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Organization of the  
United Nations

Terminal evaluation  
of the project  
“The Coastal Fisheries  
Initiative Global  
Partnership”



**Project Evaluation Series**  
22/2025

# **Terminal evaluation of the project “The Coastal Fisheries Initiative Global Partnership”**

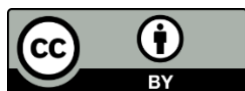
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## **Abstract**

This evaluation assesses the Global Partnership Project (CFI-GPP) of the Coastal Fisheries Initiative (CFI), a multi-agency programme funded by the Global Environment Facility (GEF) and implemented by the Food and Agriculture Organization of the United Nations (FAO), United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP)/Abidjan Convention, World Wide Nature Fund (WWF), Conservation International, and the World Bank. The CFI-GPP aims to strengthen global partnerships for sustainable coastal fisheries management and marine biodiversity conservation across West Africa, Latin America and Asia. Its objectives include fostering integrated, participatory and collaborative approaches, developing innovative tools for fisheries performance assessment, and promoting empirically effective pathways toward environmental, social and economic sustainability.

The project satisfactorily achieved its targets, particularly in developing and disseminating the Fisheries Performance Assessment Tool (FPAT) and related knowledge products. However, not all indicators were clearly linked to outcomes, and the formal coordination framework was not fully functional, with agencies often reporting directly to the donor rather than through the designated coordinating agency, limiting the effectiveness of a programmatic approach. Sustainability of outcomes varies.

Recommendations include consolidating and disseminating project results, integrating them into international platforms and designing follow-up projects to reinforce coastal fisheries management; anticipating and mitigating the carbon footprint of future global projects by embedding corrective actions from the outset; strengthening coordination frameworks with dedicated functions, formal reporting channels, and clear roles; and reaching early agreement on copyright and branding to enable timely dissemination of knowledge products.

Lessons learned highlight the need for robust, formalized coordination and integrated monitoring and knowledge management systems to fully realize the benefits of global partnerships in sustainable fisheries management.



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## Abbreviations

CFI	Coastal Fisheries Initiative
FAO	Food and Agriculture Organization of the United Nations
FPAT	Fisheries Performance Assessment Toolkit
FPI	Fisheries Performance Indicator
FTT–Thiaroye	FAO–Thiaroye processing technique
GEF	Global Environment Facility
GPP	Global Partnership Project
GSC	Global Steering Committee
M&E	monitoring and evaluation
PIR	Programme Implementation Report
RFB	regional fishery body
SDG	Sustainable Development Goal
TOC	theory of change
TOR	terms of reference
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
WWF	World Wide Fund for Nature

# Executive summary

## Project description

1. Coastal fisheries provide revenue and a healthy food source around the world. However, fishing activities also put growing pressure on the marine environment, endangering aquatic species and threatening ecosystems. The Coastal Fisheries Initiative (CFI) aims to preserve marine resources and ensure that coastal fisheries continue to play their crucial socioeconomic role. The Global Partnership Project (GPP) under evaluation is part of the CFI, which brings together United Nations agencies and international conservation organizations to improve coastal fisheries management and conserve marine biodiversity.

### Executive summary table 1. Project presentation

A. The Global Environment Facility (GEF) project identification number: 9128	
B. Recipient countries: Cabo Verde, Côte d'Ivoire, Ecuador, Indonesia, Peru, Senegal	
C. The GEF implementing agency: Food and Agriculture Organization of the United Nations (FAO)	
D. Executing agencies: United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP)/Abidjan Convention, World Wide Fund for Nature (WWF), Conservation International, World Bank	
E. Focal area: international waters, biodiversity	
F. The GEF strategy/operational programme: The GEF-6 International Waters 3 Programme 7, foster sustainable fisheries	
G. Date of Chief Executive Officer endorsement: 20 April 2017	
H. Date of project start: 1 October 2017	
I. Date of project completion (original not-to-exceed date): 30 June 2022*	
J. Revised project implementation end date: 30 April 2025*	
Financing plan: GEF/LDCF/SCCF** allocation	USD 2 652 294
<u>Co-financing</u>	
FAO (in-kind)	USD 9 200 000
UNEP (in-kind)	USD 150 000
University of Washington (grant and in-kind)	USD 2 500 000
Subtotal co-financing:	USD 11 850 000
<b>Total budget:</b>	<b>USD 14 502 294</b>

Notes: \* Extensions: The third extension was approved on 20 May 2024, the second extension until 31 July 2024 was approved on 27 June 2023, and the first extension until 31 July 2023 was approved on 20 December 2021.

\*\* LDCF refers to the Least Developed Countries Fund, and SCCF refers to the Special Climate Change Fund.

Source: Authors' own elaboration.

2. Funded by the Global Environment Facility (GEF) under the GEF-6 International Waters Strategy 3 Programme 7 (foster sustainable fisheries), the CFI-GPP is based on a partnership of six GEF agencies leading one or more of the three child projects that promote interventions in three regions and two child projects that support the whole initiative:
  - i. West Africa (Cabo Verde, Côte d'Ivoire, Senegal) implemented by the Food and Agriculture Organization of the United Nations (FAO) and the United Nations Environment Programme (UNEP) and the Abidjan Convention;
  - ii. Latin America (Ecuador, Peru) implemented by the United Nations Development Programme (UNDP);

- iii. Asia (Indonesia) implemented by the World Wide Fund for Nature (WWF);
  - iv. the Challenge Fund implemented by the World Bank; and
  - v. the CFI-GPP implemented by FAO with its executing partners UNDP, UNEP and the Abidjan Convention, WWF, Conservation International and the World Bank (it has a budget of USD 14 502 294, of which USD 2 652 294 is a GEF grant).
3. The CFI-GPP development objective was “to strengthen global partnership for the purpose of enhancing the understanding and application of integrated, participatory and collaborative approaches, among local and global partners who co-develop and utilize frontier tools to assess coastal fisheries performances, and identify empirically effective pathways towards environmental, social and economic sustainability for these fisheries” (project development objective). This objective was pursued through the following outcomes and results or levers detailed in Executive summary table 2.

**Executive summary table 2. Project components and outcomes**

<b>Component 1. Strengthening of CFI coordination and adaptive management</b>
<b>Result 1. The CFI coordination and adaptive management are strengthened</b>
<u>Outcome 1.1</u> Collaboration among environmental and development agencies and organizations is managed, coordinated, enhanced and intensified at the global as well as national and regional levels
<u>Outcome 1.2</u> Progress of the CFI programme is systematically monitored and reported
<b>Component 2. Promotion of policy influence and catalytic role</b>
<b>Result 2. Project’s policy influence and catalytic role are promoted</b>
<u>Outcome 2.1</u> Best practices and tools for environmentally, socially and economically sustainable fisheries are documented, analysed and shared
<u>Outcome 2.2</u> The CFI’s communications and outreach strategy is established and operational
<b>Component 3. Establishment of a fisheries performance assessment instrument</b>
<b>Result 3. A fisheries performance assessment instrument is established</b>
<u>Outcome 3.1</u> The Fisheries Performance Assessment Toolkit (FPAT) is developed and in operation for the CFI fisheries

## Purpose, users and scope

4. The assessment meets accountability obligations while serving the learning needs of the parties: the GEF; FAO; UNEP; UNDP; and the national partner states in West Africa, Latin America and Asia. The purpose of the evaluation is to examine the extent to which the project has achieved its expected outcomes. The evaluation also documents critical factors, whether enabling or unfavourable, identifies the processes that have framed implementation and delivery, draws lessons, and makes recommendations that are useful for other interventions of a similar nature. In terms of scope, the evaluation covers the entire life cycle of the project, including any extensions, which corresponds to the period from 2017 to 2024. The evaluation criteria are those of the Development Assistance Committee of the Organisation for Economic Co-operation and Development, and are complemented by specific dimensions considered in the case of the GEF-funded project evaluations.

## Methodology

5. The evaluation followed an approach combining various methods (principally qualitative through a desk review of the existing documentation, semi-formal interviews with key

stakeholders and focus group discussions with beneficiaries). It focused on data collection (secondary and primary) and an analysis to formulate performance assessments. These findings are the cornerstones of the exercise. Data verification through different tools, data sources, and perspectives was a transversal and systematic protocol, preventing the evaluation from depending exclusively on one type or source of information, and mitigating any one source of limitation and bias. The analysis of the information collected was guided by the terms of reference (TOR) requirements, namely the requirement to answer the evaluation questions within the framework of the Organisation for Economic Co-operation and Development and the GEF criteria, and to identify lessons learned to formulate recommendations. The evaluation was carried out jointly with that of the West Africa regional project, which was also implemented by FAO.

## Conclusions

**Conclusion 1.** The project is relevant. At a global level, it addresses the fisheries governance issue and aligns with its stakeholders' strategic and cooperation frameworks. This conclusion is based on Finding 1. It implies furthering the initiated action in a new project cycle.

6. The project fills a gap in international cooperation on sustainable fisheries management. It contributes to harmonizing the governance of the sector within the framework of an ecosystem approach to fisheries. This responds to a global context marked by the fragmentation of management practices that do not promote ecosystems viability. It aligns with the Sustainable Development Goals (SDGs), namely SDG 1 (End poverty in all its forms everywhere), SDG 2 (End hunger, achieve food security and improved nutrition and promote sustainable agriculture), SDG 12 (Ensure sustainable consumption and production patterns), SDG 13 (Take urgent action to combat climate change and its impacts), SDG 14 (Conserve and sustainably use the oceans, seas and marine resources for sustainable development) and SDG 17 (Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development). The project is also well anchored in the cooperation strategies of both the GEF and FAO.

**Conclusion 2.** The formal coordination framework foreseen in the project document for the management of the project is not fully functional. This has resulted in the implementing agencies reporting directly to the donor and not to FAO, the coordinating agency. This conclusion is based on Findings 2, 6 and 9. It implies that future programmatic project cycle designs include not just one but multiple formal information flows to reach a central coordinating actor. This to enable a truly programmatic approach rather than an aggregate of multiples.

7. A Global Steering Committee (GSC) and a Global Reference Group were provisioned in the project document but not set up or fully functional. The Project Management Unit attempted to mitigate this absence by initiating virtual global calls to bring together the implementing agencies, but this remained informal. Furthermore, despite this solution, the collection of child project implementation data remained a challenge. Within the global partnership itself, it was also challenging for the Project Management Unit to receive co-financing feedback from other implementing entities.

**Conclusion 3.** Overall, the project satisfactorily achieved its targets (for all its components) – even very satisfactorily in some cases. However, not all indicators are directly and clearly linked to outcomes. The dissemination of the generated knowledge products is delayed by the competing copyright policies of the United Nations agencies. This conclusion is based on Findings 3 and 4. Its implication for a new project cycle is to maintain such a successful delivery profile, but to consolidate it by establishing a clear link between the target and its intended outcome (result).

8. Within the framework of global international events, a dynamic of cooperation in fisheries management has been promoted around the Fisheries Performance Assessment Toolkit (FPAT) and well-documented knowledge products. The FPAT consists of three modules: (i) the FPAT Excel file containing the Fisheries Performance Indicators (FPIs) with additional ecological metrics and data or scoring worksheets; (ii) the FPAT application itself; and (iii) as a supplement, the separate governance module. Tested under the child project implementation, the tool still requires capacity building to accompany its operability by users. The knowledge products are well documented in dedicated e-books and have been disseminated to wide audiences informally. As of September 2024, they remained unpublished due to necessary, unexpected negotiation among United Nations agencies about the placement of their logos on the documents.

**Conclusion 4.** The project had an unintended negative effect through its carbon footprint that was not anticipated and therefore not subject to mitigation measures. This conclusion is based on Finding 10. Its implication for a new project cycle is to fill in this gap.

9. The project was assessed as posing low environmental and social risk, which was systematically monitored throughout the cycle and assessed in the project's implementation reports. It is in this context that the carbon footprint was omitted, but for programmes spanning multiple continents, a carbon cost is inevitable and should be considered.

**Conclusion 5.** Due to the lack of a truly programmatic approach, sustainability varies according to the outcome. All outcomes are potentially influenced by a changing context. This conclusion is based on Finding 8. It implies that the next project cycle should focus on after-sale services to maintain and strengthen results.

10. Knowledge products have been formalized and disseminated (orally through events, but publication is still pending). This increases the likelihood of other interventions using and possibly scaling up the project model. To better understand, own and implement the FPAT, potential users require more capacity building – particularly in terms of individual training and the consolidation of national data collection systems. Geopolitical tensions in many regions of the world have the potential to refocus actors' attentions away from the governance issue, which is key to the project.

## Recommendations

11. The recommendations are geared towards any new programming cycle on the issue and organized around strategic content and operational processes. They are also in table form in Appendix 7.

### Strategic content

**Recommendation 1.** Strengthen and consolidate project results by investing in their dissemination and integration into international platforms. Building upon successful outcomes, such as those from the FPAT, would involve designing, financing and implementing a follow-up project that focuses on reinforcing coastal fisheries. FAO, the GEF and national governments would play central roles.

**Recommendation 2.** Anticipate and mitigate the carbon footprint of future projects. Proactively evaluating a project's emissions and implementing mitigation strategies enhances environmental accountability. This means estimating the project's carbon cost at inception and embedding corrective actions into the design, guided by FAO and the GEF.

### Operational processes

**Recommendation 3.** Strengthen coordination frameworks for joint GEF projects. In joint GEF projects involving multiple implementing agencies, coordination challenges should be anticipated and addressed at the design stage. Future projects could (or should) include a dedicated (and budgeted) coordination function with clearly defined roles and responsibilities. Formal reporting channels, beyond informal meetings, should also be embedded and enforced through the establishment of performance indicators to be monitored periodically. This would foster coherence and keep coordination functional across partners under a unified programmatic structure.

**Recommendation 4.** Reach early agreement on copyright and logo placement across all participating agencies in the GEF-funded joint projects. In multi-agency projects, interagency copyright and branding issues should be addressed as part of the project's design and inception processes. The lead agency should facilitate early consultations among legal or communications focal points from all partners. An agreement on copyright, logo placement and publication protocols should be finalized within the first quarter of implementation to enable timely and unhindered dissemination of knowledge products.

## Lessons learned

12. The coordination framework conceived to support multiple projects working towards a similar aim was not fully functional. This paved the way for a collection of projects loosely and, in this case, informally tied together. To ensure full implementation of the provisioned programmatic approach, formal information flows through an integrated monitoring and evaluation (M&E) system along with the knowledge repository is required. This is based on Conclusion 2 and Recommendation 3.
13. The project generated three global knowledge products (in addition to those developed by the child projects) and one key tool: The FPAT<sup>i</sup> was acknowledged as useful by multiple partners. Whether these can in fact be applied elsewhere and scaled up remains to be seen. The World Bank and FAO have been collaborating to develop the tool further in other interventions, for instance, in Yemen in 2023 on a World Bank-funded programme called PROBLUE (PROBLUE, 2023). This demonstrates that FAO has a potential leading interorganizational role to play, particularly if the programmatic approach is fully and effectively implemented.

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<sup>i</sup> The FPAT component is the framework for improving the existing economic, social and ecological indicators, adding the dimension of governance. It is part of a process to strengthen global collaboration and agreement on the nature and utilization of these tools in support of sustainable fisheries management.

**Executive summary table 3. The GEF criteria as per requirement**

The GEF criteria/dimensions	Rating	Summary comments
OUTCOMES (relevance, coherence, effectiveness and progress towards impact, efficiency)	S	From Subsection 3.1 to Subsection 3.4 Overall satisfactory: of note, the reliability of the FPAT, otherwise a major achievement of the project (Outcome 3.1), and inability to implement original architecture for information sharing and support (Outcome 1.1)
A1. Relevance	S	Subsection 3.1
A2. Coherence	S	Subsection 3.2
A3. Effectiveness	S	Subsection 3.3 Outcome 1: Satisfactory (Outcome 1.1 Moderately Satisfactory; Outcome 1.2 Satisfactory) Outcome 2: Outcome 2.1 Satisfactory; Outcome 2.2 Satisfactory Outcome 3: Outcome 3.1 Moderately Satisfactory
A4. Efficiency	S	Subsection 3.4
B. SUSTAINABILITY (financial, sociopolitical, institutional and governance, environmental dimensions, including risks to sustainability)	ML	Subsection 3.5
C. IMPLEMENTATION	S	Subsection 3.6
D. EXECUTION	S	Subsection 3.7
M&E plan	S	Subsection 3.8
M&E implementation	MS	Subsection 3.8
Overall project rating	S	

# 1. Introduction

## 1.1 Key project context

1. Different mechanisms exist to facilitate global cooperation and coordination of marine fisheries issues. Key among these is the Regional Secretariats Network of the regional fisheries bodies (RFBs), which is meant to facilitate information exchange among the different RFB secretariats. There are currently around 50 RFBs with various mandates and capacities, some having no formal management mandate. The RFBs are increasingly working with the Regional Seas Conventions and Action Plans that promote an ecosystem-based approach. Regarding the areas beyond national jurisdiction, the “global sustainable fisheries management and biodiversity conservation in the areas beyond national jurisdiction” (a GEF-supported intervention) promoted efficient and sustainable management of fisheries resources and biodiversity through partnerships among the different organizations involved (private concerns, foundations, development agencies, and so on). So far, however, there are no fully functioning cooperation and coordination mechanisms for coastal fisheries within exclusive economic zones.
2. Efficient cooperation and coordination mechanisms imply using a common methodological approach to facilitate the transfer and generalization of any lessons learned to different ongoing programmes and projects. Presently, methodologies are being developed for low-information stock assessment. These utilize different combinations of species life history traits along with time series of landings, size composition and catch per unit effort to provide an index of stock size and an indication of whether current fishing pressure is sustainable. Meanwhile, beginning in 1974, the Food and Agriculture Organization of the United Nations (FAO) developed a monitoring system for the state of world, providing data on production, value, effort and employment at the country or regional level. Moreover, environmental outcomes are the focus of Marine Stewardship Council certification at the fishery level. The Ocean Health Index and the Environmental Performance Index both integrate fishery metrics within their broader environmental assessment tools. However, relatively few of these methodologies address the enabling conditions – the legal policy context, institutional arrangements and capacities throughout the value chain – leading to projected outcomes. There currently exists no agreement on a methodological tool for effective and all-encompassing coverage of the triple bottom line (environmental, social and economic aspects) (FAO, 2025b).<sup>1</sup> This is where the “Coastal Fisheries Initiative Global Partnership” project (GCP/GLO/838/GFF), known as the CFI-GPP, is positioned.
3. The CFI-GPP development objective was “to strengthen global partnership for the purpose of enhancing the understanding and application of integrated, participatory and collaborative approaches, among local and global partners who co-develop and utilize frontier tools to assess coastal fisheries performances, and identify empirically effective pathways towards environmental, social and economic sustainability for these fisheries” (project development objective). This objective was pursued through the following outcomes and results or levers detailed in Table 1.

---

<sup>1</sup> This is derived from the project document.

**Table 1. Project components and outcomes**

<b>Component 1. Strengthening of the Coastal Fisheries Initiative (CFI) coordination and adaptive management</b>
<b>Result 1. The CFI coordination and adaptive management are strengthened</b>
<u>Outcome 1.1</u> Collaboration among environmental and development agencies and organizations is managed, coordinated, enhanced and intensified at the global as well as national and regional levels
<u>Outcome 1.2</u> Progress of the CFI programme is systematically monitored and reported
<b>Component 2. Promotion of policy influence and catalytic role</b>
<b>Result 2. Project's policy influence and catalytic role are promoted</b>
<u>Outcome 2.1</u> Best practices and tools for environmentally, socially and economically sustainable fisheries are documented, analysed and shared
<u>Outcome 2.2</u> The CFI's communications and outreach strategy is established and operational
<b>Component 3. Establishment of a fisheries performance assessment instrument</b>
<b>Result 3. A fisheries performance assessment instrument is established</b>
<u>Outcome 3.1</u> The Fisheries Performance Assessment Tool (FPAT) is developed and in operation for the CFI fisheries

## 1.2 Theory of change

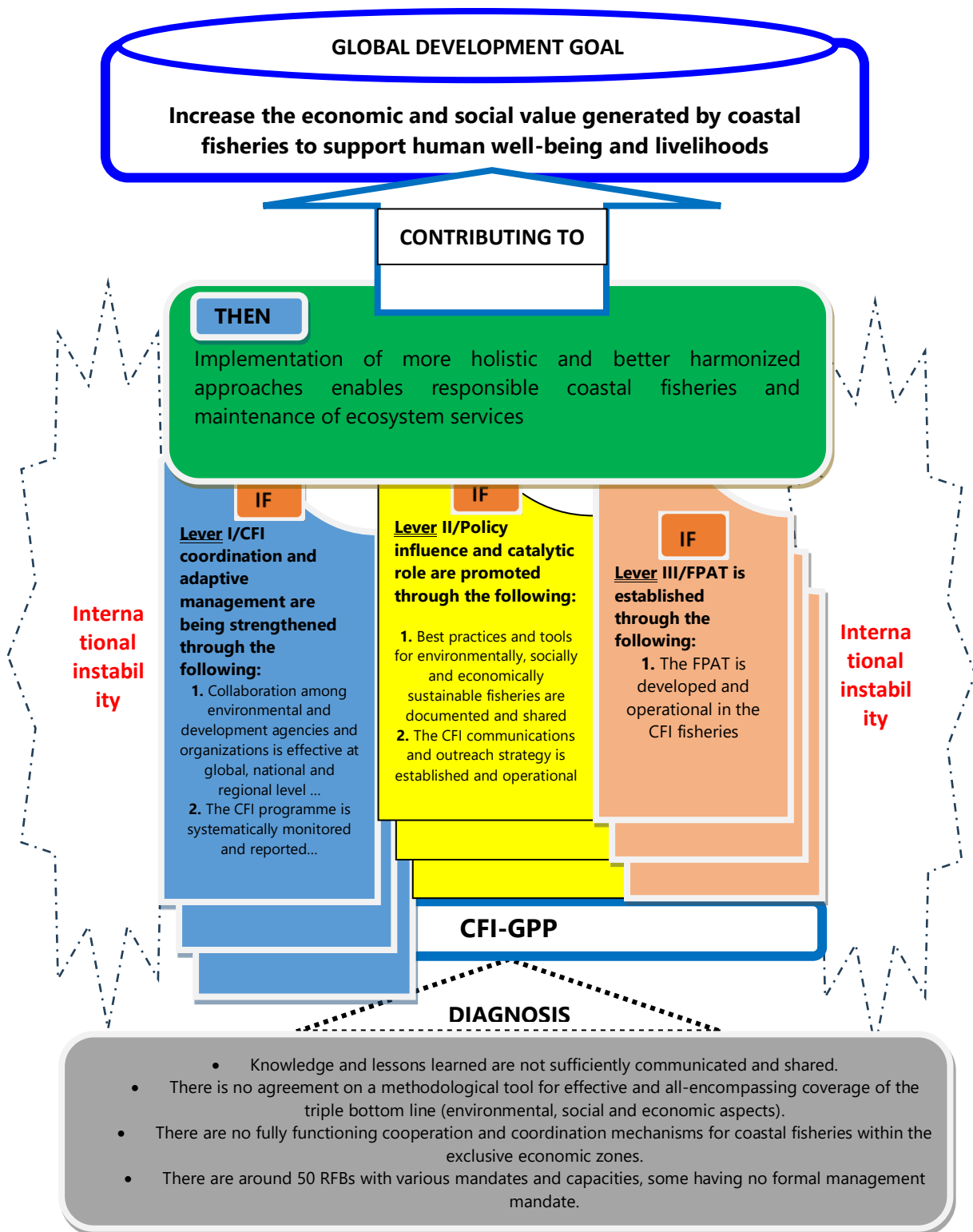
4. The project design does not include an explicit theory of change (TOC). It does not explain how any of the child projects should contribute to the global initiative. In this context, the CFI-GPP, while itself being a child project with specific objectives, also had to provide integration and coordination services to four other child projects, including a fund (see Outcome 1.1 and Outcome 2.1, as well as to a lesser extent, Outcome 2.2).
5. Funded by the Global Environment Fund (GEF) under the GEF 6 International Waters Strategy 3 Programme 7 (foster sustainable fisheries), the CFI-GPP is based on a partnership of six GEF agencies leading one or more of the three child projects that promote interventions in three regions and two child projects that support the whole initiative:
  - i. West Africa (Cabo Verde, Côte d'Ivoire, Senegal) implemented by FAO and the United Nations Environment Programme (UNEP) and the Abidjan Convention;
  - ii. Latin America (Ecuador, Peru) implemented by the United Nations Development Programme (UNDP);
  - iii. Asia (Indonesia) implemented by the World Wide Fund for Nature (WWF);
  - iv. the Challenge Fund implemented by the World Bank; and
  - v. the CFI-GPP implemented by FAO with executing partners, including UNDP, UNEP and the Abidjan Convention, WWF, Conservation International and the World Bank (it has a budget of USD 14 502 294, of which USD 2 652 294 is a GEF grant).
6. The Evaluation Team reconstructed the CFI-GPP project's TOC, presented under Figure 1, starting from the project's logical framework, and fine-tuned it through discussions with the project team.<sup>2</sup> It was developed for the purpose of this final project evaluation and

<sup>2</sup> The mid-term evaluation had reconstructed the TOC, however, not all project members agreed or endorsed it. Therefore, the final evaluation started from the logical framework.

outlines the key internal logic of the project's contribution to the objectives of the global initiative (all five child projects – the three regional ones, the fund and this one, the CFI-GPP). It is based on a diagnosis of the fisheries sector at the global level carried out at project inception.

- i. Around 50 RFBs with various mandates and capacities currently exist, some having no formal management mandate.
  - ii. No agreement on a methodological tool for effective and all-encompassing coverage of the triple bottom line (environmental, social and economic aspects) currently exists.
  - iii. No fully functioning cooperation and coordination mechanisms for coastal fisheries within the exclusive economic zones exist.
  - iv. Unshared knowledge and experiences abound.
7. The specific strategic objective of the CFI-GPP project is having worldwide coastal fisheries delivering sustainable environmental, social and economic benefits. To achieve this objective, the project acts through three specific levers around which the three components that organize its product deliveries are structured. The achievement of the project's stated five intended outcomes (see Paragraph 3) constitutes a significant step forward in the resolution of the challenges identified by the diagnosis, and therefore to expected results. Indeed, the development and operationalization of the Fisheries Performance Assessment Tool (FPAT) as a harmonized tool for measuring sectoral performance and the dynamic of sharing management methods and knowledge products contribute to filling the gaps of the reference situation, in particular the absence of international functioning cooperation and coordination mechanisms for coastal fisheries within the exclusive economic zones. Figure 1 displays the logical flows within the CFI-GPP project.

Figure 1. The CFI-GPP reconstructed theory of change



Note: CFI refers to the Coastal Fisheries Initiative.

Source: Authors' own elaboration.

## 2. Methodology

### 2.1 Objectives and scope of the evaluation

8. This final evaluation has a dual objective of accountability and learning. The accountability dimension stems from the requirement to account, to date (September 2024), for use of the resources committed by the parties in the long term. Learning, knowledge sharing – including knowledge generated to feed the databases of FAO and the GEF – improves the analysis of the covered issues and subsequent decision-making towards new similar projects. The evaluation provides a comprehensive, actual situation of the project: its design; implementation; results; and specific contributions to beneficiaries, as well as a contribution to national and local priorities and needs. It also analyses the factors that may have affected project results and may affect the durability of said results. It highlights good practices and key lessons learned and produces relevant recommendations for the future.
9. The recipients and users of the evaluation are, first and foremost:
  - i. the GEF as the main donor;
  - ii. the United Nations and non-governmental entities serving as co-financer or implementing and executing agencies, namely:
    - FAO;
    - UNDP;
    - World Bank;
    - WWF;
    - Conservation International;
    - child projects hosting states in Latin America, Asia and West Africa; and
  - iii. other international development stakeholders that can also use the results of the evaluation to inform decision-making on new programming.
10. In terms of scope, the evaluation covers the entire GCP/GLO/838/GFF project, specifically its three components: (i) strengthening of the Coastal Fisheries Initiative (CFI) coordination and adaptive management; (ii) promoting policy influence and catalytic role; and (iii) establishing a fisheries performance assessment instrument. The geographic scope of the project, and thus of the evaluation, is global but focuses on West Africa (Cabo Verde, Côte d'Ivoire and Senegal), Latin America (Ecuador) and Asia (Indonesia), where child projects of the initiative are implemented.

### 2.2 Methodology

11. The evaluation terms of reference established the evaluation questions that support the exercise; the evaluation matrix (Appendix 6) expands and clarifies the Evaluation Team's understanding of these questions and develops corresponding indicators, relevant sources of evidence and data collection tools. Anchored in the United Nations Evaluation Group's evaluation norms and standards, including the ethical guidelines revised in 2020 and the FAO Office of Evaluation and the GEF methodological requirements for evaluation, the evaluation is based on a mostly qualitative approach. It underwent the following key steps: data collection and processing, a draft evaluation report focused on specific requirements

of the terms of reference (TOR), and a final report review stage taking into account stakeholder feedback on the draft report.

## **2.3 Data collection**

### **2.3.1 Secondary data and literature review**

12. Secondary data is the foundation of the evaluation.<sup>3</sup> The detailed list of documentation consulted is given in the bibliography. These resources are provided foremost by FAO, but also by other parties to the project – especially when FAO does not have direct access to these documents – and are supplemented by the evaluators' own research in the existing thematic literature. All documentation was read against an evaluation matrix focused on the evaluation criteria and questions. The matrix connects the evaluation criteria and dimension (the GEF requirement) with the question that the evaluation seeks to answer (as presented in the evaluation TOR) with the means through which the answer is obtained, namely indicators, data source and analytical methods used.

### **2.3.2 Primary data: interviews with actors and stakeholders and direct observations**

13. No direct observations were performed under this evaluation. Starting from the stakeholder analysis of the mid-term report, the universe of stakeholders to the project was updated. A purposive sampling took place to ensure that a maximum number of stakeholders were interviewed and that these covered all project components or segmentations and child projects. Primary data were exclusively collected through online individual interviews – except for the West Africa project, which registered in-person and remote consultations (see Appendix 1). The following criteria were used for purposive sampling:
  - i. portfolio coverage criterion: covering the different components of the project and all the child projects;
  - ii. size criterion: covering both micro and large interventions;
  - iii. quality criterion: covering segments of high performance and others with difficulties; and
  - iv. inclusion criteria: covering groups of actors and beneficiaries, and representatives of the population of project actors and beneficiaries (gender dimension fully accounted for here).

## **2.4 Triangulation and analysis**

14. Triangulation, which is a key dimension of evaluation approaches, consisted of cross-referencing sources and tools to avoid depending on one of them and inserting bias into evaluation findings. Appendix 6 records an overview of the different sources of information used in this evaluation and the expected added value of each of them. The evaluation adopted a systematic approach to analysis, ensuring validity and transparency

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<sup>3</sup> Secondary data are information provided through primarily written documents, formed upstream and independently from the evaluation, but useful to it. It relates directly to the project or to contextual elements that can shed light on the project. Project documents, progress reports, technical and back-to-office reports, any other outputs of the project's monitoring and evaluation system, etc., national strategy documents, the GEF and FAO policy and strategy papers, and all other available documents dealing with the governance and coordination of the fisheries policies worldwide, among others, were reviewed.

in the relationship between findings, conclusions and recommendations. Findings from diverse evidence streams were consolidated through an evaluation triangulation grid that ensured concurrent findings from various sources against the questions in the evaluation matrix. The Evaluation Team confirmed and debated emerging findings from evaluation questions at the analysis stage to refine its rating<sup>4</sup> (see Appendix 4 for the project's scoring tables).

## 2.5 Gender and human rights dimensions

15. The evaluation mainstreams gender and human rights through dedicated evaluation questions and related analysis.<sup>5</sup> In the absence of disaggregated financial data (project fund allocations) on gender, it has not been possible to develop a budget input approach, which would permit the isolation of the share of the project dedicated to gender and human rights issues in each specific budget as a clear expression of the project engagement on these issues.
16. In the absence of budget specifications, the evaluation therefore looked for the gender influence of the activities carried out using both, as per the TOR, the FAO policy on gender equality (FAO, 2020) and the United Nations Evaluation Group guidelines on integrating human rights and gender equality in evaluation (UNEG, 2024). The evaluation also focused on the contribution analysis of gender and human rights dimensions using Sara Hlupekile Longwe's five-threshold scale towards women's empowerment.
  - i. Welfare: There is an improvement in socioeconomic status (income, nutrition, etc.), but this is not being accompanied by any other supra-economic benefit.
  - ii. Access: This level opens a path to resources and is the first step towards empowerment as women begin to catch up with men in this regard.
  - iii. Awareness raising: This constitutes a further step towards autonomy by raising awareness of the structural inertia that is used to disadvantage and discriminate against women and other marginalized people.
  - iv. Mobilization: This involves the implementation of appropriate actions to combat the constraints to autonomy diagnosed at the awareness-raising stage.
  - v. Control: This entails the completion of the autonomy of women and other traditionally marginalized groups through control of their resources, but also and above all significant segments of power in their communities.

## 2.6 Limitations and mitigation strategies

17. Two main challenges affected the evaluation. The first was a human resources risks which, as anticipated in the TOR, did in fact occur: The gender specialist under consideration to

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<sup>4</sup> To ensure fully clear and readable results, the analysis used a performance rating grid in line with the GEF project evaluation requirements. This scale has six thresholds: 6 Very Satisfactory; 5 Satisfactory; 4 Moderately Satisfactory; 3 Moderately Unsatisfactory; 2 Unsatisfactory; and 1 Very Unsatisfactory. A seventh level concerns any cases in which the available information does not allow scoring for a criterion. All criteria on the GEF list are scored on this basis, with appropriate adjustment for the Sustainability criterion, which is rated from Highly Likely to Highly Unlikely.

<sup>5</sup> Of note, the gender specialist from Cabo Verde who was to be recruited to cover these specific dimensions could not be hired due to previous work and potential conflicts of interest (but she has not directly worked on the project). The analysis was thus carried out by the other members of the team.

join the Evaluation Team, lusophone and based in Cabo Verde, could not be hired in time to participate in the field mission of the CFI West Africa project, which informed this evaluation. In the end, she was not hired. As a result, the Evaluation Team was short a member and relied on its combined expertise to analyse, among others, the gender and human rights dimensions of both the regional and global projects.

18. Second, partially functioning formal channels precluded full implementation of the cluster approach between the CFI-GPP and the other child projects as intended by the TOR. As planned, the terminal evaluations of the CFI-GPP and of the CFI-West Africa project were conducted in parallel and in close collaboration. However, while the CFI-GPP evaluation did seek to identify what guidance (or common approach or methodology) exists and was promoted for the "child" projects, it could not capture how the project learned and integrated learning from the other child projects, and how it generally relates to the other child projects and the Challenge Fund.
19. Additionally, interviews with a purposive sample of individuals engaged in the programme (however carefully selected) may elicit personal opinions that are not necessarily supported by evidence. The Evaluation Team was careful to calibrate their assessment considering this and through verification and triangulation of the information, however, not all bias may have been mitigated.

### 3. Project performance

#### 3.1 Relevance

*Rating: Satisfactory*

*Evaluation question. To what extent is the CFI-GPP still relevant (after project completion)? (Lines of enquiry should include environmental and development priorities of involved institutions or partners – such as national, regional, local government, civil society organizations, private entities, FAO’s four betters and the GEF focal areas and operational programme strategies, and relevance of each component. Includes dimension of project partnership and stakeholder engagement.)*

**Finding 1.** The project is relevant since it addresses the need to harmonize the measurement of fisheries performance within the framework of ecosystem governance. It is also aligned with the Sustainable Development Goals (SDGs) and anchored in the GEF and FAO cooperation strategies.

20. Different methodologies are used worldwide by all manner of actors (governments, conservation organizations, academia, communities) to measure various fisheries. Fisheries performance is assessed through environmental, social and economic performance, also known as the triple bottom line. The multiplicity of performance assessments impedes the collation, synthesis and dissemination of experiences and lessons learned. By facilitating consultative processes among main actors of the sector, the project addresses the need to reach an agreement on how to assess the environmental, social and economic impacts of fisheries, especially in data-poor fisheries. The project aims at supporting the development of a fisheries performance assessment instrument designed to cover this triple bottom line. This common instrument maintains the specificities of local realities, but lessons learned and best practices can then be aggregated, shared and interpreted across different contexts. Moreover, at a project level, an all-encompassing fisheries performance tool better informs actors about the effectiveness of their specific interventions.
21. The project is well anchored in current global international development strategies as it aligns with the SDGs, serving namely:
  - i. SDG 1 (End poverty in all its forms everywhere);
  - ii. SDG 2 (End hunger, achieve food security and improved nutrition and promote sustainable agriculture);
  - iii. SDG 12 (Ensure sustainable consumption and production patterns);
  - iv. SDG 13 (Take urgent action to combat climate change and its impacts);
  - v. SDG 14 (Conserve and sustainably use the oceans, seas and marine resources for sustainable development); and
  - vi. SDG 17 (Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development) with significant potential impact on almost all others.
22. The CFI-GPP is embedded in the GEF focal area International Waters 3: “enhance multi-state cooperation and catalyze investments to foster sustainable fisheries, restore and protect coastal habitats, and reduce pollution of coasts and large marine ecosystems.” It specifically contributes to the GEF/Least Developed Countries Fund (LDCF)/Special

Climate Change Fund (SCCF) Strategic Objective Programme 7: "foster sustainable fisheries". Regarding FAO's strategic framework, the project contributes to:

- i. Strategic Objective 2<sup>6</sup> (Outcomes 2.1, 2.2, 2.3 and 2.4);
  - ii. Strategic Objective 3<sup>7</sup> (Outcomes 3.1 and 3.3); and
  - iii. Strategic Objective 4<sup>8</sup> (Outcomes 4.2 and 4.3).
23. Within the FAO strategic framework, the project is also aligned with the Blue Growth Initiative, which is a major area of work. The Blue Growth Initiative focuses on transformative changes in the fisheries sector, including fisheries and fishing communities, through:
- i. the development of sustainable consumption and production systems that reduce waste and discards;
  - ii. more efficient energy use and reduced carbon footprint along the value chain;
  - iii. expansion of decent employment along the value chain; and
  - iv. innovative technologies and financing mechanisms for blue growth.
24. The three components of the project are interlinked and mutually reinforcing. They address these barriers. Components 1 and 2 are dedicated to establishing functioning cooperation mechanisms and common leadership on harmonized policies for coastal fisheries that are now urgently needed due to fragmentation, whereas Component 3 is focused on the development of a common methodological approach that is presently lacking but necessary for achieving efficiency of cooperation and coordination mechanisms.

*Evaluation question. How did the project mobilize stakeholders to build partnerships? Did they make appropriate use of their expertise and capacity to foster ownership of the project? What types of partnerships should be considered for a second phase of the project?*

25. Finally, the relevance of the partnerships is also strong: The project mobilizes interveners already strongly active in the issues it addresses. Indeed, many of them have working records with FAO in the framework of the Blue Growth Initiative: UNDP, UNEP, the GEF and the World Bank, for example. The Blue Growth Initiative is already present in some of the project focus regions such as West Africa and Indonesia. Other partners are mobilized for the specific know-how that they hold. This is the case for the University of Washington, which has a proven background in measuring fisheries performance – a theme on which the World Bank has also already accumulated key development records. These partnerships could be deepened and strengthened (see Subsection 3.2).

## 3.2 Coherence and partnerships

*Rating: Satisfactory*

*Evaluation question. To what extent was the CFI-GPP design appropriate to achieve its planned results? To what extent were the governance and reporting arrangements of the Global Partnership Project (GPP) adequate to achieve the proposed objectives? (Includes dimension of project partnership and stakeholder engagement. Lines of enquiry to be explored include budgeting and the extent to*

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<sup>6</sup> Make agriculture, forestry and fisheries more productive and sustainable.

<sup>7</sup> Reduce rural poverty.

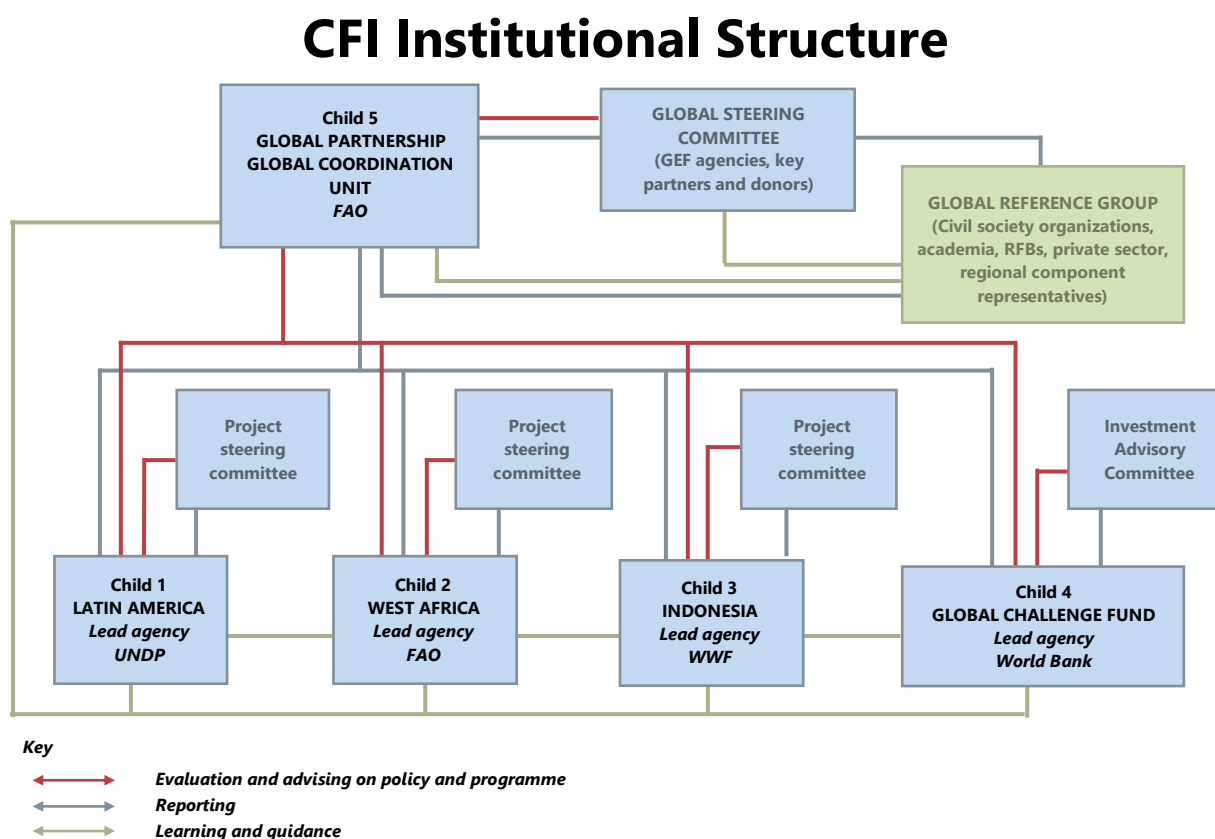
<sup>8</sup> Enable inclusive and efficient agricultural and food systems.

which the child projects and the CFI-GPP are strategically and programmatically connected and coordinated – reporting requirements and information sharing practices and expectations will be assessed.)

**Finding 2.** The CFI-GPP project is the managing and coordinating project of the CFI programme: Theoretically, it coherently integrates the CFI activities implemented through four other child projects in charge of different dimensions of the ecosystem approach to fisheries. However, the provisioned coordination framework was not fully implemented, weakening the project’s ability to implement a programmatic approach despite successful mitigation efforts.

26. The project builds upon accumulated experiences and know-how from members of the international development community: the World Bank, the United States Agency for International Development, WWF and the International Coalition of Fisheries Associations, for instance. The CFI-GPP aims at providing the institutional framework for sharing this knowledge and supports the testing and improvement of related tools to meet the needs and expectations of intended users. In this respect, its design was the result of a consultative process.
27. In terms of resource allocation and partnership arrangements, project design included adequate strategies to support objectives. Nevertheless, the design would have benefited from the inclusion of a coordination budget and formalized reporting pathways (with enforcement mechanisms). The child project ecosystem is also logically set: a combination of three national and subregional child projects, plus a technical assistance facility to develop a pipeline of investable projects (CFI-Challenge Fund), supported by the CFI-GPP serving as a global knowledge management mechanism (see Figure 2).

**Figure 2. The Coastal Fisheries Initiative institutional and management structure**



Source: Project document.

28. On paper, this could be defined as a consistent configuration. The project is a complex multi-stakeholder intervention, and it would have required a robust and integrated governance system. Nevertheless, the collaboration interfaces, which are fundamental for the implementation of an integrated programme, faced challenges. The coordination was significantly weakened by the limited functioning of the official coordination channel for information exchange. The CFI-GPP was supposed to set up a Global Reference Group to provide independent oversight of the CFI's implementation and serve as a standard-setting channel for information and knowledge sharing within and beyond the context of the GPP. The Global Reference Group was never implemented and was replaced by informal fora. This was likely due to the lack of a coordination budget and no formalized reporting and enforcement mechanisms.
29. The organizations in charge of the child projects orient their information and reporting flows towards the GEF, bypassing FAO, the agency responsible for the overall administration and coordination of the programme. As a result, FAO often had difficulties accessing data on the implementation of child projects, undermining its coordinating role. Eventually, the structural flaw was partially remedied by informal sharing strategies, particularly in the form of virtual meetings, that is, the CFI Global Calls and the CFI Talks<sup>9</sup> from June 2022 (review of the FAO-GEF annual Programme Implementation Reports [PIRs] from 2020 to 2024 and the CFI-GPP mid-term evaluation report).
30. Still, as per the PIRs, communication between the child projects functions through channels maintained by the GPP: WhatsApp chat groups; monthly meetings; and specific meetings ahead of international events like the GEF Large Marine Ecosystems Conference 22, the Large Marine Ecosystems Conference 23 in Paris, France in July 2024, the Seventh GEF Assembly on biodiversity from 22 to 26 August 2023 in Vancouver, Canada, two GEF Biennial International Waters Conferences (International Waters Conference 9 in Morocco and International Waters Conference 10 in Uruguay) and the 2024 Ocean Decade Conference in Barcelona, Spain in April 2024.

*Evaluation question. To what extent was the CFI-GPP able to maximize synergies between: (i) the CFI child projects; and (ii) other initiatives implemented by FAO or by other agencies, including the child project partners? (Includes the dimension of project partnership and stakeholder engagement.)*

31. The four child projects were relatively specialized based on geographic scope (West Africa, Asia and Latin America) and function (project with field activities, other type of project such as a fund or coordination mechanism), all revolving around the integration of the sector's governance practices and a common ecosystem approach (see Figure 2). Annually, the GPP brought together the management teams of the other child projects to pool the experiences built in the different fields and share learnings. Five meetings of this nature took place, but the COVID-19 pandemic forced two of these to be held remotely.<sup>10</sup> As an extension of this pooling dynamic, within the framework of the interfaces supported by the project, the child projects have succeeded in finalizing three global knowledge products – (i) Women in Fisheries Value Chains; (ii) Co-management of Fisheries and Mangrove Areas to Support Ecosystem Approaches to Fisheries; and (iii) Development of Investment Packages to Support Private Sector Engagement in Sustainable Fisheries – all of which are

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<sup>9</sup> While the global calls were between the child projects, the CFI talks were to reach people beyond the CFI.

<sup>10</sup> Five CFI talks were held from June 2022 to May 2023 (10 June 2022: sustainable mangrove management/CFI Latin America; 18 July 2022: marine spatial planning/CFI Latin America; 28 September 2022: ecosystem approach to fisheries/CFI Indonesia; 21 November 2022: private sector engagement/CFI Challenge Fund; and 31 May 2023: women in fisheries value chains/CFI West Africa). Each CFI Talks session gathered more than 60 participants each (the last one in May 2023 gathered more than 90 participants from the six CFI countries and beyond).

ready for use. At the end of the project these are available,<sup>11</sup> however, it is too soon to assess whether there has been any uptake of their contents or whether they have been effectively used.

32. The FPAT<sup>12</sup> developed by the project serves as a framework to enhance current economic, social and ecological indicators while incorporating the governance dimension. It is part of an effort to bolster global collaboration and consensus on the nature and use of these tools to support sustainable fisheries management. Tested in five CFI countries in terms of data feeding, the tool was also a collaborative framework with key milestones as follows: CFI Latin America and CFI West Africa have used the Data Preparation Manual to collect data on selected fisheries. Based on the manual, the data collection process has been finalized in Latin America and Senegal and is ongoing in Cabo Verde and Côte d'Ivoire. Scoring workshops have been held in Ecuador (from 24 to 27 May 2022), Senegal (from 18 to 21 July 2022), Cabo Verde (from 31 October to 4 November 2022) and Côte d'Ivoire (from 7 to 11 November 2022). A regional FPAT workshop was held in Cabo Verde in July 2023 and a national one in Indonesia in October 2023. The FPAT closing regional workshop provided a working understanding of its capabilities and shared application feedback (FAO and GEF, 2019, 2021, 2022, 2023).

*Evaluation question. To what extent has the CFI-GPP incorporated lessons from other similar initiatives into its design and throughout implementation?*

33. As previously stated, the project builds upon accumulated experiences and know-how from members of the international development community (World Bank, United States Agency for International Development, WWF and International Coalition of Fisheries Associations, for instance), and the CFI-GPP provides the institutional framework for sharing this knowledge and supports the testing and improvement of related tools to meet the needs and expectations of intended users.
34. The FPAT, a key outcome of the GPP, was developed with the University of Washington and Blue Matter Science Ltd. in Vancouver, which have experience on the topic. The World Bank also has records of fisheries development indicators. The FPAT component is the framework for improving the existing economic, social and ecological indicators, to which the dimension of governance is added. It is part of a process to strengthen global collaboration and agreement on the nature and utilization of these tools in support of sustainable fisheries. In short, the project capitalizes on accumulated experience and complements this experience through the FPAT.

### **3.3 Effectiveness**

*Rating: Satisfactory*

*Evaluation question. To what extent has the project effectively achieved its planned objectives and results? To what extent has the project governance structure facilitated or hampered project execution and contributed to project objectives? (Lines of enquiry to be explored include contributions of the CFI child projects to the CFI programme objectives, improved capacities and use or implementation of capacities developed by beneficiaries, internal and external communications and outreach,*

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<sup>11</sup> Publication pending the resolution of a logo dispute but shared as drafts.

<sup>12</sup> The FPAT comprises two tools: the Fisheries Performance Indicators (FPIs) designed to assess the performance of fisheries management systems in achieving community, economic and ecological sustainability, and an open management strategy evaluation source, which is an open source framework for evaluating the performance of different management approaches for a fishery.

*knowledge management, and knowledge products. Includes dimensions of capacity development, project partnership and stakeholder engagement, and communications, knowledge management and knowledge products.)*

**Finding 3.** The project reached a satisfactory level of performance in terms of its output targets and expected results, namely generating three flagship knowledge products and one fisheries performance measurement tool. These achievements were made possible by adequate resource availability and the commitment of implementing agencies.

35. As noted in the introductory section of this report, the CFI-GPP development objective was "to strengthen global partnership for the purpose of enhancing the understanding and application of integrated, participatory and collaborative approaches, among local and global partners who co-develop and utilize frontier tools to assess coastal fisheries performances, and identify empirically effective pathways towards environmental, social and economic sustainability for these fisheries." Overall, the project was reasonably successful in reaching its objective. This section will first assess each component of the project, providing an overall rating. The analysis will focus on outputs since these are tracked and meant to contribute to reaching intended outcomes, and then on outcomes themselves and their contribution to results and impact. The project objective was pursued though the components and outcomes detailed under Executive summary table 2.

### **Component 1. Strengthening of CFI coordination and adaptive management**

36. Under **Outcome 1.1**, collaboration among environmental and development agencies and organizations is managed, coordinated, enhanced and intensified at the global as well as national and regional levels, the related indicators are: (i) platform or mechanisms functioning (Global Coordination Unit, Global Steering Committee [GSC], Global Reference Group) to permit collaboration among development and environmental agencies and organizations working in fisheries; (ii) annual internal review by partners rate coordination efforts as satisfactory or highly satisfactory; (iii) independent mid-term review and terminal evaluation of the CFI rate progress towards the CFI objective as satisfactory or highly satisfactory; and (iv) at least three new national, regional or global project or programme proposals by the GEF agencies, other partners and governments are based on CFI best practices and include strong collaboration between different GEF agencies and other partners.
37. As detailed in Table 2 towards the **first indicator** – platform or mechanisms functioning (Global Coordination Unit, GSC, Global Reference Group) permit collaboration among development and environmental agencies and organizations working in fisheries – the coordination with executing agencies is supported by Global Calls. The project failed to put in place the governance mechanisms provided for when it was conceived, particularly the Global Reference Group. These steering tools were eventually replaced by exchange frameworks or Global Calls, but these did not fundamentally alter the information flow from child projects being directed towards the main donor to the detriment of the managing and coordinating agency. FAO has generally had difficulty accessing this information and has been unable to do so in a timely manner. The challenges of reporting on co-financing are an illustration of this situation, wherein FAO reports on reconstructed figures (see Subsection 3.4). The original structures were not implemented due to pre-existing communication channels between the different agencies and the donor. This was compounded in the case of the reference group by uncertainty and confusion stemming from whether individuals were to sit as resource persons or as representatives of their respective organizations, in addition to the fact that no financial compensation was

provided for them (secondary sources). Although mitigations in the form of virtual meetings were subsequently deployed, this issue remained and hindered the coordination work of the executing agency. In relation to the **second indicator** (stakeholders' appreciation of the coordination), this coordination issue was raised unanimously by interviewees both within the child projects' implementing staff and the FAO implementing unit.

38. Towards the **third indicator** (level of satisfaction with results), as was established by the mid-term evaluation, the final evaluation also considers the project to have satisfactorily met its expectations. The **fourth indicator** targets the scaling up of at least three project knowledge products in other interventions by the GEF agencies or other partners. In this regard, the World Bank and Japan expressed strong interest in the FPAT and the FAO–Thiaroye processing technique (FTT–Thiaroye) platforms, respectively. Concept notes such as Promoting Sustainable and Resilient Aquatic Food Production Systems Through Environmental Biotechnological Innovations and South–South Knowledge Sharing to Generate Environmental, Social and Economic Benefits in sub-Saharan Africa (Cabo Verde, Côte d'Ivoire, Senegal), Latin America (Ecuador, Peru), and Asia (China), a FAO–UNEP collaboration, indicate strong scaling up perspectives.

**Table 2. Progress towards Outcome 1.1**

<b>Evaluation criterion: Effectiveness</b>								
Underlying evaluation question: To what extent has the project effectively achieved its planned objectives and results?								
Outcome	Indicators	Results/achievements	Rating					
			HU	U	MU	MS	S	HS
			1	2	3	4	5	6
<b>Component 1. Strengthening of the CFI coordination and adaptive management</b>								
<b>Outcome 1.1.</b> Collaboration among environmental and development agencies and organizations is managed, coordinated, enhanced and intensified at the global as well as national and regional levels.	<b>Indicator 1.1.1.</b> Platform or mechanisms functioning (Global Coordination Unit, GSC, Global Reference Group) which permit collaboration among development and environmental agencies and organizations working in fisheries.	<b>From secondary data</b> <ul style="list-style-type: none"> <li>- Coordination with executing agencies supported by Global Calls, i.e. virtual meetings that replaced the GSC and the Global Reference Group – ongoing activities and perspectives of each child project discussed.</li> <li>- Lack of financial compensation for their members discouraged the provisioned mechanisms per the project document.</li> <li>- Project Management Unit in the role of the Global Coordination Unit.</li> <li>- Four knowledge-focused meetings regularly held: (i) the sustainable mangroves management; (ii) women in fisheries value chains; (iii) the ecosystem approach to fisheries; and (iv) engaging the private sector in sustainable fisheries.</li> <li>- The Project Management Unit also had one-on-one meetings with child projects and global events were reported: exchange visit in Tumbes (Peru); annual global consultations; and CFI Talks (a webinar series).</li> <li>- Collaboration also exists externally with ECOFISH and through Wetlands International with the Global Mangrove Alliance.</li> </ul> <b>From primary sources</b> <ul style="list-style-type: none"> <li>- Existence of a level of coordination through the Project Management Unit and Global Calls confirmed.</li> <li>- Also indicated that the coordination is challenged by:                             <ul style="list-style-type: none"> <li>- absence of the GSC provisioned in the project document;</li> <li>- information flows being oriented towards the GEF rather than FAO;</li> <li>- FAO's work of coordination and reporting being rendered difficult; and</li> <li>- weak coordination with actors external to the CFI (only reported for two bodies).</li> </ul> </li> <li>- 2024 PIR (FAO and GEF, 2024, Section 3, p. 26) concluded: the six GEF Agencies were all implementing agencies which made difficult the coordination work for FAO.</li> </ul>						
	<b>Indicator 1.1.2.</b> Annual internal review by	<b>From secondary data</b>						

Evaluation criterion: Effectiveness								
Underlying evaluation question: To what extent has the project effectively achieved its planned objectives and results?								
Outcome	Indicators	Results/achievements	Rating					
			HU	U	MU	MS	S	HS
			1	2	3	4	5	6
<b>Component 1. Strengthening of the CFI coordination and adaptive management</b>								
	partners rate coordination efforts as satisfactory or highly satisfactory.	<ul style="list-style-type: none"> <li>- Coordination challenged by the absence of the provisioned mechanisms per the project document (Global Reference Group and GSC).</li> <li>- No reference of coordination rating from the stakeholders found.</li> </ul> <b>From primary sources</b> <ul style="list-style-type: none"> <li>- Existence of a level of coordination through the Project Management Unit and Global Calls confirmed.</li> <li>- Coordination appears to have been challenged by the fact that the information flows tend to go to the donor (the GEF) rather than the managing entity (FAO). It took time to correct this situation through mitigating mechanisms.</li> </ul>						
	<b>Indicator 1.1.3.</b> Independent mid-term review and terminal evaluation of the CFI rate progress towards the CFI objective as satisfactory or highly satisfactory.	<b>From secondary data</b> <ul style="list-style-type: none"> <li>- Mid-term review conducted and raised the need to enhance coordination; its recommendations were taken into account.</li> <li>- Terminal evaluation underway: noticed overall good progress towards the project objectives.</li> </ul> <b>From primary sources</b> <ul style="list-style-type: none"> <li>- Progress towards the project targets is overall satisfactory.</li> </ul>						
	<b>Indicator 1.1.4.</b> At least three new national and/or regional and/or global project/programme proposals by the GEF agencies, other partners and governments are based on CFI best practices and include strong collaboration between different GEF	<b>From secondary data</b> <ul style="list-style-type: none"> <li>- Opportunities for exchanges around the project products created through global or local level: <ul style="list-style-type: none"> <li>- Global Exchange Visit undertaken from 29 November to 2 December 2022 in Tumbes, Peru; and</li> <li>- fifth annual CFI Global Partnership Consultation conducted from 20 to 24 February 2023 in Dakar, Senegal.</li> </ul> </li> <li>- However, in the exact meaning of the target, no concrete achievement was reported.</li> </ul> <b>From primary sources</b> <ul style="list-style-type: none"> <li>- Two initiatives in the sense of the indicator, however, still at the stage of declarations of intent, emerge from the interviews: <ul style="list-style-type: none"> <li>- Japan intends to scale up the FTT–Thiaroye ovens in Senegal.</li> </ul> </li> </ul>						

Evaluation criterion: Effectiveness									
Underlying evaluation question: To what extent has the project effectively achieved its planned objectives and results?									
Outcome	Indicators	Results/achievements	Rating						
			HU	U	MU	MS	S	HS	
			1	2	3	4	5	6	
Component 1. Strengthening of the CFI coordination and adaptive management									
	agencies and other partners.	<ul style="list-style-type: none"> <li>- The World Bank has expressed its intention to disseminate the FPAT in some of its areas of intervention.</li> <li>- Two proposals submitted by UNDP as a follow-up of the CFI Latin America to the GEF: i) the GEF project ID 11362 Nature-based solutions to reduce coastal pollution in Peru, which makes explicit reference to the CFI. The proposal was approved, and the project document is under development; and ii) the proposal Promote Ecosystem Management of the Gulf of Guayaquil by Strengthening Governance in Ecuador and Peru. This proposal was submitted to the GEF but has not yet been approved as the GEF is requesting UNDP to merge its proposal with another one from UNEP.</li> </ul> <p>From FAO:</p> <ul style="list-style-type: none"> <li>- One Technical Cooperation Programme in Senegal already submitted to the FAO Regional Office for Africa (Accra) and inserted into the Field Programme Management Information System.</li> <li>- One regional Technical Cooperation Programme submitted to the FAO Regional Office for Africa but not funded.</li> <li>- A concept note for a global small project submitted to the GEF Innovation Window Call for knowledge sharing and technology transfer between the research institutes from the CFI countries, France and China; the GEF asked to submit it to other GEF funding mechanisms.</li> </ul>							
<b>Outcome 1.1 consolidation.</b> Collaboration among environmental and development agencies and organizations is managed, coordinated, enhanced and intensified at the global as well as national and regional levels.									

Sources: FAO and GEF. 2019. Delivering sustainable environmental, social and economic benefits in West Africa through good governance, correct incentives and innovation. FAO-GEF project implementation report 2023 – Revised template period covered: 1 July 2018 to 30 June 2019. In: *thegef.org*. Washington, DC. [Cited 8 September 2025]. <https://www.thegef.org/projects-operations/projects/9126>; FAO and GEF. 2021. Delivering sustainable environmental, social and economic benefits in West Africa through good governance, correct incentives and innovation. FAO-GEF project implementation report 2023 – Revised template period covered: 1 July 2020 to 30 June 2021. In: *thegef.org*. Washington, DC. [Cited 8 September 2025]. <https://www.thegef.org/projects-operations/projects/9126>; FAO and GEF. 2022. Delivering sustainable environmental, social and economic benefits in West Africa through good governance, correct incentives and innovation. FAO-GEF project implementation report 2023 – Revised template period covered: 1 July 2021 to 30 June 2022. In: *thegef.org*. Washington, DC. [Cited 8 September 2025]. <https://www.thegef.org/projects-operations/projects/9126>; FAO and GEF. 2023. Delivering sustainable environmental, social and economic benefits in West Africa through good governance, correct incentives and innovation. FAO-GEF project implementation report 2023 – Revised template period covered: 1 July 2022 to 30 June 2023. In: *thegef.org*. Washington, DC. [Cited 8 September 2025]. <https://www.thegef.org/projects-operations/projects/9126>; and evaluation interviews from May to June 2024.

39. Overall, this Result 1 dedicated to coordination was really advanced in one indicator yet presents significant challenges. The reflex of the executing agencies has been to implement their child project as if they were traditional internal portfolio interventions and not projects part of joint programming. They tended to work in silos, sharing information with the coordinating agency, FAO, in informal one-on-one exchanges. FAO only received requested data after multiple requests and several reminders. In the case of the World Bank, information on its project data remained scantily shared with FAO until the end of the project. The Project Management Unit had to resort to a subterfuge to access, at least partly, the substance of this partner's experience. "Even though the PMU [Project Management Unit] made efforts in obtaining copies of the reports from child projects, the science-to-policy expert didn't make progress on the reporting!" (FAO and GEF, 2023).
40. As detailed in Table 3 under **Outcome 1.2** – progress of the CFI programme is systematically monitored and reported – the related indicators are: (i) the monitoring and evaluation (M&E) system is defined and operational; reports and evaluations published on schedule; annual review meetings (GSC, Global Reference Group, etc.) monitor and guide programme performance; programme and projects are well managed and address risks and challenges; and (ii) mid-term and terminal programme assessments against the TOC carried out and reports available. Despite the coordination challenges, the M&E system managed to deliver all of its expected deliverables, including: the CFI's overall M&E matrix developed based on an analytical report on convergence between the child projects' M&E systems and the programmatic M&E system; a mapping of the contribution of child projects to the CFI results framework completed; ten six-month project progress reports and five annual reports (PIRs) submitted; and risks and challenges reviewed in the progress and annual reports. With the completion of the mid-term review and this final external evaluation, the performance of the project in terms of overall monitoring of the CFI achievements is shown to be strong. However, a specific TOC (one specifically for the CFI-GPP) has not been developed at the beginning of the CFI programme.

**Table 3. Progress towards Outcome 1.2**

Evaluation criterion: Effectiveness												
Underlying evaluation question: To what extent has the project effectively achieved its planned objectives and results?												
Outcome	Indicators	Results/achievements	Rating									
			HU	U	MU	MS	S	HS				
			1	2	3	4	5	6				
<b>Component 1. Strengthening of the CFI coordination and adaptive management</b>												
<b>Outcome 1.2.</b> Progress of the CFI programme is systematically monitored and reported.	<b>Indicator 1.2.1.</b> • CFI M&E system defined and operational. • Reports and evaluations published on schedule. • Annual review meetings (GSC, Global Reference Group, etc.) monitor and guide programme performance. • Programme and projects are well-managed and address risks and challenges.	<b>From secondary data</b> - The CFI's overall M&E matrix developed based on an analytical report on convergence between the child projects' M&E systems and the programmatic M&E system. - A mapping of the contribution of child projects to the CFI results framework completed. - Ten six-month project progress reports and five annual reports (PIRs) submitted. - Risks and challenges are reviewed in the progress and annual reports. <b>From primary sources</b> - Reported M&E outputs confirmed in primary data. - The GSC, Global Reference Group etc. not in place to conduct the annual review meetings that monitor and guide programme performance.										
	<b>Indicator 1.2.2.</b> Mid-term and terminal programme assessments against the TOC carried out and reports available.	- Mid-term evaluation finalized in July 2021 (FAO, 2021) and report online. - Final evaluation underway and meant for public disclosure. - Weakness: A TOC was set at the beginning of implementation for the CFI programme as a whole, not specifically for the CFI-GPP. This evaluation reconstructed the CFI-GPP TOC in Subsection 1.2 of the report <b>Error! Reference source not found.</b>										
<b>Outcome 1.2 consolidation.</b> Progress of the CFI programme is systematically monitored and reported.												

Sources: FAO and GEF. 2019. Delivering sustainable environmental, social and economic benefits in West Africa through good governance, correct incentives and innovation. FAO-GEF project implementation report 2023 – Revised template period covered: 1 July 2018 to 30 June 2019. In: *thegef.org*. Washington, DC. [Cited 8 September 2025]. <https://www.thegef.org/projects-operations/projects/9126>; FAO and GEF. 2021. Delivering sustainable environmental, social and economic benefits in West Africa through good governance, correct incentives and innovation. FAO-GEF project implementation report 2023 – Revised template period covered: 1 July 2020 to 30 June 2021. In: *thegef.org*. Washington, DC. [Cited 8 September 2025]. <https://www.thegef.org/projects-operations/projects/9126>; FAO and GEF. 2022. Delivering sustainable environmental, social and economic benefits in West Africa through good governance, correct incentives and innovation. FAO-GEF project implementation report 2023 – Revised template period covered: 1 July 2021 to 30 June 2022. In: *thegef.org*. Washington, DC. [Cited 8 September 2025]. <https://www.thegef.org/projects-operations/projects/9126>; FAO and GEF. 2023. Delivering sustainable environmental, social and economic benefits in West Africa through good governance, correct incentives and innovation. FAO-GEF project implementation report 2023 – Revised template period covered: 1 July 2022 to 30 June 2023. In: *thegef.org*. Washington, DC. [Cited 8 September 2025]. <https://www.thegef.org/projects-operations/projects/9126>; and evaluation interviews from May to June 2024.

**Component 2. Promotion of policy influence and catalytic role**

41. Under **Outcome 2.1** – best practices and tools for environmentally, socially and economically sustainable fisheries are documented, analysed and shared – the targets and related indicators are: (i) four technical documents on selected topics prepared and disseminated through International Waters:Learn<sup>13</sup> activities and other learning mechanisms; three South–South learning exchanges through field visits and other learning events; the FPAT disseminated widely through International Waters:Learn platforms and shared at four knowledge sharing events; and (ii) four global workshops carried out targeting key government officials, RFBs and staff from environmental/development agencies and organizations to promote a shared understanding of key fisheries governance and management concepts; six countries or regional organizations refer to the CFI best practices in national and regional policies and strategies, which are under implementation, as appropriate.
42. As detailed in Table 4 and mentioned under the section on coherence, towards this outcome, three (originally four before two merged)<sup>14</sup> knowledge products have been developed, published and promoted<sup>15</sup> based on the project’s knowledge management strategy: (i) Women in Fisheries Value Chains; (ii) Co-management of Fisheries and Mangrove Areas to Support Ecosystem Approaches to Fisheries; and (iii) Development of Investment Packages to Support Private Sector Engagement in Sustainable Fisheries. In addition, the FPAT is a flagship product of the project. South–South learnings and exchanges were catalysed through several events (see Paragraphs 32 and 38). The project participated in two global knowledge sharing events targeted at key officials and staff from governments and environmental or development agencies and organizations: the Knowledge Sharing Fair on the Small-Scale Fisheries and Blue Economy from 13 to 16 June 2023 in Mombasa conducted by the ECOFISH programme; and the MARE 2023 from 26 to 30 June 2023 in Amsterdam on current opportunities and threats in the era of climate and marine nature conservation. The FAO and CFI e-platforms also contribute to disseminating the knowledge products.
43. However, there are specific critical agreement challenges between the implementing agencies, namely the United Nations agencies, during the editorial formatting of the communications products. The copyright policies of United Nations entities often compete, blocking the dissemination of products ready for public release over long periods of time (raised by interviewees as an important issue to address and developed in Finding 4).
44. In terms of building and sharing knowledge, the project performed satisfactorily, as confirmed by comments from primary sources in this regard. A significant number of interviewees relayed the World Bank’s willingness to disseminate the FPAT in its areas of intervention. This dissemination could start with Sudan, but the information could not be corroborated. In Senegal, the Japan International Cooperation Agency has indicated its intention to promote the FTT–Thiaroye ovens in another region of the country.

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<sup>13</sup> This refers to the GEF’s International Waters Learning Exchange and Resource Network.

<sup>14</sup> Initially: a) gender-sensitive value chain development CFI West Africa; b) mangroves CFI Latin America; c) private sector engagement CFI Challenge Fund; and d) ecosystem approach to fisheries CFI Indonesia (c and d were eventually merged).

<sup>15</sup> This was through an interactive story disseminated on the FAO website on the FAO homepage hero banner to mark World Fisheries Day and on the GEF International Waters Portfolio Bulletin (November 2024) (GEF, 2024).

**Table 4. Progress towards Outcome 2.1**

<b>Evaluation criterion: Effectiveness</b>								
Underlying evaluation question: To what extent has the project effectively achieved its planned objectives and results?								
Outcome	Indicators	Results/achievements	Rating					
			HU	U	MU	MS	S	HS
			1	2	3	4	5	6
<b>Component 2. Promotion of policy influence and catalytic role</b>								
<p><b>Outcome 2.1.</b> Best practices and tools for environmentally, socially and economically sustainable fisheries are documented, analysed and shared.</p>	<p><b>Indicator 2.1.1.</b> Four technical documents on selected topics prepared and disseminated through International Waters:Learn activities and other learning mechanisms.  Three South–South learning exchanges through field visits and other learning events.  FPAT disseminated widely through International Waters:Learn platforms and shared at four knowledge sharing events.</p>	<p><b>From secondary data</b></p> <ul style="list-style-type: none"> <li>- Three (originally four before two were merged) knowledge products developed based on the project’s knowledge management strategy:                             <ul style="list-style-type: none"> <li>- Women in Fisheries Value Chains;</li> <li>- Co-management of Fisheries and Mangrove Areas to Support Ecosystem Approaches to Fisheries; and</li> <li>- Development of Investment Packages to Support Private Sector Engagement in Sustainable Fisheries.</li> </ul> </li> <li>- In addition, two experience notes published on the GEF International Waters:Learn:                             <ul style="list-style-type: none"> <li>- International Waters:Learn   Experience Notes CFI Talks: Fostering Peer-to-peer Exchange on Promising Solutions for Sustainable Coastal Fisheries; and</li> <li>- International Waters:Learn   Experience Notes CFI Global Exchange Visit: Fostering Experience and Knowledge Sharing on Good Practices at Country, Regional and Global Levels for More Holistic Processes and Integrated Approaches.</li> </ul> </li> <li>- South–South learnings/exchanges catalysed through events such as:</li> </ul>						

Evaluation criterion: Effectiveness								
Underlying evaluation question: To what extent has the project effectively achieved its planned objectives and results?								
Outcome	Indicators	Results/achievements	Rating				HS	
			HU	U	MU	MS		S
			1	2	3	4		5
<b>Component 2. Promotion of policy influence and catalytic role</b>								
		<ul style="list-style-type: none"> <li>- CFI Global Conference of Guayaquil in 2018;</li> <li>- CFI Global Conference of Abidjan in 2019;</li> <li>- CFI Global Exchange Visit to Tumbes, Peru undertaken in 2022 (from 29 November to 2 December); and</li> <li>- CFI Global Partners Consultation in 2023 (from 20 to 24 February).</li> <li>- FAO and CFI e-platforms contribute to dissemination as well.</li> </ul> <p><b>From primary sources</b></p> <ul style="list-style-type: none"> <li>- Events and achievements confirmed by interviewees.</li> <li>- The dissemination and sharing process appears to have been hindered by the COVID-19 pandemic restrictions, forcing the project to mitigate with virtual approaches.</li> </ul>						
	<p><b>Indicator 2.1.2.</b> Four global workshops carried out targeting key government officials, RFBs and staff from environmental/development agencies and organizations to promote a shared understanding of key fisheries governance and management concepts.</p> <p>Six countries/regional organizations refer to the CFI best practices in national and regional policies and</p>	<p><b>From secondary data</b></p> <ul style="list-style-type: none"> <li>- Two global knowledge sharing events: <ul style="list-style-type: none"> <li>- Knowledge Sharing Fair on the Small-Scale Fisheries and Blue Economy from 13 to 16 June 2023 in Mombasa, conducted by the ECOFISH programme; and</li> <li>- MARE 2023 from 26 to 30 June 2023 in Amsterdam on current opportunities and threats in the era of climate and marine nature conservation.</li> </ul> </li> <li>- Global consultations, three in person (Guayaquil October 2018, Abidjan November 2019, Dakar 2023) and a meeting in Rome</li> </ul>						

Evaluation criterion: Effectiveness								
Underlying evaluation question: To what extent has the project effectively achieved its planned objectives and results?								
Outcome	Indicators	Results/achievements	Rating					
			HU	U	MU	MS	S	HS
			1	2	3	4	5	6
Component 2. Promotion of policy influence and catalytic role								
	strategies, which are under implementation, as appropriate.	2024 with CFI Indonesia, plus two virtual meetings (during the COVID-19 pandemic) in 2021 and 2022. <b>From primary sources</b> - Two development partners express will to scale up CFI products: - Japan International Cooperation Agency in Senegal with the FTT–Thiaroye ovens; and - World Bank with the FPAT (Sudan is a possible destination). - Challenge - United Nations agencies’ copyright policies compete a lot and delay release of knowledge products.						
<b>Outcome 2.1 consolidation.</b>	Best practices and tools for environmentally, socially and economically sustainable fisheries are documented, analysed and shared.							

Sources: FAO and GEF. 2019. Delivering sustainable environmental, social and economic benefits in West Africa through good governance, correct incentives and innovation. FAO-GEF project implementation report 2023 – Revised template period covered: 1 July 2018 to 30 June 2019. In: *thegef.org*. Washington, DC. [Cited 8 September 2025]. <https://www.thegef.org/projects-operations/projects/9126>; FAO and GEF. 2021. Delivering sustainable environmental, social and economic benefits in West Africa through good governance, correct incentives and innovation. FAO-GEF project implementation report 2023 – Revised template period covered: 1 July 2020 to 30 June 2021. In: *thegef.org*. Washington, DC. [Cited 8 September 2025]. <https://www.thegef.org/projects-operations/projects/9126>; FAO and GEF. 2022. Delivering sustainable environmental, social and economic benefits in West Africa through good governance, correct incentives and innovation. FAO-GEF project implementation report 2023 – Revised template period covered: 1 July 2021 to 30 June 2022. In: *thegef.org*. Washington, DC. [Cited 8 September 2025]. <https://www.thegef.org/projects-operations/projects/9126>; FAO and GEF. 2023. Delivering sustainable environmental, social and economic benefits in West Africa through good governance, correct incentives and innovation. FAO-GEF project implementation report 2023 – Revised template period covered: 1 July 2022 to 30 June 2023. In: *thegef.org*. Washington, DC. [Cited 8 September 2025]. <https://www.thegef.org/projects-operations/projects/9126>; and evaluation interviews from May to June 2024.

**Finding 4.** The developed communications strategy was to formalize the knowledge products and disseminate them through thematic meetings and events held during the project period, which the project did. It was also meant to ensure publication of these on the FAO website's CFI page (FAO, 2025a), however, internal copyright policies of different United Nations agencies delay this process.

45. As detailed in Table 5 under **Outcome 2.2** – the CFI programme communications and outreach strategy is established and operational – the related indicators are: communications team for the CFI programme is established, composed of communications specialists from the CFI agencies; the CFI website functioning and regularly updated; and the Global Reference Group effective as CFI ambassadors, as indicated by web references to the CFI. The communications team is in place within the Project Management Unit and works on a technical level with its correspondents in the child projects. This framework has enabled communication deliveries that fit expectations. A CFI Communications Toolkit was developed as a repository of all CFI knowledge and communications products, including brochures, e-learning courses, factsheets, open source tools, photographs, stories, videos and webcasts with a view to migrating it to a permanent place within the FAO system after the end of the programme. Of note, some interviewees believe more communications resources would have allowed for a more sustained presence on the ground and more consistent communications products. However, these were not part of the project's plan or vision.

**Table 5. Progress towards Outcome 2.2**

Evaluation criterion: Effectiveness								
Underlying evaluation question: To what extent has the project effectively achieved its planned objectives and results?								
Outcome	Indicators	Results/achievements	Rating				HS	
			HU	U	MU	MS		S
			1	2	3	4	5	6
<b>Component 2. Promotion of policy influence and catalytic role</b>								
<p><b>Outcome 2.2.</b> The CFI communications and outreach strategy is established and operational.</p>	<p><b>Indicator 2.2.1.</b> Communications team for the CFI is established, composed of communications specialists from the CFI agencies.</p> <p>The CFI website functioning and regularly updated.</p> <p>Global Reference Group effective as CFI ambassadors, as indicated by web references to the CFI.</p>	<p><i>A CFI Communications Toolkit is being developed as a repository for all CFI knowledge and communications products: brochures; e-learning courses; factsheets; open source tools; photographs; stories; videos; and webcasts, with a view to migrating it to a permanent place within the FAO system after the end of the programme.</i></p> <p><b>From secondary data</b></p> <ul style="list-style-type: none"> <li>- Project communications strategy developed in support of knowledge management strategy.</li> <li>- Implementation of the communications strategy coordinated by the communications team in the Project Management Unit in relation with the child projects through:                             <ul style="list-style-type: none"> <li>- continuous WhatsApp chat groups;</li> <li>- monthly meetings; and</li> <li>- ad hoc meetings ahead of specific events such as the CFI Global Exchange Visit in Tumbes, Peru (from 29 November to 2 December 2022), the CFI Global Partnership Consultation in Dakar, Senegal (from 20 to 24 February 2023), and the MARE 2023 Conference in Amsterdam, the Kingdom of the Netherlands (from 26 to 30 June 2023); 10 June 2022: Sustainable Mangrove Management/CFI Latin America; 18 July 2022: Marine Spatial Planning/CFI Latin America; 28 September 2022: Ecosystem Approach to Fisheries/CFI Indonesia; 21 November 2022: Private Sector Engagement/CFI Challenge Fund; and 31 May 2023: Women in Fisheries Value Chains/CFI West Africa. Each CFI Talks session gathered more than 60 participants each (the last one in May 2023 gathered more than 90 participants</li> </ul> </li> </ul>						

Evaluation criterion: Effectiveness								
Underlying evaluation question: To what extent has the project effectively achieved its planned objectives and results?								
Outcome	Indicators	Results/achievements	Rating					
			HU	U	MU	MS	S	HS
			1	2	3	4	5	6
<b>Component 2. Promotion of policy influence and catalytic role</b>								
		<p>from the six CFI countries and beyond) (FAO and GEF, 2019, 2021, 2022, 2023).</p> <ul style="list-style-type: none"> <li>- Communications products include: web stories and videos highlighting child projects' achievements and activities, interviews, photographs and video footage, and articles.</li> <li>- Some products targeted key events such as World Mangroves Day (26 July 2022), World Food Day (16 October 2022), World Fisheries Day (21 November 2022), International Women's Day (8 March 2023) and World Oceans Day (8 June 2023).</li> <li>- Details are: simple technology transforming women's lives in Côte d'Ivoire; Our Islands, Our Oceans – Cabo Verde; Protecting Coastal Waters for Local Communities; Safeguarding Senegal's Mangroves; Conserving Marine Biodiversity in Coastal Areas; The Magic of Mangroves; Laboratory Shell Seed Production; Towards Sustainable Fishing; CFI Talks: Sustainable Mangrove Management; Empowering Women and Men in Coastal Fisheries; CFI Talks: Marine Spatial Planning; The CFI in Action: Sustainable Mangrove Management; The CFI in Action: Empowering Women in Fisheries Value Chains; The CFI in Action: Ecosystem Approach to Fisheries; Artisanal Fishers, Pioneers of Sustainability; In Peru, Artisanal Fishers Struggle to Even the Playing Field; Joining Forces to Build Sustainable Fisheries in Ecuador; CFI Talks: Ecosystem Approach to Fisheries; The CFI in Action: Exchange Visit Between Women Fish Processors in Côte d'Ivoire; Indonesia: The "Sasi" Practice of Indigenous Fisherfolk; The CFI in Action: Strengthening Fisher Communities in Cabo Verde; CFI Talks: Private Sector Engagement; Exchange Visit Between Women Seafood Processors in Senegal; Spotlight on Social Protection for Fishers and Fish Workers; The CFI in Action: Participatory Research; The</li> </ul>						

Evaluation criterion: Effectiveness								
Underlying evaluation question: To what extent has the project effectively achieved its planned objectives and results?								
Outcome	Indicators	Results/achievements	Rating					
			HU	U	MU	MS	S	HS
			1	2	3	4	5	6
<b>Component 2. Promotion of policy influence and catalytic role</b>								
		CFI in Action: Co-management; The CFI in Action: Alternative Livelihoods; Voices from Galápagos: Valeria Solano; Voices from Galápagos: Pedro Asencio; Voices from Galápagos: creating responsible food systems; The CFI in Action: A Woman’s Voice; The CFI in Action: Private Sector Engagement; The CFI in Action: Global Knowledge Exchange; The CFI in Action: Female Leadership; National Gender Strategy for Fisheries in Cabo Verde.  <b>From primary sources</b> - Content globally confirmed by interviews. - Some interviewees raise the point that there may not have been enough resources for the communications strategy (field deployment very costly indeed).						
<b>Outcome 2.2 consolidation.</b> The CFI programme communications and outreach strategy is established and operational.								

Sources: FAO and GEF. 2019. Delivering sustainable environmental, social and economic benefits in West Africa through good governance, correct incentives and innovation. FAO-GEF project implementation report 2023 – Revised template period covered: 1 July 2018 to 30 June 2019. In: *thegef.org*. Washington, DC. [Cited 8 September 2025]. <https://www.thegef.org/projects-operations/projects/9126>; FAO and GEF. 2021. Delivering sustainable environmental, social and economic benefits in West Africa through good governance, correct incentives and innovation. FAO-GEF project implementation report 2023 – Revised template period covered: 1 July 2020 to 30 June 2021. In: *thegef.org*. Washington, DC. [Cited 8 September 2025]. <https://www.thegef.org/projects-operations/projects/9126>; FAO and GEF. 2022. Delivering sustainable environmental, social and economic benefits in West Africa through good governance, correct incentives and innovation. FAO-GEF project implementation report 2023 – Revised template period covered: 1 July 2021 to 30 June 2022. In: *thegef.org*. Washington, DC. [Cited 8 September 2025]. <https://www.thegef.org/projects-operations/projects/9126>; FAO and GEF. 2023. Delivering sustainable environmental, social and economic benefits in West Africa through good governance, correct incentives and innovation. FAO-GEF project implementation report 2023 – Revised template period covered: 1 July 2022 to 30 June 2023. In: *thegef.org*. Washington, DC. [Cited 8 September 2025]. <https://www.thegef.org/projects-operations/projects/9126>; and evaluation interviews from May to June 2024.

### **Component 3. Establishment of a fisheries performance assessment instrument**

46. As detailed under Table 6 under **Outcome 3.1** – the FPAT is developed and in operation for the CFI fisheries – the related indicators are: (i) the FPAT developed; (ii) pilot test for the CFI fisheries is complete; and (iii) training and capacity building programme for using the FPAT carried out. The FPAT is available through two main and one supplementary modules: Module 1 is the FPAT Excel file containing the FPIs with additional ecological metrics and data or scoring worksheets; Module 2 is the FPAT application itself; and the supplement is the separate governance module. The data collection is conducted in Latin America and West Africa. The scoring workshops were held in Ecuador (from 24 to 27 May 2022), in Senegal (from 18 to 21 July 2022), in Cabo Verde (from 31 October to 4 November 2022) and in Côte d'Ivoire (from 7 to 11 November 2022). The closing regional FPAT workshops took place in Cabo Verde and Indonesia in October 2023.
47. The consulted primary sources confirmed these milestones and the quality of the product that came out of the process. In West Africa, where national institutional actors were interviewed, there is real interest in the tool. However, actors expressed the need to improve its ownership at the local level through translation into the working languages and more training on how to use it. The development of the tool experienced delays, but pilot tests have taken place with all child projects (including five of the six CFI countries). Misunderstandings between FAO, the GEF and the University of Washington about co-financing commitments have also proved detrimental to the tool's formulation, resulting in delay. Nevertheless, the World Bank's interest in scaling up the tool speaks to its reliability considering this partner's vast experience in measuring fisheries performance.

**Table 6. Progress towards Outcome 3.1**

<b>Evaluation criterion: Effectiveness</b>								
Underlying evaluation question: To what extent has the project effectively achieved its planned objectives and results?								
Outcome	Indicators	Results/achievements	Rating					
			HU	U	MU	MS	S	HS
			1	2	3	4	5	6
<b>Component 3. Establishment of a fisheries performance assessment instrument</b>								
<b>Outcome 3.1.</b> The FPAT is developed and in operation for the CFI fisheries.	<b>Indicator 3.1.1.</b> The FPAT developed.	<p><b>From secondary data</b></p> <ul style="list-style-type: none"> <li>- The FPAT developed in two modules plus one supplementary module:</li> <li>- Module 1: FPAT Excel file containing the FPIs with additional ecological metrics and data/scoring worksheets;</li> <li>- Module 2: the actual FPAT application; and</li> <li>- Supplement: separate governance module.</li> </ul> <p><b>From primary sources</b></p> <ul style="list-style-type: none"> <li>- Interviews confirmed the availability of the FPAT.</li> <li>- Quality of tool judged satisfactory: As an illustration, the World Bank is considering who already has records of fisheries assessment and considers promoting the tool (possibly starting with Sudan).</li> <li>- Delays in development of the tool reported as well.</li> <li>- Concerns of understanding of co-financing aspects are also noted among some stakeholders in the development of the tool.</li> </ul>						
	<b>Indicator 3.1.2.</b> Pilot test for the CFI fisheries is complete.	<p><b>From secondary data</b></p> <ul style="list-style-type: none"> <li>- Data collection completed in:                             <ul style="list-style-type: none"> <li>- Latin America; and</li> <li>- West Africa.</li> </ul> </li> <li>- Scoring workshops held in:                             <ul style="list-style-type: none"> <li>- Ecuador (from 24 to 27 May 2022);</li> <li>- Senegal (from 18 to 21 July 2022);</li> <li>- Cabo Verde (from 31 October to 4 November 2022); and</li> <li>- Côte d'Ivoire (from 7 to 11 November 2022).</li> </ul> </li> <li>- Closing regional FPAT workshops held in:                             <ul style="list-style-type: none"> <li>- Cabo Verde; and</li> <li>- Indonesia in October 2023.</li> </ul> </li> </ul> <p><b>From primary sources</b></p>						

Evaluation criterion: Effectiveness								
Underlying evaluation question: To what extent has the project effectively achieved its planned objectives and results?								
Outcome	Indicators	Results/achievements	Rating					
			HU	U	MU	MS	S	HS
			1	2	3	4	5	6
<b>Component 3. Establishment of a fisheries performance assessment instrument</b>								
		<ul style="list-style-type: none"> <li>- Concerns about data availability raised: For instance, the second fisheries test was eventually abandoned due to the lack of a relevant data series.</li> </ul>						
	<p><b>Indicator 3.1.3.</b> Training and capacity building programme for using the FPAT carried out.</p>	<p><b>From secondary data</b></p> <ul style="list-style-type: none"> <li>- Data preparation manual developed.</li> <li>- Training workshops conducted.</li> <li>- Five national workshops in Cabo Verde (November 2022), Côte d'Ivoire (November 2022), Ecuador (May 2022), Indonesia (from 6 to 10 November 2023) and Senegal (July 2022) and a regional one for West Africa in Praia, Cabo Verde from 25 to 28 July 2023 have been held to test the toolkit. Each of the events gathered around 20 participants and involved fishery managers and stock assessment scientists and other stakeholders familiar with stock assessment. During the regional workshop in Cabo Verde and the national one in Indonesia, the online FPAT application was tested.</li> <li>- The workshops aimed to introduce the FPAT as a toolkit for the consolidation of all available information for a specific fishery, benchmarking fishery performance and identifying potential effective management policies. The FPI system for fishery performance evaluation was presented. A non-technical introduction to management strategy evaluation, which describes its role as a calculator for testing candidate management options, was also presented. The test of the online FPAT application included an open session where participants could apply and provide feedback on the application as well as discuss management interventions. Continuous interaction between Blue Matters and the national FPAT focal points from the research institutes to improve understanding of the toolkit is in place.</li> <li>- A dedicated website was created to publish the tool and provide information on the methodology, the FPAT application, the lessons</li> </ul>						

Evaluation criterion: Effectiveness								
Underlying evaluation question: To what extent has the project effectively achieved its planned objectives and results?								
Outcome	Indicators	Results/achievements	Rating					
			HU	U	MU	MS	S	HS
			1	2	3	4	5	6
<b>Component 3. Establishment of a fisheries performance assessment instrument</b>								
		learned from a regional workshop in Cabo Verde in July 2023 and the national workshop in Indonesia in November 2023, in addition to training material. <ul style="list-style-type: none"> <li>- The toolkit can be accessed at (FPAT, n.d.).</li> <li>- Other links related to the FPAT are:                             <ul style="list-style-type: none"> <li>- Coastal Fisheries Initiative (FAO, n.d.);</li> <li>- FPAT app (Blue Matter Science, 2025); and</li> <li>- FPIs (Fishery Performance Indicators, 2025).</li> </ul> </li> </ul> <b>From primary sources</b> <ul style="list-style-type: none"> <li>- Issues of data raised by some interviewees in West Africa.</li> <li>- Need for more training expressed.</li> <li>- Need to put the tool in the local working languages also expressed to encourage ownership.</li> </ul>						
<b>Outcome 3.1 consolidation.</b> The FPAT is developed and in operation for CFI fisheries.								

Sources: FAO and GEF. 2019. Delivering sustainable environmental, social and economic benefits in West Africa through good governance, correct incentives and innovation. FAO-GEF project implementation report 2023 – Revised template period covered: 1 July 2018 to 30 June 2019. In: *thegef.org*. Washington, DC. [Cited 8 September 2025]. <https://www.thegef.org/projects-operations/projects/9126>; FAO and GEF. 2021. Delivering sustainable environmental, social and economic benefits in West Africa through good governance, correct incentives and innovation. FAO-GEF project implementation report 2023 – Revised template period covered: 1 July 2020 to 30 June 2021. In: *thegef.org*. Washington, DC. [Cited 8 September 2025]. <https://www.thegef.org/projects-operations/projects/9126>; FAO and GEF. 2022. Delivering sustainable environmental, social and economic benefits in West Africa through good governance, correct incentives and innovation. FAO-GEF project implementation report 2023 – Revised template period covered: 1 July 2021 to 30 June 2022. In: *thegef.org*. Washington, DC. [Cited 8 September 2025]. <https://www.thegef.org/projects-operations/projects/9126>; FAO and GEF. 2023. Delivering sustainable environmental, social and economic benefits in West Africa through good governance, correct incentives and innovation. FAO-GEF project implementation report 2023 – Revised template period covered: 1 July 2022 to 30 June 2023. In: *thegef.org*. Washington, DC. [Cited 8 September 2025]. <https://www.thegef.org/projects-operations/projects/9126>; and evaluation interviews from May to June 2024.

*Evaluation question. Were there any unintended outcomes (positive, negative, direct or indirect)? If so, which key actors and initiatives of factors have contributed to the achieved outcomes (planned or unplanned)?*

**Finding 5.** The project has catalysed partnerships between research institutions across three continents.

48. The project has catalysed partnerships between research institutions across three continents. Admittedly, this was not far from its objectives, but it was not strictly required through its results framework either. It can therefore be credited as a positive, unintended impact. At the time of the evaluation (summer 2024), the fisheries and marine institutes in Senegal and Cabo Verde were planning a trip to Asia to formalize this partnership. A similar dynamic was already unfolding between Latin America and Indonesia.
49. Factors that have contributed to the achievement of outcomes include the availability of resources and the commitment of stakeholders, particularly that of the executing agencies. It is not easy to synchronize the actors of a sector on either side of several continental borders. To achieve this, stable resources, such as the GEF contribution, were needed. These funds were supplemented by additional co-financing, including, among others, co-financing from FAO. The project is also served by bringing together implementing agencies with solid references in the respective areas of their child projects and the geographical areas covered. For example, the University of Washington, which was directly involved in the development of the FPAT, had already achieved significant results in the design of fisheries performance indicators.

*Evaluation question. What are the specific areas the GEF support has contributed additional results to, and what were these additional results? (Dimension: additionality)*

50. The baseline situation on which the project is built is that of a fisheries sector management fragmented between many non-concerted actors using different tools or no tools at all. This GEF support is unique in the sense that it invests in a common interface with a unified measurement framework embedded in the ecosystemic approach to fisheries. The project's additionality therefore lies in initiating this common mould (the process has only begun at project closure, but foundations have been laid) and in establishing the flagship product that is the FPAT – a measurement reference that can become the basis for shared governance.

*Evaluation question. To what extent did the expected co-financing materialize, and how did shortfalls in co-financing or the materialization of greater than expected co-financing affect project results? (Dimension: co-financing)*

**Finding 6.** The project faced coordination challenges, such as those pertaining to co-financing and the lack of reliable information on actual co-financing received by the project; the implementing agencies do not systematically carry over their respective amounts.

51. The 2024 PIR reports USD 11 350 000 of co-financing (out of an expected USD 11 850 000). However, the report specifies that for FAO, the co-financing amount is a reconstruction and that the Project Management Unit has no or incomplete information on co-financing from the other partners. Ultimately, determining the exact amount of co-financing has proven to be a serious challenge for the project, in addition to its intrinsic transformability constraints since co-financing is essentially in-kind. In terms of execution, 99 percent of available resources have been disbursed (FAO and GEF, 2024). Regarding the co-financing, primary sources report misunderstandings with the University of Washington about the financial agreement and obligations. In terms of impact on project implementation, for

example, this deleterious climate with this partner and the length of the contracting procedures contributed to delays when developing the FPAT (delay was confirmed by interviewees but could not be quantified with certainty). It is clear from execution reports and interviewed primary sources that the GEF contribution completely materialized.

*Evaluation question. How has the GPP contributed to progress towards long-term impact? (Lines of enquiry to be explored include drivers towards ownership and sustainability.) (Dimension: progress towards impact)*

52. The dynamics of cooperation driven by the project are subject to a comfortable level of ownership conducive to sustainability. This is the case, for example, between research institutions that are now engaged in cooperation frameworks that will survive the project. The quality and innovative nature of the FPAT have also made it a tool of interest, as demonstrated by the willingness expressed by the World Bank to deploy it in new geographical areas such as Sudan (PROBLUE, 2023). On the other hand, the complexity of the tool calls for further capacity building to ensure full appropriation by governments and other actors, in addition to the needed investments to consolidate the local statistical systems that are instrumental to producing data to feed into the tool.

### 3.4 Efficiency

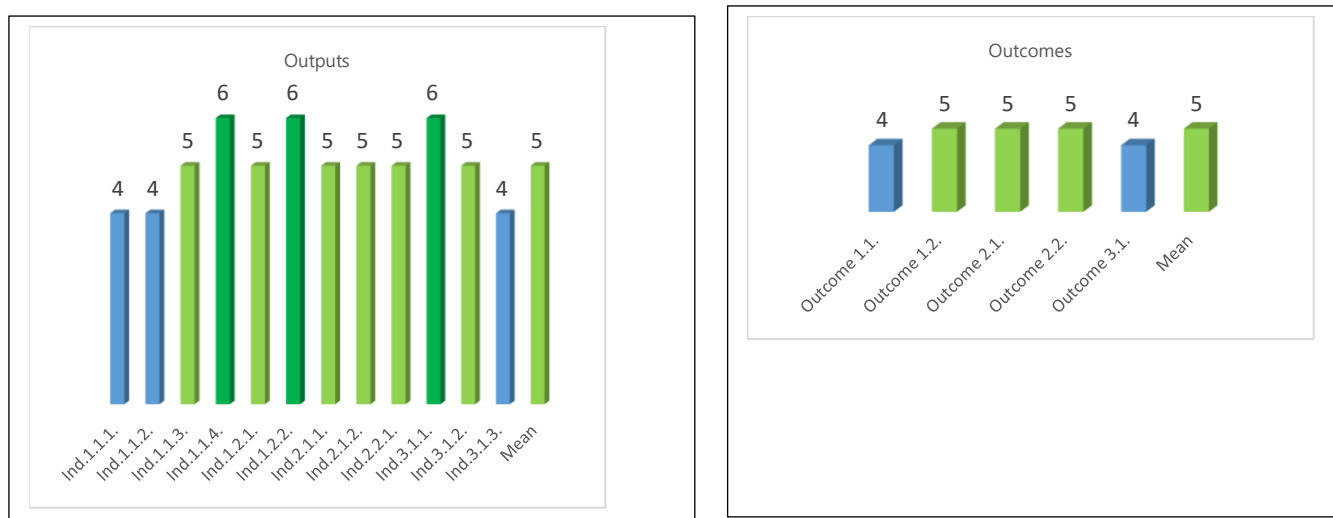
*Rating: Satisfactory*

*Evaluation question. To what extent has the GPP been implemented efficiently?*

**Finding 7.** The project maximized its available resources by sharing operating costs with the CFI West Africa child project and leveraging existing services from FAO. This enabled it to focus its limited budget on strategic expenditure. Despite this, the project’s cycle was significantly extended due to initial internal issues and major external forces like the COVID-19 pandemic.

53. Efficiency can be defined as the relationship between results and resources engaged, considering the time consumed in converting resources into results. The project deliveries, documented in detail under the criterion of effectiveness, are synthesized in **Figure 3**.

**Figure 3. Summary of progress: outputs versus outcomes**



*Note:* The GEF scores glossary is as follows: 6 = Highly Satisfactory; 5 = Satisfactory; 4 = Moderately Satisfactory; 3 = Moderately Unsatisfactory; 2 = Unsatisfactory; and 1 = Highly Unsatisfactory. See Tables 1 to 6 for full descriptions of outcomes and indicators.

*Sources:* CFI-GPP project progress reports from 2019 to 2024 and evaluation interviews from May to June 2024.

54. The project's achievements are satisfactory, with an overall 80 percent achievement rate. There is consistency between the product performance line and the results performance line – a sign of effective transmission between the delivery of goods and services to beneficiaries and their expected effects. Within an efficiency analysis, the question remains to determine what resources were available for such delivery and how these were managed.
55. According to the project document, the GPP had an anticipated budget of USD 14 502 294, including the GEF core funding of USD 2 652 294 and contributions, partly in-kind, from the implementing agencies. The project accessed all resources available to it.
56. This link between resources and performance points to a cost-benefit ratio favourable to efficiency<sup>16</sup> due to management arrangements favouring the financing of activities and products while restricting general management costs that were systematically shared between the project and the CFI West Africa child project also managed by FAO. The two projects shared the same management team and relied on the support from regular personnel at FAO headquarters and the Country Offices.
57. Due to internal inertia – partly the result of the overload of a management team straddling two projects, as well as the consequences of the COVID-19 pandemic that lasted at least two successive years – time proved a challenge for the project. This is reflected in the extensions that have significantly lengthened its initial cycle by more than two years (from 30 June 2022 to 30 April 2025) to finalize activities.

*Evaluation question. How well has the project responded to external (context) and internal (funding, programming, staffing, etc.) changes over its lifespan?*

58. The major external event with the most significant impact on the project is undoubtedly the COVID-19 pandemic. This health crisis remained severe or quite significant over at least two years out of the five years of the original life cycle of the project, particularly from 2020 to 2021. Due to the contact and travel restrictions which ensued and because of stringent United Nations management protocols, the COVID-19 pandemic slowed down project implementation, especially at the beginning. Subsequently, the project adjusted and implemented adaptive measures: Remote working tools were adopted and enabled the project to gradually restore, to a large extent, its ability to function. Within the project, the financial constraints under the efficiency criterion also presented a limiting challenge. The project mitigated them by rationalizing the use of the available cash, sharing management costs with the West Africa child project and soliciting technical support from the regular capacities of FAO. The absence of the planned formal management frameworks (GSC and Global Reference Group) proved a hindrance in the coordination of the child projects. The project mitigated this limitation by resorting to informal global calls.

### **3.5 Sustainability**

*Rating: Moderately Likely*

*Evaluation question. To what extent are the benefits generated by the GPP sustainable? To what extent are communications products and activities likely to support the sustainability of project results? (Dimension of communications, knowledge management and knowledge products should be addressed.)*

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<sup>16</sup> The evaluation assumes that the experts who designed the project used realistic estimates for their planned expenses.

**Finding 8.** Likelihood of sustainability varies among the different project results: The elements required for sustainability are present but have to be fully harnessed. Financial risks threaten the sustainability of different outcomes.

59. The project has essentially sought to promote a coordination dynamic. It has also sought to formalize knowledge products and developed a tool for measuring fisheries performance and governance. The sustainability likelihood is specific to each product developed and to each output and outcome. It was challenging for the project to completely institute its full formal implementing framework so the coordination dynamic established was fragile at best, based primarily on informal exchanges and personal goodwill. Whether a future real coordinated programmatic approach after this intervention will be established will depend on donor demand, personnel turnover and organizational priorities. This negatively impacts sustainability. In terms of knowledge generated, the three global knowledge products<sup>17</sup> have been formalized in appropriate materials (e-books), disseminated during events for global actors in the sector and posted on the FAO, CFI and GEF platforms. This enables them to reach large audiences for their large-scale implementation and speaks to the project's sustainability, if only in theory. Finally, the sustainability of the FPAT is ensured in the short to medium term through its appropriation by the World Bank, which plans to disseminate it more widely and has allocated resources to do so. However, the tool requires periodical, constant data to function, and appropriation by governments and local actors is not currently supported by adequate financing; without financial support, some national statistical systems may find feeding the tool challenging, thus dooming the FPAT's long-term sustainability.

*Evaluation question. What are the key risks which may affect the sustainability of project benefits (financial, institutional, environmental, sociopolitical, other)?*

60. The financial risk touches the key products of the project. Dedicated resources are needed to implement the knowledge products and the FPAT, which requires sustained data collection. Global coordination is also under financial duress. Already at the level of the CFI programme, the lack of financial compensation is raised to explain, at least partially, the challenge of putting in place and fully operationalizing the formal coordination mechanisms (namely the Global Reference Group) that were initially planned. The institutional risk is rather notable for coordination, which comes up against the tendency of institutions to operate in silos; the coordination of child projects has suffered from this reflex within the CFI programme. The environmental risk is ambiguous; the continued scarcity of fisheries resources is, on one hand, an argument for adopting a more ecosystemic governance. This, however, can also push some players to compensate for the loss of yield by engaging in illegal and other fishing practices that are unsustainable. Finally, sociopolitical risk creates an unfavourable context for both global coordination and promotion of virtuous governance; sociopolitical tensions and the rise of populism within the major donor states – as well as open regional conflicts in Europe and the Middle East and open or latent regime crises in several regions of the world such as West Africa – could, as they exacerbate, relegate the issues of cooperation, coordination and global governance.

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<sup>17</sup> The three interlinked global knowledge products gathered experiences and best practices from all child projects.

### 3.6 Implementation

*Rating: Satisfactory*

*Evaluation question. To what extent did FAO deliver on project identification, concept preparation, appraisal, preparation, approval and start-up, oversight, supervision completion and evaluation? How well were risks identified and managed?*

61. The results achieved point towards FAO having successfully formulated, approved and implemented the GPP. Both secondary and primary data indicate that project implementation has been consistently open and inclusive. The planned mid-term and final evaluations have been carried out as planned, the first in 2021 and the second in the summer and fall of 2024. Nevertheless, despite these successes, the planned steering and coordination framework has not been entirely implemented and was not fully functional, leaving the implementing agencies to conduct the child projects outside of a real joint programming framework. Finally, project implementation was also hindered by the COVID-19 pandemic, which was an unforeseen risk (see Paragraph 58 and Finding 7).

### 3.7 Execution and communications

*Rating: Satisfactory*

*Evaluation question. To what extent did FAO, as the executing agency, effectively discharge its role and responsibilities related to the management and administration of the project? (TOR)*

62. FAO has carried out this role with difficulty given the tropism of the agencies to operate in silos and to let the child projects and their information flows orient towards the GEF more than FAO. The formal coordination framework provisioned did not fully materialize. It was mitigated through informal calls. Co-financing is a perfect illustration of this coordination challenge: The agencies do not report on their level of materialization of these budgetary commitments (see Finding 6). Nevertheless, overall project delivery is satisfactory, which speaks to adequate execution.
63. A knowledge management strategy exists and is implemented. Under its methodological provisions, three global knowledge products draw inputs from the child projects (see Finding 3): (i) Women in Fisheries Value Chains; (ii) Co-Management of Fisheries and Mangrove Areas to Support Ecosystem Approaches to Fisheries; and (iii) Development of Investment Packages to Support Private Sector Engagement in Sustainable Fisheries. In addition, the project also produced two experience notes, known as the CFI Talks, as an innovative way to promote and disseminate the three global knowledge products. Four factsheets were also developed and disseminated by FAO during the 36th Session of the Committee on Fisheries in July 2024, which was attended by more than 960 participants, almost 700 in person, representing 131 FAO Members and 84 observing organizations on: CFI – promoting sustainable coastal fisheries (FAO, 2024a); mangroves – saving mangroves with sustainable management (Costa Rica, Peru, Senegal) (FAO, 2024b); fish smoking: a cleaner, efficient and safer way to smoke fish (Côte d'Ivoire, Sri Lanka) (FAO, 2024c); and co-management – community participation in fisheries resource management (Gulf of Guinea, Madagascar, Peru) (FAO, 2024d).
64. FAO provided guidance to the other CFI child projects using its experience capitalization methodology. A roadmap for the CFI knowledge products has been developed and implemented through a participatory process. The following points outline the knowledge products that are widely circulated through the dissemination spaces of the stakeholder organizations (for example and without being exhaustive):

- i. FAO website: resources on CFI page (FAO, n.d.);
  - ii. FAO FPAT e-learning webpage;
  - iii. FAO knowledge repository – searching for CFI;
  - iv. World Bank: dedicated webpage on the CFI Challenge Fund (World Bank, 2022); and
  - v. The GEF: webpage on the CFI-GPP (GEF, 2017) and thematic events in their respective agendas.
65. Within the CFI framework, effective knowledge management is challenged by the different time frames for the implementation of the various CFI projects in different locations. The COVID-19 pandemic and its impacts on project implementation in the different countries contributed to these discrepancies or accentuated them. As a mitigating measure, beneficiaries and stakeholders of child projects that have ended remain engaged in the knowledge sharing process. This process is voluntary.

### 3.8 Monitoring and evaluation design and implementation

*Rating: Satisfactory and Moderately Satisfactory, respectively*

*Evaluation question. Was the M&E plan relevant, practical and sufficient? Did the M&E system operate as per the M&E plan? Was the information from the M&E system appropriately used to make timely decisions and foster learning during project implementation?*

**Finding 9.** The project met the expected M&E deliverables, but the M&E function was hindered by the flawed functioning of the coordination framework planned, as information flows were directed towards the donor rather than FAO. For instance, the Project Management Unit failed to sufficiently document the implementing agencies' levels of co-financing.

66. The M&E plan follows the design of other GEF projects and has generated the following outputs as expected during the project life cycle: The CFI's overall M&E matrix was based on an analytical report on convergence between the child projects' M&E systems and the programmatic M&E system; a mapping of the contribution of child projects to the CFI results framework was completed;<sup>18</sup> ten six-month project progress reports and five annual reports (PIRs) were submitted; and risks and challenges were reviewed in the progress and annual reports. With the completion of the mid-term and end external evaluation, the performance is satisfactory in terms of conceptual overall monitoring of the CFI-GPP achievements and fulfilment of reporting obligations.
67. However, the M&E implementation was challenged by the flawed, partial implementation of the formal steering framework as originally planned and by the fact that the information flows of the child projects were strongly oriented towards the GEF. As these flows were not sufficiently directed towards FAO, the managing and coordinating agency, FAO could not guarantee the quality of the reported information; it has regularly taken longer than expected for the Project Management Unit to collect data on the implementation of the child projects and to prepare the mandatory reporting outputs. As discussed, reporting on the co-financing was specifically challenging. Furthermore, it is only from 2022 that yearly reporting for programmes, in addition to the annual PIRs, were made mandatory to highlight programme-level activities and achievements. This is beyond those of the child

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<sup>18</sup> This, however, did not translate into a working logical framework or TOC, as seen in Subsection 1.2 of the report.

projects, as presented in their respective implementation reports. Therefore, the reporting at the CFI programme level only began in 2022, with the first yearly report covering the period from July 2021 to June 2022 after the mid-term evaluation and following the finalization of the M&E system.

### 3.9 Environmental and social safeguards

*Evaluation question. To what extent were environmental and social concerns taken into consideration in the design and implementation of the project?*

**Finding 10.** The project's carbon footprint was not anticipated and therefore not subject to mitigation measures, even though such a footprint is inevitable and not negligible for an intervention straddling four continents.

68. The project is classified as low environmental and social risk, therefore without any specific mitigation measures in this regard. This dimension is monitored and regularly considered constant in the periodic reports of the project. However, for transcontinental project implementation, the inevitable carbon footprint ought to have been considered and mitigated. Indeed, executing a transcontinental project with events such as participating in world fora (see Paragraph 30) generates carbon costs. This dimension is not considered in the design of the project, which has remained, possibly rightfully so, classified as a low environmental and social risk intervention throughout its life cycle.

### 3.10 Gender, human rights, Indigenous Peoples and local communities

*Evaluation question. Were gender equality and empowerment and other equity issues mainstreamed in the design and implementation of the GPP? To what extent and how did the GPP ensure it contributes to the promotion of human rights? To what extent has the GPP ensured the consideration of Indigenous Peoples' rights where relevant in the design and throughout implementation? (Including but not limited to the production of tools, instruments, and communications and knowledge products.)*

69. The project's results framework does not include formal references to gender, human rights and Indigenous Peoples – issues that are more present in the child projects. However, the project does not lack gender resonance. One of the three global knowledge products developed, formalized in an e-book and disseminated, relates to capacity building for women in fisheries value chains. The FPAT includes a window on gender. However, according to interviewed sources, this dimension may require further consolidation. From a broader perspective, improving the governance of the sector through better coordination and the use of holistic performance measurement tools such as the FPAT is rights-friendly, promoting inclusiveness and a rebalancing of relations to the benefit of traditionally most marginalized groups.



## 4. Conclusions, recommendations and lessons learned

### 4.1 Conclusions

**Conclusion 1.** The project is relevant. At a global level, it addresses the fisheries governance issue and aligns with its stakeholders' strategic and cooperation frameworks. This conclusion is based on Finding 1. It implies furthering the initiated action in a new project cycle.

70. The project fills a gap in international cooperation on sustainable fisheries management. It contributes to harmonizing the governance of the sector within the framework of an ecosystem approach to fisheries. This responds to a global context marked by the fragmentation of management practices that do not promote ecosystems viability. It aligns with the SDGs, namely SDG 1 (End poverty in all its forms everywhere), SDG 2 (End hunger, achieve food security and improved nutrition and promote sustainable agriculture), SDG 12 (Ensure sustainable consumption and production patterns), SDG 13 (Take urgent action to combat climate change and its impacts), SDG 14 (Conserve and sustainably use the oceans, seas and marine resources for sustainable development) and SDG 17 (Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development). The project is also well anchored in the cooperation strategies of both the GEF and FAO.

**Conclusion 2.** The formal coordination framework foreseen in the project document for the management of the project is not fully functional. This has resulted in the implementing agencies reporting directly to the donor and not to FAO, the coordinating agency. This conclusion is based on Findings 2, 6 and 9. It implies that future programmatic project cycle designs include not just one but multiple formal information flows to reach a central coordinating actor. This to enable a truly programmatic approach rather than an aggregate of multiples.

71. A GSC and a Global Reference Group were provisioned in the project document but not set up or fully functional. The Project Management Unit attempted to mitigate this absence by initiating virtual global calls to bring together the implementing agencies, but this remained informal. Furthermore, despite this solution, the collection of child project implementation data remained a challenge. Within the global partnership itself, it was also challenging for the Project Management Unit to receive co-financing feedback from other implementing entities.

**Conclusion 3.** Overall, the project satisfactorily achieved its targets (for all its components) – even very satisfactorily in some cases. However, not all indicators are directly and clearly linked to outcomes. The dissemination of the generated knowledge products is delayed by the competing copyright policies of the United Nations agencies. This conclusion is based on Findings 3 and 4. Its implication for a new project cycle is to maintain such a successful delivery profile, but to consolidate it by establishing a clear link between the target and its intended outcome (result).

72. Within the framework of global international events, a dynamic of cooperation in fisheries management has been promoted around the FPAT and well-documented knowledge products. The FPAT consists of three modules: (i) the FPAT Excel file containing the FPIs with additional ecological metrics and data or scoring worksheets; (ii) the FPAT application itself; and (iii) as a supplement, the separate governance module. Tested under the child project implementation, the tool still requires capacity building to accompany its operability by users. The knowledge products are well documented in dedicated e-books and have been disseminated to wide audiences informally. As of September 2024, they

remained unpublished due to necessary, unexpected negotiation among United Nations agencies about the placement of their logos on the documents.

**Conclusion 4.** The project had an unintended negative effect through its carbon footprint that was not anticipated and therefore not subject to mitigation measures. This conclusion is based on Finding 10. Its implication for a new project cycle is to fill in this gap.

73. The project was assessed as posing low environmental and social risk, which was systematically monitored throughout the cycle and assessed in the project's implementation reports. It is in this context that the carbon footprint was omitted, but for programmes spanning multiple continents, a carbon cost is inevitable and should be considered.

**Conclusion 5.** Due to the lack of a truly programmatic approach, sustainability varies according to the outcome. All outcomes are potentially influenced by a changing context. This conclusion is based on Finding 8. It implies that the next project cycle should focus on after-sale services to maintain and strengthen results.

74. Knowledge products have been formalized and disseminated (orally through events, but publication is still pending). This increases the likelihood of other interventions using and possibly scaling up the project model. To better understand, own and implement the FPAT, potential users require more capacity building – particularly in terms of individual training and the consolidation of national data collection systems. Geopolitical tensions in many regions of the world have the potential to refocus actors' attentions away from the governance issue, which is key to the project.

## 4.2 Recommendations

75. The recommendations are geared towards any new programming cycle on the issue and organized around strategic content and operational processes. They are also in table form in Appendix 7.

### 4.2.1 Strategic content

**Recommendation 1.** Strengthen and consolidate project results by investing in their dissemination and integration into international platforms. Building upon successful outcomes, such as those from the FPAT, would involve designing, financing and implementing a follow-up project that focuses on reinforcing coastal fisheries. FAO, the GEF and national governments would play central roles.

**Recommendation 2.** Anticipate and mitigate the carbon footprint of future projects. Proactively evaluating a project's emissions and implementing mitigation strategies enhances environmental accountability. This means estimating the project's carbon cost at inception and embedding corrective actions into the design, guided by FAO and the GEF.

### 4.2.2 Operational processes

**Recommendation 3.** Strengthen coordination frameworks for joint GEF projects. In joint GEF projects involving multiple implementing agencies, coordination challenges should be anticipated and addressed at the design stage. Future projects could (or should) include a dedicated (and budgeted) coordination function with clearly defined roles and responsibilities. Formal reporting channels, beyond informal meetings, should also be embedded and enforced through the establishment of performance indicators to be monitored periodically. This would foster coherence and keep coordination functional across partners under a unified programmatic structure.

**Recommendation 4.** Reach early agreement on copyright and logo placement across all participating agencies in the GEF-funded joint projects. In multi-agency projects, interagency copyright and branding issues should be addressed as part of the project's design and inception processes. The lead agency should facilitate early consultations among legal or communications focal points from all partners. An agreement on copyright, logo placement and publication protocols should be finalized within the first quarter of implementation to enable timely and unhindered dissemination of knowledge products.

### 4.3 Lessons learned

*Evaluation question. What knowledge has been generated from the GPP results and processes, which have a wider value and potential for broader application, replication and use? (TOR)*

76. The coordination framework conceived to support multiple projects working towards a similar aim was not fully functional. This paved the way for a collection of projects loosely and, in this case, informally, tied together. To ensure full implementation of the provisioned programmatic approach, formal information flows through an integrated M&E system along with the knowledge repository is required. This is based on Conclusion 2 and Recommendation 3.
77. The project generated three global knowledge products (in addition to those developed by the child projects) and one key tool: The FPAT<sup>19</sup> was acknowledged as useful by multiple partners. Whether these can in fact be applied elsewhere and scaled up remains to be seen. The World Bank and FAO have been collaborating to develop the tool further in other interventions, for instance, in Yemen in 2023 on a World Bank-funded programme called PROBLUE (PROBLUE, 2023). This demonstrates that FAO has a potential leading interorganizational role to play, particularly if the programmatic approach is fully and effectively implemented.

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<sup>19</sup> The FPAT component is the framework for improving the existing economic, social and ecological indicators, and adding the dimension of governance. It is part of a process to strengthen global collaboration and agreement on the nature and utilization of these tools in support of sustainable fisheries management.

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## Appendix 1. Persons interviewed from the Global Partnership Project and other child projects

Surname	First name	Role	Organization/office	Location
<b>FAO headquarters (Rome)</b>				
Dupenor	Pierre	Task force member	FAO headquarters	Cabo Verde, Côte d'Ivoire, Senegal
Falcone	Lisa	Programme assistant		
Fumo	Stefania	Task force member		
Galbiati	Lorenzo Paolo	Funding Liaison Officer		
Gutierrez De Los Santos	Nicola	Lead Technical Officer CFI-West Africa	FAO headquarters, Assessment and Management Team [NFIFM] of the Fisheries Division	
Lazzari	Andrea	Task force member	FAO headquarters	
Sock	Fatou	CTA Project		
Townsley	Philip	Task force member		
Varga Lencses	Viktoria	Budget Holder		
Westlund	Lena	Task force member		
<b>Country Office (Cabo Verde)</b>				
Andoniano	Ranaivosoa	Operation Manager	FAO Cabo Verde	Cabo Verde
Maria	Hilaria	CFI-West Africa/Cabo Verde	FAO Cabo Verde	
FAO Representative Cabo Verde		Operation Manager	FAO Cabo Verde	
<b>Country Office (Côte d'Ivoire)</b>				
Assienan Kokola	Juliette	Gender Expert Consultant	FAO Côte d'Ivoire	Côte d'Ivoire
Bekrou	Anicet	Communications Manager		
Kanga	Kouamé	Programme Support Consultant		
Kone	Aboubakar	National Project Manager		
Labla	Diomandé Jérémie	Value Chain Consultant		
Maïga	Attaher	Acting Regional FAO Representative		
Salami Allake	Raouda	Administrative Support		
Yao	Affoue Mariame	Assistant to the FAO Representative in Côte d'Ivoire		
<b>Country Office (Senegal)</b>				
Sarr	Makhfouss	FAO Representative Senegal, Programme manager	FAO Senegal	Senegal
Touré	Amadou	CFI-West Africa/Senegal		

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Surname	First name	Role	Organization/office	Location
<b>UNDP/Secretariat of the Abidjan Convention</b>				
Diagana	Abdoulaye	In charge of programme management since 2021, UNDP; Abidjan Convention Acting Executive Secretary from April 2022 to December 2023	UNDP/Secretariat of the Abidjan Convention	Côte d'Ivoire, Senegal
Issola	Yacoub	National Expert in Côte d'Ivoire, Project Coordinator, Focal Point for CFI-West Africa activities for the final evaluation		
<b>GEF</b>				
Faye	Laurice	GEF Focal Point, Ministry of the Environment		Senegal
Koné	Alimata	GEF Focal Point at the start of the CFI-West Africa project in Côte d'Ivoire, ministry in charge of the budget		Côte d'Ivoire
<b>National institutional anchoring</b>				
Homma	Ken	Technical Advisor (Japan International Cooperation Agency funding) – also Japan International Cooperation Agency French-speaking Regional Representative in West and Central Africa	Ministry of Animal and Fisheries Resources, Minister's Office	Côte d'Ivoire
Dédi	Séraphin	Coordinator of the PRODEBARQUEMENT project to revitalize developed landing points (PDA)	Ministry of Animal and Fisheries Resources, Fisheries Directorate Central, Regional and Local Services	Côte d'Ivoire
Kodjo	Colonel Alain	Technical Advisor	Ministry of Animal and Fisheries Resources, Minister's Office	Côte d'Ivoire
Kouadio	Justine	Head of the Sassandra Landing Stage, PRODEBARQUEMENT	Ministry of Animal and Fisheries Resources, Fisheries Directorate Central, Regional and Local Services	Côte d'Ivoire
Kouadio	Souamé Hyacinthe	Head of Statistics and Landings Office, PDA Locodjro, PRODEBARQUEMENT	Ministry of Animal and Fisheries Resources, Fisheries Directorate Central, Regional and Local Services	Côte d'Ivoire
Seye	Mamadou	Directorate of Maritime Fisheries, National CFI-West Africa Coordinator		Senegal

<b>Surname</b>	<b>First name</b>	<b>Role</b>	<b>Organization/office</b>	<b>Location</b>
Taha	Raymond	Regional Director, Gbôklè Region, including the Sassandra Department	Ministry of Animal and Fisheries Resources, Fisheries Directorate Central, Regional and Local Services	Côte d'Ivoire
Tonin	Aristide	Collaborator of the Regional Director	Ministry of Animal and Fisheries Resources, Fisheries Directorate Central, Regional and Local Services	Côte d'Ivoire
Zegbeu	Armand	Deputy Coordinator of the Project for the Development of Techniques for the Valorization of Fishery Products (Pro-Valorization), CFI-West Africa Focal Point at the Fisheries Directorate, Ministry of Animal and Fisheries Resources	Ministry of Animal and Fisheries Resources, Fisheries Directorate Central, Regional and Local Services	Côte d'Ivoire
National Director of Fisheries and Aquaculture, National Coordinator of the IPC Project				Cabo Verde
<b>Other national state services</b>				
Konan Anougberé	François	Chief of Staff at the Ministry of Transport and Maritime Affairs, in charge of security on site	Ministry of Transport and Maritime and Port Affairs, Sassandra Services	Côte d'Ivoire
Cardoso	Maraika	Technical advisor from Maio Island		Cabo Verde
Cisse	El Hadj baka	Head of the Fimla Fisheries Control Post		Senegal
Cisse	El Hadj baka	Head of the Fimla Fisheries Control Post		Senegal
Coly	Abdoulaye	Head of the Missirah-Bettenty Fisheries Control Post		Senegal
Lima	Maria		National Directorate of Fisheries and Aquaculture, Maio Island	Cabo Verde
Dalli	Jean-Arnaud	Human Resources Manager of the Ministry of Transport and Maritime Affairs in charge of security on site	Ministry of Transport and Maritime and Port Affairs, Sassandra Services	Côte d'Ivoire
Dieye	Niaye	Head of the Djifer Fisheries Control Post		Senegal
Diop	Mamadou	Head of the Sokone Fisheries Control Post		Senegal
Djagoua	Valère	Coordinator of the National Coastal Environmental Management	Ministry of Animal and Fisheries Resources – Directorate of Legal Affairs	Côte d'Ivoire

Appendix 1. Persons interviewed from the Global Partnership Project and other child projects

<b>Surname</b>	<b>First name</b>	<b>Role</b>	<b>Organization/office</b>	<b>Location</b>
		Programme, Coastal Management Specialist/Deputy Coordinator of the West African Coastal Resilience Investment Project	and International Cooperation, Central Services	
Faye	Djidiack	Regional Director of the Fatick Regional Development Agency		Senegal
Gueye	El Hadji Daouda Wane	Head of the Missirah Fishing Coordination Centre (technical assistance)		Senegal
Maniang Sodji	Pape	Head of the Niodior Fisheries Control Post		Senegal
Maria Texeira	José	Fisheries Inspector/Ministry of the Sea, member of the Working Group in Maio		Cabo Verde
Mbodji	Adama	Head of the Toubacouta Fisheries Control Post		Senegal
Mbodji	Babou	Head of the Departmental Fisheries Service of Foundiougne		Senegal
Ndaw	Cheikh	Head of the Foundiougne Fisheries Control Post		Senegal
Ndiaye	Malick	Head of the Bettenty Fisheries Control Post		Senegal
N'Gouan	Colette	Director of Legal Affairs	Ministry of Animal and Fisheries Resources – Directorate of Legal Affairs and International Cooperation, Central Services	Côte d'Ivoire
Ramos	Sandro	Legal advisor	Fisheries and Aquaculture Department	Cabo Verde
Silva	Hiliana	Technical Advisor	National Directorate of Fisheries and Aquaculture	Cabo Verde
Sogan	Agnès-Roseline	Deputy Director, Ministry of the Environment, Sustainable Development and Ecological Transition	Ministry of Animal and Fisheries Resources – Directorate of Legal Affairs and International Cooperation, Central Services	Côte d'Ivoire
Soro	Pagadi	Manager of services in charge of slaughterhouses, cutting, hides and skins, responsible for imports and	Ministry of Animal and Fisheries Resources – Directorate of Veterinary Services, Central Services	Côte d'Ivoire

Surname	First name	Role	Organization/office	Location
		exports of animal products (except dairy products)		
Tine	Doudou	Head of the Missirah Fisheries Control Post		Senegal
<b>Research structures</b>				
Correia	Sandra	Biologist	Institute of the Sea	Cabo Verde
N'Guessan Diaha	Constance	Researcher	Ministry of Higher Education and Scientific Research, Oceanological Research Centre in Abidjan	Côte d'Ivoire
Sarr	Pr Alassane	Director	Institut Universitaire de Pêche et d'Aquaculture (IUPA), Université Chaick Anta Diop de Dakar (UCAD)	Senegal
Thiam	Ndiaga	Director	Dakar-Thiaroye Oceanographic Research Centre	Senegal
<b>Professional organizations/civil society (implementing partners)</b>				
Barro	Arfang	Coordinator in the CFI period CLPA-Toubacouta		Senegal
Diom	Omar	Artisanal Fishing Local Council (CLPA) Djirnda Coordinator		Senegal
Gueye	Gaoussou	President	African Confederation of Professional Artisanal Fishing Organizations	Senegal
Kaling	Abdou	CLPA-terroir coordinator (several localities around Ndagane)		Senegal
Kassogue	Daouda	Chairman of the Board of Directors – Président du conseil d'Administration (PCA)	Interpêche Côte D'Ivoire Interprofessional fishing industry	Côte d'Ivoire
Koné	Kassoum	Vice-president	Conservation International – National Federation of Cooperative Societies and Actors in the Fishing Industry of Côte d'Ivoire	Côte d'Ivoire
Macedo	Thais	President	Maio Biodiversity Foundation	Cabo Verde
Melo	Tommy		Biosfera	Cabo Verde
Ngom	Toumané	CLPA relay, Djirnda		Senegal
Ndong	Nafoundji	Acting Coordinator of CLPA-Missirah		Senegal

Appendix 1. Persons interviewed from the Global Partnership Project and other child projects

<b>Surname</b>	<b>First name</b>	<b>Role</b>	<b>Organization/office</b>	<b>Location</b>
Ramao	Elisa Moteira (Yvonne Lopes)		West African Women's Association, Cabo Verde Unit	Cabo Verde
Sarr	Abdou	Niodior CLPA coordinator		Senegal
Segui	Michel	PCA	Conservation International – National Federation of Professional Artisanal Fishing Organizations of Côte d'Ivoire; civil society implementing partner	Côte d'Ivoire
Sidibé Sow	Bou	Coordinator in the CFI period of CLPA-Missirah		Senegal
Sougohi	Serge	President	Green Africa Environment	Côte d'Ivoire
Thaw	Souleymane	Local CLPA Coordinator of Djiffer and Departmental CLPA Coordinator		Senegal
<b>Beneficiaries/associations of direct beneficiaries</b>				
Andrad	Luis	President	San Pedro Fishing Association	Cabo Verde
Brito	Matias Auxilio	President	New Generation of Fishermen Association of Salamansa (San Vicente)	Cabo Verde
Cisse	Fatou	President	GIE-Guedji-Tène FOOGO-Sokone	Senegal
Diene	Aminata	President	Economic Interest Group (GIE)-Diapoo-Missirah (221 members)	Senegal
Dioh	Fatou	Member	GIE-Guedji-Tène FOOGO-Sokone	Senegal
Dion	Micheline	President	Conservation International – Union of Cooperative Societies of Women Fish Processors in Côte d'Ivoire	Côte d'Ivoire
Diop	Fatou	Member	Dionwar Local Women's Federation (700 members)	Senegal
Diop	Khady	Secretary Missirah Transformation Site		Senegal
Diop	Maténingue	Member	Dionwar Local Women's Federation (700 members)	Senegal
Djouam	Fatou	Member	Local federation of GIE-Women of Niodior	Senegal
Dos Santos	Arlindo David	President	Salamansa Mar Association Assembly, Mindelo Island (consulted in Sassandra, Côte d'Ivoire)	Cabo Verde
Dossantos	Marcelino	President	Maio Sud Association	Cabo Verde

<b>Surname</b>	<b>First name</b>	<b>Role</b>	<b>Organization/office</b>	<b>Location</b>
Fall	Gnima	President	Local Union of Women Processors of Djirnda (200 members)	Senegal
Fall	Oumy	Secretary	Local Union of Women Processors of Djirnda	Senegal
Fernandes	Maria L.S.	Fisherwoman – Processor (consulted in Sassandra, Côte d'Ivoire)		Cabo Verde
Inagbeoh	Jean	Village chief		Côte d'Ivoire
Gningue	Mame Anta	Treasurer	GIE-Guedji-Tène FOOGO-Sokone	Senegal
Gningue	Saly	Vice-president	GIE-Guedji-Tène FOOGO-Sokone	Senegal
Gningue	Sadio	Member	GIE-Guedji-Tène FOOGO-Sokone	Senegal
Kaling	Ndaye Saly	President	GIE "Dissoo" - Transformative Women	Senegal
Mane	Fatou	President	GIE-Yirwa-Bettenty (25 members)	Senegal
Mendes	Ascencao	Secretary	Maio Nord Association	Cabo Verde
Ndene	Clencia	President	GIE "Gueum Sa Boop" of Djiffer, Transformative Women (30 women)	Senegal
Ndene	Fatou	Member	Djiffer, Transformative Wome	Senegal
Ndiaye	Ndeye Issa	President	Foundiougne Women's Processor Group	Senegal
Ndong	Fatou	Member	Dionwar Local Women's Federation (700 members), CLPA	Senegal
Ndong Sarr	Fatou	President	Local federation of GIE-Women of Niodior	Senegal
Nidaye	Téningue	Member	Dionwar Local Women's Federation (700 members)	Senegal
Oulou	Débora Monique Gnene	PCA	Conservation International – National Union of Cooperative Societies of Fishmongers and Women in the Fishing Industry of Côte d'Ivoire (focus group with around 20 women members)	Côte d'Ivoire
Sakho	Dieynaba	Member	Dionwar Local Women's Federation (700 members)	Senegal
Sarr	Binta	Treasurer	Local Union of Women Processors of Djirnda	Senegal
Sarr	Dieye	Member	Local federation of GIE-Women of Niodior	Senegal
Sarr	Fatou	Head of the Missirah processing site		Senegal

Appendix 1. Persons interviewed from the Global Partnership Project and other child projects

<b>Surname</b>	<b>First name</b>	<b>Role</b>	<b>Organization/office</b>	<b>Location</b>
Sarr	Fatou	Member	Local federation of GIE-Women of Niodior	Senegal
Sarr	Fatou	President	Dionwar Local Women's Federation (700 members)	Senegal
Sarr	Maimouna	Member	Local federation of GIE-Women of Niodior	Senegal
Sarr	Maïouna	Member	Dionwar Local Women's Federation (700 members)	Senegal
Senghor	Seynabou	President	GIE "MaaTiiR" (29 women), Djiffer	Senegal
Vicente	Susano	President	ASP (fishermen's economic interest group)	Cabo Verde
Conservation International United Women – Cooperative of Fishmongers and Processors of Fish Products of Ivory Coast – United Women				Côte d'Ivoire
Cooperatives of Fishmongers and Processors of Fish Products				Côte d'Ivoire
Conservation International – Cooperative of Fishmongers and Processors of Fish Products of Côte d'Ivoire				Côte d'Ivoire
Cooperative of Fishmongers and Processors of Fish Products of Abidjan				Côte d'Ivoire
Representatives of coastal communities/fishermen near Sassandra (30 minutes east of Sassandra), active in the planting, protection and conservation of mangroves with the support of the NGO Afrique Verte Environnement – meeting of six people –				Côte d'Ivoire

Terminal evaluation of the project "The Coastal Fisheries Initiative Global Partnership"

<b>Surname</b>	<b>First name</b>	<b>Role</b>	<b>Organization/office</b>	<b>Location</b>
example: Jean Inagbeoh, village chief				
<b>Other stakeholder group</b>				
Angaman	Konan	Fisheries consultant, former technical advisor to the Minister of Animal and Fisheries Resources		Côte d'Ivoire
<b>From other three child projects</b>				
Chalen	Xavier	Director	Conservation International, Ecuador, CFI Ecuador	Cabo Verde, Côte d'Ivoire, Senegal
Gumelar	Adipati Rahmat		WWF, Indonesia	
Kehati	Yayasan		CFI Indonesia	
Kobayashi	Mimi	Former World Bank CFI Private Sector		
Maldonado	Miguel		UNDP	
Megawanto	Rony	Programme Director	CFI Indonesia	
<b>Other actors</b>				
Anderson	Chris		University of Washington (FPAT)	Cabo Verde, Côte d'Ivoire, Senegal
Carruthers	Thomas	Independent ocean science consultancy (FPAT)	Blue Matter Science	
Townsley	Philip	Consultant (involved in CFI design)		

## **Appendix 2. Glossary of the Development Assistance Committee of the Organisation for Economic Co-operation and Development and the Global Environment Facility criteria**

Criteria and dimensions	Definitions
Results	What is expected of the project and what justifies the provision of the budget and the implementing organization
Relevance	Alignment of the project with the priorities and needs of the beneficiaries
Coherence	Links with other environmental interventions
Effectiveness	Ability to achieve expected results
Additionality	What the GEF funding helps attract in the wake of the project
Efficiency	Cost/benefit/time ratios
Sustainability	Survival of project benefits after closure
Implementation/execution (performance of the GEF agency)	Capacity of the implementing agencies to implement the project
M&E design	Design of an M&E system capable of monitoring and reporting on implementation to inform decision-making and enable learning on learning
M&E implementation	Extent to which everything that is provided for M&E is effectively implemented and achieved
Co-financing	Other cash or in-kind resources provided by donors other than the GEF
Application of the GEF policies and guidelines	The GEF's policies and guidelines are: <ul style="list-style-type: none"> <li>- project partnership and stakeholder involvement;</li> <li>- communications, knowledge management and knowledge products;</li> <li>- environmental and social guarantees;</li> <li>- gender;</li> <li>- human rights; and</li> <li>- Indigenous Peoples/local communities.</li> </ul>

### Appendix 3. Matrix of key findings with evidence

Criteria	Evaluation questions/subquestions	Evidence	Key findings
<b>Relevance</b>	To what extent is the CFI/GPP still relevant?	<ul style="list-style-type: none"> <li>▪ The CFI-GPP contributes to: SDG 1, SDG 2, SDG 12, SDG 13, SDG 14 and SDG 17; the GEF/LDCF/SCCF Strategic Objective (Programme 7); FAO's Strategic Framework Strategic Objective 2 (Outcomes 2.1, 2.2, 2.3 and 2.4), Strategic Objective 3 (Outcomes 3.1 and 3.3) and Strategic Objective 4 (Outcomes 4.2 and 4.3).</li> <li>▪ The FPAT responds to the international need to harmonize methods in measuring fisheries performance.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The project is relevant since it is built on the need to harmonize the measurement of fisheries performance within the framework of ecosystem governance. It is aligned as well with the SDGs and anchored in the GEF and FAO cooperation strategies.</li> </ul>
<b>Coherence</b>	<p><u>Main question:</u> Has the project been formulated appropriately to achieve its objectives?</p> <p><u>Specific subquestions:</u></p> <ul style="list-style-type: none"> <li>▪ 2.1 To what extent were the governance and reporting arrangements of the project adequate to achieve the proposed objectives?</li> <li>▪ 2.2. To what extent has the project been able to maximize synergies between: (i) polarized projects; and (ii) other initiatives implemented by FAO or by other agencies and partners (including the West Africa project)?</li> <li>▪ 2.3 To what extent has the project incorporated lessons learned from other similar initiatives into its design and throughout its implementation?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Three child projects plus a Global Challenge Fund in three regions: West Africa, Asia and Latin America, with a common foundation around the integration of the sector's governance practices by anchoring them in the ecosystemic approach.</li> <li>▪ The CFI-GPP, which was the fourth child and integrating project, has regularly brought together the management teams of the other child projects to pool the experiences built in the different fields and share learnings.</li> <li>▪ In the absence of the provisioned coordination bodies, five CFI Talks held from June 2022 to May 2023 (10 June 2022).</li> </ul>	<ul style="list-style-type: none"> <li>▪ The project is strategically coherent within an ecosystem of four child projects developing different dimensions of the ecosystemic approach to fisheries, complemented by a Global Challenge Fund, the CFI-GPP being the managing and coordinating project. Unfortunately, the provisioned governance framework has not been fully implemented, leaving the child projects poorly integrated into a real programmatic mould.</li> </ul>

Criteria	Evaluation questions/subquestions	Evidence	Key findings
<b>Effectiveness</b>	<p>Main question: To what extent did the two projects achieve their objectives/results?*</p> <p><u>Specific subquestions:</u></p> <ul style="list-style-type: none"> <li>▪ Were there any unexpected results (positive, negative, direct or indirect)? If so, what key actors, initiatives or factors have contributed to the results achieved (planned or unplanned)?</li> <li>▪ What are the specific areas where the GEF support contributed to additional results, and what were these additional results?</li> <li>▪ To what extent has the expected co-financing materialized, and how has a co-financing gap or the materialization of larger-than-expected co-financing affected the results of the project?</li> <li>▪ How has the project contributed to progress towards long-term impact?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Three flagship knowledge products:               <ul style="list-style-type: none"> <li>- Women in Fisheries Value Chains;</li> <li>- Co-management of Fisheries and Mangrove Areas to Support Ecosystem Approaches to Fisheries; and</li> <li>- Development of Investment Packages to Support Private Sector Engagement in Sustainable Fisheries.</li> </ul> </li> <li>▪ In addition, the FPAT is a flagship product of the project.</li> <li>▪ Fisheries performance measurement tool.</li> <li>▪ Coordination bodies not implemented; replaced by informal calls and virtual meetings.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The project has a satisfactory level of performance in terms of completion of its targets and expected results. It faced coordination challenges.</li> </ul>
<b>Efficiency</b>	<p><u>Main question:</u> To what extent was the project executed efficiently?</p> <p><u>Specific subquestions:</u></p> <ul style="list-style-type: none"> <li>▪ To what extent did the project's governance structure facilitate or hinder its implementation and contribute to its objectives?</li> <li>▪ To what extent has the project responded to external (context) and internal (funding, programming, staffing, etc.) changes during its lifetime?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Operating/managing costs lowered through: one Project Management Unit for the CFI-GPP and the CFI-West Africa, and support from other FAO personnel at headquarters and Country Offices.</li> <li>▪ Time management less efficient: 29-month extension.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The project optimized its cost-benefit ratio by sharing its operating costs with the CFI West Africa child project and relying on FAO's current services to better focus its available resources on strategic expenditures. Time was a challenge, with the project requiring a significant extension of the cycle.</li> </ul>

Criteria	Evaluation questions/subquestions	Evidence	Key findings
<b>Sustainability</b>	<p><i>Main question:</i> How sustainable are the benefits of the two projects?</p> <p><i>Specific subquestions:</i></p> <ul style="list-style-type: none"> <li>▪ To what extent are communications products and activities likely to support the sustainability of the project results?</li> <li>▪ What are the main risks that can affect the sustainability of the project's benefits?</li> </ul>	<ul style="list-style-type: none"> <li>▪ The knowledge products are well documented and disseminated, which predisposes them to be appropriated by other actors for scaling.</li> <li>▪ The FPAT is arousing interest, including from partners such as the World Bank, which is willing to promote it in its areas of intervention.</li> <li>▪ Spreading the coordination dynamics initiated by the project may not be eased by the sector actors' habit of working in silos (interviewees stated).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sustainability is specific to the different deliverables of the project.</li> </ul>
<b>Implementation/enforcement/execution</b>	<p>To what extent has FAO been effective in project identification, concept notes, formulation, approval, start-up, supervision and evaluation?</p> <p>To what extent have risks been identified and managed?</p> <p>To what extent has FAO, as the executing agency, effectively discharged the management and administration of projects?</p>	<ul style="list-style-type: none"> <li>▪ Inclusive formulation (informants said).</li> <li>▪ Results obtained (knowledge products and FPAT developed are tangible results and proof of the implementation).</li> <li>▪ Challenges of implementation: the coordination framework encountered functioning issues.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The running of the project to its end is the basic sign that FAO has successfully formulated, approved, enforced and implemented the GPP. Challenges existed regarding the implementation of the governing bodies.</li> </ul>
<b>M&amp;E concept and implementation</b>	<p>Was the M&amp;E plan relevant, comprehensive and applicable?</p> <p>Did the M&amp;E system work as planned?</p> <p>Have M&amp;E insights effectively served real-time decision-making and learnings during project implementation?</p>	<ul style="list-style-type: none"> <li>▪ M&amp;E outputs delivered:</li> <li>- The CFI's overall M&amp;E matrix developed based on an analytical report on convergence between the child projects' M&amp;E systems and the programmatic M&amp;E system.</li> <li>- Mapping of the contribution of child projects to the CFI results framework completed.</li> <li>- Ten six-month project progress reports and five annual reports (PIRs) submitted.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Even if it managed to meet its expected deliverables, the M&amp;E function was disadvantaged by the absence or not entirely functioning of the formal coordination frameworks that were planned, with the consequence of information flows being directed towards the donor rather than FAO. For instance, the Project Management Unit failed to sufficiently document the implementing agencies' co-financing.</li> </ul>

Criteria	Evaluation questions/subquestions	Evidence	Key findings
		<ul style="list-style-type: none"> <li>- Risks and challenges are reviewed in the progress and annual reports.</li> <li>▪ Lack of formal coordination bodies disadvantaged the M&amp;E function: it took time to gather information from other child projects and partners (specific data challenges with the co-financing insufficiently documented).</li> </ul>	
<b>Environmental and social safeguards</b>	To what extent are environmental and social safeguard measures integrated into the design and implementation of projects?	<ul style="list-style-type: none"> <li>▪ Score of environment and social risk regularly monitored and considered constant in the periodic reports of the project.</li> <li>▪ No trace of carbon footprint in the project document and in the mandatory execution reports.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The project is classified as low environmental and social risk, therefore without any specific mitigation measures in this regard. The inevitable carbon footprint was not considered and mitigated.</li> </ul>
<b>Gender, human rights, Indigenous Peoples and local communities</b>	Have gender equality, empowerment and other equity issues been integrated into the design and implementation of the project? To what extent and how has the project ensured that it contributes to the promotion of human rights? To what extent has the GPP ensured that Indigenous Peoples' rights are taken into account where relevant in the design and throughout implementation?	<ul style="list-style-type: none"> <li>▪ The CFI-GPP is a coordinating framework, while the three other child projects are more operational (at the ground level in their respective regions) and deal better with the issues of gender, human rights and inclusion.</li> <li>▪ The FPAT covers the gender issue in terms of measuring the inclusion and progress of women in the sector.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The project's results framework does not include formal references to gender, human rights and Indigenous Peoples' issues more considered in the child projects. However, the project does not lack gender resonance.</li> </ul>

Note: \* The CFI-GPP: including the contributions of polarized projects to the objectives of the CFI programme, capacity improvement and the use or implementation of capacities developed by beneficiaries, internal and external communications and awareness, and the management of knowledge and knowledge products. Includes dimensions of capacity development, project partnership and stakeholder engagement, as well as communications, knowledge management and knowledge products.

## Appendix 4. The Global Environment Facility criteria scoring tables

Appendix table 1. The GEF criteria with rationale

Criteria	Comments	Scoring					
		HU	U	MU	MS	S	HS
<b>Relevance</b>	(+) Contributing to problem resolution (+) Aligned with SDGs (+) Embedded in GEF strategic frameworks (-) Anchored in FAO cooperation frameworks						
<b>Coherence</b>	(+) Capitalizing on already accumulated experience (+) Complementing the already accumulated experience						
<b>Effectiveness</b>	Progress towards Outcome 1.1. is Moderately Satisfactory Progress towards Outcome 1.2. is Highly Satisfactory Progress towards Outcome 2.1. is Satisfactory Progress towards Outcome 2.2. is Highly Satisfactory Progress towards Outcome 3.1. is Satisfactory CFI-GPP overall progress towards expected results is Satisfactory						
<b>Efficiency</b>	(+) Performance satisfactory against fewer resources than planned (+) Resource optimization: focus on substantial needs and restriction of the management cost (-) Significant time slippage (+2.5 years on the cycle)						
<b>Sustainability</b>	(+) Knowledge products finalized and ready for use (+) Knowledge products disseminated to large audiences (+) FPAT functional and very attractive as a tool (World Bank shows interest) (-) Further capacity building needed around the FPAT (training and support to statistical systems) (-) Exacerbation of international tensions/conflict and geopolitical instability threaten global governance						
<b>Implementation</b>	(+) Appraisal, design, approval and start-up, evaluations performed (-/+ ) Oversight, supervision: the coordination framework worked weakly and tended to be supported by informal bodies						
<b>Execution</b>	(+) Delivery satisfactory at 70 percent (-/+ ) Weak coordination framework; replaced by informal meetings						
<b>M&amp;E design</b>	(+) Design overall satisfactory: all useful M&E deliverables planned (+) Data collection institutional arrangements provisioned						
<b>M&amp;E implementation</b>	(-) Coordination frameworks that would ease the feeding of the M&E system were absent, replaced by informal calls and meetings to collect data						
<b>Overall CFI-GPP score</b>	Project's overall performance is Satisfactory						

**Appendix table 2. The GEF criteria as per requirements**

The GEF criteria/dimensions	Rating	Summary comments
OUTCOMES (relevance, coherence, effectiveness and progress towards impact, efficiency)	S	From Subsection 3.1 to Subsection 3.4 Overall Satisfactory: of note, the reliability of the FPAT, otherwise a major achievement of the project (Outcome 3.1), and inability to implement original architecture for information sharing and support (Outcome 1.1)
A1. Relevance	S	Subsection 3.1
A2. Coherence	S	Subsection 3.2
A3. Effectiveness	S	Subsection 3.3 Outcome 1: Satisfactory (Outcome 1.1 Moderately Satisfactory; Outcome 1.2 Satisfactory) Outcome 2: Outcome 2.1 Satisfactory; Outcome 2.2 Satisfactory Outcome 3: Outcome 3.1 Moderately Satisfactory
A4. Efficiency	S	Subsection 3.4
B. SUSTAINABILITY (financial, sociopolitical, institutional and governance, environmental dimensions, including risks to sustainability)	ML	Subsection 3.5
C. IMPLEMENTATION	S	Subsection 3.6
D. EXECUTION	S	Subsection 3.7
M&E plan	S	Subsection 3.8
M&E implementation	MS	Subsection 3.8
Overall project rating	S	

## Appendix 5. Table of the Global Environment Facility co-financing

Sources of co-financing <sup>i</sup>	Name of co-financer	Type of co-financing	Amount confirmed at Chief Executive Officer endorsement/approval	Actual amount materialized by 30 June 2022	Amount estimated at mid-term as per the 2021 PIR	Expected total disbursement by the end of the project
United Nations agency	FAO	In-kind	USD 9 200 000	USD 8 363 635 <sup>ii</sup>	USD 5 520 000	USD 9 200 000
United Nations agency	UNEP	In-kind	USD 150 000	USD 92 500 <sup>iii</sup>	USD 90 000	USD 150 000
Other	University of Washington	Grant and in-kind	USD 2 500 000	USD 2 000 000 <sup>iv</sup>	USD 1 500 000	USD 2 500 000
		<b>TOTAL</b>	USD 11 850 000	USD 10 456 135	USD 7 110 000	USD 11 850 000

Notes: <sup>i</sup> Sources of co-financing may include: bilateral aid agencies; foundations; the GEF agencies; local governments; the national government; civil society organizations; other multi-lateral agencies; the private sector; beneficiaries; and others.

<sup>ii</sup> Amount estimated by the Project Management Unit.

<sup>iii</sup> Figure as of June 2021. There has been no feedback from UNEP on the co-financing as of June 2022.

<sup>iv</sup> Amount estimated by the Project Management Unit. There has been no feedback from the University of Washington on co-financing in 2021 and 2022.

## Appendix 6. Evaluation matrix

Criteria	Evaluation questions/subquestions	Indicators	Sources	Methods/analysis
<b>Relevance</b>	To what extent is the CFI/GPP still relevant?	<ul style="list-style-type: none"> <li>▪ Existence of unmet project objectives that are still relevant in the respective contexts/environments</li> <li>▪ Persistence in current contexts of questions and issues that project strategies can still address</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project documents</li> <li>▪ All documents available on the evolution of the context</li> <li>▪ Interviews</li> <li>▪ Direct observation</li> </ul>	<p><u>Source approaches:</u></p> <ul style="list-style-type: none"> <li>▪ Digital (and possibly physical) collection of documents</li> <li>▪ Virtual and face-to-face interviews</li> <li>▪ Physical transport to observation sites</li> </ul> <p><u>Analysis:</u></p> <ul style="list-style-type: none"> <li>▪ Comparison of project objectives and strategies with the challenges still open in the context</li> </ul> <p><u>Specific research axes:</u></p> <ul style="list-style-type: none"> <li>▪ To provide a perspective on the environmental and development priorities of the institutions or partners involved (national, regional, local governments, civil society organizations, private entities) on the areas of intervention/operational programme strategies of FAO and the GEF</li> <li>▪ Consider the relevance of each component</li> <li>▪ Consider the partnership dimension of the project and the commitment of stakeholders</li> </ul>
<b>Coherence</b>	<p><u>Main question:</u></p> <p>Has the project been formulated appropriately to achieve its objectives?</p> <p><u>Specific subquestions:</u></p> <ul style="list-style-type: none"> <li>▪ 2.1 To what extent were the governance and reporting arrangements of the project adequate to</li> </ul>	<ul style="list-style-type: none"> <li>▪ Level of operation of the steering bodies.</li> <li>▪ Level of achievement of the planned targets (cf. indicators set in the two results matrices and carried forward for the next evaluation question).</li> <li>▪ Number of links identified with previous projects.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project documents</li> <li>▪ Project progress reports</li> <li>▪ Mid-term review</li> <li>▪ Interviews</li> <li>▪ Direct observation</li> </ul>	<p><u>Source approaches:</u></p> <ul style="list-style-type: none"> <li>▪ Digital (and possibly physical) collection of documents</li> <li>▪ Virtual and face-to-face interviews</li> <li>▪ Physical transport to observation sites</li> </ul> <p><u>Analysis:</u></p> <ul style="list-style-type: none"> <li>▪ Comparison of the strategies and results obtained to determine causal links and contribution of the former to the latter</li> </ul> <p><u>Specific research axes:</u></p>

Criteria	Evaluation questions/subquestions	Indicators	Sources	Methods/analysis
	<p>achieve the proposed objectives?</p> <ul style="list-style-type: none"> <li>▪ 2.2. To what extent has the project been able to maximize synergies between: (i) polarized projects; and (ii) other initiatives implemented by FAO or by other agencies and partners (including the West Africa project)?</li> <li>▪ 2.3 To what extent has the project incorporated lessons learned from other similar initiatives into its design and throughout its implementation?</li> </ul>			<ul style="list-style-type: none"> <li>▪ Consider the dimension of partnership and stakeholder commitment</li> </ul>
<b>Effectiveness</b>	<p>Main question: To what extent did the two projects achieve their objectives/results?*</p> <p><u>Specific subquestions:</u></p> <ul style="list-style-type: none"> <li>▪ Were there any unexpected results (positive, negative, direct or indirect)? If so, what key actors, initiatives or factors have contributed to</li> </ul>	<ul style="list-style-type: none"> <li>▪ Platform or mechanisms functioning and enable collaboration between development and environmental agencies and organizations working in the field of fisheries.</li> <li>▪ An independent mid-term review and a final evaluation of the CFI assess progress towards the CFI's goal as satisfactory or highly satisfactory.</li> <li>▪ At least three new national and/or regional and/or global project/programme proposals from the</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project documents</li> <li>▪ Progress reports</li> <li>▪ Mid-term review</li> <li>▪ Interviews</li> <li>▪ Direct observation</li> </ul>	<p><u>Source approaches:</u></p> <ul style="list-style-type: none"> <li>▪ Digital (and possibly physical) collection of documents</li> <li>▪ Virtual and face-to-face interviews</li> <li>▪ Physical transport to observation sites</li> </ul> <p><u>Analysis:</u></p> <ul style="list-style-type: none"> <li>▪ Comparison of project achievements with results, targets and expectations</li> </ul> <p><u>Specific research axes:</u></p> <ul style="list-style-type: none"> <li>▪ Explore aspects including the contributions of polarized subprojects to project objectives, capacity</li> </ul>

Criteria	Evaluation questions/subquestions	Indicators	Sources	Methods/analysis
	<p>the results achieved (planned or unplanned)?</p> <ul style="list-style-type: none"> <li>▪ What are the specific areas where the GEF support contributed to additional results, and what were these additional results?</li> <li>▪ To what extent has the expected co-financing materialized, and how has a co-financing gap or the materialization of larger-than-expected co-financing affected the results of the project?</li> <li>▪ How has the project contributed to progress towards long-term impact?</li> </ul>	<p>GEF agencies, other partners and governments are based on the CFI best practices and include strong collaboration between different GEF agencies and other partners.</p> <ul style="list-style-type: none"> <li>▪ The CFI M&amp;E system defined and operational.</li> <li>▪ Reports and assessments published on time.</li> <li>▪ Annual review meetings (GSCs, Global Reference Groups, etc.) monitor and guide programme performance.</li> <li>▪ The programme and projects are well managed.</li> <li>▪ Mid-term and final programme evaluations against TOC completed and reports available.</li> <li>▪ Four technical papers on selected topics prepared and disseminated as part of International Waters:Learn activities and other learning mechanisms.</li> <li>▪ Three South–South learning exchanges through field visits and other learning events.</li> <li>▪ FPAT widely disseminated via International Waters:Learn platforms and shared at four knowledge sharing events.</li> <li>▪ Four global workshops organized targeting key government officials, RFBs and staff of environmental/development agencies and organizations to promote a common understanding of key fisheries governance and management. Notions:</li> </ul>		<p>enhancement and use or implementation of capacities developed by beneficiaries, internal and external communications and outreach, knowledge management, and knowledge products</p> <ul style="list-style-type: none"> <li>▪ Consider if there are any unexpected results</li> <li>▪ Explain the enabling and negative factors</li> <li>▪ Highlight the catalytic value of the GEF support (“additionality”)</li> <li>▪ Clarify the co-financing dimension</li> <li>▪ Consider the factors that promote ownership and sustainability</li> <li>▪ Analyse aspects of progress towards impact</li> </ul>

Criteria	Evaluation questions/subquestions	Indicators	Sources	Methods/analysis
		<ul style="list-style-type: none"> <li>▪ Six countries/regional organizations reference CFI best practices in national and regional policies and strategies, which are being implemented where appropriate.</li> <li>▪ The CFI programme Communications Team is created, consisting of communications specialists from the CFI agencies.</li> <li>▪ The CFI website is functional and regularly updated.</li> <li>▪ Global Reference Groups are effective as CFI ambassadors, as indicated by the CFI web references.</li> <li>▪ The FPAT developed.</li> <li>▪ Pilot testing for the CFI fisheries has been completed.</li> <li>▪ Training and capacity building programme for use of the FPAT carried out.</li> <li>▪ Volume of resources mobilized.</li> <li>▪ Budget implementation rate.</li> </ul>		
<b>Efficiency</b>	<p><i>Main question:</i> To what extent was the project executed efficiently?</p> <p><i>Specific subquestions:</i></p> <ul style="list-style-type: none"> <li>▪ To what extent did the project's governance structure facilitate or hinder its implementation and contribute to its objectives?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Operation of the steering bodies.</li> <li>▪ Level of achievement of project indicators (see above).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project documents</li> <li>▪ Project progress reports</li> <li>▪ Mid-term review</li> <li>▪ Interviews</li> <li>▪ Direct observation</li> </ul>	<p><i>Source approaches:</i></p> <ul style="list-style-type: none"> <li>▪ Digital (and possibly physical) collection of documents</li> <li>▪ Virtual and face-to-face interviews</li> <li>▪ Physical transport to observation sites</li> </ul> <p><i>Analysis:</i></p> <ul style="list-style-type: none"> <li>▪ Analysis of the functioning of projects with a focus on the ability to generate results and adapt to change in order to organize partnerships and develop innovative and quality processes</li> </ul>

Criteria	Evaluation questions/subquestions	Indicators	Sources	Methods/analysis
	<ul style="list-style-type: none"> <li>To what extent has the project responded to external (context) and internal (funding, programming, staffing, etc.) changes during its lifetime?</li> </ul>			
<b>Sustainability</b>	<p><u>Main question:</u> How sustainable are the benefits of the two projects?</p> <p><u>Specific subquestions:</u></p> <ul style="list-style-type: none"> <li>To what extent are communications products and activities likely to support the sustainability of project results?</li> <li>What are the main risks that can affect the sustainability of the project's benefits?</li> </ul>	<ul style="list-style-type: none"> <li>Existence of post-project resources to sustain results.</li> <li>Existence of appropriate institutional frameworks.</li> <li>Prevalence of appropriate sociopolitical context.</li> <li>Existence of an exit strategy.</li> <li>Positive gender developments.</li> <li>Existence of knowledge products and channels for their dissemination.</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>Project progress reports</li> <li>Mid-term review</li> <li>All documents analysing contexts and their evolution</li> <li>Interviews</li> <li>Direct observation</li> </ul>	<p><u>Source approaches:</u></p> <ul style="list-style-type: none"> <li>Digital (and possibly physical) collection of documents</li> <li>Virtual and face-to-face interviews</li> <li>Physical transport to observation sites</li> </ul> <p><u>Analysis:</u></p> <ul style="list-style-type: none"> <li>Highlight and assess factors that are conducive or unfavourable to sustainability</li> </ul> <p><u>Specific research axes:</u></p> <ul style="list-style-type: none"> <li>Internally consider the exit strategy if it exists; externally, in the environment, the state of financial, socioeconomic, institutional, political, environmental determinants, etc.</li> <li>Consider the dimensions of communications, knowledge management and knowledge products</li> </ul>
<b>Implementation and enforcement</b>	To what extent has FAO been effective in project identification, concept notes, formulation, approval, start-up, supervision and evaluation?	<ul style="list-style-type: none"> <li>Number of objectives achieved (signs of good identification, conceptualization, formulation)</li> <li>Level of compliance with approval and start-up deadlines</li> <li>Number of missions and oversight/evaluation products versus planned number</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>Project progress reports</li> <li>Mid-term review</li> <li>Interviews</li> <li>Direct observation</li> </ul>	<p><u>Source approaches:</u></p> <ul style="list-style-type: none"> <li>Digital (and possibly physical) collection of documents</li> <li>Virtual and face-to-face interviews</li> <li>Physical transport to observation sites</li> </ul> <p><u>Analysis:</u></p>

Criteria	Evaluation questions/subquestions	Indicators	Sources	Methods/analysis
				<ul style="list-style-type: none"> <li>Review project implementation timelines, quality of supervision and evaluations across their outputs and regularities</li> </ul>
	To what extent have risks been identified and managed?	<ul style="list-style-type: none"> <li>Number of crises/constraints/incidents occurred, anticipated/well managed.</li> <li>Number of crises/constraints/incidents occurred, unanticipated/well managed.</li> <li>Number of objectives not achieved due to crises/constraints/incidents that occurred, not anticipated.</li> <li>Number of objectives achieved despite the occurrence of anticipated and unanticipated crises/constraints/incidents.</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>Project progress reports</li> <li>Mid-term review</li> <li>Interviews</li> <li>Direct observation</li> </ul>	<p><u>Source approaches:</u></p> <ul style="list-style-type: none"> <li>Digital (and possibly physical) collection of documents</li> <li>Virtual and face-to-face interviews</li> <li>Physical transport to observation sites</li> </ul> <p><u>Analysis:</u></p> <ul style="list-style-type: none"> <li>Analyse the resonance of crises/constraints/incidents that have occurred on project performance without losing sight of the unproven risks, if any, on which mitigation resources may have been focused.</li> </ul>
	To what extent has FAO, as the executing agency, effectively discharged the management and administration of projects?	<ul style="list-style-type: none"> <li>Operational execution rate.</li> <li>Budget implementation rate.</li> <li>Level of compliance with planned deadlines.</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>Project progress reports</li> <li>Mid-term review</li> <li>Interviews</li> <li>Direct observation</li> </ul>	<p><u>Source approaches:</u></p> <ul style="list-style-type: none"> <li>Digital (and possibly physical) collection of documents</li> <li>Virtual and face-to-face interviews</li> <li>Physical transport to observation sites</li> </ul> <p><u>Analysis:</u></p> <ul style="list-style-type: none"> <li>Highlight the implementation processes by linking them to the implementation results achieved and putting them in the respective contexts where there are also enabling/unfavourable factors (e.g. the COVID-19 pandemic and other international or local crises for hindering factors)</li> </ul>
<b>M&amp;E concept and implementation</b>	Was the M&E plan relevant, comprehensive and applicable?	<ul style="list-style-type: none"> <li>Number of M&amp;E products delivered versus number planned.</li> <li>Level of satisfaction with the quality of M&amp;E products.</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>Project progress reports</li> <li>Mid-term review</li> <li>Interviews</li> </ul>	<p><u>Source approaches:</u></p> <ul style="list-style-type: none"> <li>Digital (and possibly physical) collection of documents</li> <li>Virtual and face-to-face interviews</li> </ul>

Criteria	Evaluation questions/subquestions	Indicators	Sources	Methods/analysis
			<ul style="list-style-type: none"> <li>▪ Direct observation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Physical transport to observation sites</li> </ul> <p><i>Analysis:</i></p> <ul style="list-style-type: none"> <li>▪ Review of the functioning of M&amp;E through its products, their regularity and quality</li> </ul>
	Did the M&E system work as planned?	<ul style="list-style-type: none"> <li>▪ Number of M&amp;E products delivered versus number planned.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project documents</li> <li>▪ Project progress reports</li> <li>▪ Mid-term review</li> <li>▪ Interviews</li> <li>▪ Direct observation</li> </ul>	<p><i>Source approaches:</i></p> <ul style="list-style-type: none"> <li>▪ Digital (and possibly physical) collection of documents</li> <li>▪ Virtual and face-to-face interviews</li> <li>▪ Physical transport to observation sites</li> </ul> <p><i>Analysis:</i></p> <ul style="list-style-type: none"> <li>▪ Review of the functioning of M&amp;E through its products, their regularity and quality</li> </ul>
	Have M&E insights effectively served real-time decision-making and learnings during project implementation?	<ul style="list-style-type: none"> <li>▪ Number of policy/management decisions influenced by M&amp;E products.</li> <li>▪ Number of knowledge products generated by M&amp;E.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project documents</li> <li>▪ Project progress reports</li> <li>▪ Mid-term review</li> <li>▪ Interviews</li> <li>▪ Direct observation</li> </ul>	
<b>Partnership and stakeholder engagement (under Relevance)</b>	How did the project mobilize stakeholders to build partnerships? Did they make appropriate use of their expertise and capacity to foster ownership of the project?	<ul style="list-style-type: none"> <li>▪ Number of partners/partnerships versus planned number.</li> <li>▪ Number of partners active in the implementation (in particular those who have taken ownership of the project and/or promoted its ownership).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project documents</li> <li>▪ Project progress reports</li> <li>▪ Mid-term review</li> <li>▪ Interviews</li> <li>▪ Direct observation</li> </ul>	<p><i>Source approaches:</i></p> <ul style="list-style-type: none"> <li>▪ Digital (and possibly physical) collection of documents</li> <li>▪ Virtual and face-to-face interviews</li> <li>▪ Physical transport to observation sites</li> </ul> <p><i>Analysis:</i></p> <ul style="list-style-type: none"> <li>▪ Analysis of the resonance of M&amp;E products on strategic and management decision-making</li> </ul>
	What types of partnerships should be	<ul style="list-style-type: none"> <li>▪ Number of partnerships potentially consistent with the concept of a new phase of the project.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project documents</li> <li>▪ Project progress reports</li> </ul>	<p><i>Source approaches:</i></p> <ul style="list-style-type: none"> <li>▪ Digital (and possibly physical) collection of documents</li> </ul>

Criteria	Evaluation questions/subquestions	Indicators	Sources	Methods/analysis
	considered for a second phase of the project?		<ul style="list-style-type: none"> <li>▪ Mid-term review</li> <li>▪ All documents analysing the evolution of contexts (determinants of a new project)</li> <li>▪ Interviews</li> <li>▪ Direct observation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Virtual and face-to-face interviews</li> <li>▪ Physical transport to observation sites</li> </ul> <p><u>Analysis:</u></p> <ul style="list-style-type: none"> <li>▪ Highlight partnerships that can still be in line with the developments noted in the different contexts and environments</li> </ul>
<b>Environmental and social safeguards</b>	To what extent are environmental and social safeguard measures integrated into the design and implementation of projects?	<ul style="list-style-type: none"> <li>▪ Number of environmental/social safeguard measures (including mitigation) included in the project documents.</li> <li>▪ Number of environmental/social safeguards (including mitigation) observed in implementation.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project documents</li> <li>▪ Project progress reports</li> <li>▪ Mid-term review</li> <li>▪ All documents for the analysis of physical environments</li> <li>▪ All documents for the analysis of socioeconomic environments</li> <li>▪ Interviews</li> <li>▪ Direct observation</li> </ul>	<p><u>Source approaches:</u></p> <ul style="list-style-type: none"> <li>▪ Digital (and possibly physical) collection of documents</li> <li>▪ Virtual and face-to-face interviews</li> <li>▪ Physical transport to observation sites</li> </ul> <p><u>Analysis:</u></p> <ul style="list-style-type: none"> <li>▪ Analyse the ability of projects to anticipate risks from the project documents in order to adapt in the management of unanticipated crises and undertake mitigation of undesirable effects</li> </ul> <p><u>Specific research axes:</u></p> <ul style="list-style-type: none"> <li>▪ Consider the correct assignment of an environmental and social safeguard risk level to the project design</li> <li>▪ Assess the monitoring (adequate or not) of the anticipated risks throughout the life of the project</li> <li>▪ Assess the adequacy and level of implementation of mitigation measures taken (if applicable)</li> </ul>
<b>Gender</b>	Have gender equality, empowerment and other equity issues been integrated into the design	<ul style="list-style-type: none"> <li>▪ Number of gender-sensitive performance and budgetary indicators in the logical framework of projects.</li> <li>▪ Share of budgets allocated to gender and the most disadvantaged.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project documents</li> <li>▪ Project progress reports</li> <li>▪ Mid-term review</li> </ul>	<p><u>Source approaches:</u></p> <ul style="list-style-type: none"> <li>▪ Digital (and possibly physical) collection of documents</li> <li>▪ Virtual and face-to-face interviews</li> <li>▪ Physical transport to observation sites</li> </ul>

Criteria	Evaluation questions/subquestions	Indicators	Sources	Methods/analysis
	and implementation of the project?	<ul style="list-style-type: none"> <li>Proportion of women and marginalized groups among project beneficiaries.</li> </ul>	<ul style="list-style-type: none"> <li>All gender analysis documents in project environments</li> <li>Interviews</li> <li>Direct observation</li> </ul>	<p><u>Analysis:</u></p> <ul style="list-style-type: none"> <li>Analyse the way in which gender is reflected in the project documents and highlight the execution renderings in this area</li> </ul>
<b>Human rights</b>	To what extent and how has the project ensured that it contributes to the promotion of human rights?	<ul style="list-style-type: none"> <li>Number of differentiated strategies/activities to reach women, young people and the most disadvantaged.</li> <li>Existence of differentiated budgets to dedicate specific resources to women, young people and other disadvantaged groups.</li> <li>Proportion of women, youth, people with disabilities and other disadvantaged groups among project beneficiaries.</li> <li>Existence of strategies and budgets for combating child labour in concept and implementation.</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>Project progress reports</li> <li>Mid-term review</li> <li>All socioeconomic analysis documents targeting women, youth, people with disabilities, and other vulnerable people in the project environments</li> <li>Interviews</li> <li>Direct observation</li> </ul>	<p><u>Source approaches:</u></p> <ul style="list-style-type: none"> <li>Digital (and possibly physical) collection of documents</li> <li>Virtual and face-to-face interviews (including with women, youth, people with disabilities, and other marginalized groups)</li> <li>Physical transportation to observation sites (including contact with women, youth, people with disabilities, and other marginalized groups)</li> </ul> <p><u>Analysis:</u></p> <ul style="list-style-type: none"> <li>Analysis of the impact points of the projects with women, youth, people with disabilities, and other marginalized groups: dedicated strategies to strengthen their rights, number of beneficiaries, benefits obtained in terms of rights and opportunities, but also, where applicable, the nuisances/inconveniences incurred because of the project and the mitigations deployed by them, in particular</li> </ul>
	IPC-West Africa: To what extent did the project take into account the differential needs and opportunities of young women and men, the needs of people with disabilities, and child labour in its design and implementation?			
<b>Indigenous Peoples and local communities</b>	To what extent has the GPP ensured that Indigenous Peoples' rights are taken into account where relevant in the design and throughout implementation?	<ul style="list-style-type: none"> <li>Proportion of Indigenous Peoples (where they are present) among beneficiaries.</li> <li>Number of implementation situations where the project opens up to the professional knowledge or practices of Indigenous Peoples (to mobilize or improve them).</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>Project progress reports</li> <li>Mid-term review</li> <li>All socioeconomic analysis documents including or targeting Indigenous Peoples'</li> </ul>	<p><u>Source approaches:</u></p> <ul style="list-style-type: none"> <li>Digital (and possibly physical) collection of documents</li> <li>Virtual and face-to-face interviews (including with Indigenous Peoples)</li> <li>Physical transport to observation sites (including contact with Indigenous Peoples)</li> </ul>

Criteria	Evaluation questions/subquestions	Indicators	Sources	Methods/analysis
			<p>groups in project environments</p> <ul style="list-style-type: none"> <li>▪ Interviews</li> <li>▪ Direct observation</li> </ul>	<p><u>Analysis:</u></p> <ul style="list-style-type: none"> <li>▪ Analysis of the impact points of the projects with Indigenous Peoples: dedicated strategies, beneficiary staff, benefits obtained, knowledge mobilized, nuisances/inconveniences incurred and mitigation, in particular</li> </ul> <p><u>Specific research axes:</u></p> <ul style="list-style-type: none"> <li>▪ Consider the production of tools, instruments, communications products and knowledge</li> </ul>
<b>Lessons learned</b>	What knowledge has been generated from the results and execution processes that have broader value and potential for wider application, replication and use?	<ul style="list-style-type: none"> <li>▪ Amount of knowledge and practical content that can be replicated or has pedagogical potential, identifiable in the execution and results obtained.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project documents</li> <li>▪ Project progress reports</li> <li>▪ Mid-term review</li> <li>▪ Interviews</li> <li>▪ Direct observation</li> </ul>	<p><u>Source approaches:</u></p> <ul style="list-style-type: none"> <li>▪ Digital (and possibly physical) collection of documents</li> <li>▪ Virtual and face-to-face interviews</li> <li>▪ Physical transport to observation sites</li> </ul> <p><u>Analysis:</u></p> <ul style="list-style-type: none"> <li>▪ Capture throughout the analyses the positive or non-positive situations of pedagogical interest in order to articulate learning to be disseminated in view of similar projects</li> </ul>

Note: \* The CFI-GPP: including the contributions of polarized projects to the objectives of the CFI programme, capacity improvement and the use or implementation of capacities developed by beneficiaries, internal and external communications and awareness, management of knowledge and knowledge products. Includes dimensions of capacity development, project partnership and stakeholder engagement, as well as communication, knowledge management and knowledge products.

## Appendix 7. Table of recommendations

Recommendations	Links to conclusions	Impact	How to do	Directed towards	Acuity/urgency	Difficulty
<b>Strategic level</b>						
<b>Recommendation 1.</b> Strengthen and consolidate the project results by investing in their dissemination and operability in the international environment.	Conclusions 1, 3 and 5	<b>High</b> Eases the scaling up of the results.	Formulating, financing, executing a new dedicated project to further strengthen coastal fisheries.	<ul style="list-style-type: none"> <li>▪ FAO</li> <li>▪ GEF</li> <li>▪ Any other partners, including national governments</li> </ul>	<b>High</b> It is counterproductive not to follow up on proven achievements such as the FPAT.	<b>High</b> Requires new resources.
<b>Recommendation 2.</b> For future similar projects, anticipate the carbon footprint of the project and provision of appropriate mitigation resources and strategies.	Conclusion 4	<b>Elevated</b> Assume and mitigate/compensate for induced environmental damage; increases the project credibility.	<ul style="list-style-type: none"> <li>▪ Simulate/assess the project carbon cost.</li> <li>▪ Design and implement corrective measures.</li> </ul>	<ul style="list-style-type: none"> <li>▪ FAO</li> <li>▪ GEF</li> </ul>	<b>High</b> Protects against the risk of discredited ecoresponsibility.	<b>Moderate-high</b> New resources needed to finance the mitigation measures.
<b>Operational level</b>						
<b>Recommendation 3.</b> For future GEF projects under a programmatic, joint framework with multiple implementing agencies, design and implement functional redundant coordination frameworks between the different child projects to supersede existing information channels and ensure effective coordination.	Conclusion 2	<b>High</b> Facilitates coordination work; programmatic approach becomes real, implementation breakdowns mitigated by the redundancy.	<ul style="list-style-type: none"> <li>▪ Consult with parties on the coordination framework that is acceptable.</li> <li>▪ Implement among the agreed bodies.</li> </ul>	<ul style="list-style-type: none"> <li>▪ GEF</li> </ul>	<b>High</b> Facilitates project management.	<b>Low-moderate</b> A certain amount of resources may be needed to cover the functioning of the agreed structure.
<b>Recommendation 4.</b> For future GEF projects under a programmatic, joint framework with organizations that work bilaterally with the GEF, it is important to reach an initial, interinstitutional agreement regarding copyright and logo placement to preempt the protracted publication issues faced by the project.	Conclusion 3	<b>High</b> Eases the release and dissemination of knowledge products, preventing publication delays.	<ul style="list-style-type: none"> <li>▪ Early consultations and negotiations on the issue during the project design.</li> <li>▪ Include specific and detailed arrangements on the issue in the project document.</li> </ul>	<ul style="list-style-type: none"> <li>▪ GEF</li> <li>▪ FAO</li> <li>▪ UNDP</li> <li>▪ UNEP</li> <li>▪ World Bank</li> <li>▪ Any other United Nations entities</li> </ul>	<b>High</b> Decisive for the effectiveness of the project.	<b>Low-high</b> Technically easy to do but may also be complicated by the attachment of each agency to the pre-eminence of its flag.

Source: Authors' own elaboration.

## Glossary

**Ecosystem approach to fisheries:** The ecosystem approach to fisheries is a framework promoted by FAO for fisheries management. It stems from the FAO Code of Conduct for Responsible Fisheries and is an integrated approach that addresses human and ecological well-being and merges two paradigms – that of ecosystem protection and conservation and that of fisheries management – focusing on the provision of food, income and livelihoods in a sustainable manner (FAO, 2018).

**Four FTT–Thiaroye:** The FTT–Thiaroye is a technique born from the collaborative efforts between FAO and the National Training Centre for Fisheries and Aquaculture Technicians in Senegal. Its development responds to the need to improve small-scale fish drying and smoking operations. The key to its adoption lies in its own advantages. First, FTT allows for the commercialization of higher quality and safer products (especially thanks to the absence of polycyclic aromatic hydrocarbons), providing at the same time higher yield and marginal post-harvest losses. Second, it reduces the ratio of wood or coal to fish, and its structure facilitates the use of agricultural by-products (corn or millet on the cob, coconut husks, etc.) and cooking gas as fuels. This reduces the environmental impact and operating costs. Finally, FTT reduces the arduousness of the work of women fishing operators, with less exposure of processors to smoke and heat. The FTT was first tested and validated in Senegal. Fishing operators in other African countries, such as Togo, Côte d’Ivoire, the United Republic of Tanzania and recently Ghana, have also experimented with the FTT–Thiaroye system (FAO, 2015).

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