. **Capacity Development:** This area will be assessed the FAO CD dimension: individual, institutional and enabling environment
- vii. **Need for follow-up:** The evaluators will indicate if there is any need to follow up on the evaluation findings, e.g. instances financial mismanagement, unintended negative impacts or risks, etc.

Box 1: Initial list of evaluation questions

Relevance (rating required)	Were the program and projects outcomes congruent with the GEF focal areas/operational program strategies, FAO's global and regional priorities, and the international agreements and frameworks on the ABNJ?
Achievement of project results (rating required)	To what extent have program and projects objectives been achieved, and were there any unintended results? To what extent can the attainment of results be attributed to the GEF-funded component?
Efficiency, project implementation and execution (rating required)	(implementation) To what extent did FAO deliver on program and projects identification, concept preparation, appraisal, preparation, approval and start-up, oversight and supervision? How well risks were identified and managed? (execution) To what extent did the execution agency effectively discharge its role and responsibilities related to the management and administration of the program and projects?
Monitoring and Evaluation (rating required)	(M&E design) Were the program and projects M&E plan practical and sufficient? (M&E implementation) Did the M&E system operate as per the M&E plan? Was information gathered in a systematic manner, using appropriate methodologies? Was the information from the M&E system appropriately used to make timely decisions and foster learning during program and projects' implementation?
Sustainability (rating required)	What is the likelihood that the program and project results will continue to be useful or will remain even after the end of the project? What are the key risks which may affect the sustainability benefits brought about by the program and projects?
Stakeholder engagement (rating required)	Were other actors, such as civil society, indigenous population, private sector or other important stakeholders involved in program and projects' design or implementation, and what was the effect on the projects' results?
Environmental and social safeguards	To what extent were environmental and social concerns taken into consideration in the design and implementation of the program and projects?
Gender	To what extent were gender considerations taken into account in designing and implementing the program and projects? Were the program and projects implemented in a manner that ensures gender equitable participation and benefits?
Co-financing	To what extent did the expected co-financing materialize, and what are their contribution to the program and projects' result?
Progress to Impact	To what extent may the progress towards long-term impact be attributed to the program and projects?
Knowledge management	To what extent was knowledge management used by program and projects?

6. Methodology

28. The evaluation will adhere to the United Nations Evaluation Group UNEG Norms & Standards and will be in line with the OED Manual and methodological guidelines and practices. It will follow a participatory process and adopt a consultative and transparent approach with internal and external stakeholders throughout the evaluation process, ensuring consultations are carried out with a wide range of stakeholders.
29. The main methodology for the evaluation of the program and the projects will be the use of **evaluation questions** which will be detailed in the evaluation inception reports, including the tools for data collection, main stakeholders to consult and mission plan (as appropriate). **Triangulation** of evidence in support of findings will be made across various sources of information and methods. **Mixed methods** will be used to collect primary and secondary data including a systematic desk review of documents, key informant interviews (face-to-face or phone/skype interviews), Focus Group discussions, field validation missions, surveys, etc.

7. Roles and responsibilities

30. This section describes the different roles that key stakeholders play in the design and implementation of the Evaluation.
31. The **Office of Evaluation (OED)**, in particular, the **Evaluation Manager (EM)** develops the first draft ToR with inputs from the PTFs⁹(including the BH and LTO), the FLO and the GCU of the ABNJ Coordination and all FAO implemented ABNJ projects. The EM is responsible for the finalization of the ToR and the selection of the evaluation team members.¹⁰ OED has the responsibility of following up with the BH for the timely preparation of the Management Response (MR) and the Follow-up report to the MR.
32. The **Project Task Forces (PTF)** of the ABNJ Coordination, ABNJ Tuna Project, ABNJ Deep Sea project and ABNJ Capacity Project, in particular, the **Budget Holders** and project **Lead Technical Officers** will assist the EM in drafting the ToR, in the identification of potential consultants and in the organization of the missions. They will provide the evaluation team with all project needed for the TE. They will also assist the EM in sharing the TE report with the GEF Operational Focal Point, the Execution Partner, the project team and national partners. The BH will lead and coordinate the preparation of the FAO Management Response and the Follow-up Report, fully supported in this task by the LTO and other members of the PTF. OED guidelines for the Management Response and the Follow-up Report provide necessary details on this process. Involvement of different members of the PTF will depend on respective roles and participation in the project.
33. The **FAO-GEF Coordination Unit** (in particular the FLO) is responsible for initiating the evaluation process, providing inputs to the first version of the Terms of Reference, especially the description of the background and context chapter, and supporting the evaluation team during its work. They are required to meet with the evaluation team, make available information and documentation as necessary (see Annex 3), and comment on the terms of reference and draft reports.
34. 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 ToRs and timely delivery, quality, clarity, and soundness of evidence provided and of the analysis supporting conclusions and recommendations in the evaluation report.
35. The **Evaluation Team Leaders (for the Common Oceans ABNJ Program Evaluation/ABNJ Coordination/ABNJ Capacity Project, ABNJ Tuna Project Evaluation, and the ABNJ Deep Sea Project Evaluation)** will be responsible for further developing and applying the evaluation methodology, for conducting the evaluation, and for producing the evaluation report. All team leaders 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 leaders will agree on the outline of the report early in the evaluation process, based on the reporting outline

⁹ Composed of the FAO-GEF Coordinating Unit (FAO-GEF CU), Fund Liaison Officer (FLO), Lead Technical Officer (LTO).

¹⁰ The responsibility for the administrative procedures for recruitment of the team, will be decided on a case-by-case basis.

provided in Annex 2 of this ToR. The ETLs will also be free to expand the scope, criteria, questions, and issues listed above, as well as develop its evaluation tools and framework, within time and resources available and based on discussions with the EM, and consultations with the BH and PTF where necessary. The ETLs is fully responsible for its report, which may not reflect the views of the Government or FAO. An evaluation report is not subject to technical clearance by FAO although OED is responsible for Quality Assurance of all evaluation reports. Each ETLs prepares their final draft and the final report of their assigned evaluation report, consolidating the inputs from the other ETLs to create synergy across the three main evaluation reports.

36. The **Evaluation Team Leader of the Common Oceans ABNJ Program Evaluation (including the ABNJ Coordination and ABNJ Capacity Project)** will be the overall team leader. She/he guides and ensures synergy among the other ETLs in their specific work, discusses their findings, conclusions, and recommendations and prepares the final draft and the final report for the program evaluation, consolidating the inputs from the ETLs and or team members with his/her own.
37. If needed, additional **Evaluation Team** members will be recruited, they will be assigned a specific task to support the work of each or all of the ETLs. They will support the development and application of the evaluation methodology, conduct of the evaluation, and production of the evaluation reports. The ET will also be free to expand the scope, criteria, questions, and issues listed above, as well as develop its evaluation tools and framework, within time and resources available and based on discussions with the ETLs and EM, and consultations with the BH and PTF where necessary.

For further details related to the tasks of the ETL and ET members, please refer to their specific job descriptions.

8. Evaluation team composition and profile

38. The evaluation team will be composed of:
- i. The **evaluation manager** from the FAO Office of Evaluation to manage the overall process of the evaluation.
 - ii. An **over-all evaluation team leader** who will lead the Common Oceans ABNJ Program Evaluation, including assessing the ABNJ Coordination and ABNJ Capacity Project.
 - iii. An **evaluation team leader** to lead to the ABNJ Tuna Project Evaluation and who will also contribute to the other ABNJ Project evaluations and the Common Oceans ABNJ Program Evaluation.
 - iv. An **evaluation team leader** to lead the ABNJ Deep Sea Project Evaluation and who will also contribute to the other ABNJ Project evaluations and the Common Oceans ABNJ Program Evaluation.
 - v. An **evaluation team members/sector experts/analyst** (as needed) to support the evaluation process.
39. The evaluation team will comprise the best available mix of skills that are required to assess the program, and as a whole, will have expertise in all the following subject matters:
- i. Evaluation expert (Program level evaluation, Strategic planning, Systems analysis).
 - ii. Fisheries (Issues, Policy, and Governance in the Areas Beyond National Jurisdiction, Tuna Fisheries, Deep Sea Fisheries, Fisheries Law, capacity building for fisheries, Knowledge on the various Regional Fisheries Management Organizations).
 - iii. Partnerships (Partnership related to the ABNJ, Multi-country partnerships, Civil Society, Private Sector Engagement).
40. The evaluation team will have had no previous involvement in the formulation, implementation, or backstopping of the project. All will sign the Declaration of Interest form of the FAO OED. To the extent possible, the Evaluation team will be balanced in terms of geographical and gender representation to ensure diversity and complementarity of perspectives.

9. Evaluation products deliverables

41. The Evaluation will produce the following deliverables:
- i. One overall Terms of Reference for the program evaluation and its child projects.
 - ii. Three detailed and separate Evaluation Inception Reports for (1) Common Oceans ABNJ Program (including ABNJ Program Coordination and the ABNJ Capacity Project), (2) ABNJ Tuna Project, and (3) ABNJ Deep Sea Project.
 - iii. Three detailed and separate Draft Evaluation Reports¹¹ - OED will review the zero drafts of the evaluation reports submitted by the Evaluation Team to ensure it meets OED's quality standards and criteria. The draft reports will be subjected to the OED Peer Review Process. The draft evaluation reports will be circulated to the Project Management Unit, Project Task Force and stakeholders, for comments before finalization by OED; suggestions will be incorporated as deemed appropriate by the Evaluation Team.
 - iv. Three detailed and separate Terminal Evaluation Reports¹² – will illustrate the evidence found that responds to the Evaluation questions listed in the ToR. The report will be prepared in English and will follow the OED template for FAO-GEF evaluation report template. Supporting data and analysis will be annexed.
 - v. Case studies, Aide memoirs, debriefing presentation of preliminary findings, evaluation communication materials (as applicable).

¹¹ One report for (1) ABNJ Program Coordination with an annex on ABNJ Capacity Project, (2) ABNJ Tuna Project, and (3) ABNJ Deep Sea Project.

10. Evaluation timeframe

42. The Evaluation's timeframe and responsibilities are presented below.

Task	Estimated Dates	Duration	Responsibility
PLANNING PHASE			
Advertisement of vacancy for Evaluation Team (ET)	June 2019	2 weeks	Evaluation Manager (EM)
Recruitment of Evaluation Team	June-July 2019	4 weeks	EM with Budget Holder (BH) and Project Management Team (PMT)
ToR finalization	July 2019	2 weeks	EM with BH and PMT
Reading background documentation, Inception report finalization, preparation of evaluation matrix	July-August 2019	3 weeks	ET supported by EM
Mission organization and travel arrangements	August-September 2019	4 weeks	EM & ET with BH and PMT
DATA COLLECTION PHASE			
Briefing of the evaluation team ET by OED via skype or in person	September 2019		EM, when necessary supported by PMT
Field mission, in-country interviews, Skype interviews, surveys (as needed), debriefing	In between September-October 2019	2-3 weeks	ET supported by PMT
REPORT WRITING - DISSEMINATION PHASE			
Drafting report (Zero Draft)	November 2019	4 weeks	ET with support by EM
Review by EM and revision by ET (Zero Draft)	December 2019	2 weeks	EM and ET
Internal OED quality assurance (peer review) and revision by ET (Zero Draft)	December 2019	2 weeks	OED peer reviewer and ET
Circulation (1 st Draft) to the PMT for comments and revision by ET	December/January 2020	2 weeks	PMT and ET
Circulation (revised 1 st Draft) to the External stakeholders for comments and revision by ET	January 2020	2 weeks	Other stakeholders and ET
Final revision by the ET (Final draft) and OED clearance	February 2020	1 Week	ET and EM
Editing and layout	February 2020	1 week	OED

Bibliography

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GEF. 2019. *The GEF Evaluation Policy 2019*. May 2019. (also available at: https://www.gefio.org/sites/default/files/ieo/evaluations/files/gef-me-policy-2019_2.pdf).

GEF. 2017. *Guidelines for GEF Agencies in Conducting Terminal Evaluation for Full-sized Projects*. (also available at: <https://www.gefio.org/sites/default/files/ieo/evaluations/files/gef-guidelines-te-fsp-2017.pdf>).