Mid Term Review

Preparation and testing of a comprehensive model for preventing and managing the spread of invasive species on island ecosystems

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InSpiral Pathways

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Acknowledgements

I have done my best to represent the diverse, rich and thought-provoking input I was given from the 29 individuals who freely gave their large chunks of their time to contribute to the Invaz'iles mid-term review process. The interpretation, judgements and recommendations are mine and I take full responsibility for them, so please accept my sincere apologies if I appear to have misrepresented your viewpoint. Evaluation is an exercise in balancing perspectives and inevitably all those consulted did not speak with a single voice. However, there was considerable agreement on many points and even where there were disagreements, either on fundamentals or on details, I always had the impression that those I spoke to sincerely believed in the project objectives and offered their views in an effort to contribute to these objectives.

Those that I met and interviewed, in person, over Skype, through Google Hangouts when my Skype packed up, by phone and by email are listed in Appendix 4 but I will give especial mention to Olivier Hasinger of IUCN who responded to my every email and gave unstintingly of his time to coordinate this assignment; Hubert Grandjean of the EC Delegation who also committed a great deal of his time to maximise the utility of the MTR; and to Olivier Tyack (former Project Manager) and Geoffrey Howard (former IUCN Global Coordinator of the IUCN Global Invasive Species Initiative) who were very helpful despite no longer being directly involved in the project.

Executive Summary

Background: The Invaz'iles Project (*Preparation and testing of a comprehensive model for preventing and managing the spread of invasive species on island ecosystems*)

The project has been formulated to address the Specific Objective of enhancing the systems and strategies in the Small Island Developing States and in particular those in the Western Indian Ocean region, to efficiently prevent and manage biological invasions. The final intended output is a global guidance manual of relevance to main island groups around the world while related capacity building and ecosystem management is carried out in the WIO.

This EC-funded project, being executed by IUCN plans to achieve the Specific Objectives by undertaking activities under four complementary results: knowledge, partnerships, management and strategies.

1) Increased Knowledge, awareness and expertise on the successful prevention and management of the spread of biological invasions on islands.

2) Partnerships to enhance collaborative management of biological invasions in islands established and/or strengthened between countries, governments and non-governmental bodies.

3) Prevention and Management of biological invasions improved in selected pilot sites as indicators of general practice.

4) Strategies to strengthen national, regional and global policies and actions to better prevent and manage biological invasions on islands developed and agreed upon.

The Mid-Term Review Process

The project began on 1st February 2012 and was scheduled to have a mid-term review. The objectives of this MTR are as follows:

i. To assess the extent to which the project has delivered against intended actions and results and identify critical lessons from the experiences of the first three years; and

ii. To assess the impact of the situation on the achievement of the project objectives.

iii. To provide concrete recommendations for the remainder of the project based on the above.

iv. To provide relevant supporting documents such as a revised logframe.

The review was designed to assess the projects relevance, effectiveness, efficiency and sustainability by answering the following questions[1]:

- To what extent is the design of the project in alignment with existing priorities?
- To what extent has the project delivered the planned actions?
- What obstacles affected the implementation of project activities & what can be done to overcome these obstacles?
- To what extent has the project using its resources cost-effectively?
- Is the enabling environment within which the project operates supportive to its continuity?

The questions were addressed by a questionnaire with a mix of preference scale (high, medium, low, etc.) responses and related questions with free responses and semi-structured interviews based on the questionnaire. Key informants were chosen from those who have been involved in project activities in management, technical support, as donors, as international institutional partners and as national partners. 15 people completed a total of 13 questionnaires and a total of 20 interviews were performed. In all 29 people participated in the survey. Face to face interviews took place in Mauritius, Rodrigues, Seychelles and Comores and over the telephone/VoIP.

Survey results were compiled and categorised according to the review questions. These results were the basis for the review findings upon which the conclusions, lessons learned and recommendations were based.

[1] The question "To what extent have project actions contributed to the achievement of the project objectives?" was removed from the review when it became clear that responses were not providing any useful information.

MTR Findings

Relevance of the Project at national Level: All stakeholders interviewed believed that the project *should be* highly relevant to the national priorities but some did not think the project was relevant *to the stated priorities* of their countries. This was notably the case for the Comores in which national policies relating to IAS are weak to non-existent.

Relevance of the Project at regional Level: Most stakeholders felt that the project was well aligned with regional and global priorities with a lot of relevant activities being undertaken.

Overall extent of project delivery was generally considered to be low with most of those consulted having little detailed knowledge on the extent to which the project had delivered its planned actions.

Responses on the extent of knowledge delivery were mixed but the 4 'not at all' and 3 'don't know' responses reflected a lack of engagement with key partners that is a cause for concern. The main deliverables were information products but much of the information produced was from the Pacific. The project supported the participation of four WIO practitioners in a relevant training course in Réunion but did not directly implement any training activities.

Responses on the extent to which partnerships were developed were also mixed and though marginally more positive than for Result 1 were still a cause for concern. The major project achievement was the formation of the WIO Invasive Species Network (WIONIS) which was launched in Year 1 but the initial momentum was not sustained despite the production of two newsletters and network meeting. The idea was to have a bilingual moderator to stimulate discussion but nobody took on this role. Informal networking took place under the project but it this was primarily among those who were already sensitised to the issue of invasive species. New groups and institutions, for example those from agriculture or the private sector, have hardly been engaged.

Responses on the extent to which management had been improved were mostly either 'not at all' or 'negative'. The lack of pilot site activity in any of the targeted islands is a major cause for concern. Guidelines for pilot site selection and action plan formulation were produced and sent to national partners, site visits were conducted by the Project Manager (PM) and Project Technical Advisor (PTA) no formal agreements were produced and no plans were finalised.

Reasons given for the lack of progress included: the small budget which could have been a particular issue in Seychelles where costs are relatively high, a lack of activity among some island focal points, insufficient support from project management, the ambitious goal of two pilot sites in each of Comoros, Mauritius, Mayotte, Seychelles, lack of time, lack of linkages made between pilot site work and the development of the manual, and competition among stakeholders for their ideas to be funded.

Responses on the extent to which strategies were developed were slightly less negative than those concerning management but were still a cause for concern. There was a lot of momentum at the beginning of the project with meetings in the Pacific between involving the PM and PTA and ISSG (IUCN Species Survival Commission Invasive Species Specialist Group) and SPREP (Secretariat of the Pacific Regional Environmental Programme) and a draft global guidance manual was produced in October 2013. But the manual did not progress beyond the first draft with PTA receiving no formal feedback from stakeholders.

Obstacles to the implementation of project activities were identified by all those who completed the questionnaire (apart from 2 'don't knows')

Obstacles cited related to the following issues:

Project management

- Little evidence of adaptive management: A reduced project budget but no changes to project design, little scope for incorporating feedback and ideas from WIO stakeholders into the project design, the emphasis on pilot site selection was on new initiatives only, no development of national/island level plans and budgets, guidelines for pilot site selection and action plan criteria were not finalised by a consultative process, little apparent emphasis on the incorporation of WIO experience into the manual and supporting materials. When things were clearly going wrong it appears that avenues to find solutions were not explored with much energy or tenacity.
- Poor communication and lack of proactivity among project management: Lack of dynamism in project management, PM's ToRs were broad and not focused sufficiently on the Invaz'iles Project, PM did not have a strong subject matter

background, Poor communication between national partners and project management, lack of transparency, e.g. project progress was not clearly presented to the SC, insufficient use made of contracted resource people.

- Issues at the IUCN level: The division of project management between three offices, insufficient support for the project from within IUCN, staff turnover.
- Issues relating to the Project Steering Committee: No common understanding of the role of the SC with SC ToRs never produced, lack of feedback from SC members to project management, project reporting to the SC lacked clarity, SC meetings were too infrequent.
- Relationships between project management and the EC Delegation: Project management conceived the project to be primarily global in nature with the manual being the major output, the EC Delegation was primarily interested in the regional benefits of the project, EC rules felt to be slow moving, cumbersome and restrictive.
- Synergies not maximised: Co-funding proposals were not produced and funding leads were not systematically followed up, synergies with other projects were not maximised.

Institutional/Political Issues

- Issues that relate to the IOC: The IOC has procedures that can slow down project implementation, when dealing with government the IOC does not always go through the correct channel.
- Finding the right entities to work with at national level: The entity chosen may not always be the right organisation to work with at national level.

Project cost effectiveness was an issue about which the majority of interviewees could not give any feedback as reflected in the 7 'don't know survey responses to the question about the degree to which the project been cost-effective in terms of achievement of intended results. There was a contrast between a general agreement that the project is designed to maximise the potential for cost-effectiveness and the reality that project implementation to date has not been cost-effective because of its slow progress to date.

Sustainability: Degree to which the enabling environment is supportive to the project's continuity

Sustainability at the national level: Only in Seychelles and TAFF did stakeholders feel that the existing policy and institutional environment contributes substantially to sustainable benefits at the country/territory level. Comores was at the opposite end of the scale, while the response from Mauritius was mixed. The 'low' responses from Seychelles and Mauritius relate to a perceived dissonance between the stated policies and plans and their implementation.

Comores

Supportive factors: Some IAS awareness in the scientific community, farmers understand IAS insofar as it affects their land, those managing the UNDP-GEF protected area project are aware of IAS which is addressed in the project, active civil society organisations, good relationships between CNDRS, the University of Comores and the National GIS Unit.

Unsupportive factors: Low general public awareness levels, no biosecurity actions at national entry points, IAS not being addressed in the latest NBSAP revision, capacity is limited to a few individuals, limited taxonomic capacity in Comores, land management in Comores militates against long term commitments like IAS management, Government lacks organisation, capacity and financial means to tangibly support project objectives, no legislation on issues relating to biological invasions.

Mauritius/Rodrigues

Supportive factors: Stable government that can support the project, support from some private sector landowners and businesses, the branding of Rodrigues as an ecological island, Rodrigues application to become a Biosphere Reserve, familiarity with biocontrol among those working in the agricultural sector, the UNDP-GEF PAN expansion project, the National Invasive Alien Species Strategy (NIASS) although it has not been costed nor implemented, a range of relevant IAS prevention and management efforts undertaken for species recovery and ecosystem restoration.

Unsupportive factors: Coordination among ministries is often poor, lack of capacity to implement the vision of Rodrigues as an ecological island, work in Rodrigues is slowed down by the need to go through central government for issues such as pilot site approval, non-implementation of the NIASS, lack of awareness at the decision-maker level.

Seychelles

Supportive factors: Stable government that can support the project, the Biosecurity Act and supporting regulations and actions aimed at facilitating a pathways approach to the prevention and management of all invasive species affecting all sectors, support from some private sector operators particularly in the hotel sector, a range of relevant IAS prevention and management efforts undertaken for species recovery and ecosystem restoration.

Unsupportive factors: Under the new biosecurity legislation overall responsibility has been vested in the Department of Agriculture but they lack expertise in terms of biodiversity, the Seychelles National Parks Authority is under capacity, the biosecurity legislation is not yet being fully implemented.

Sustainability at the regional/global level: The mixed response reflected the large variety of both supportive and unsupportive factors in the regional enabling environment cited by respondents.

Supportive factors: Relevant regional projects, experience in the region, informal regional networks, experience worldwide, invasives as a cross-sectoral issue, political support at certain levels, regional organisations, Global conventions and multilateral environmental agreements, Collaboration with Réunion and TAFF.

Unsupportive factors: Different capacity levels between islands, Comores sometimes misses out on relevant regional activities, different policies and legislation in the different islands, changing priorities over space, time and among stakeholder groups leading to conflicts of interest, institutions and projects that encourage species introductions without risk assessments, absence of a regional IAS strategy, no regional IAS technical coordination, Decline in global support for IAS-related work, dependence on project funding to undertake actions in all participating islands, poor relationships between government entities and some NGOs in project countries, barriers to implementation of legislation: staff turnover at senior governmental levels in project countries.

Recommendations relating to project activities

Knowledge: Recommendations relate to**:**

- Maximising the value of outputs produced by the project and its partners which to date are not well known to WIO Island stakeholders;
- Improving upon these outputs and building ownership of the project and its outputs through a participatory process;
- Developing and implementing a systematic process for establishing an evidence base for management effectiveness; and
- Developing and implementing a capacity building process that is based on peer-peer learning through formal courses and exchange visits.

Partnerships: Recommendations relate to**:**

- Establishing a consensus on the revised project plan among key stakeholders;
- Ensuring that WIONIS is useful and sustainable; and
- Ensuring that information from the project is produced in formats that are compatible with systems within the WIO Islands and elsewhere.

Management: Recommendations relate to**:**

- Conducting a rapid capacity assessment for key stakeholders;
- The establishment and implementation of pilot initiatives to be agreed after further consultation with stakeholders but the reviewer recommends: *Acacia nilotica* management with a focus on biocontrol in Rodrigues; Community restoration work in the Kartala Forest, Grande Comores; adding value to existing initiatives in Seychelles; and
- Incorporating the pilot site interventions results into the global guidance manual.

Strategies: Recommendations relate to**:**

- Establishing baselines in terms of IAS strategies in the WIO islands;
- Making proposals for measures to address the gaps identified,

- Refining WIO IAS indicators as well as criteria for monitoring and evaluation of IAS management operations
- Finalising and launching of the global guidance manual
- Developing projects that can build on the achievements of the Invaz'iles Project.
- Developing an exit strategy for the project.

Recommendations to address obstacles to project implementation, and maximise cost-effectiveness, impact and sustainability

Implement a no-cost extension:

- A 1.5 year extension would be optimal leaving a year for the pilot site results to be integrated into the global guidance manual.

Adapt project design, planning, and monitoring and evaluation

- Reprioritise the project work plan and budget, reduce the scope of some activities (especially the pilot site work) and maximise synergies with other initiatives.
- All major changes to the project must be communicated with, and agreed by the SC.
- Design and implement a clear and simple adaptive planning, monitoring and evaluation system that facilitates easy understanding of current project status.
- Adapt activities to the specificities of the islands to take regional heterogeneities into account.
- Change the process of producing pilot site selection and management by potentially using pilot *interventions* to add value to existing initiatives if compatible with project objectives.

Modify the process of pilot site selection and management

- Pilot site guidelines, plans, management structures and budgets should be developed in close collaboration with relevant partners at the national/island level.
- Work through organisations who are not IUCN members if these organisations are considered to be best equipped to successfully coordinate/implement the pilot intervention.

Improve project management communication and proactivity

- Incorporate WIO island experience into the global guidance manual to complement the examples from elsewhere in the world.
- Use a technical working group and a writeshop as a means of capturing WIO experience.

Revitalise project management and governance

Improve project management communication and proactivity

- Recruit a dynamic, proactive PM with both project management and networking experience and technical expertise in invasive species, based in Mauritius and with a 100% time allocation to the management of the project and clarify the PM's ToRs accordingly.
- PM to communicate proactively and responsively using all available media.
- PM to maintain regular communication with resource people based on their contracts and work plans.

Streamline project-related activities and linkages within IUCN

- Move central management of the project to IUCN HQ.
- Make better use of IUCN networks such as the ISSG, the Mascarene Island Plant Specialist Group, the IUCN French Committee, those working for IUCN in European Overseas Countries and Territories and IUCN staff in SIDS.
- Investigate the possibility of establishing WIONIS as a regional hub of the ISSG as part of the project's exit strategy.

Reinvigorate the Project Steering Committee

- Establish clear ToRs for the SC, clear meeting agendas with topics and objectives specified.
- Review the membership of the SC so that more diverse perspectives are introduced.
- Circulate clear project status reports to the SC and provide easy to read summaries of project reports.

- Ensure that the SC meets at least one per year.
- Hold SC meetings in French insofar as possible.
- Make use of existing regional gatherings to hold SC or technical working group meetings opportunistically.
- Make use of the Internet to hold consultations with the SC insofar as practical in between face to face meetings.

Improve coordination and communication between project management and the EC Delegation

- Emphasise both the global and regional aspects of the project and the benefits of this dual perspective.
- Establish a Project Executive Committee to help ensure that the project remains on track, approve any major changes in plan, arbitrate any conflicts within the project and/or negotiate solutions between the project and any parties beyond the scope of the project.

Maximise the benefits of the project being hosted by IOC

- The IOC is not being implemented by IOC so should not be constrained by IOC procedures.
- Establish clearly establish communication channels with project partners to streamline interactions.
- The project should maximise the positive aspects of its location in IOC such as IOC's high level connections and synergies with IOC projects.

Improve project synergies

The project is catalytic and cross-sectoral in nature and has to date worked with many partners. There is, however, a lot of room to improve and optimise interactions and synergies with those involved in relevant projects, institutions, sectors and locations. However, this work can be very time-consuming so these interactions must be carefully planned and monitored so that they are adding value and are consistent with project objectives.

The project should continue to explore synergies with the following:

- IOC projects and with other regional and national projects: notably with the IOC Biodiversity Project but also with the FFEM Coastal Zone Management Project, Renewable Energy Programme, PRPV Programme, IUCN BIOPAMA Programme, the FEDER Herbarium Network Project, the Comores PA Project and the Mauritius PAN Project among others.
- Relevant regional and national organisations such as CIRAD (Centre de Coopération Internationale en Recherche Agronomique pour le Développement - French Agricultural Research Centre for International Development).
- Réunion, TAFF and Madagascar for example through closer collaboration with the University of Réunion, with those working on invasives in TAFF and by exploring the possibilities for expanding WIONIS to include Madagascar.
- Experts from beyond the WIO Islands where their expertise can add value.
- Those from other sectors such as agriculture and forestry.
- Engage decision-makers through a series of interventions centred on a briefing package/information module to sensitise decision-makers on the magnitude of the IAS issue and the benefits of systematic IAS prevention and management.

Develop a methodology for monitoring project outcomes and potentially impacts

Thus far the project's reporting system has emphasised activities and not results (outcomes and impacts). In the early stages of a project this is a justified course of action. It would be valuable to initiate an internal project monitoring and evaluation system that addresses outcomes, and possibly impacts as well, as soon as possible.

Conclusion

In its first three and a half years the Invaz'iles Project has clearly and substantially under-performed and under-delivered both at the global and the site-specific levels. Project activities started promisingly but momentum was not sustained.

Many of the projects obstacles relate to communication. If communication is systematically improved among the project management team, between the donor and the project management team and between the project management team and project partners at all levels then momentum can be rebuilt.

List of Abbreviations and Acronyms

AFD	Agence Française de Developpement
BIOPAMA	IUCN Biodiversity and Protected Areas Management Programme
BIP	Biodiversity Indicators Partnership
CABI	Centre for Agriculture and Biosciences International
CBA	Cost-benefit analysis
CBD	Convention on Biological Diversity
CBNM	Conservatoire botanique national de Mascarin
CIRAD	Centre de Coopération Internationale en Recherche Agronomique pour le Développement - French Agricultural Research Centre for International Development
CMS	Convention on the Conservation of Migratory Species of Wild Animals (also known as CMS or the Bonn Convention)
CNDRS	Centre National de Documentation et de Recherche Scientifique
COI	Commission de l'Océan Indien
COP	Conference of Parties
CSRIO	Commonwealth Scientific and Industrial Research Organisation (Australia)
DAAF	Direction de l'Alimentation, de l'Agriculture et de la Forêt
DEAL	Direction de l'Environnement, de l'Aménagement et du Logement
DG	EuropeAid Development and Co-operation
EC	European Commission
EIA	Environmental Impact Assessment
EMP	Ecosystem Management Programme
ESARO	IUCN Eastern and Southern Africa Regional Office
EU	European Union
FEDER	Fonds européen de développement regional
FFEM	Fonds Français pour l'Environnement Mondial
GDZCO	FFEM projet de gestion durable des zones côtieres dans la zone COI
GEF	Global Environment Facility
GEIR	Groupe Especes Invasives Reunion
GH	Geoffrey Howard
GIS	Geographic Information System
GISP	Global Invasive Species Programme
GLISPA	Global Islands Partnership
GRIS	Global Register of Invasive Species
HQ	Headquarters
IAS	Invasive Alien Species
IO	Indian Ocean
IOC	Indian Ocean Commission
IOR	Indian Ocean Region
IPPC	International Plant Protection Convention
ISSG	IUCN SSC Invasive Species Specialist Group
IUCN	International Union for Conservation of Nature
JM	John Mauremootoo
M&E	Monitoring and Evaluation
MAB	UNESCO's Man and the Biosphere Programme
MAIFS	Ministry of Agro-Industry and Food Security (Mauritius)
MDG	Millennium Development Goal

MEA	Multilateral Environmental Agreements
MoAIFS	Ministry of Agro-Industry and Food Security
MoE	Ministry of Environment
MTR	Mid-term review
MSIRI	Mauritius Sugar Industry Research Institute
MWF	Mauritian Wildlife Foundation
NBSAP	National Biodiversity Strategy and Action Plan
NGO	Non-governmental organisation
NIASS	National Invasive Alien Species Strategy
NPCS	National Parks and Conservation Service (Mauritius)
OCTA	Association of the Overseas Countries and Territories of the European Union
OH	Olivier Hasinger
OT	Overseas Territory
PAN	Protected Area Network
PD	Project Document
PICTs	Pacific Island Countries and Territories
PIER	Pacific Island Ecosystems at Risk
PII	Pacific Invasive Initiative
PILN	Pacific Invasive Learning Network
PIP	Pacific Invasive Partnership
PM	Project Manager
PRPV	Programme régional de protection des végétaux
RRA	Rodrigues Regional Assembly
SC	Steering Committee
SGP	UNDP-GEF Small Grants Programme
SIDS	Small Island Developing States
SIF	Seychelles Island Foundation
SOS	Save Our Species (IUCN)
SPC	Secretariat of the Pacific Community
SPREP	Secretariat of the Pacific Regional Environmental Programme
SPS Agreement	WTO Agreement on the Application of Sanitary and Phytosanitary Measures
SSC	IUCN Species Survival Commission
SSDS	Seychelles Sustainable Development Strategy
TAFF	Terres australes et antarctiques française
ToRs	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNESCO	United Nations Organization for Education, Science and Culture
VoIP	Voice over Internet Protocol (Skype, Google Hangouts, etc.)
WIO	Western Indian Ocean
WIOCC	Western Indian Ocean Coastal Challenge
WIONIS	Western Indian Ocean Network on Invasive Species
WTO	World Trade Organisation
WWF	World Wide Fund for Nature

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Summary

The EC-funded Invaz'iles project is being executed by IUCN to prepare and test a comprehensive model for preventing and managing the spread of invasive species on islands worldwide, with on the ground activities being implemented in WIO Islands. Through a consultative process involving 29 project partners and other key stakeholders, the mid-term reviewer assessed the extent to which the project has delivered against intended actions and results in its first three years, identified lessons, and produced concrete recommendations for the remainder of the project based on these findings.

Those consulted considered that the issue of biological invasions was highly relevant to islands in the WIO and beyond and those who were aware felt that the project design was aligned with this priority issue. Perhaps the project design and the perceived importance of the issue contributed to the project's promising initial momentum. This momentum was, however, not sustained, to the point where activities came to a complete halt in year 3. The project scored very poorly on all the parameters relating to efficiency and effectiveness. It scored better on sustainability but the positive scores related to factors beyond the remit of the project.

The strong overall conclusion of this review is that the project patently and substantially under-performed and under-delivered at the global and site-specific levels. There are a number of reasons for this. Many relate to communication failures – within IUCN, between the project management and project partners at all level, and between the project management and the donor. Other factors relate to a failure to optimise synergies with national, regional and global partners. In addition the regional and global aspects of the project, notably WIO island-based pilot site work and the development of a global guidance manual on the prevention and management of biological invasions on islands were poorly integrated. This exacerbated the divide between some who emphasised the global and others who emphasised the regional aspects of the project. Pilot sites have never been implemented and the manual has not progressed beyond its first draft. Alarm bells should have been rung a long time ago and the fact that they did not does not reflect well on those responsible for project management and oversight.

However, as stated, the project remains regionally and globally relevant and the overall project design is strong. So the MTR recommends that the project is continued and a 1.5 year extension is granted. The project does not require a major reformulation but the project description and the logframe need to be harmonised and the pilot work needs to be reframed so that it can include but is not restricted to work at the site level, and reduced in ambition - from eight to a minimum of three pilot *interventions*.

Major recommendations to address the obstacles to project implementation relate to: the establishment of measures to enhance communication at all levels notably through changes in project management and governance; optimising synergies with projects and partners; and integrating project activities in ways that mutually reinforce the regional and global aspects of the project.

Key recommendations to revitalise project management and governance include: the recruitment of a new PM with an invasive species technical background and strong project management and networking skills, formalising the project governance role of the Steering Committee; establishing a Project Executive Committee to deal with critical issues as they arise; streamlining project management and oversight within IUCN, and improving project reporting to maximise its utility.

Key recommendations on improving synergies include: enhancing collaboration with IOC projects including the Biodiversity Project, the FFEM Coastal Zone Management Project, the PRPV Programme (on plant pests) as well as other relevant regional and with national projects; exploring synergies with other institutions notably CIRAD who is working on biocontrol of both agricultural and environmental pests; examining the scope for collaboration with Réunion, TAFF and Madagascar by building on existing contacts, strengthening the WIONIS network and working in close collaboration with IUCN networks. The scope for engaging with other sectors should be investigated and it is recommended that the project should seek to engage decision-makers by implementing an awareness raising package targeted at this group.

Key recommendations on integrating the regional and global aspects of the project include: measures to revitalise the pilot intervention process and its integration into the global guidance manual, adopting a 'writeshop' approach to enhance the participation of regional experts in development of the manual and revitalising WIONIS which can act as a bridge between the regional and the global community and establishing a structure for the network's sustainability, perhaps as a regional node of the ISSG, as part of an exit plan.

1. INTRODUCTION

The following sections on project background and objective, project context and the purpose of the review are adapted from the review terms of reference which is provided in full as Appendix 1.

1.1. Project background and objective

This EC-funded IUCN Invaz'iles Project (*Preparation and testing of a comprehensive model for preventing and managing the spread of invasive species on island ecosystems*) has been formulated to address the need for a set of globally-relevant guidance for the prevention and management of invasive alien species (IAS) on islands around the world. The project aimed to build on the work carried out by programmes and projects around the world over the last two decades on prevention, containment, eradication and strategic management of invading species as well as legal and policy formulations and apply this to the Western Indian Ocean (WIO) islands.

The Overall Objective of the project is **to reduce the spread and impact of biological invasions upon people and biodiversity of islands.**

The Specific Objective of the project is **to enhance the systems and strategies in the Small Island Developing States and in particular those in the Western Indian Ocean region, to efficiently prevent and manage biological invasions.** The final intended outcome is a global guidance manual of relevance to main island groups around the world, while the main effort of capacity building and ecosystem management is carried out in the WIO.

To achieve the Specific Objective, four complementary results were defined:

Result 1: **Knowledge** – Increased knowledge, awareness and expertise on the successful prevention and management of the spread of biological invasions on islands

Result 2: **Partnerships** – Partnerships developed, established or strengthened to enhance collaborative management of biological invasions on islands and island states between countries, governments and non-governmental bodies

Result 3: **Management** – Prevention and managed of biological invasions improved in selected pilot sites as indicators of good general practice

Result 4: **Strategies** – Strategies to strengthen national, regional and global policies and actions to better prevent and manage biological invasions on islands developed and agreed upon.

1.2. Project context

The primary target areas for this project include the islands and islets in Mauritius, Seychelles, Comores and Mayotte, as well as French island territories in the Indian Ocean (IO) region. Within these target islands, the pre-project situation varied from extremely serious invasions by alien plants and several domestic and wild vertebrates and micro-organisms to lower levels of the same – all with some impacts on local livelihoods. In some cases, there are islands and islets that are not permanently occupied by people where the impacts of biological invasions are mainly upon wild biodiversity (and occasionally on infrastructure or non-resident horticulture). While the situation varies greatly from one island to another, few are without invasive species and many without adequate prevention and management capacity and resources for addressing invasions.

The basic problems to be addressed in the project are those of biological invasions on the terrestrial aspects of island living and island biodiversity. This involves alien plants, animals and micro-organisms that have entered island ecosystems through intentional or unintentional activities of people and have resulted in negative impacts on the livelihoods of island residents and on native island biodiversity – which is often endemic and threatened in the first place. The practical problem is the absence in many island states, islands and islets of information, experience, capacity and infrastructure for managing existing deleterious invasions and to prevent new ones. In the Pacific area there a great deal of awareness of these problems has been generated through formal and informal networks. Near to the SIDS (Small Island Developing States) of this Pacific region are New Zealand and Australia with, arguably, the most sophisticated and well-funded biose-

curity systems. Both have contributed to the level and spread of technology and information to address these same problems on islands.

This action sought to use these decades of experience to develop a comprehensive model to address the same problems in other island systems and to test this in a group of SIDS and European entities in the WIO – to address the same problems and, in going so, build capacity for prevention and management of invasions at the same time. It also seeks to improve the model through new experiences. It was intended that the new and ongoing similar initiatives in the larger islands of Seychelles and Mauritius, as well as the Indian Ocean Commission (IOC), and other island states in WIO would benefit from this action through enabling cross learning and knowledge sharing. Further, this action sought to address this issue from the perspective of the process of biological invasion as the source of the problem, rather than one of the species that are invading – so that solutions are more applicable no matter what the species involved.

This project builds upon the activities and experience of the regional invasive species partnerships – the Pacific Invasive Partnership (PIP) including the Pacific Invasive Initiative (PII) and Pacific Invasive Learning Network (PILN); Global Islands Partnership (GLISPA); IUCN Oceania and others in the Pacific as well as the information collected and made available by the IUCN SSC (Species Survival Commission) Invasive Species Specialist Group (ISSG) and the Secretariat of the Pacific Regional Environmental Programme (SPREP).

The original design of the project was in line with the principles of the Association of the Overseas Countries and Territories of the European Union (OCTA) in relation to sustainable development and the reduction of poverty in the territories and countries. It was also aligned to the Island Biodiversity Programme of Work of the Convention on Biological Diversity (CBD) which addresses many common issues faced by islands regardless of location or size and that these challenges need to build from the experience of other islands in order to succeed. Invasive Species and the damage they cause to species and ecosystems are clearly identified in the CBD Island Biodiversity Programme of Work as one of the most important threats to island biodiversity. It is expected that the guidance resulting from the project will promote the development of National Invasive Species Strategies and Action Plans (as recommended by the CBD and other international bodies) and that these will be associated with the second round of National Biodiversity Strategies and Action Plans (NBSAPs) as they have been in some other pilot countries and regions.

1.3. Purpose of the review

The project was initiated on the 1st February 2012 and was scheduled to have a mid-term review. Since inception the project has suffered delays but nevertheless has delivered against some of its intended results.

A major challenge has been with regards to the testing of best practices and approaches in pilot sites which were not initiated for a number of reasons and which impacts on the project methodology, progress and expected results and objectives.

The objectives of this mid-term review are as follows:

v. To assess the extent to which the project has delivered against intended actions and results and identify critical lessons from the experiences of the first three years – including key factors driving successes and challenges (with a particular focus on the testing of pilot sites); and

vi. To assess – the impact of the situation on the achievement of the project objectives and associated risks.

vii. Based on the above, provide concrete recommendations for the remainder of the project, including any reorientations or/modifications required to achieve the objective of the project, including on methodology, organisation, activities, results.

viii. To provide proper orientation documents, including proposed revised logframe and scheduling, amended project description and cost repartition as relevant, and implementation proposals and recommendations.

1.4. Review criteria and questions

The review was designed to answer the following questions that relate to issues relating to relevance, effectiveness, efficiency and sustainability:

1) To what extent is the design of the project in alignment with existing priorities? (*Relevance*)
2) To what extent has the project delivered the planned actions? (*Effectiveness*)
3) To what extent have project actions contributed to the achievement of the project objectives (*Effectiveness*)
4) What obstacles affected the implementation of project activities & what can be done to overcome these obstacles? (*Effectiveness*)
5) To what extent has the project using its resources cost-effectively? (*Efficiency*)
6) Is the enabling environment within which the project operates supportive to its continuity? (*Sustainability*)

2. METHODOLOGY

2.1. Review design

The following information gathering activities were carried out:

1) Consultation of project literature to assess the degree of progress reported by the project executing agency (IUCN).
2) The administration of a questionnaire to key stakeholders from those listed in the Review ToRs as key informants who have been involved in project activities in project management, the provision of technical support, as donors, as international institutional partners and as national partners. The questionnaire comprised of Likert scale responses and related questions for clarification with free responses. The blank questionnaire is provided as Appendix 2.
3) Semi-structured interviews to deepen the information received from the questionnaire by phone or VoIP (Skype or Google Hangouts) or face to face. These interviews were based on the questionnaire but with sufficient flexibility to extract responses that related to the interviewee's relevant areas of knowledge and interest in order to maximise the useful information extracted.

The format of the review is summarised in the review matrix below which lists the review criteria and corresponding key review questions (as outlined in the Introduction), sub-questions, indicators of the project's success in addressing the question and the data sources/methods.

Table 2.1 The Review Matrix

REVIEW CRITERIA	KEY REVIEW QUESTIONS	SUBQUESTIONS	INDICATORS	DATA SOURCES / METHODS
Relevance	1) *To what extent is the design of the project in alignment with existing priorities?*	1. *To what extent does the project design align with existing priorities at: a) local, b) national and c) regional level?* (Fixed choice response: High, Medium, Low, Don't know) - *Can you give examples of priorities?* 2. *How can the project's design be adapted to strengthen its relevance to local, national and regional level priorities?* (Free choice response)	1. Degree to which does the project design aligns with existing priorities at local, national and regional level. 2. Ways in which the project's design could be adapted to strengthen its relevance to local, national and regional level priorities.	Questionnaire and semi-structured interview
Effectiveness	2) To what extent has the project delivered the planned actions?	1. *To what extent have the following actions been undertaken?* (Fixed choice response to a list of project actions: Fully, Partially, Not at all, Don't know) 2. Give examples of relevant project actions? (Free choice response)	1. Extent to which the project has delivered on planned actions per Project Result: Knowledge, Partnerships, Management, and Strategies. 2. Project actions that to date that are considered most relevant.	Project reports Questionnaire - Checklist of intended actions and semi-structured interview
Effectiveness	3) To what extent have project actions contributed to the achievement of the project objectives?[2]	1. Outcome question: *What changes have there been in attitudes and behaviours/practices or changes in state (e.g. impacts of invasive species) as a result of the project?* 2. Contribution question: *In what way(s) did the project contribute to this change?* 3. Importance question: *How important was this contribution?* (High - the project was the main cause of the outcome, Medium - the contribution was of similar weight to other factors, Low - other	1. Outcomes to which the project contributed 2. Importance of contribution of project activities to outcomes 3. Significance of outcomes for the achievement of project objectives	Semi-structured interview (outcome harvesting)

[2] Not included in the questionnaire as outcome questions such as these are difficult to answer in an unfacilitated format

REVIEW CRITERIA	KEY REVIEW QUESTIONS	SUBQUESTIONS	INDICATORS	DATA SOURCES / METHODS
		factors were more important, Don't know) 4. Significance question: *To what extent does this outcome contribute to project objectives?* (High, Medium, Low, Don't know)		
Effectiveness	4) What obstacles affected the implementation of project activities & what can be done to overcome these obstacles?	1. What obstacles affected the implementation of project activities? 2. What can be done to overcome these obstacles?	1. Obstacles that affected the implementation of project activities 2. Measures that can be taken to overcome these obstacles	Questionnaire and semi-structured interview
Efficiency	5) To what extent has the project using its resources cost-effectively?[3]	1. In what ways has the project been cost-effective in terms of achievement of intended results? 2. In what ways has the project not been cost-effective in terms of achievement of intended results? 3. Are there more cost-effective methods of achieving the intended results?	1. Factors contributing to cost-effectiveness. 2. Factors impeding cost-effectiveness. 3. Measures that can be taken to improve cost-effectiveness.	Semi-structured interview
Sustainability	6) Is the enabling environment within which the project operates supportive to its continuity?	1. What factors in the existing policy and institutional environment contribute to the longer term sustainability of the project's benefits at local, national or regional levels? 2. What factors in the existing policy and institutional environment hinder the longer term sustainability of the project's benefits at local, national or regional levels? 3. What tangible measures have been taken (inside and outside the project) to ensure that the benefits realized through this project will be sustained over	1. Factors in the existing policy and institutional environment that contribute to the longer term sustainability of the project's benefits at local, national or regional levels. 2. Factors in the existing policy and institutional environment that hinder the longer term sustainabil-	Semi-structured interview

[3] Question administered to an agreed subset of participants. Many will not have enough background to give an informed response

REVIEW CRITERIA	KEY REVIEW QUESTIONS	SUBQUESTIONS	INDICATORS	DATA SOURCES / METHODS
		the long term at local, national or regional levels? 4. In what way could the project adapt to strengthen the probability of longer term sustainability?	ity of the project's benefits at local, national or regional levels. 3. Measures that have been taken to ensure that the benefits realized through this project will be sustained over the long term at local, national or regional levels. 4. Ways in which the project could adapt to strengthen the probability of longer term sustainability.	

2.2. Review schedule/timetable

The MTR contract for the review was signed on 13th May 2015 and the review finalised on 17 July 2015.

The evaluation schedule is summarised in the table below. A detailed breakdown of activities is given in Appendix 3.

Table 2.2 Activity Schedule

Date	Activity
13 May	Agreement on the outline activity schedule for the consultancy
25 May – 6 June	Review of the background literature provided by IUCN
7 – 11 June	Preparation of proposed methodology
10 – 30 June	Interviews – face to face, VoIP, telephone and questionnaire submission by email
10 – 27 June	Interviews and site visits in Mauritius/Rodrigues, Seychelles and Comores
30 June – 15 July	Data analysis and report writing
13-17 July	Meeting with Olivier Hasinger in Mauritius to consolidate review findings and other relevant documents
16-17 July	Meeting with the EC Delegation in Mauritius to discuss the main findings of the review
17 July	Finalisation of review report and associated outputs

The questionnaire and an accompanying email requesting an interview were sent to 25 stakeholders. The responses were as follows:

- 2 did not complete the questionnaire and were not interviewed following a response saying that they knew little or nothing about the project and could not provide much information.
- 1 responded that he could not be available for interview and did not complete the questionnaire.
- 3 did not respond despite reminder emails.
- 1 completed the questionnaire but was not available for interview.
- 14 were interviewed and completed the questionnaire[4].
- 14 were interviewed but did not complete the questionnaire.

This made a total of 29 respondents, comprising of 19 of those originally contacted and 11 additional stakeholders who were recommended as key informants to consult during country visits. Most discussions were one-to-one interviews but four were group interviews of two or more people with the result that there were 20 separate interviews in total.

Interviews lasted a minimum of 30 minutes and a maximum of 120 minutes. The most common duration was approximately 60 minutes. Notes were taken during all interviews and nine of the interviews were also recorded. The interview notes and recordings are available upon request.

Questions were asked about outcomes and impact as per the review design in the first six interviews. The response was always similar with the interviewee stating that there had been no significant outcomes or impacts from the project. Inevitably this led to a discussion of the merits or otherwise of the project in terms of outcomes and impacts. This discussion added nothing to the information content of the interview and in fact distracted from the priority which was to for key informants to communicate their perspectives on things that were working, things that were not working and their suggestions for tangible actions that could maximise project efficiency and effectiveness in the future.

[4] The number of completed questionnaires was only 13 as two of the questionnaires were completed jointly.

Typically outcomes (changes in the behaviour, relationships, policies, activities or actions of social actors that relate to and are influenced by project objectives) will emerge by mid-term in a project of this type and duration. However, impacts (sustained changes in state that are result from behaviour change outcomes as defined above) typically take much longer to emerge. It was clear from the initial interviews that project outcomes at this stage would be minimal at best and impacts would be extremely unlikely. In view of this the outcomes and impacts question and sub questions were not asked from the 7th interview onwards.

2.3. Organisation, analysis and interpretation of information

The intention was to incorporate information from the project literature as well as the interviews into the review findings. However, the interviews proved to be a much more informative than the project literature in terms of the evaluation questions although the literature did provide useful supporting information.

The quantitative information provided by the 13 completed questionnaires was transcribed into an MS Excel spreadsheet and the responses per category were summed. No statistics were done on any of the data as the sample size was very small.

The notes from 20 interviews were organised into categories corresponding to those in the questionnaire as well as into emergent subcategories using a mind mapping knowledge management software (Freeplane). The partly expanded mind map is shown in Figure 1.

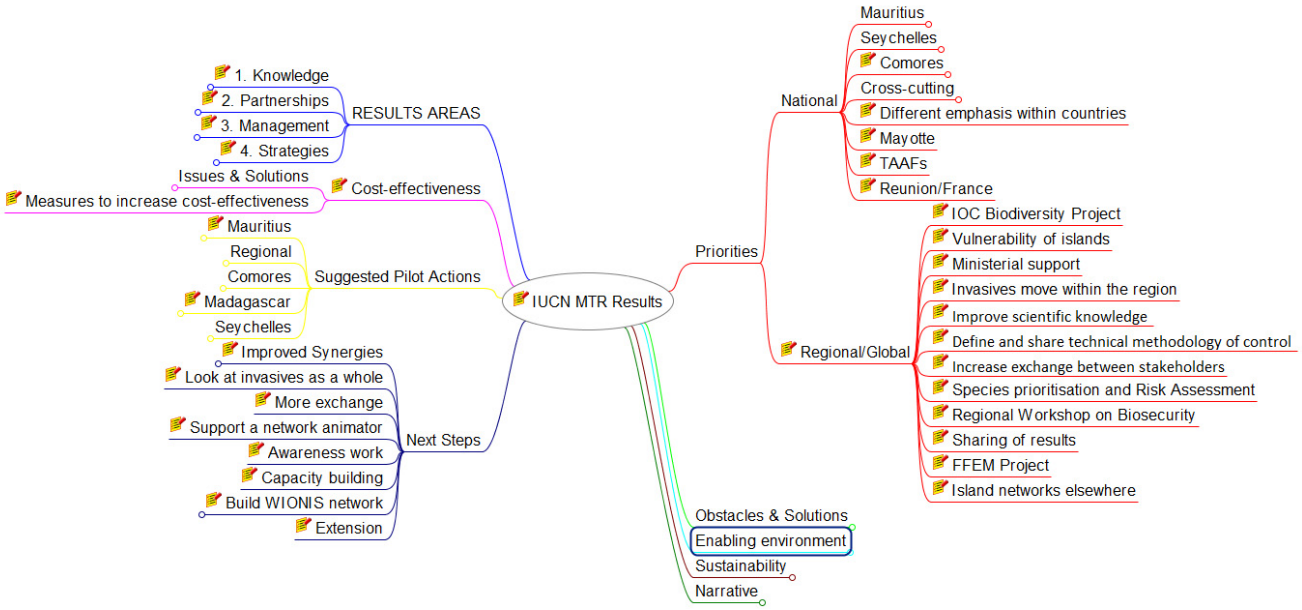

Figure 1: Mind map format used to categorise interview responses

The mind map was exported to an MS Word file in which the results categories were consolidated as necessary to minimise duplication. These results were the basis for the review findings. These findings in turn were the basis for the review conclusions, lessons learned and recommendations.

However, there is not a one-to-one correspondence between review findings (which are based on the views expressed by respondents), and conclusions, lessons learned and recommendations (which are based on the evaluator's interpretation and judgments of these views) for two principal reasons. Firstly, there is repetition among the sub-sections of the review findings which correspond to the review questions so to some extent the conclusions, lessons learned and recommendations represent a streamlined version of the review findings. Secondly, I have used my judgement to select the review findings which have become the basis for recommendations using the following criteria: the degree to which respondents agreed on the finding, the degree to which the findings were judged to be feasible and acceptable to the intended users, and the degree to which the findings corresponded with project objectives.

3. Findings

3.1. Project Relevance

The question specifically asked to what extent was the project *design* aligned with existing priorities at the national and regional/global levels. Most interviewees found it hard to answer the question as they were not very familiar with the project design. However, they were given some latitude and instead commented on how closely aligned they perceived *the project itself* to be with existing priorities at the national/island or regional/global level.

3.1.1. The Project's relevance at the national level

Most stakeholders who could comment on the project's relevance to priorities at the national level thought that it was either high (Seychelles and TAFF), high/medium (Mauritius) or medium. Only the single Comorian stakeholder who completed the questionnaire thought that the project's relevance to priorities at the national level was low. These variable results reflect the heterogeneity of the policy environment among the WIO Islands.

Extent to which the project design is aligned with existing priorities at the national level

Comores

High	0	Medium	0	Low	2	Don't know	0

Mauritius

High	3	Medium	3	Low	0	Don't know	0

Mayotte

High	0	Medium	1	Low	0	Don't know	0

Seychelles

High	3	Medium	1	Low	0	Don't know	0

TAAF

High	1	Medium	0	Low	0	Don't know	0

Examples of relevant national priorities in each country/island cited by the interviewees are given below.

Comores

- The issue of invasive species is known by a few individuals.
- The UNDP-GEF Project: Development of a National Network of Terrestrial and Marine Protected Areas Representative of the Comoros Unique Natural Heritage and Co-managed with Local Village Communities.
- The work of CIRAD (Centre de Coopération Internationale en Recherche Agronomique pour le Développement - French Agricultural Research Centre for International Development) on agricultural weeds under the PRPV (programme régional de protection des végétaux) project.

Mauritius

- The National Invasive Alien Species Strategy (NIASS)
- Species recovery and ecosystem restoration work in protected areas of Mauritius, Rodrigues and on islets.
- The use of biological control, for example the release of agents to control the papaya mealybug (*Paracoccus marginatus*) invasion in 2014 and spiralling white fly (*Aleurodicus dispersus*) in 2003.
- National prioritisation of invasive as seen in the NBSAP revision process.
- The branding of Rodrigues as an ecological island. "You cannot have an ecological island with so many invasives taking over."

Réunion/France

- Implementation of regulations to limit introductions of non-native species.
- Prioritisation of management actions on species and locations in line with available financial and human resources.
- Public awareness work with the general public and decision-makers.

Seychelles

- The Seychelles Biosecurity Act and associated actions, e.g. The National Biosecurity Committee.
- Species recovery and ecosystem restoration work in protected areas of Seychelles.
- The Seychelles Sustainable Development Strategy (SSDS).

TAFF

- One of the major functions of the TAFF (Terres australes et antarctiques française) is to act as sentinels to detect and understand the impact of climate change. To do this it is valuable to limit biological invasions as much as possible.
- Invasive species are prioritised as an issue in French overseas territories.
- There is a strong scientific presence in TAFF.

3.1.2. The Project's relevance at the regional/global level

Stakeholders' responses on the project's relevance to priorities at the regional/global level were more consistent than the responses for national relevance with 11 scoring it high and 2 medium.

Extent to which the project design is aligned with existing priorities at the regional level

High	11	Medium	2	Low	0	Don't know	0

Examples of relevant regional/global priorities cited by the interviewees are given below.

- The vulnerability of islands to IAS: Invasives are a threat everywhere but islands are even more vulnerable than continents.
- Species movement within the region: Once an invasive species reaches any island in the region the others are put at risk.
- The value of networking, information exchange and site visits: There is a lot of relevant activity and capacity in the region whose value is multiplied if it is shared. Examples include information on species impacts and management methods, the database of agricultural pests developed under the PRPV Programme, and awareness-raising materials and training modules that have been developed in the region.
- Relevant regional projects, e.g. the IOC Biodiversity Project due to be completed in 2018 in which invasives is a focus theme, the FFEM (Fonds Français pour l'Environnement Mondial) Coastal Zone Management Project (le projet de gestion durable des zones côtieres dans la zone COI -GDZCOI) which started in 2015.
- Initiatives from Réunion, e.g. GIER (le Groupe Espèces Invasives Réunion) and the biocontrol work undertaken by CIRAD.
- Regional Workshop on Biosecurity to be hosted by CIRAD in 2016.
- Links with activities elsewhere in the world such as those being undertaken in the Pacific (in particular) and in the Caribbean (to a lesser extent).
- Relevant international instruments: WIO SIDS and countries with islands are signatories to Multilateral Environmental Agreements (MEAs) and other international institutions of relevance to invasive species such as the CBD, the International Plant Protection Convention (IPPC) and the WTO SPS Agreement (World Trade Organisation Agreement on the Application of Sanitary and Phytosanitary Measures).
- Convention on Biological Diversity: The project contributes to enhance compliance with the CBD in its general objective of biodiversity conservation and also in relation to CBD Article 8 (h) concerning the prevention and management of alien species that have already, or could, become invasive. It also moves many countries further towards Target 9

(management of invasive species and their pathways of introduction) of the Aichi 2011-20, CBD Strategic Plan and common interests of the Invasive Species and the Islands Programmes of Work. Invasive Species and the damage they cause to species and ecosystems are clearly identified in the CBD Island Biodiversity Programme of Work as the most important threat to island biodiversity worldwide.

- Association of the Overseas Countries and Territories of the European Union (OCTA): The action is in line with the principles of OCTA (created in 2001 - http://www.octassociation.org) in relation to sustainable development and the reduction of poverty in the territories and countries. The EC Regional Strategy for the Pacific is supported in sustainable management of natural resources and the reduction of land degradation; while that of the Africa Region (which includes the WIO island nations) is supported in the areas of managing environmental diversity and (preparing for) countering the effects of climate change which we expect will enhance biological invasions and their impacts.
- Millennium Development Goals (MDGs): The project contributes to the achievement of MDG 7 in all areas and islands where it will have impacts – especially in the SW Pacific and WIO islands - but also to a wider global constituency due to the expected impacts from its best practice recommendations.

3.2. Extent of project delivery

As previously stated most of the stakeholders consulted had very little detailed knowledge on the extent to which the project had delivered its planned actions. Comments such as those in the box below were typical.

> *To be honest I expected more from the project.*
>
> *The project has done nothing to strengthen anything; what has been done has been due to other projects.*
>
> *There was a meeting to establish a network but I did not know what happened since as that was my only involvement in the project.*
>
> *We welcomed this project very much but nothing on the ground has been done yet.*
>
> *I have not seen any outcomes from this project.*
>
> *Nothing has been done.*

Findings on the extent to which the project delivered is organised in the following section per result and activity as outlined in the project description.

3.2.1. Result 1: Knowledge

Increased knowledge, awareness and expertise on the successful prevention and management of the spread of biological invasions on islands

Extent to which the project has delivered the planned actions in the Result 1

Substantially	2	Partially	4	Not at all	4	Don't know	3

Stakeholders' responses were mixed but the 4 'not at all' and 3 'don't know' responses reflected a lack of engagement with the project that is a cause for concern considering that all the stakeholders were selected because they were considered to be key project partners.

Positive - ☺, neutral - 😐 and negative - ☹ comments relating to project delivery per Result 1 activity are given below.

Activity 1.1: Identify and synthesise information and experiences in the South Western Pacific Islands and other relevant islands areas

☺ Invasive species dossiers: Excel sheets listing invasive species in each of the target WIO islands.

☺ IAS impacts in WIO islands: A list/collection of the impacts of invasion for the WIO islands and the reasons for actions to manage them.

☺ Databases: The Global Invasive Species Database and the Island Biodiversity and Invasive Species Database.

Activity 1.2: Define indicators and protocols for data collection for use in programme assessments

☹ No progress reported.

Activity 1.3: Assess and document the economic costs and benefits of prevention, eradication, containment, and management of invasions in pilot sites as well as the costs of NO ACTION

☹ The budget for the economics work was cut from €100,000 to €20,000.

☹ Meetings were held to discuss socio-economic assessment, for example with AFD (Agence Française de Developpement) - as "production intellectual" - and CIRAD but no concrete steps were taken to initialise this action.

Activity 1.4: Conduct qualitative assessments of the effectiveness of institutional arrangements, policies and regulations pertaining to invasions prevention and management

😐 Legislative reviews: Overviews of legislative framework for invasive species management in the Pacific and Caribbean islands have been produced but the equivalent for WIO Islands has yet to be produced.

😐 Institutional overviews: Overviews of the institutional framework for invasive species management in the Pacific and Caribbean islands have been produced but the equivalent for WIO Islands has yet to be produced.

Activity 1.5: Identify, document and disseminate lessons and experiences from pilot sites

☹ No substantive progress: No project pilot site activities have been implemented on the ground in any islands.

Activity 1.6: Utilize knowledge gained to develop training schedules for technical staff and other stakeholders –and apply to build capacity

☺ Project-funding for participation in l'école thématique: See text below under Result 2.

☹ No training schedules developed.

Activity 1.7: Share knowledge and experiences through networks, electronic media (websites and emails) and at relevant forums and other meetings

- See text below under Result 2.

Relevant actions undertaken outside the project

The following actions were cited in interviews

- A short course on invasive species management was organised by the Durrell Conservation Academy in Mauritius in 2013.
- L'école thématique on biological invasions which took place in 2014 (details below including synergies with the Invaz'iles Project).
- The workshop on biological invasions organised by GIER and the University of Réunion in June 2015.
- Factsheets on control techniques for individual invasive species – methods which work and which do not work.

3.2.2. Result 2: Partnerships

Partnerships to enhance collaborative management of biological invasions in islands and island states established and/or strengthened between countries, governments and non-governmental bodies

Extent to which the project has delivered the planned actions in the Result 2

Substantially	2	Partially	6	Not at all	3	Don't know	2

Stakeholders' responses were mixed and though marginally more positive than for Result 1 were still a cause for concern.

Comments relating to project delivery per Result 2 activities are given below.

Activity 2.1: Convene stakeholders planning workshops to ensure a shared understanding of the overall Programme strategy, roles & responsibilities and Programme structures (including the Pacific Regional Team and Data/Information Group)

😐 There was a meeting in March 2014 which developed a roadmap but the recommended actions have not been fully implemented.

😐 Two SC meetings were conducted (the first in January 2013 and the second in March 2014).

Activity 2.2: Establish a network (initially of technical experts, involving other relevant projects and institutions)

☺ The WIONIS network was launched in good time in Year 1 of the project.

☺ An email list-server was established.

☹ The network failed to sustain its initial momentum. The idea was to have a bilingual moderator to stimulate discussion but nobody took on this role.

Activity 2.3: Establish and implement mechanisms to ensure regular communication between network of technical experts during and after the project

☺ Newsletters were produced in March and July 2014 and distributed to a list of 1200 members and published on the COI, WWF, GEIR, IUCN web sites.

☺ An Invasive Working Group was formed to support the GLISPA Steering Committee at the request of the project.

☹ No formal partnership agreements were developed either at the regional or the national level.

☹ Opportunities for exchange visits have not been maximised.

Activity 2.4: Issue recommendations for data exchange and compatibility of systems within the WIO

☹ No progress reported.

Project-funding for participation in l'école thématique

☺ The project paid for the participation of four individuals who could not be funded by FEDER (Le Fonds européen de développement regional) in l'école thématique on biological invasions with the theme of biological control and invasive species held in June 2014 in the University of Reunion.

☺ Two interviewees commented on the value of the course: "It was this workshop that got me to really appreciate the value of biocontrol", and "L'école thématique inspired me in what I can work on."

Informal networking

☺ There is a strong interest in working very closely with Réunion among some Government organisations and NGOs in the participating countries.

☺ The stakeholders who met under this project are those who are already sensitised to the issue of invasive species. New groups and institutions, for example those from agriculture or the private sector, have hardly been engaged.

Synergies with relevant projects

☹ Not enough synergies were achieved with key national actors and other relevant national and regional projects.

Relevant actions undertaken outside the project

The following actions were cited in interviews:

- Exchange visits have been organised between MWF (Mauritian Wildlife Foundation) and CBNM (Conservatoire botanique national de Mascarin – Réunion), for example Jean-Claude Sevathian of MWF went to Mayotte in 2014 to look at problem of guava (*Psidium cattleianum*) invasion with Luc Gigord of CBNM.
- L'école thématique on biological invasions which took place in 2014 (details above including synergies with Invaz'iles).
- The workshop on biological invasions organised by GIER and the University of Réunion in June 2015.

3.2.3. Result 3: Management

Prevention and management of biological invasions improved in selected pilot sites as indicators of general practice

Extent to which the project has delivered the planned actions in the Result 3

Substantially	0	Partially	3	Not at all	5	Don't know	5

Stakeholders' responses were more negative than for Results 1 and 2 and Result 3 is a major cause for concern.

Comments relating to project delivery per result 3 activity are given below.

Activity 3.1: Conduct preliminary technical missions to scope levels of biological invasions and assess capacity needs of key stakeholders

☺ Geoffrey Howard (GH) - Former Global Coordinator of the IUCN Global Invasive Species Initiative and project technical support and Olivier Tyack (OT) - Former Invaz'iles Project Manager visited all the targeted islands where they discussed potential pilot sites with relevant potential partners who were given guidelines for the selection of pilot sites activities and the production of pilot site action plans.

Activity 3.2: Define and agree on criteria for selection of pilot sites

☺ Guidelines for pilot site selection and action plan formulation were produced and sent to national partners.

😐 It was not clear whether there was much discussion on the pilot site selection criteria.

☹ The guidelines were not revised and finalised through a participatory process.

Activity 3.3: Convene a planning meeting involving key stakeholders willing to engage in pilot site activities

😐 Informal meetings were convened but it was not clear whether any formal discussions took place and no formal agreements were produced.

Activity 3.4: Train WIO pilot site coordinators

☹ Not yet undertaken.

Activity 3.5: Develop and implement management plans in pilot sites

☹ No concrete pilot site actions have taken place on the ground in any of the target islands. This lack of progress is a major project implementation failure. The precise reasons are unclear but it appears that poor communication is a common factor in most of the explanations given by the stakeholders who were interviewed.

Activity 3.6: Develop and implement a communications strategy to ensure key stakeholders are aware and willing to engage in pilot site activities

☹ Not yet undertaken.

Activity 3.7: Develop and implement monitoring frameworks to assess and learn from progress and performance in pilot sites, evaluate pilot sites results and management methods

☹ Not yet undertaken.

Pilot Sites in Comores

☹ Following the site visit in May 2014 the Comores focal point (Yahaya Ibrahim) submitted a draft action plan in May 2014 but did not get a response other than to inform him that GH had retired.

Pilot Sites in Mauritius (Rodrigues)

☹ Those that GH and OT met in Rodrigues were very positive about the proposed pilot site work but an action plan was not submitted.

Pilot Sites in Mayotte

☹ Mayotte has changed its status from a territory to a department with effect from 1 January 2014. So when project started the relevant authorities agreed to work with the project on pilot sites but now the agreement is no longer valid

☺ During the école thématique (June 2014) those from Mayotte talked about species to control and people from CBNM were interested in collaborating but no concrete plans have been produced.

☺ An action plan for pilot site operations for Mayotte was produced but this was through DAAF (Direction de l'Alimentation, de l'Agriculture et de la Forêt) who have staff so there was no staff allocation in the action plan. They just needed the money specifically for the actions. But it was changed to go through the Conservatoire botanique national de Mascarin (CBNM) who did not have the staff.

☺ The project can still work in close collaboration with Mayotte and other financial and administrative arrangements can be made for them (outside the project).

Pilot Sites in Seychelles

GH and OT visited Seychelles and discussed possibilities with stakeholders. Several potential pilot interventions were suggested. Among these was a biological control programme for *Clidemia hirta*, a water weed biological control programme, biocontrol of *Macfadyena unguis-cati* and an eradication programme for the crested tree lizard (*Calotes versicolor*) from St. Anne Island. There was a suggestion that it might be difficult to do much in Seychelles with the budget available and that it might be more strategic to use the budget to add value to existing IAS management initiatives such as those being undertaken by SIF (Seychelles Island Foundation) in Aldabra and the eradications being implemented on a number of small Seychelles islands.

There was no further communication from the Seychelles focal point after GH and OT left Seychelles.

Pilot Sites - General

As stated above, no pilot site activities have taken place on the ground. Site visits and meetings took place in all targeted islands, an action plan template was circulated but only two action plans, one for the Comores and one for Mayotte, were submitted.

Issue identified	Suggested Solutions
• Relatively small budget for pilot interventions which could be a particular issue in Seychelles where costs are higher than elsewhere in the region.	• Use the budget to add value to existing initiatives. The pilot site activities as originally planned in the PD could be redesigned to incorporate the following objectives: 1. Enhancing capacity building in the WIO Islands. 2. Fostering the transfer of knowledge and the sharing of best practices. 3. Strengthening the WIONIS network.
• Lack of response by island focal points in Seychelles and Rodrigues and difficulties of convening the necessary stakeholders and other local experts in the targeted islands.	• PM must be persistent with communications and use all available channels. • Look into the possibility of changing focal points/institutions if possible/necessary. • Initiate the process of producing formal agreements between the project and the focal institutions. • Explore the possibility of capitalising on existing mechanisms such as the IUCN SOS (Save Our Species) grant making mechanism to fund, monitor and manage the pilot sites activities with the im-

Issue identified	Suggested Solutions
	plementing partners pre-identified during the three first years of the project and during the Mid-term review process. This alternative would allow a more programmatic approach to implement the pilot sites activities within IUCN and would enhance the communication potential and the visibility of the projects worldwide.
Insufficient support from project management: • Communication from project management was sporadic. • The retirement of GH at the end of January 2015 resulted in a loss of momentum as he was the main driving force behind the pilot site work.	• This issue should be resolved with the hiring of a new PM with technical expertise and a new Global Coordinator of the IUCN Global Invasive Species Initiative.
Too many sites: • The plan was to develop a total of eight pilot site (two in each of Comoros, Mauritius, Mayotte, and Seychelles) which might work in some cases but not in others.	• Reduce the number of pilot interventions to one per island. Two might be possible but this depends upon the scale of operations. The two sites proposed in the Comores, for example, would be difficult to implement as a great deal of support will be needed in terms of capacity building and planning, monitoring and evaluation.
Lack of time	• This issue cannot be fully resolved by a project extension as so much time has already been lost. The time constraint remains and must be managed by tight but realistic and mutually agreed timelines.
Pilot site work was not explicitly coordinated with the development of the manual: • The links to different aspects of best practice were not made clear.	• Clarify the linkages between the pilot interventions and ensure that the aspect of good practice that is being tested is made explicit.
Competition among stakeholders: • Demand from different stakeholders for their ideas to be funded. It was not clear how big an issue this was but the number of ideas suggested would indicate that there was competition which may have contributed to decision-making paralysis.	• There appears to be a clear consensus in Rodrigues that work on *Acacia nilotica*[5] is a priority; that the work in Comores should take place either in Kartala or forêt de la Grille; but there appears to be no clear consensus in Seychelles. The strategic option for Seychelles therefore might be to use the budget to add value to what has been done so far. This could be, for example, by summarising best practices in island restoration, or vertebrate eradication, or calculating costs and benefits of restoration work carried out to date and disseminating the results of this work regionally as part of a regional "leadership tour."

[5] The taxonomy of Acacias is under review but the species is referred to as *Acacia nilotica* throughout this document.

Issue identified	Suggested Solutions
• Suggestions for action that were incompatible with the terms of the contract signed with the EC. For example, the funding of a herbarium in Comores was suggested but this was not compatible with the methodology proposed by IUCN and agreed by the EC Delegation.	• Revise the methodology for the definition of pilot interventions as necessary to ensure that the chosen action: helps to facilitate/add value to work directly related to IAS prevention and management; that can be realistically carried out with the time and resources available; which enjoys national support; and, has the potential to contribute meaningfully to the global guidance manual.

Relevant actions undertaken outside the project

The following actions were cited in interviews:

- *Acacia nilotica* control in Rodrigues using ring barking and replanting with native species and useful non-invasive exotic species such as fruit trees.
- The forest restoration work being undertaken in Mauritius under the UNDP-GEF PAN Project (*Expanding coverage and strengthening management effectiveness of the protected area network on the island of Mauritius*).
- The work being undertaken in Seychelles to restore Glacis vegetation under a UNDP-GEF Small Grants Programme (SGP) project (*Restoring Seychelles native biodiversity through the involvement of local communities: rehabilitation of glacis vegetation*).
- Management of invasive plants by communities living close to the Kartala forest, Grande Comores.

3.2.4. Result 4: Strategies

Strategies to strengthen national, regional and global policies and actions to better prevent and manage biological invasions on islands developed and agreed upon

Those interviewed were broadly in agreement with planned activities under Results 1-3 but most felt that Result 4 was over-ambitious. There are inconsistencies in the PD with regard to strategies, with the statement that a draft regional strategy for IAS prevention and management will be prepared under the project not reflected in the proposed project activities.

Extent to which the project has delivered the planned actions in the Result 4

Substantially	0	Partially	5	Not at all	5	Don't know	3

Stakeholders' responses were slightly less negative than those concerning Result 3 but were still a cause for concern.

Comments relating to project delivery per Result 4 activity are given below.

Activity 4.1: Promote and assist the development of national Invasive Species Strategies and Action Plans with reference to pilot sites and other information in the WIO and elsewhere – and contributing to regional groupings of strategies for island groups

☹ Most of those interviewed stated that the project has not yet made any visible contributions to national/regional strategies.

😐 Strategies have been developed in the region, notably in Seychelles, but the project has not influenced this process which has been completely separate.

Activity 4.2: Define and propose common WIO IAS indicators as well as criteria for monitoring and evaluation of IAS schemes and management systems

☺ The IUCN SSC Invasive Species Specialist Group (ISSG) has continued mainstreaming invasive alien species issues at the international level.

Activity 4.3: Convene an "experts" workshop of island invasion interest from a range of regions and island situations to review and agree on format, contents, sequence for the guidance manual

☺ There was a lot of momentum at the beginning of the project with meetings in the Pacific between GH and OT and those from ISSG and SPREP.

Activity 4.4: Finalise, translate, publish and disseminate the Global Guidance on the Prevention and Management of Biological Invasions on Islands

☺ The draft manual for prevention and management of biological invasions on islands (global guidance manual) was produced in English (in October 2013) and part was translated into French in March 2014.

☺ A manual of advice on pilot site initiation, description and management was prepared by the project team.

☹ The global guidance manual did not advance beyond the first draft stage.

☹ GH received no formal feedback on the draft manual following its circulation to the SC.

😐 Stakeholders consulted were mostly happy with the manual as a first draft but had the following reservations:

- The manual's objectives were not clear. Was it a decision-making tool? Was it a training manual?
- The draft resembled a book on invasives' management rather than a manual.
- The draft was very general and did not contain many examples to illustrate broad principles.
- The manual and pilot site operations were not clearly integrated so appeared to be separate actions.
- Most examples were from the Pacific and very few from the Indian Ocean.

Activity 4.5: Officially launch the Guidance Manual and publicise

😐 Not yet undertaken.

Relevant actions undertaken outside the project

The following action was cited in interviews:

The IUCN SSC Invasive Species Specialist Group (ISSG) has continued mainstreaming invasive alien species issues at the international level. Following the Agreement signed by IUCN and the ISSG with the Secretariat of the Convention on Biological Diversity (SCBD) in November 2011 to support implementation of Article 8(h) and Aichi Target 9 on Invasive Species, ISSG has continued to work closely with the SCBD, taking a lead on the Global Invasive Alien Species Information Partnership (GIASI Partnership). The ISSG also developed information documents related to 'classification and prioritizing of pathways of introduction of invasive species' for the 18th meeting of the Subsidiary Body on Scientific, Technical and Technological Advice (SBSTTA) and the twelfth CBD Conference of the Parties (CBD COP12). ISSG proposed the development of an IUCN Knowledge product, aimed at ranking invasive species by the magnitude of their impacts, which was adopted in a decision by CBD COP 12. ISSG continues leading the development of Invasive Species Indicators as part of the Biodiversity Indicators Partnership (BIP). Results of these indicators were major contributions to the GBO4 report. A review of invasive alien species impacts on migratory species was completed and used in the development of CMS COP Resolution 11.28 'Future CMS Activities Related to Invasive Alien Species' which was adopted at CMS COP 11 in late 2014

3.3. Obstacles to project implementation and suggested solutions

Obstacles listed in this section are those that are potentially under the control of the project. Obstacles that have predominantly originated in the wider environment are documented in Section 3.6. (Sustainability).

Numbers of obstacles that affected the implementation of project activities

Many	2	Some	9	None	0	Don't know	2

All interviewees (apart from the 2 'don't knows') stated that there were obstacles and although most stated that there were some obstacles several qualified this with statements to the effect even if the obstacles are not many in number they might be significant in their effects.

The obstacles cited together with suggested means to overcome them are given below.

3.3.1. Project management

Little evidence of adaptive management

Issue identified	Suggested Solutions
• The project budget was cut but the project design was not changed to reflect this.	• Reprioritise project activities, reduce the scope of some activities (especially the pilot site work) and maximise synergies with other initiatives.
• It appeared that the project design was finalised at the time the proposal was drafted and that there was little room for incorporating feedback and ideas from stakeholders the region.	• All major changes to the project must be communicated with, and agreed by the SC who must be on board if they are to effectively assist in project implementation. If this communication and consultation is not done then the project risks again fall into a rigidity trap.
• It was evident for a long time that the project plan needed to be adapted to the realities on the ground but it was unclear if this was ever done.	• A clear and simple adaptive planning, monitoring and evaluation system can be designed and implemented. • Look into the possibility of using consultancies to bring in the required expertise and enhance flexibility.
• The initial emphasis on pilot site selection was on new initiatives but starting initiatives from scratch is often time consuming, costly and complex.	• Given time and budget constraints it may not be possible to be over ambitious with the selection of pilot interventions. • Use pilot *interventions* (which may or may not be site-based) to add value to existing initiatives where this is compatible with project objectives.
• Plans at the national/island level were not developed and this has contributed to a lack of shared understanding of the project among national partners.	• Produce national plans in collaboration with relevant partners at the national/island level. • Develop a management structure at the national/island level.
• No clear, agreed and mutually understood system for budget allocation for pilot site work.	• Produce a budget and financial plan for pilot intervention work with relevant partners.
• Guidelines for pilot site selection and action plan criteria were produced but they were not finalised by a consultative process.	• Pilot site guidelines need to be agreed and finalised with those responsible for their implementation.
• The emphasis was on building upon good practice from the Pacific which was agreed to be very valuable. However, there is also a great deal of experience in the WIO region which can be incorporated into the manual and supporting materials but which to date has not been emphasised.	• Incorporate regional experience into the manual and supporting materials to complement the examples from elsewhere in the world. • Use a technical working group and a writeshop as a way of capturing WIO experience. • Certain aspects of WIO experience can be amplified and documented through pilot interventions.

Poor communication and lack of proactivity

Issue identified	Suggested Solutions
• The Project Manager lacked dynamism. For example, emails were often left unanswered, leads were not always followed up and challenges took a long time to be resolved.	• Recruit a dynamic, proactive PM who will chase people to increase the chances that commitments will be honoured, and will take responsibility for day to day coordination of project activities.
• The PM's ToRs were very broad and not focused sufficiently on the Invaz'iles Project.	• Ensure that 100% of the new PM's time is allocated to the project.
• The PM did not have a strong subject matter background.	• Recruit a PM with technical as well as project management skills and experience.
• Poor communication between national partners and PM.	• The PM needs to communicate proactively and responsively using all available media (country visits, emails, VoIP, phone, etc.) and through other intermediaries (e.g. EC Delegation and IOC) if necessary. • Simple written and graphic summaries of technical documents are required to improve the accessibility of communications. For example, abstracts, newsletters and headlines with hyperlinks to more detailed information.
• Lack of transparency, e.g. project progress was not clearly presented to the SC	• PM needs to regularly and honesty report on progress. Stakeholders need to understand the project budget. • Reporting needs to be clarified using standard templates to document what was done when, where and by whom, how these activities contribute to project objectives, whether things are on schedule or not and proposed actions to deal with any causes for concern.
• Project has not made the most of the resource people it has contracted. For example, the time of the IUCN Oceania Knowledge Management Officer (Shyama Pagad), who was contracted for 15 months, was not fully used and the IUCN Global Coordinator of the IUCN Global Invasive Species Initiative (GH) spent considerably less than the allocated 50% of his time working on the project. The PM was contracted to spend 20% of his time on assisting the IOC with tasks relating to invasive species but this never happened.	• PM to maintain regular communication with resource people based on their contracts and work plans with clear objectives, tasks and time allocations.

Issues at the IUCN level

Issue identified	Suggested Solutions
• The division of project management between three offices (IUCN HQ in Gland, IUCN ESARO in Nairobi and the projet office based in IOC Mauritius) was complicated; for example, it was very difficult to get cash out	• Move central management of the project to Gland. • However, it is important to appoint a PM based in Mauritius as the main project point of contact will

Issue identified	Suggested Solutions
from the financial unit in Nairobi.	need to frequently visit participating countries.
• Insufficient support for the project from within IUCN; e.g. the loss of staff who were working on invasives in IUCN Oceania.	• Make better use of the IUCN network that remains such as the ISSG, the Mascarene Island Plant Specialist Group, the IUCN French Committee (who are very committed to work on invasives), those working for IUCN in European Overseas Countries and Territories and IUCN staff in SIDS.
• Staff turnover. GH retired at the end of January 2015 and OT's contract as PM was not renewed after February 2015.	• A new Global Coordinator will be recruited but to maximise effectiveness it is important that the new PM has invasive species technical expertise. • Keep GH involved in the project in a consultancy capacity.

Issues relating to the Project Steering Committee

Issue identified	Suggested Solutions
• There was not a clear common understanding of the role of the SC. For example, SC ToRs with a description of its PM responsibilities was never produced. Some respondents considered the SC to be more like a technical discussion forum than a PM organ.	• Establish clear ToRs for the SC, clear meeting agendas with topics and objectives specified. • Review the membership of the SC so that more diverse perspectives are introduced.
• Lack of feedback from SC members.	• Circulate clear progress reports with easy to read summaries. • Hold SC meetings in French[6] insofar as possible.
• Project reporting to the SC lacked clarity for example on progress to date, status of the budget and proposed next steps.	• Circulate clear project status reports with details of actions taken, degree of progress, challenges and opportunities and suggested next steps • Provide easy to read summaries of project reports.
• SC meetings were too infrequent	• Make use of existing regional gatherings to hold SC meetings opportunistically. • Make use of the Internet to hold consultations with the SC insofar as practical in between face to face meetings.

Relationships between project management and the EC Delegation

Issue identified	Suggested Solutions
<u>Clash between different conceptions of the project:</u> • Project management conceived the project to be primarily global in nature with the manual being the major output.	• Move from an either/or to and/both mindset. The regional aspect can be emphasised through WIONIS and the pilot site operations. The results of these endeavours can be fed into the global

[6] Difficulties with language were expected to be an issue but the national stakeholders interviewed did not report language barriers.

Issue identified	Suggested Solutions
• The EC Delegation was primarily interested in the regional benefits of the project.	guidance manual. The added value of being an IUCN project in terms of the ISSG and other networks helps to give the project a global dimension but at the same time amplifies the visibility of actions undertaken on WIO islands including those that will have benefitted from this EC intervention. A clear win/win for the project at the global and regional levels could be the establishment of WIONIS as a regional hub of the ISSG. • Establish a Project Executive Committee to help ensure that the project remains on track, approve any major changes in plan, arbitrate any conflicts within the project and/or negotiate solutions between the project and any parties beyond the scope of the project. Its exact composition should be finalised by the SC but it should be a small group who can meet at short notice on an as needs basis either in person or, more likely, via phone of VoIP. It could be composed of the Project Manager, a representative from IOC, representative(s) of the participating islands and a representative of the EC Delegation.
• EC rules felt to be slow moving, cumbersome and restrictive.	• Improve communication between the EC Delegation and PM to ensure that there is a common understanding of project objectives and activities and to ensure that progress is maintained.

Synergies not maximised

Issue identified	Suggested Solutions
• Co-funding proposals were not produced and funding leads were not systematically followed up.	• Produce a co-financing plan with a list of potential funders and funding initiatives and ways in which the project can tap into them. • Due to the project's lack of deliverables to date it is unlikely that proposals produced in the near future will be successful. Therefore, effort in this direction should begin once the project establishes a track record, other than cases in which exceptional project development possibilities have been identified. • Undertake this work in collaboration with IUCN partners such as the ISSG and the French Committee of IUCN.
• Synergies with other projects explored but not maximised. For example, the plan for pilot site experience to be built on through the implementation of projects funded through the call for proposals scheme of the IOC Biodiversity Project could not be optimised be-	• The project needs to explore possible synergies with relevant regional and national projects.

Issue identified	Suggested Solutions
cause of the lack of progress in the Invaz'iles Project.	

3.3.2. Institutional/Political Issues

Issues that relate to the IOC

Issue identified	Suggested Solutions
• The IOC has procedures that can slow down project implementation.	• Invaz'iles is not an IOC project per se so there may be scope to establish more streamlined processes than would be possible for projects implemented by IOC. • Move the project from IOC.
• When dealing with government the IOC does not always go through the correct channel. e.g. in Mauritius communications were directly from IOC to NPCS (National Parks and Conservation Service) but they must go through the parent ministry (MoAIFS - Ministry of Agro-Industry and Food Security) first.	• Establish and document clear lines of communication in the project to improve the efficiency of stakeholder interactions.

Finding the right entities to work with at national level

Issue identified	Suggested Solutions
• The entity chosen may not always be the right organisation to work with at national level, e.g. they have the capacity but are overwhelmed with projects or invasives is not their core mandate.	• Go beyond IUCN member organisations when looking for national partners. • Work with entities for which invasives is a core issue.

3.4. Project cost-effectiveness

Degree to which the project been cost-effective in terms of achievement of intended results

Highly	1	Partially	3	Not at all	2	Don't know	7

The large number of 'don't knows' reflects the fact that interviewees were not very well informed about how the project had proceeded.

There was a contrast in verbal responses between the general agreement that the project is designed to maximise the potential for cost-effectiveness and the reality that project implementation to date has not been cost-effective because of its slow progress to date. Individual actions that have been cost-effective were cited such as the funding for of four participants in l'école thématique" and the work undertaken for the project through the ISSG.

Comments reflected the fact that the project's outputs have not been visible in the region to date.

The following comment that indicated substantial progress was made from somebody who is closely associated with the project management: "The project is cost-effective in the sense that the action builds upon the activities and experience of the regional invasive species partnerships- the Pacific Invasives Partnership (PIP) including the Pacific Invasives Initiative (PII) and Pacific Invasives Learning Network (PILN); Global Islands Partnership (GLISPA); IUCN Oceania and others in the S-W Pacific as well as the information collected and made available by the ISSG and SPREP. This is especially true for cluster 1 and 2 – knowledge and partnerships – respectively for which significant amount of work have been delivered and implemented satisfactorily."

This contrasts with the comment from a national stakeholder that “the project is not cost-effective because nothing has been done.”

Measures proposed to increase project cost-effectiveness are outlined below.

3.4.1. Suggested measures to increase cost-effectiveness

The few suggestions on measures to increase are given below.

- Hire, as soon as possible, a new project manager on site in Mauritius with both relevant technical, managerial and networking skills; based in Mauritius and with a 100% time allocation to the management of the project and clarify the PM’s ToRs accordingly.
- Recruit a new Global Coordinator for the IUCN Global Invasive Species Initiative.
- Recruit a dynamic, proactive PM with both project management and networking experience and technical expertise in invasive species
- Streamline management within IUCN by centralising overall management to IUCN HQ.
- The IUCN SOS grant mechanism could be used as the vehicle to identify and fund the pilot site projects. SOS could issue a call for proposals meeting the required criteria and then select/fund/manage the best projects.

The following suggestion does not increase the cost-effectiveness of the project per se but can help to demonstrate the cost-effectiveness of IAS prevention and management:

- Undertake cost-benefit analysis (CBA) of pilot interventions showing the benefits to cost of IAS control. The results will be able to cost-effectively demonstrates the benefits and advantages of mitigation programme on the long terms with various scenarios to policy and decision-makers.

3.5. Project impacts

As stated in the Methodology Section (Section 2), it became clear from the initial interviews that the project was not at the stage where significant impacts or even outcomes towards impacts were being shown. It was, therefore, decided not to continue to ask the interviewees to give examples of project impacts as this ended up distracting them from the focus of the assignment in terms of understanding stakeholder perceptions about project delivery and their concrete suggestions for the way forward.

However, it should never be forgotten that project activities are ultimately undertaken to contribute to impact in terms of positive changes in quality of life and in the state of the environment so the project’s M&E system should look at ways of measuring the project’s contribution to outcomes and ultimately impact.

3.6. Sustainability

3.6.1. Sustainability at the national level

Degree to which the existing policy and institutional environment contributes to the longer term sustainability of the project's benefits at the national level

Comores

High	0	Medium	1	Low	1	Don't know	0

Mauritius

High	1	Medium	4	Low	1	Don't know	

Mayotte

High		Medium	1	Low		Don't know	

Seychelles

High	3	Medium		Low	1	Don't know	

TAAFs

High	1	Medium		Low		Don't know	

Although one has to be cautious in concluding anything from such a small data set, it seems that only in Seychelles and TAFF did stakeholders feel that the existing policy and institutional environment contributes substantially to sustainable benefits at the country/territory level. Comores was at the opposite end of the scale, while the response from Mauritius was mixed. However, even the Seychelles response was not unanimous as one respondent felt the enabling environment was unsupportive. The 'low' responses from Seychelles and Mauritius relate to a perceived dissonance between the stated policies and plans and their implementation.

Supportive factors in the project's enabling environment at the national level

Comores

Supportive factor	Relevance to the project
• There is some level of awareness about invasive species at the level of the scientific community in Comores.	• There are stakeholders keen to support the project, e.g. from CNDRS and the University of Comores.
• Farmers understand the problem of biological invasions at least insofar as it affects their land, for example farmers on all three islands refer to *Clidemia hirta* as a "plant that steals my land."	• Those working on the land could potentially be mobilised to participate in pilot site interventions.
• The UNDP-GEF protected area project. Those managing the project are aware of the issue of invasives which is incorporated in the project.	• The Invaz'iles Project could play a strategic role in helping to ensure that invasives are effectively incorporated in the PA Project.
• Civil society organisations are very active in Comores.	• Community driven actions are common in Comores and can be used in pilot site operations. • There are a number of very active NGOs in Comores who can support the work on the ground.
• Good relationships between CNDRS, the University of Comores and the GIS Unit housed in the Ministry of	• These relationships will facilitate the implementation of pilot site actions in Comores.

Supportive factor	Relevance to the project
Environment.	

Mauritius/Rodrigues

Supportive factor	Relevance to the project
• A stable government that can support the project.	Raise awareness among decision-makers by: • Developing a briefing package/information module to sensitise decision-makers on the magnitude of the IAS issue and the benefits of systematic IAS prevention and management. • Distilling an "elevator pitch for invasives" from this briefing. • Organising a regional workshop for decision-makers to deliver this information module. • Engaging political advocates for biodiversity as champions of IAS prevention and management and of the project. Didier Dogley of Seychelles the recently appointed Seychelles Minister of Environment and Ameenah Gurib-Fakim the newly appointed President of Mauritius could potentially fulfil this role. • Maximising the involvement of central government by engaging them through the IOC and the EC Delegation. • Following the example of South Africa, establish a financial case of ongoing management though pilot interventions to establish the economic costs of biological invasions and the benefits of management that can reframe IAS management as an "investment in ecological infrastructure/resilience."
• Support from some private sector landowners and businesses such as the Francois Leguat Tortoise Park in Rodrigues and private landowners who are restoring forest plots under the UNDP-GEF Mauritius PAN Project.	• These private sector champions can support the project's objectives including pilot interventions.
• The branding of Rodrigues as an ecological island. This includes objectives to manage invasive plants and replant with natives and some useful non-invasive exotics to create community forests.	• The Invaz'iles Project can assist the RRA (Rodrigues Regional Assembly) in communicating its message about management of invasives being essential to an "Ecological Island."
• Rodrigues application to become a Biosphere Reserve under UNESCO's Man and the Biosphere Programme (MAB).	• The responsible use of biological control can reduce need to the use of herbicides for invasive plant management. The use of herbicides always raises environmental and health concerns.

Supportive factor	Relevance to the project
• Those working in the agricultural sector in Mauritius are familiar with the use of biocontrol as a vital pest management tool. Institutions such as the Mauritius Sugar Industry Research Institute (MSIRI) and the Department of Agriculture have considerable expertise in this area.	• Synergies with the agricultural sector can be explored so that relevant expertise is utilised and to ensure that invasives are managed as a cross-sectoral issue.
• The UNDP-GEF PAN expansion project.	• Links should be explored with this national initiative.
• The NIASS although it has not been costed nor implemented.	• Analyse the current status of NIASS under Result 4.
• A range of relevant IAS prevention and management efforts have been undertaken for species recovery and ecosystem restoration in Mauritius (including offshore islets and Rodrigues).	• These good practices can be highlighted in the global guidance manual and supporting materials.

Seychelles

Supportive factor	Suggested project responses
• A stable government that can support the project.	• Maximise involvement of central government by engaging them through IOC and the EC Delegation. • Raise awareness among decision-makers.
• Following the UNDP-GEF Biosecurity Project, Seychelles has passed the Biosecurity Act and has adopted supporting regulations and actions aimed at facilitating a pathways approach to the prevention and management of all invasive species affecting all sectors.	• The Seychelles Biosecurity Act and associated actions such as the formation of a Biosecurity Committee can be used as a model for the region. However, it is important to highlight challenges as well as successes. • Analyse the strengths and challenges of the Seychelles biosecurity process under Result 4. • The work undertaken in Seychelles, as well as good practice from elsewhere in the region, could be brought to the attention of others in the region as a pilot regional “roadshow” or “leadership tour.”
• Support from some private sector operators particularly in the hotel sector.	• These private sector champions can support the project’s objectives including pilot interventions.
• A range of relevant IAS prevention and management efforts have been undertaken for species recovery and ecosystem restoration in Seychelles.	• These good practices can be highlighted in the global guidance manual and supporting materials.

Unsupportive factors in the project’s national enabling environment and suggested solutions

Comores

Issue identified	Suggested Solutions

Issue identified	Suggested Solutions
• Awareness levels are low among the general public. For example pest and disease issues in coconuts were resolved through biological control but very few people are aware of this. • No biosecurity actions are taken at the national entry points. • Invasives are not being addressed in the latest NBSAP revision despite Aichi Target 9 and proposals made by some scientists in Comores.	• Emphasise the awareness raising and capacity building aspects of project activities. • Customise existing resources, from the region and from elsewhere, for capacity building and awareness raising activities. • Maximise synergies with other relevant projects.
• Capacity is limited to a few individuals, for example some based in CNDRS, the University of Comores and in some civil society organisations. • There is limited taxonomic capacity in Comores.	• Emphasise awareness raising and capacity building of project activities. • Work closely with those few who have some capacity in this area. • Work closely with the national herbarium which is being supported by a herbarium network being funded by FEDER.
• Land management in Comores is a “free for all” which militates against long term commitments like invasive species management.	• Gaps such as this can be identified under Project Result 4 although the project will not be able to directly assist in land reform.
• Government lacks the organisation, capacity or the financial means to be of much support to the achievement of project objectives.	• The project needs to engage those in the government to ensure they facilitate action on the ground. • IOC and the EC delegation can help facilitate good relationships with central government. • The project will work directly with those from civil society who are the main drivers of actions at the ground level in Comores.
• There is no legislation on issues relating to biological invasions in Comores.	• Gaps in legislation can be identified under Project Result 4 although the project will not be able to directly assist in the development of legislation.

Mauritius/Rodrigues

Issue identified	Suggested Solutions
• In Mauritius terrestrial biodiversity is under MAIFS but coordination with Ministry of Environment (MoE) is lacking.	• It is beyond the project’s scope to directly address this issue but keeping MoE informed can help to some extent. • The project could help revive Mauritius’s IAS Committee of which MoE is a member.
• Lack of capacity to implement the vision of Rodrigues as an ecological island.	• Integrate awareness raising and capacity building actions into the pilot site work. • Work closely with those who have some capacity in this area.
• Rodrigues is autonomous but this is not independence so everything has to go back to central government.	• PM needs to ensure that contact is maintained with Central Government as well as with the RRA.

Issue identified	Suggested Solutions
Therefore, the choice of pilot sites has to be approved by Central Government.	
• Non-implementation of the NIASS	• Raise awareness on invasives among decision-makers.
• Lack of awareness at the decision-maker level.	• Raise awareness on invasives among decision-makers.

Mayotte

Issue identified	Suggested Solutions
• Mayotte has changed its status from an overseas territory to a Department of France so is no longer eligible for funding under the Invaz'iles project.	• Work in Mayotte can be financed by other funds. Mayotte can still work in close collaboration with the project through WIONIS.

Seychelles

Issue identified	Suggested Solutions
• Under the new biosecurity legislation overall responsibility has been vested in the Department of Agriculture but they lack expertise in terms of biodiversity. • The Seychelles National Parks Authority (SNPA) is under capacity and does not have the time to do any more than it is already doing.	• Those working in biodiversity need to engage the people in the agricultural sector. This project has the potential to help in this respect. • Government focal points need to work more closely with civil society partners to implement project operations.
• Biosecurity legislation is not yet being fully implemented. The principles are well understood but things like manuals are not yet produced, the incinerator is not yet operational and x-ray machines at the airport are not yet optimally located.	• Raising awareness among decision-makers about invasives prevention and management as an investment may help raise support for the implementation of biosecurity operations. • The manual and associated capacity building may help to identify and close gaps.

3.6.2. Sustainability at the regional level

Degree to which the existing policy and institutional environment contributes to the longer term sustainability of the project's benefits at the regional level

High	2	Medium	6	Low	1	Don't know	4

The mixed response reflected the large variety of both supportive and unsupportive factors in the regional enabling environment cited by respondents.

Supportive factors in the project's regional/global enabling environment

Supportive factor	Suggested project responses
<u>Relevant regional projects:</u> • The IOC Biodiversity project in which invasives is a major theme. The original idea was that IUCN would	Exploit opportunities for synergies with the following projects among others:

Supportive factor	Suggested project responses
pilot approaches and that the Biodiversity Project could build on some of the good practice examples highlighted by the IUCN Project (either in the pilot site work or in the manual). Obviously this cannot happen now but opportunities for synergy remain. • The PRPV Programme: following the previous phases (from 2003-2008 and 2009-2014) the next cycle is about to begin. There are many species that are both agricultural and environmental pests as well as common invasion pathways and management approaches. • FFEM projet de gestion durable des zones côtieres dans la zone COI –GDZCO • IOC Renewable Energy Programme • IUCN BIOPAMA (Biodiversity and Protected Areas Management) Programme which aims to enhance existing institutions and networks by making the best available science and knowledge available for building capacity to improve policies and better decision-making on biodiversity conservation, protected areas management and access and benefit sharing. • A FEDER-funded project which is establishing a regional network including assisting the establishment of a national herbarium in Comores.	• IOC Biodiversity Project. • FFEM COI –GDZCO projet. • IOC Renewable Energy Programme. • PRPV Programme. • IUCN BIOPAMA Programme. • FEDER Herbarium Network Project
Experience in the region: • Many activities have been carried out in the region to date. These activities relate to the following areas among others: vertebrate eradications from islets, successful biological control programmes and ecosystem restoration programmes. • Seychelles biosecurity legislation could be used as a model in the region.	• Ensure that regional good practice and lessons learned, as well as those from elsewhere in the world, are captured in the manual and feed into pilot site practices. • Project can analyse the relevance of the Seychelles legislation to the region under Result 4.
Informal regional networks: • There is an active informal network of individuals based in the region who have worked together or met at various forums including some meetings that have been facilitated under the Invaz'iles Project.	• Project activities that encourage informal networking can be strengthened, for example by involving practitioners who have not had many opportunities to travel outside their islands and to involve those from beyond the biodiversity sector (going beyond the "usual suspects") while still involving those with greater experience and knowledge who can contribute to the global guidance manual.
Experience worldwide: • Although small islands do have their specificities, there are still experiences and expertise available from larger countries that can provide valuable inputs into IAS prevention and management in SIDS. For example biological control agents developed against species in	• The project should engage with experts working anywhere in the world where it this can help the project achieve its objectives and when there is no comparable expertise available in the region.

Supportive factor	Suggested project responses
other countries (e.g. South Africa and Australia) have potential for use in WIO Islands and biosecurity schemes developed elsewhere (e.g. in New Zealand and Australia) can be adapted to regional specificities as has been done in Seychelles.	
<u>Invasives as a cross-sectoral issue:</u> • Invasive species do not respect institutional and sectoral boundaries. This can be an enabling factor in the sense that they concern everybody and a non-enabling factor because each sector may consider them to be the responsibility of another sector. • The project has (rightly) focused on invasives from a biodiversity perspective but many species affect biodiversity and other sectors as well, notably agriculture. In addition the pathways of introduction are very often similar for environmental and other pests as are the management solutions. A large number of the successful invasive species case studies are from the agriculture, forestry and health sectors because these are prioritised more highly than conservation by most governments.	• Maintain the biodiversity focus of the project but involve those from other relevant sectors, particularly agriculture, in project activities. There is a massive potential benefit in involving established organisations in the region that work primarily on agriculture such as CIRAD and MSIRI. • Obtain financial estimates of the costs of biological invasions and the benefits of management as a tool to persuade decision-makers of the economic value of systematic IAS management. • Produce and deliver a briefing package/information module for decision-makers on the magnitude of the IAS issue and the benefits of systematic IAS management.
<u>Political support</u> • Didier Dogley, who is very supportive of the project, has recently been appointed Minister of Environment in Seychelles. • Ameenah Gurib-Fakim, who was recently appointed President of Mauritius, is a member of the IUCN Mascarene Island Plant Specialist Group. • The project's location within the IOC and support from the EC Delegation gives it access to ministries in the participating countries.	• Engage political supporters as champions. These individuals can access decision-makers in ways that may not be open to most of those with a technical background. • Maximise access to decision-makers through the project's connections with the IOC and through the EC delegation. • Develop a briefing for decision-makers that can serve as the project's "elevator pitch."
<u>Regional organisations:</u> • The IOC was mentioned as both an enabling and non-enabling factor at the regional level. As a body that is established through national governments in the region it enjoys high level political support which in theory at least should be an asset.	• The project needs to maximise the potential of its association with IOC such as exploiting synergies with IOC projects and seeking support at the political levels through which IOC operates.
<u>Global conventions and multilateral environmental agreements:</u> • Some global agreements have provisions that can assist IAS management in WIO Islands but they are often difficult to understand and apply. • Those working on the Biosecurity Project in Seychelles have been interacting a lot with the WTO to ensure that the biosecurity measures enacted are not inter-	• ISSG is currently collecting information on legislation relevant legislation globally. This can be developed into a toolkit, written in common language that can assist WIO Islands. Experts from the Seychelles can assist in this endeavour. • IOC can push the move to include the IAS recommendation under the Nairobi Convention.

Supportive factor	Suggested project responses
preted as a constraint to trade. • At the regional level there is a move towards a recommendation on IAS under the Nairobi Convention.	
Collaboration with Réunion and TAFF: • Many relevant initiatives are based in Réunion and the project to date has collaborated closely with several of these. • Catherine Julliot (Chargée de Mission Espèces Exotiques et Envahissantes DEAL - la Direction de l'Environnement, de l'Aménagement et du Logement) is being supplied to La Réunion through funds from FEDER (Fonds européen de développement regional) which is an asset for the project. • Collaboration with TAFF was highlighted in the project document but it has yet to materialise. Several of these islands are tropical and share invasive species with other WIO Islands. There are obstacles at the political level but they ought not to prevent scientific collaboration.	• Continue to collaborate with initiatives based in Réunion for example the work of CIRAD, CBNM (Conservatoire Botanique National de Mascarin), the University of Réunion and GIER. • Organise joint activities where there are opportunities for synergies and cost-sharing. • Initiate collaboration with scientists working on invasive species in TAFF. • Initiate collaboration with IUCN work being undertaken in TAFF under the BEST initiative - 'Biodiversity and Ecosystem Services in EU Outermost Regions and Overseas Countries and Territories'.

Unsupportive factors in the project's enabling environment at the regional/global level and suggested solutions

Issue identified	Suggested Solutions
Different capacity levels between islands: • The islands in the WOI have different levels of capacity which makes it difficult to make regional projects work.	• There is a need to adapt the project to the priorities and capacity levels of each country. • More capacity development is needed for the islands that are further behind. • Those islands that are more advanced could disseminate the results of their IAS work regionally as part of a regional "leadership tour."
Comores sometimes misses out on relevant regional activities: • Some relevant regional activities are organised for the Mascarene Islands only so Comores, whose capacity needs are greatest, ends up missing out.	• PM needs to keep a close eye on activities of this kind and do what it can to facilitate the participation of those from Comores.
Different policies and legislation in the different islands: • Countries of the IOR are at different policy level and there is a need for policy harmonisation. Seychelles are ahead at many levels including their recent biosecurity plan in place. La Réunion is upgrading their European Union "prefet" on IAS on biosecurity. Mauritius needs more implementation of their NIASS. Comoros needs to include IAS related provisions in their legislation.	• Identify the gaps and inconsistencies as part of Project Result 4 (Strategies). • Perhaps an "IOR convention on IAS" particularly focusing on Biosecurity could be recommended under Result 4. • Examine what can be done in Réunion at the Departmental level as a joint activity with partners from Réunion (using their own funding).

Issue identified	Suggested Solutions
<u>Changing priorities over space, time and among stakeholder groups leading to conflicts of interest:</u> The priority given to invasives is highly context specific. For example: • Invasives are more prioritised in Seychelles islands managed for conservation than on the mainland. • *Acacia nilotica* was considered to be a useful plant when it was introduced to Rodrigues several decades ago because the islanders faced an acute shortage of fuel wood and fodder at that time. Since then there has been a switch from wood to gas and the species is taking over valuable land. • Farmers in Comores value fast growing agroforestry trees such as *Gliricidia sepium* despite their invasive tendencies.	• Acknowledge the potential conflicts of interest by adopting a highly inclusive definition of an invasive species such as: • *Invasive species are species that move beyond their intended location and cause a negative impact according to:* o *Some people, but not necessarily everyone* o *Somewhere, but no necessarily everywhere* o *And at some point in time, but not necessarily always* • *An invasive species can also be useful (have positive impacts) and the positive impacts may outweigh the negative* • Seek to involve those from beyond the biodiversity conservation sector in the project.
<u>Institutions and projects that encourage species introductions without risk assessments</u>: • This is commonplace for those working in the botanical gardens sector, on bioenergy and in landscaping, erosion control and agroforestry. For example the Seychelles Botanical Gardens Foundation (responsible for the Botanical Garden and the Biodiversity Centre) have recently brought in many plants from Thailand for a medicinal plant garden; there is a lot of momentum behind schemes to widely propagate *Arundo donax* (a highly invasive species in many parts of the world) in Mauritius for bioenergy; and potentially invasive plant species are being widely encouraged for agroforestry in Comores.	• Incorporate/link to codes of conduct for species introductions in various sectors as part of the global guidance manual. • Engage those involved in sectors beyond biodiversity conservation in the project. • Engage high level decision-makers.
<u>Absence of a regional IAS strategy</u>: • A regional strategy with backing from the WIO island governments will help coordinate activity in the region and provide impetus for relevant national activities.	• The project cannot lead the formulation of a regional strategy as this would inevitably divert resources from other activities. However, under Result 4 the project can review relevant regional strategies and suggest ways in which they can be adapted for WIO Islands.
<u>No regional IAS technical coordination:</u> • The WIO islands do not have the equivalent of SPREP (Secretariat of the Pacific Regional Environment Programme) which, along with SPC (Secretariat of the Pacific Community), at the request of and with the collaboration of its member countries, provides a framework for national and regional efforts to manage invasive species. Some people think that the IOC can do this but the IOC does it does not have the funds, the	• Identify the gaps and inconsistencies as part of Project Result 4 (Strategies). • Under Result 4, investigate the potential for existing regional organisations taking on an expanded regional invasive species mandate. There is an opportunity for taking this work further as part of the IOC Biodiversity Project's work on creating or enhancing thematic centres for the exchange of information, experiences and best practices in the sustainable use of the biodiversity ("Centres of Ex-

Issue identified	Suggested Solutions
mandate or the in-house expertise.	cellence").
<u>Decline in global support for IAS-related work:</u> • The Nature Conservancy's Global Invasive Species Team was disbanded in 2009. • GISP (Global Invasive Species Programme) was closed in 2011. • IUCN has lost a great deal of their invasives' expertise. • WWF do not work on IAS as they do not want to be seen as killers. • Of the major international NGOs that were involved in the GISP partnership, only CABI (Centre for Agriculture and Biosciences International) has maintained its full committed to work on invasives.	• Work in closer collaboration with the IUCN Invasive Specialist Group – a very active network under the IUCN Species Survival Commission. • Work in closer collaboration with groups who have become involved in invasives through agriculture such as CIRAD and CABI.
<u>Dependence on project funding to undertake actions in all participating islands:</u> This is exemplified by: • The inability of the Seychelles to respond effectively to the incursion of the newly introduced caterpillar (*Euproctis* sp.) despite its legal instruments. • The dependence of the NPCS (Mauritius) on GEF funding for its restoration work. • A dependence on NGOs at the island level with their constant need to raise money to continue. • The reliance on outside funding for any significant invasive species-related work in Comores. • The view among many decision-makers in the region that projects related to invasives and biodiversity should always be funded from external sources.	• Establish a persuasive financial case for an ongoing core budget from national governments for work on invasives by reframing expenditure on invasives as an "investment in ecological infrastructure/resilience." The case of South Africa can be used as an example. • Establish a financial case of ongoing management though pilot interventions. • Raise awareness on invasives among decision-makers such as those in finance ministries that are in charge of national budgeting. • Formulate a clear exit strategy for the project in its final year.
<u>Poor relationships between government entities and some NGOs in project countries:</u> • Some NGOs are not well regarded by government partners although they can contribute enormously on the ground. Others, who may or may not be working on the issue of invasives, are seen as more acceptable.	• NGOs need to be selected according to their ability to do the job. If this is not done, the work is unlikely to be carried out efficiently and effectively. • IOC and EC can help facilitate working relationships between government and NGOs. • PM to keep all parties informed about project progress.
<u>Barriers to implementation of legislation:</u> • It is difficult to adequately enforce legislation. For example cruise ships and yachts sailing from Madagascar bring fruits and vegetables into Seychelles and powerful individuals can circumvent the biosecurity legislation. • WTO can act as a barrier to implementation of biose-	• Barriers to implementation of legislation to be identified under Result 4. • Engage high level decision-makers.

Issue identified	Suggested Solutions
curity legislation if goods from one country are allowed in without being subject to strict conditions. This can create a precedent which other countries can cite and exploit.	
<u>Staff turnover at senior governmental levels in project countries:</u> • In all countries there is a regular turnover of key individuals at senior levels in government. Generally the new person will have to learn about a topic such as invasive species and decision-making is slowed down while this individual is learning; a process which may take years if it happens at all.	• Engage high level decision-makers.

4. Conclusions and Lessons Learned

In its first three and a half years the Invaz'iles Project has clearly and substantially under-performed and under-delivered both at the global and the site-specific levels. The project was, and still is, felt to be highly relevant to islands in the WIO and beyond and this strong felt need was probably one of the main reasons why the project began so promisingly. However, momentum was not sustained for a variety of reasons, most of which boil down to issues that relate to communication. If communication is systematically improved among the project management team, between the donor and the project management team and between the project management team and project partners at all levels then momentum can be rebuilt. The project cannot make up for lost time as it is currently scheduled. Things have slipped too far and for too long and the project is now about two years behind schedule. It is my firm conclusion that the project can contribute substantially to its stated objectives if the recommendations of this review are followed and a no-cost extension is granted.

As stated above, the project was felt to be highly relevant to national, regional and global priorities by many of the stakeholders consulted. And those that did not think that the project was relevant to the *stated* priorities of their countries strongly felt that it *should be* highly relevant. Those who knew the project design best also felt that it was well aligned with regional and global priorities.

However, it was clear that most respondents had very little detailed knowledge about the project design or the extent to which the project had delivered the planned actions. This reflects the intermittent level of engagement with partners throughout the project. It appears that project management had a very clear notion of project objectives and a strong sense of how these objectives ought to be obtained. Unfortunately these ideas did not necessarily correspond with those of the major stakeholders in the WIO Islands or with the donor. In such instances it is important for parties to negotiate a way forward through a participatory inception process. It appeared that this process was never implemented in the Invaz'iles Project. This might explain why momentum was strong initially but faded after the first year of the project.

The heart of the disconnect between the different project actors appeared to be the division between those that saw Invaz'iles as a global project with a regional component and those that saw it as a regional project with a global component. The fact is that the project can be both regional and global and both perspectives can gain from one another.

Even substantive project achievements such as the production of the draft global guidance manual, island species lists and the establishment of WIONIS did not appear to register as important project outputs among the regional stakeholders consulted. It appeared that, despite some efforts, project achievements were either not being marketed sufficiently

or that these achievements were effectively negated in the minds of some key stakeholders by failures to progress in key areas.

The outstanding failure of the project to date has been the inability to progress on pilot site interventions. From the perspective of the participating islands the pilot sites are seen as the public face of the project although in terms of relative budget allocation they are clearly not the project's most important component. However, they are of great strategic value for the project and offer the potential for catalytic actions if the obstacles that relate to effective collaboration can be overcome.

It was not clear whether the interconnections among the project's activities had been explored in detail. For example the review of the draft global guidance manual and the pilot site management guidelines provided excellent capacity building and awareness raising opportunities for WIO Island stakeholders. If these resources were used as a basis for training and capacity building the stakeholder feedback required may have been obtained as a "by-product" of other (linked) activities. Making the process of developing the manual as participatory as possible is likely to maximise feedback and could help attract inputs form the region which ought to enhance ownership.

The management structure in IUCN was complicated and delays in decision-making may have been party due to the need for the PM, based in Mauritius and not a technical expert, to consult with the Global Coordinator of the IUCN Global Invasive Species Initiative on issues with a substantive technical dimension. It is essential that the PM has technical expertise given the fact that the participating countries require a lot of technical support and the need for additional consultation not only delays the provision of feedback but also reduces its quality. Responsive and autonomous management support to project partners is essential.

But any PM, no matter how autonomous, will need help when facing obstacles to implementation and it appears that the PM was not sufficiently proactive when it came to dealing with the obstacles that arose in this project. Project reports never conveyed the sense that things were not progressing well and after the first year things drifted along slowly when urgent attention was needed from all concerned. Obstacles will always arise, but clear progress reporting and regular contact between those responsible for project delivery and those responsible for project oversight can help to ensure that these obstacles are faced and that adaptive management measures are negotiated to address them.

Although the questions relating to outcomes and impacts were removed early in the review process as it was nevertheless clear that the project had achieved very little at the level of outcomes, which certainly should not be the case at this stage of implementation. However, even if things had been running smoothly it would probably have been premature to look for impacts at this stage in a project of this nature.

Those who knew the project design best felt it had a strong potential to be cost-effective. However, despite this potential for cost-effectiveness it was clear that project to date has not actually been cost-effective. It appeared that opportunities for synergies with other regional and national projects, within IUCN, with other institutions (including the IOC), with Réunion, TAFF and Madagascar, with experts from beyond the WIO Islands and with other sectors such as agriculture had not been pursued with sufficient energy and IUCN's global network had been less than fully engaged in this effort. These synergies also have a great bearing on sustainability and the more and better the synergies created the more likely it will be that the project can contribute to sustainable outcomes and ultimately impacts.

One dimension of sustainability is the enabling environment at the national and regional level. Actions like the Seychelles Biosecurity Act and associate activities, species recovery and ecosystem restoration programmes, and initiatives pioneered in the agricultural sector hold promise for sustainability; while issues such as the lack of regional bodies such as SPREP or SPC who provide a framework for national and regional efforts to manage invasive species for SW Pacific Islands, poor implementation of existing legislation and lack of awareness among decision-makers militate against sustainability.

Another dimension of sustainability is the actions that the project can take to address influence issues in the enabling environment. A project cannot do everything so it is important not to overreach. This project, for instance, does not have

the resources to directly facilitate a regional invasive species strategy for the WIO Islands. However, the project can, alone but primarily with the support of others, provide important inputs relating to knowledge, capacity, management and strategies that can contribute to the project's overall objective to reduce the spread and impact of biological invasions upon people and biodiversity of islands.

The following section builds upon these overall conclusions and lessons learned in terms of recommended actions that the can take be taken for the remainder of the project to help it contribute to its overall and specific objectives.

5. Recommendations

The recommendations made in this report, based on evidence from the project outputs, stakeholder consultations and expert interpretations should not be considered to be binding but rather "recommended points for discussion" – important inputs into the decision-making process along with entirely legitimate political, legal, public-perception, financial, programmatic, and ethical considerations, some of which will be confidential or highly sensitive or both. As an evaluator I do not and correctly should not, have access to all of this information. Each one of these factors alone, and especially when combined, will be at least as important as the evaluation's findings and conclusions when the primary intended users make decisions about what to do and not do. Said another way, if I did my job right, the EC Delegation, IUCN and national partners will have been provided with solid evidence and expert interpretations that can be combined with everything else that needs to be considered to make the best judgments.

The recommendations outlined below are based on the findings of the review and an understanding of the context and realities within which the project is operating. Recommendations for each activity under the 4 Project Results as outlined in the project description are given in Sections 5.1–5.4.

Recommendations to address obstacles to project implementation and maximise cost-effectiveness, impact and sustainability are given in Section 5.5.

5.1. Result 1: Knowledge

Recommendations for Result 1 relate to:

- Maximising the value of outputs produced by the project and its partners which to date are not well known to WIO Island stakeholders;
- Improving upon these outputs and building ownership of the project and its outputs through a participatory process;
- Developing and implementing a systematic process for establishing an evidence base for management effectiveness; and
- Developing and implementing a capacity building process that is based on peer-peer learning through formal courses and exchange visits.

Activity 1.1: Identify and synthesise information and experiences in the South Western Pacific Islands and other relevant islands areas

- Convene a writeshop with technical experts (a "Technical Working Group") from the region and from elsewhere to critique technical outputs produced to date by the project as well as relevant non-project outputs and to propose concrete actions for improvement/consolidation including the production of additional documentation where necessary. The outputs will include the following:
    - Draft global guidance manual (project output).
    - IAS checklists (produced under the project and from other sources).
    - Factsheets with details of control methods (produced through GIER).
    - Case studies from WIO islands and elsewhere (produced under the project and from other sources).
    - A briefing package on IAS for decision-makers (to be produced by the project).

- Guidance on international instruments of relevance to IAS (initiated under GRIS - Global Register of Invasive Species).
- A review of national and regional projects that directly or indirectly have implications for invasive species prevention and management.

- Contract an editor(s)/facilitator(s) to capture and consolidate the information provided.
- Contract a drafting team to assist with inputs from each island.

Activity 1.2: Define indicators and protocols for data collection for use in programme assessments

- Define activity and result indicators when formulating pilot intervention plans (carried out in conjunction with Activity 4.2).

Activity 1.3: Assess and document the economic costs and benefits of prevention, eradication, containment, and management of invasions in pilot sites as well as the costs of NO ACTION

- Investigate the feasibility of undertaking an economic assessment of invasive plant impact in Rodrigues along with CIRAD.
- Investigate the feasibility of undertaking an economic assessment of key actions undertaken in Seychelles as a pilot intervention.
- Undertake the above actions if they are deemed to be feasible and in line with project objectives.

Activity 1.4: Conduct qualitative assessments of the effectiveness of institutional arrangements, policies and regulations pertaining to invasions prevention and management

- Produce baseline summaries of institutional arrangements and policies relating to invasive species protection in each focal country/island based on those produced for islands in the Pacific and the Caribbean (carried out in conjunction with Activity 4.1).

Activity 1.5: Identify, document and disseminate lessons and experiences from pilot sites

- Produce a results template when formulating pilot site management plans.
- Populate this template with the data from activity and results monitoring when implementing pilot interventions.

Activity 1.6: Utilize knowledge gained to develop training schedules for technical staff and other stakeholders – and apply to build capacity

- Develop a capacity building plan for each island in conjunction with identified training providers and national stakeholders such as CIRAD, GIER, University of Réunion, University of Comores, University of Mauritius and Durrell Conservation Academy and experts from the Pacific Invasives Learning Network (PILN) that involves formal instruction and exchange visits.
- Customise existing capacity building resources for use in specific situations which will vary between islands and stakeholder group. Existing resources that can be customised include the PII's Invasive Plant Management Training Course and accompanying Resource Kit for Invasive Plant Management and GISP's invasive species training modules.
- Use formal instruction and exchange visits to build capacity in target islands. Priority should be given to going beyond the "usual suspects", for example by involving those practitioners who have the potential to benefit from the experience of others in the region but have not had many opportunities to travel outside their islands (many of the practitioners in Comores and Rodrigues fall into this category) and to bring in those from beyond the biodiversity sector, while still involving those with greater experience and knowledge who can contribute to the global guidance manual and related project outputs and can act as resource people.
- Organise a regional workshop to sensitise decision-makers on the financial case for invasive species prevention and management as "investment in ecological infrastructure/resilience."

Activity 1.7: Share knowledge and experiences through networks, electronic media (websites and emails) and at relevant forums and other meetings

- Shyama Pagad and Catherine Julliot to support the new project manager in knowledge dissemination.

- PM to work in close collaboration with GIER and ISSG to disseminate information.

5.2. Result 2: Partnerships

Recommendations for Result 2 relate to:

- Establishing a consensus on the revised project plan among key stakeholders;
- Ensuring that WIONIS is useful and sustainable; and
- Ensuring that information from the project is produced in formats that are compatible with systems within the WIO Islands and elsewhere.

Activity 2.1: Convene stakeholders planning workshops to ensure a shared understanding of the overall Programme strategy, roles & responsibilities and Programme structures (including the Pacific Regional Team and Data/Information Group)

- Convene a Project Steering Committee meeting to finalise the revised project logframe and amended project description so that there is a clear consensus on the way forward for the project.

Activity 2.2: Establish a network (initially of technical experts, involving other relevant projects and institutions)

Strengthen the WIONIS network

- Identify a host institution for the WIONIS network.
- Strengthen WIONIS by regular stakeholder meetings funded through the project and opportunistically when there are other relevant gatherings.
- Open the WOINIS network to other countries in the WIO region and the TAAFs.
- Develop of a strategy and action plan for WIONIS with the support of Catherine Julliot and Shyama Pagad. ISSG's in-depth knowledge of PILN will be useful in this process. This could involve finding a long term host institution for the network secretariat and WIONIS becoming a regional hub of the ISSG.
- Maximise synergies with GIER.
- Ensure that whatever is developed adds value and links to relevant information already available provided by ISSG, CABI, PIER (Pacific Island Ecosystems at Risk) and others.

Activity 2.3: Establish and implement mechanisms to ensure regular communication between network of technical experts during and after the project

- Agree upon a mechanism to sustain the network after the project.
- Implement the transition process in the final year of the project so that the mechanism is operational in the final six months of the project.

Activity 2.4: Issue recommendations for data exchange and compatibility of systems within the WIO

- PM to work with ISSG and GIER to formulate recommendations for data exchange and compatibility of systems within the WIO and globally.

5.3. Result 3: Management

Recommendations for Result 3 relate to:

- Conducting a rapid capacity assessment for key stakeholders;
- The establishment and implementation of pilot initiatives to be agreed after further consultation with stakeholders but the reviewer recommends: *Acacia nilotica* management with a focus on biocontrol in Rodrigues; Community restoration work in the Kartala Forest, Grande Comores; adding value to existing initiatives in Seychelles; and
- Incorporating the pilot site interventions results into the global guidance manual.

Activity 3.1: Conduct preliminary technical missions to scope levels of biological invasions and assess capacity needs of key stakeholders

- Develop a rapid capacity assessment for invasive species prevention and management in the region as a basis for capacity building through formal instruction and exchange visits (see Activity 1.6).

Activity 3.2: Define and agree on criteria for selection of pilot sites

- Technical missions to agree pilot *intervention* activities and produce a costed action plan.
- Modified pilot *intervention* selection criteria to be agreed upon at the Project Steering Committee Meeting held to finalise the revised project logframe.

Activity 3.3: Convene a planning meeting involving key stakeholders willing to engage in pilot site activities

- Planning meeting incorporated into the technical mission and stakeholder participation plan agreed as part of the pilot intervention action plan.

Activity 3.4: Train WIO pilot site coordinators

- Pilot site coordinators to be trained formally as part of the project's capacity building activities and through continuous mentoring coordinated by the PM.

Activity 3.5: Develop and implement management plans in pilot sites

- Action plans implemented under the management of the PM with oversight provided by pilot intervention coordination committees.
- Pilot site successes and lessons learned integrated into the global guidance manual.

Activity 3.6: Develop and implement a communications strategy to ensure key stakeholders are aware and willing to engage in pilot site activities

- Communication strategy formulated as part of the pilot intervention action plan.
- Communication activities managed by pilot intervention coordinators under the supervision of the PM with oversight provided by pilot intervention coordination committees. Technical support will be given by IUCN communication and community mobilisation specialists.

5.3.1. Potential Pilot sites

The emphasis in this section is on pilot *interventions* which includes pilot sites but also pilot actions that are not, strictly speaking, site based that can be undertaken at the island, national or regional scale. From the discussions held, the potential pilot projects which *in my opinion* held the greatest potential for positive impact in the region have been highlighted. Other interventions that were discussed have also been listed.

5.3.2. Comores

Some key individuals in CNDRS and the University of Comores are very keen to work with the project on pilot site interventions and have established relationships with NGOs and communities who can support the work on the ground.

Recommended Pilot Site Intervention

Two potential pilot sites were suggested – Kartala and La Grille. From discussions and prior knowledge I would recommend that work is undertaken in Kartala to trial community management of invasive plants that threaten the Kartala forest ecosystem. Preliminary work has been initiated by the University of Comores. This can be expanded in the vicinity of two communities who live close to the Kartala forest. The manual control of species (such as *Psidium cattleianum*) needs to be accompanied by systematic activity and results monitoring to document the cost-effectiveness of the control efforts.

Other possible pilot interventions

The following potential pilot interventions were suggested:

- Rat eradications from offshore islets.
- Development of a national invasive species strategy.
- A baseline study of the extent and impact of invasive plants in Comores.

5.3.3. Mauritius/Rodrigues

Recommended Pilot Site Intervention

There are several factors that support the implementation of pilot site activities in Rodrigues. The RRA has prioritised the prevention and management of invasives species as part of its branding of Rodrigues as an ecological island, there are good existing collaborations between MWF, RRA and the Forestry Service Rodrigues, the local community is engaged and many local people are actively participating in invasive plant management and ecosystem restoration work. Last but not least, *Acacia nilotica* is widely perceived as a threat to the ecosystems and livelihoods throughout the island of Rodrigues.

Current control efforts, while laudable, are not keeping pace with the rate of spread. Biological control needs to be initiated as a matter of urgency. The pilot programme could comprise of the following activities: A visit from biocontrol experts from CSRIO - Commonwealth Scientific and Industrial Research Organisation (Australia) and/or CABI to initiate a biocontrol programme for Rodrigues; a visit to Australia by key Rodriguan stakeholders to build their biocontrol knowledge and understanding; host range testing for proposed biocontrol agents if necessary; selection of agents; EIA for release; pre-release monitoring; release; and post-release monitoring. The work must incorporate an awareness component and all activities should maximise community participation.

Other possible pilot interventions

The following potential pilot interventions were suggested:

- Introduce the prickly pear moth (*Cactoblastis cactorum*) to Rodrigues. It is present in Mauritius where it is a highly effective biocontrol agent on prickly pear (*Opuntia* spp.).
- Document the process through which Lantana (*Lantana camara*) in Rodrigues has been effectively controlled by the lantana lace bug (*Teleonemia scrupulosa*).
- Production of a biosecurity plan for Rodrigues.
- Undertake a cost benefit study of invasive species management in Rodrigues.
- Establish a biological invasions baseline for Rodrigues including mapping invasive plant distributions.
- Update the Mauritius invasive species strategy including the production of a costed work plan.
- Rat eradication from St. Brandon.

5.3.4. Mayotte

Work in Mayotte is not being funded under this grant so any work undertaken in Mayotte cannot be managed directly by the project. Therefore, we can only suggest possibilities which need to be funded and managed by others.

Suggested work included:

- Integrated management of water weeds (principally water lettuce and water hyacinth)
- Species management prioritisation and risk assessment (cost/benefit):

5.3.5. Seychelles

Many pilot site ideas were suggested. However, concern was expressed that the financial and institutional constraints that until now have prevented the implementation of pilot sites continue to operate. Therefore, instead of starting on a new intervention, it may be more effective to explore ways in which a pilot intervention can add value to the existing invasive species work. For example, a cost-benefit analysis could be conducted on the environmental and socio-

economics of the many vertebrate eradications undertaken on Seychelles' islands. This information can be incorporated into the manual.

Other possible pilot site interventions

The following potential pilot interventions were suggested:

- Inter-island biosecurity protocol.
- *Acacia concinna* control/eradication.
- *Clidemia hirta* control.
- Eradication of the crested tree lizard eradication from St. Anne Island.
- Suppression of rats around nesting shearwaters in St. Anne Island.
- Pioneering a mainland island on Cap Ternay, Mahé.
- Eradication of cats from Alphonse Island.
- Eradication of chickens from Alphonse Island.
- Eradication of rabbits from Ile aux Recife.
- Extension of the education and awareness work that is being undertaken as part of the UNDP/GEF SGP (Small Grants Programme) intervention - *Restoring Seychelles native biodiversity through the involvement of local communities: rehabilitation of glacis vegetation*.
- Landscaping using native species.

5.3.6. Regional pilot projects

If there can be no/partial agreement on pilot sites at the national level then another possibility is the adoption of pilot interventions at the regional level. The following such interventions were suggested:

- Action on biofuels: Risk analyses and recommendations for approaches that minimise biological invasions risks of biofuel initiatives in the region.
- Sensitise decision-makers: Training for decision-makers on international policies, legislation, codes of conduct and other tools and how they can be used to support biosecurity at the national and regional levels.
- Biocontrol readiness: Harmonise regional practices on the introduction of biocontrol agents.
- The economics of biological invasions: Socio-economic analysis of the management and control of IAS through regional case studies.
- Regional rodent emergency response: Producing a manual and training an emergency response team for Mauritius, Réunion and Seychelles, and establishing a mechanism to rapidly access funding and supplies.
- Invasive species alert: To ensure that those in the region know if a potentially invasive species is present in the region and actions that can be taken to prevent and manage the species.
- 100 of the worst: Produce a regional "100 of the worst invasive species" modelled on the IUCN list.
- Regional risk assessment: Inventory of invasive species for each island and the development of risk assessment for each island and priorities for management.
- Awareness raising: Sharing of information and awareness raising materials (flyers, posters, brochures, videos, etc.) to target specific groups in each island, e.g. decision-makers.
- Meetings/exchanges to share good practice: For example those from Seychelles could share the opportunities and challenges of the development of a biosecurity system and all in the region could share their experiences and lessons learned from IAS control efforts undertaken to date. Those islands that are more advanced could disseminate the results of their work regionally as part of a regional "leadership tour." However, any dissemination work must be undertaken with sensitivity as the islands all have specificities which means that approaches undertaken cannot simply be "copied and pasted" from island to island.

Activity 3.7: Develop and implement monitoring frameworks to assess and learn from progress and performance in pilot sites, evaluate pilot sites results and management methods

- Develop and implement a dissemination process to assess and learn from progress and performance of pilot intervention.

5.4. Result 4: Strategies

It is not the objective of the project to formulate regional or national invasive species strategies and action plans. If this is attempted it will detract from the project's ability to effectively address the other three project results.

Recommendations for Result 4 relate to:

- Establishing baselines in terms of IAS strategies in the WIO islands;
- Making proposals for measures to address the gaps identified,
- Refining WIO IAS indicators as well as criteria for monitoring and evaluation of IAS management operations
- Finalising and launching of the global guidance manual
- Developing projects that can build on the achievements of the Invaz'iles Project.
- Developing an exit strategy for the project.

Activity 4.1: Promote and assist the development of national Invasive Species Strategies and Action Plans with reference to pilot sites and other information in the WIO and elsewhere – and contributing to regional groupings of strategies for island groups

- Produce a situation analysis of national IAS strategies and action plans in the region in conjunction with global and regional experts (carried out in conjunction with Activity 1.4).
- Review the structure, content and utility of existing regional invasive species strategies and action plans as a template for similar plans for the WIO Islands.
- Investigate the potential for existing regional organisations taking on an expanded regional invasive species mandate (as part of the project's exit strategy).

Activity 4.2: Define and propose common WIO IAS indicators as well as criteria for monitoring and evaluation of IAS schemes and management systems

- Develop and propose operational indicators for invasive species prevention and management as developed by BIP (of which IUCN is a member).
- Refine these indicators at a technical working group meeting.
- Test indicators and M&E criteria in pilot interventions.

Activity 4.3: Convene an "experts" workshop of island invasion interest from a range of regions and island situations to review and agree on format, contents, sequence for the guidance manual

- Convene a writeshop with technical experts from the region and from elsewhere to critique project technical outputs produced to date including the draft manual and to propose concrete actions for improvement which will:
    - Increase the utility of the manual as a decision-making and training tool for islands and SIDS with few staff/limited capacities.
    - Make the link between the pilot sites and the manual more specific – including outlining which aspects of invasive species prevention and management are being addressed by which pilot site operations and how the results of these operations will be used in the manual.
    - Incorporate case studies and experiences from WIO islands in the manual.
- Convene a final writeshop to finalise the global guidance manual.
- Make actionable proposals to donors for projects that can build on project activities. However, do not emphasise project development until the project has built a recognised track record of achievement.

Activity 4.4: Finalise, translate, publish and disseminate the Global Guidance on the Prevention and Management of Biological Invasions on Islands

- Finalise the manual and publish in English, French and Spanish.

Activity 4.5: Officially launch the Guidance Manual and publicise

- Use the IUCN's network to launch and publicise the manual.

5.5. Recommendations to address obstacles to project implementation, and maximise cost-effectiveness, impact and sustainability

These recommendations are based on JM's interpretation and judgement of the suggested responses given by interviewees to issues relating to project implementation, cost-effectiveness and sustainability. The recommendations are not separated into distinct sections relating to obstacles, cost effectiveness and sustainability as many of the recommendations are cross cutting in nature.

The recommendations relating to project impact are JM's alone, as neither impact nor ways to address it were considered to be central issues that could be effectively addressed by stakeholder consultation under this MTR (see Methodology - Section 2).

5.5.1. Implement a no-cost extension

The project is considerably behind schedule with effectively about 1.5 years of outputs completed in a 3.5 year period. Assuming that a revised logframe and amended project description can be agreed and a new PM can be recruited within the next three months this will allow the project to resume daily activities from about October 2015 when the SC meeting to finalise the reformulated project work plan can take place. It is important that the new PM takes part in this meeting. Pilot site interventions can be prepared soon after the SC meeting and started at the beginning of 2016. This leaves only just over a year for the completion of activities if there is no extension. Therefore an extension of at least one year is needed. A one year extension would give the pilot sites 1.5 years for operations and six months for the results to be integrated into the global guidance manual. A 1.5 year extension would be optimal leaving a year for the pilot site results to be integrated into the global guidance manual.

5.5.2. Adapt project design, planning, and monitoring and evaluation

- Reprioritise the project work plan and budget, reduce the scope of some activities (especially the pilot site work) and maximise synergies with other initiatives.
- To implement the changes in line with the revised logframe and amended project description will require changes to the budget. For example by moving money from staff budget lines into those for consultants.
- All major changes to the project must be communicated with, and agreed by the SC who must be on board if they are to effectively assist in project implementation. If this communication and consultation is not done then the project again risks fall into a rigidity trap.
- Design and implement a clear and simple adaptive planning, monitoring and evaluation system that facilitates easy understanding of current project status.
- Improve the usefulness of reporting through the use of standard templates to document what was done when, where and by whom, how these activities contribute to project objectives, whether things are on schedule or not and proposed actions to deal with any causes for concern.
- Adapt activities undertaken to the specificities of the islands concerned. The Comores, for example has significant capacity building needs which are likely to require more attention than those of the other participating islands. These regional heterogeneities can be an opportunity for the project to improve regional collaboration and knowledge exchange.
- Simple written and graphic summaries of technical documents are required to improve the accessibility of communications. For example, abstracts, newsletters and headlines with hyperlinks to more detailed information.

Modify the process of pilot site selection and management

- The total number of potential pilot sites should be reduced.
- Potentially use pilot *interventions* (which may or may not be site-based) to add value to existing initiatives if compatible with project objectives.
- Pilot site guidelines, plans, management structures and budgets should be developed in close collaboration with relevant partners at the national/island level.
- Work through organisations who are not IUCN members if these organisations are considered to be best equipped to successfully coordinate/implement the pilot intervention.

Modify the process of producing the global guidance manual

- Incorporate WIO island experience into the manual and supporting materials to complement the examples from elsewhere in the world.
- Use a technical working group and a writeshop as a means of capturing WIO experience.
- Certain aspects of WIO experience can be captured through pilot interventions.

5.5.3. Revitalise project management and governance

Improve project management communication and proactivity

- Recruit a dynamic, proactive PM with both project management experience and technical expertise in invasive species. This person should be based in Mauritius and with a 100% time allocation to the management of the project.
- The PM needs to communicate proactively and responsively using all available media (country visits, emails, VoIP, phone, etc.) and through other intermediaries (e.g. EC Delegation and IOC) if necessary.
- PM to maintain regular communication with resource people based on their contracts and work plans.

Streamline project-related activities and linkages within IUCN

- Move central management of the project to IUCN HQ although the PM should be based in Mauritius.
- Make better use of IUCN networks such as the ISSG, the Mascarene Island Plant Specialist Group, the IUCN French Committee, those working for IUCN in European Overseas Countries and Territories and IUCN staff in SIDS.
- The soon to be recruited Global Coordinator of the IUCN Global Invasive Species Initiative can provide valuable technical input into the project. However, their role should not be a like for like replacement of the intensive technical support function that was previously provided by GH. The new PM, who will be a technical expert in invasive species, must have more autonomy so decision-making is streamlined.
- Develop linkages with the IUCN Marine Programme. Help to ensure that the linkages between terrestrial invasive species and marine conservation are emphasised in the IUCN marine programme (e.g. impact of species such as *Acacia nilotica* and Casuarina spp. on marine turtle nesting, the importance of pathways management and an emphasis on the "Three-stage hierarchical approach" as the basis for all action on IAS as set out in the CBD Guiding Principles for invasives management – CBD (2002)[7]. However it is important not to over-extend the project, so it should not *directly* address marine invasives.

Reinvigorate the Project Steering Committee

- Establish clear ToRs for the SC, clear meeting agendas with topics and objectives specified.

[7] CBD Guiding Principle 2: The "Three-stage hierarchical approach" as the basis for all action on IAS: 1) Prevention of IAS introductions between and within state is generally far more cost-effective and environmentally desirable than measures taken after IAS introduction and establishment; 2) If an IAS has been introduced, early detection and rapid action are crucial to prevent its establishment: the preferred response is often to eradicate the organisms as soon as possible;3) Where eradication is not feasible or resources are not available, containment and long-term control measures should be implemented.

- Review the membership of the SC so that more diverse perspectives are introduced. For example representatives of relevant projects could be represented.
- Circulate clear project status reports to the SC with details of actions taken, degree of progress, challenges and opportunities and suggested next steps
- Provide easy to read summaries of project reports.
- Ensure that the SC meets at least one per year.
- Hold SC meetings in French insofar as possible.
- Make use of existing regional gatherings to hold SC or technical working group meetings opportunistically.
- Make use of the Internet to hold consultations with the SC insofar as practical in between face to face meetings.

Improve coordination and communication between project management and the EC Delegation

- Emphasise both the global and regional aspects of the project and the benefits that can accrue from this dual perspective.
- Establish a Project Executive Committee to help ensure that the project remains on track, approve any major changes in plan, arbitrate any conflicts within the project and/or negotiate solutions between the project and any parties beyond the scope of the project. The PM and an EC delegation representative must be members of this committee.
- Improve communication between the EC Delegation and PM to ensure that there is a common understanding of project objectives and activities to facilitate smooth progress.

Maximise the benefits of the project being hosted by IOC

- The IOC is not being implemented by IOC so should not be constrained by IOC procedures.
- The PM should clearly establish communication channels with national project partners to streamline interactions.
- The project should maximise the positive aspects of its location in IOC such as IOC's high level connections (outlined above) and synergies with IOC projects (outlined below).

5.5.4. Improve project synergies

The project is catalytic and cross-sectoral in nature and has to date worked with many partners. There is, however, a lot of room to improve and optimise interactions and synergies with those involved in relevant projects, institutions, sectors and locations. However, this work can be very time-consuming so these interactions must be carefully planned and monitored so that they are adding value and are consistent with project objectives.

Explore synergies with IOC projects and with other regional and national projects

The project needs to explore possible synergies with the regional and national projects listed among others under Result 1 and develop promising synergies under Result 4:

<u>Biodiversity Project</u>

Work in close collaboration with the Biodiversity Project to:

- Improve policies and legal and institutional arrangements for IAS management.
- Develop enhanced education, sensitisation, communication and information tools to facilitate IAS awareness.
- Improve networking and information exchange.
- Facilitate the establishment of a regional thematic centre for the exchange of information, experiences and best practices in the sustainable use of the biodiversity through effective management of invasive species ("Centre of Excellence") that will continue to run after the closure of the Biodiversity Project. This can be part an investigation into the potential for existing regional organisations to take on an expanded regional invasive species mandate recommended under Activities 1.4 and 4.1.
- Ensure that projects implemented under the Biodiversity Project's call for proposals scheme do not inadvertently contribute to biological invasions, for example through widespread planting of potentially invasive species.

- Collaborate closely with relevant projects selected under the call for proposals scheme as appropriate.

FFEM Coastal Zone Management Project

- Ensure that actions do not inadvertently contribute to biological invasions, for example through widespread planting of potentially invasive species for erosion control.
- Work with the FFEM project to facilitate networking with those working in coastal management in WIO Islands including TAFF.
- Work with the FFEM Project to facilitate awareness raising among the stakeholders to ensure that IAS is seen as a cross-cutting issue.

Renewable Energy Programme

- Ensure that actions do not inadvertently contribute to biological invasions, for example through widespread planting of potentially invasive species for erosion control.

PRPV Programme

- Collaborate to bring together those working on biological invasions that affect agriculture and biodiversity to share information, awareness raising tools, expertise, and management approaches.

IUCN BIOPAMA Programme

- Establish what relevant information is available for the participating countries through BIOPAMA and input invasive species information for incorporation into the BIOPAMA databases where possible.

FEDER Herbarium Network Project

- It is important to establish links with herbaria throughout the region so that invasives remains a priority for them, especially in Comores where the herbarium is being established.

Explore synergies with national projects

Comores

- Work in close collaboration with the UNDP-GEF protected area project to help ensure that invasives are effectively incorporated in the PA Project.
- Work closely with national efforts related to crop pests.

Mauritius/Rodrigues

- Coordinate with the capacity building and invasive species management work being undertaken in the UNDP-GEF PAN Project.
- Establish links with the range of IAS prevention and management efforts have been undertaken for species recovery and ecosystem restoration in Mauritius.

Seychelles

- Coordinate with the capacity building and invasive species management work being undertaken in the UNDP-GEF PAN Project.
- Establish links with the range of IAS prevention and management efforts have been undertaken for species recovery and ecosystem restoration in Seychelles.

Explore synergies with other institutions

The potential for collaboration with the PRPV Programme is outlined above. CIRAD is in charge of the technical management of the PRPV Programme. CIRAD is working on biocontrol of both agricultural and environmental pests. It is also working on biosecurity and will be hosting a biosecurity meeting in 2016. There is a potential cofinancing opportunity for cost-benefit work on biological invasions which should be explored. Deeper collaboration with CIRAD will help increase

the project's reach and improve its chances of contributing to sustainable outcomes. Interactions with other relevant organisations should also be investigated.

Explore synergies with Réunion, TAFF and Madagascar

The project has already worked with Réunion through GIER and l'école thématique which involved the University of Réunion and CIRAD. There has also been contact with CNBM. This collaboration needs to be continued and to be strengthened. Further école thématiques are planned and can be expanded to include Comores with funding from Invaz'iles. The project can propose the topic. The project and GIER can arrange further joint activities such as meetings, exchange visits, training and information exchange, and can explore cofinancing opportunities.

Initiate collaboration with scientists working on invasive species in TAFF although funding for their participation in project activities would need to be found from non-project sources.

Initiate collaboration with IUCN work being undertaken in TAFF under the BEST initiative - 'Biodiversity and Ecosystem Services in EU Outermost Regions and Overseas Countries and Territories.'

One stakeholder recommendations was that the WIONIS network should be expanded to the IO region. However, it is JM's opinion that an expansion to include islands such as Sri Lanka and the Andaman's would be over-ambitious during the project period given the fact that WIONIS needs to establish itself. However, the option of expanding to Madagascar should be investigated under the WIONIS strategy and action plan to be formulated under Result 2.

Explore synergies with experts from beyond the WIO Islands

Emphasis is rightly being placed on working with those from small islands, both in the WIO region and elsewhere, but this should not be to the exclusion of working with leading experts from other parts of the world. For example, for work on biological control of *Acacia nilotica* in Rodrigues it would be logical to work with experts from CSIRO and CABI who have developed biocontrol agents. A great deal of biocontrol expertise in the region is found in South Africa with whom links have already been developed through CIRAD, GIER and l'école thématique and Australia and New Zealand lead the world in biosecurity.

Explore synergies with other sectors

Maintain the biodiversity focus of the project but involve those from agriculture, in project activities such as experts from CIRAD and MSIRI. It will also be valuable to explore linkages with other sectors such as forestry and trade.

Engage decision-makers

A lack of interaction between the project at all levels and decision-makers at the political and administrative level has been a persistent theme running through the stakeholder consultations. This is not a new concern for those working on invasive species. Many of those consulted, therefore recommended that the project pioneers novel approaches to engage decision-makers about the importance of invasive species prevention and management to ensure that they help facilitate action on the ground. It is recommended that the following avenues are pursued in this regard:

- Develop a briefing package/information module to sensitise decision-makers on the magnitude of the IAS issue and the benefits of systematic IAS prevention and management.
- Distil an "elevator pitch for invasives" from this briefing.
- Organise a regional workshop for decision-makers to deliver this information module.
- Engage political advocates for biodiversity as champions of IAS prevention and management and of the project. Didier Dogley of Seychelles the recently appointed Seychelles Minister of Environment and Ameenah Gurib-Fakim the newly appointed President of Mauritius could potentially fulfil this role.
- Maximise the involvement of central government by engaging them through the IOC and the EC Delegation.
- Following the example of South Africa, establish a financial case for ongoing management though pilot interventions in order to reframe IAS management as an "investment in ecological infrastructure/resilience."

5.5.5. Develop a methodology for monitoring project outcomes and potentially impacts

Thus far the project's reporting system has emphasised activities and not results (outcomes and impacts). In the early stages of a project this is a justified course of action. Even though the Invaz'iles Project has been going for three and a half years it is still in its early stages in terms of progress achieved. However, it would be valuable to initiate an internal project monitoring and evaluation system that addresses outcomes, and possibly impacts as well, as soon as possible. There are a number of possible outcome and impact assessment methodologies available and advice can be sought from M&E specialists.

One methodology that is very familiar with the reviewer is the Outcome Harvesting tool. Outcome Harvesting allows its users to measure progress towards outcomes or impact, and then collect evidence of what has been achieved, and works backward to determine how the project or intervention contributed to the change. That is, the assessment will generate evidence of observable changes in the behaviour, relationships, activities and actions of individuals, groups, organisations or institutions that signify the effectiveness of the intervention. These outcomes may be expected or unexpected, positive or negative. The actors whose changed behaviour is to be assessed are primarily those responsible for execution of the projects – project implementers and beneficiaries – but may also be stakeholders that were not targeted directly if time and resources permit.

6. Appendices

Appendix 1: Review terms of reference

Mid Term Review

Preparation and testing of a comprehensive model for preventing and managing the spread of invasive species on island ecosystems

Terms of Reference (TOR)

24th of April 2015, final version

A. Background

This action has been prepared to address the need for a set of globally-relevant guidance for the prevention and management of invasive alien species on islands around the world. The project aimed to build on the work carried out by programmes and projects around the world over the last two decades on prevention, containment, eradication and strategic management of invading species as well as legal and policy formulations and apply this to the Western Indian Ocean (WIO) islands.

The Overall Objective of the project is ***to reduce the spread and impact of biological invasions upon people and biodiversity of islands.***

The Specific Objective is ***to enhance the systems and strategies in the Small Island Developing States and in particular those in the Western Indian Ocean region, to efficiently prevent and manage biological invasions.*** The final intended outcome was global guidance of relevance to main island groups around the world while the main effort of capacity building and ecosystem management is to be carried out in the WIO.

To achieve the Specific Objective, four complementary results were defined:

Result 1: ***Knowledge*** – Increased knowledge, awareness and expertise on the successful prevention and management of the spread of biological invasions on islands

Result 2: ***Partnerships*** – Partnerships developed, established or strengthened to enhance collaborative management of biological invasions on islands and island states between countries, governments and non-governmental bodies

Result 3: ***Management*** – Prevention and managed of biological invasions improved in selected pilot sites as indicators of good general practice

Result 4: ***Strategies*** – Strategies to strengthen national, regional and global policies and actions to better prevent and manage biological invasions on islands developed and agreed upon.

The full description of the project is provided for in Annex 1.

B. Context

The primary target areas for this project include the islands and islets in Mauritius, Seychelles, Comores and Mayotte, as well as French island territories in the IO region. Within these target islands, the pre-project situation varied from extremely serious invasions by alien plants and several domestic and wild vertebrates and micro-organisms to lower levels of the same – all with some impacts on local livelihoods. In some cases, there are islands and islets that are not permanently occupied by people where the impacts of biological invasions are mainly upon wild biodiversity (and occasionally on infrastructure or non-resident horticulture). While the situation varies greatly from one island to another, few are without invasive species and many without adequate prevention and management capacity and resources for addressing invasions.

The basic problems to be addressed are those of biological invasions on the terrestrial aspects of island living and island biodiversity. This involves alien plants, animals and micro-organisms that have entered island ecosystems through intentional or unintentional activities of people and have resulted in negative impacts on the livelihoods of island residents and on native island biodiversity – which is often endemic and threatened in the first place. The practical problem is the absence in many island states, islands and islets of information, experience, capacity and infrastructure for managing existing deleterious invasions and to prevent new ones. In the Pacific area there has been much awareness of these problems through formal and informal networks. Near to the SIDS of this Pacific region are New Zealand and Australia with, arguably, the most sophisticated and well-funded biosecurity systems. Both have contributed to the level and spread of technology and information to address these same problems on islands.

This action sought to use these decades of experience to develop a comprehensive model to address the same problems in other island systems and to test this in a group of SIDS and European entities in the WIO – to address the same problems and, in going so, build capacity for prevention and management of invasions at the same time. It also seeks to improve the model through new experiences. It was intended that the new and ongoing similar initiatives in the larger islands of Seychelles and Mauritius, as well as the Commission de l'Océan Indien (COI), and other island states in WIO would benefit from this action through enabling cross learning and knowledge sharing. Further, this action sought to address this issue from the perspective of the process of biological invasion as the source of the problem, rather than one of the species that are invading – so that solutions are more applicable no matter the invading species involved.

This project builds upon the activities and experience of the regional invasive species partnerships – the Pacific Invasive Partnership (PIP) including the Pacific Invasive Initiative (PII) and Pacific Invasive Learning Network (PILN); Global Islands Partnership (GLISPA); IUCN Oceania and others in the W-W Pacific as well as the information collected and made available by the IUCN SSC Invasive Species Specialist Group (ISSG) and the Secretariat of the Pacific Regional Environmental Programme (SPREP).

The original design of the project was in line with the principles of the Association of European OCTs in relation to sustainable development and the reduction of poverty in the territories and countries. It was also aligned to the Island Biodiversity Programme of Work of the CBD which addresses many common issues faced by islands regardless of location or size and that these challenges need to build from the experience of other islands in order to succeed. Invasive Species and the damage they cause to species and ecosystems are clearly identified in the CBD Island Biodiversity Programme of Work as one of the most important threats to island biodiversity. It is expected that the guidance resulting from the project will promote the development of National Invasive Species Strategies and Action Plans (as recommended by the CBD and other international bodies) and that these will be associated with the second round of National Biodiversity Strategies and Action Plans (NBSAPs) as they have been in some other pilot countries and regions.

C. Rationale or Purpose for the Mid Term Review

The project was initiated on the 1st of February 2012 and was scheduled to have a mid-term review. Since inception the project has suffered delays but nevertheless has delivered against some of its intended results. This includes partnerships to enhance collaborative management of biological invasions and strategizing to strengthen national, regional and global policies and actions to better prevent and manage biological invasions on islands.

A key major challenge, however, has been with regards to the testing of best practices and approaches in pilot sites which were not initiated for a number of reasons and which impacts on the project methodology, progress and expected results and objectives.

Detailed information on progress and performance to date is available in the Interim narrative reports (Year 1 and 2), included as Annex 2.

The objectives of this mid-term review are as follows:

i. To assess the extent to which the project has delivered against intended actions and results and identify critical lessons from the experiences of the first three years – including key factors driving successes and challenges (with a particular focus on the testing of pilot sites); and
ii. Assess – the impact of the situation on the achievement of the project objectives and associated risks.
iii. Based on the above, provide concrete recommendations for the remainder of the project, including any reorientations or/modifications required to achieve the objective of the project, including on methodology, organisation, activities, results.
iv. Provide proper orientation documents, including proposed revised logframe and scheduling, amended project description and cost repartition as relevant, and implementation proposals and recommendations.

Special attention will be brought to complementarities of the project with other ongoing regional projects, especially those based at the IOC (EU-Biodiversity; FFEM- gestion zones cotières; possibly Island).

C. Audience for the Mid Term Review

As a mid-term review, the review findings are aimed at providing a sound basis for decision-makers and project managers to utilize the experiences and lessons to date to re-focus the project to ensure that it is able to realize its intended goals and results in a manner that ensures both relevance to current needs and challenges as well as longer term sustainability of the benefits realized.

The main users and uses of the review are:

- The European Union, represented by the European Commission (EC), EuropeAid Development and Co-operation DG , and EU Delegation, Mauritius
- The Project Central Coordinating Group, current comprised of IUCN Regional Office for Europe AISBL and the IUCN Global Species & Key Biodiversity Areas Programme (specifically, the SSC Network Coordinator).
- The Project Steering Committee; and
- The IOC

Operational aspects of Mid Term Review will be managed by the Project Central Coordination Group, with the SSC Network Coordinator as the focal. This will include the issuance of contracts, provision of key documents and stakeholders, supporting logistical arrangements and supervision of the mid-term review, including the approval of reporting.

Comments on the draft report from the "main users and uses" above will be consolidated by the IUCN in view of the final report. The final report will need to be approved by the IUCN and the EU Delegation in Mauritius.

D. Review Stakeholders

To the extent possible, all key stakeholders of the project should be consulted (both primary and secondary). This includes:

- Individual members of the Steering Committee
- The EC Delegation, Mauritius
- Commission de l'Océan Indien (COI)
- IUCN – Regional Office for Europe and Global Species & Key Biodiversity Areas Programme
- Uniservices (University of Auckland) – A formal partner involved in the delivery of the project and the IUCN SSC Invasives Species Specialist Group.
- National authorities, including National Parks and Conservation Services and the Mauritian Wildlife Authority
- Partners in La Reunion, particularly the Groupe Especes Invasives Reunion (GEIR) which hosts relevant information for the region
- Other relevant organizations in the Islands, such as the Mauritius Wildlife Foundation, Durrell Conservation Academy and the IUCN SSC Mascarene Islands Plant Specialist Group
- Relevant regional initiatives, including the Western Indian Ocean Coastal Challenge (President of which is Mr. Wills Agricole, Principle Secretary of the Ministry of Environment and Energy, Republic of the Seychelles; and Hon. Ronny Jumeau, Ambassador for Climate Change and Small Island Developing State Issues, who was endorsed as first Champion for the WIOCC).

E. Objectives

In relation to the intended objectives above, key areas to be assessed will relate to the following:

i. **Relevance** – To what extent is the project appropriate in the context of its environment and aligned with/contributing to the priorities of its key stakeholders? In what way, if any, could the project be adapted to increase its relevance to current challenges being faced by the WIO Islands with regards to invasive species?

ii. **Effectiveness** – To what extent is the project meeting its objectives and performing well? What have been the key factors influencing successes/challenges? What measures could be taken to strengthen probability of success?

iii. **Efficiency** – To what extent has the project using its resources cost-effectively? Does the quality and quantity of results achieved justify the resources invested? Are there more cost-effective methods of achieving the same result?

iv. **Impact (and results)** – What are the positive, negative, primary, secondary and long-term effects of the project - directly, indirectly, intended or unintended? Were negative environmental and social impacts adequately mitigated or avoided? In other words, what difference has the project made with regards to higher level results?

v. **Sustainability** – Is the enabling environment within which the project operates supportive to its continuity? To what extent will the activities and outputs be maintained after development support is withdrawn? What measures could be undertaken in order to strengthen longer term sustainability?

*Note: An initial draft of the review matrix is provided for in Annex 3. The reviewer will be required to further refine these questions and develop a core set of indicators as part of the proposed methodology and process – which will be reviewed and approved by the EC delegation in Mauritius.

F. Methodology

In further developing the methodology and approach, the reviewer should make reference to and ensure that the review adheres to the minimum standards of the IUCN Monitoring and Evaluation Policy (Annex 4).

The review will be conducted through:

- A review of key literature (pertaining to relevant national and regional priorities, global standards and good practice, as well as the project itself);
- One to one interviews with key informants;
- Field visits to a select number of potential pilot sites; and
- A focused group discussion with the Steering Committee also involving the IOC around the preliminary review findings and recommendations.

The review should seek to ensure that findings and recommendations are based on an in-depth understanding of the context and realities within which the project is operating – taking into account existing priorities as well as capacities and willingness to engage (both during and after the duration of the project). Additionally, the review should endeavour to ensure that all findings are substantiated with supportive evidence (qualitative and quantitative).

Special attention should be brought to complementarities of the project with other ongoing regional projects, especially those based at the IOC (EU-Biodiversity; FFEM- gestion zones cotieres; possibly Island).

Based on the assessment above, the reviewer should provide concrete recommendations for the remainder of the project, including any reorientations or/modifications required to achieve the objective of the project, including on methodology, organisation, activities, and results. Orientation documents should include a proposed revised logframe and scheduling, amended project description and cost repartition as relevant, and implementation proposals to ensure a successful completion of the project.

G. Qualifications of the Reviewer

The reviewer will meet the following qualifications:

- Prior experience with evaluations (preferably of multi-country & stakeholder initiatives);
- An in-depth understanding of invasive species and biological invasions; and
- An in-depth understanding of and experience within the WIO Islands (particularly with regards to natural resource management policy and practice)

H. Deliverables and Schedule

Milestone / deliverable	**Time & Timeframe (from start date)**
Preliminary literature review	3 days/within 1 week
Preparation of proposed methodology and process (refining review questions and defining key indicators, preliminary identification of stakeholders and literature, etc.) to be presented to and approved by the Project Central Coordinating Group and the EC Delegation in Mauritius	5 days/ within 2 weeks

Literature review, one to one interviews & site visits	12 days/within 3 weeks
Write up of initial draft review report for presentation to and discussion with the Steering Committee, including proposals and documents for the successful implementation of the reminder of the project, and achievement of the project objectives	9 days (write up) and presentation to Steering Committee and IOC (1 day) – within 5 weeks; Presentation to the EU delegation in Mauritius, and work session on proposals (1 day)
Finalization of report	5 days
Total time	36 days over a 8 week period

I. Cost

The project will be responsible for all costs related to this review including:

- Consultancy time (36 days in total @ 400 EUR per day); and
- Travel & accommodation costs

J. Review Report

The review report should include, at a minimum the following:

A. Title page including project identification details
B. Executive Summary (including at a minimum the methodology, findings and recommendations)
C. Table of Contents
D. List of Abbreviations and Acronyms
E. A short introduction to program – context and description
F. Purpose of the Review
G. Review Issues and Questions
H. Methodology (including approach to data analysis)
I. Findings (organized in relation to standard review criteria)
J. Conclusions and lessons learned
K. Recommendations (linked to findings)
L. Appendices

*The following must be provided in the appendices: Evaluation terms of reference; Data collection instruments; Evaluation schedule/timetable (including field visits); List of people met/interviewed; Documents consulted; Revised proposed logframe, scheduling, project description, cost repartition as relevant, and implementation proposals

Annex 1:

https://www.dropbox.com/sh/sshh1dt2hrfesgw/AADzljalxVT28k49FDBdyJOfa?dl=0

Annex 2:

https://www.dropbox.com/sh/q55z2iqefns3yn1/AAAOOcunAQNAKkTavpYI_xtQa?dl=0

Annex 3: Review Matrix

EVALUATION CRITERIA	KEY EVALUATION QUESTIONS	SUBQUESTIONS	INDICATORS[8]	DATA SOURCES / METHODS[9]
Relevance	To what extent is the project appropriate in the context of its environment and aligned with/contributing to the priorities of its key stakeholders?	1. To what extent is the overall design of the project in alignment with existing priorities at local, national and regional level? 2. In what way could the project's design be adapted to strengthen its relevance to local, national and regional level priorities?	**1.** **2.** **3.**	
Effectiveness	To what extent is the project meeting its objectives and performing well?	1. To what extent has the project been able to realize intended results? **2.** What key factors have and/or are likely to influence the realization of intended results (positively and negatively)? **3.** In what way, if at all, should the project's design to be adapted to better ensure the realization of its intended results *(*note - with particular attention to pilot sites)*	**1.** **2.** **3.**	
Efficiency	To what extent has the project using its resources cost-effectively?	1. Does the quality and quantity of results achieved justify the resources invested? 2. Are there more cost-effective methods of achieving the same results?	**1.** **2.** **3.**	
Sustainability	Is the enabling environment within which the project operates supportive to its continuity?	1. What tangible measures have been taken to ensure that the benefits realized through this project will be sustained over the long term ? 2. What aspects of the existing environment (policy and institutional) enable and/or hinder the longer term sustainability of the project's benefits? 3. In what way could the project adapt to strengthen the probability of longer term sus-	**1.** **2.** **3.**	

[8] Multiple indicators for the sub-questions – to be defined by the review team.

[9] To be filled in by the reviewer as part of the proposed methodology & process

		tainability? 4. In what way could the project better ensure the scaling out of benefits realized?		
Impact	What are the positive, negative, primary, secondary and long-term effects of the project - directly, indirectly, intended or unintended?	1. To what extent has the project made progress towards higher level results and a contribution to the overall intended goal? 2. What factors are currently or are likely to influence (positively and/or negatively) the realization of higher level results and the overall goal? 3. Have there been any unintended results/impacts (positive and/or negative)? 4. Are there any existing/potential negative environmental and social impacts and what measures has or should the project take to ensure that negative impacts are adequately mitigated or avoided?	**1.** **2.** **3.**	

Annex 4:

http://cmsdata.iucn.org/downloads/the_iucn_monitoring_and_evaluation_policy_2013.pdf

Appendix 2: Data collection instruments

Mid Term Review Questionnaire

You have been selected as a key stakeholder of the Invaz'iles project. This questionnaire is being circulated as part of the mid-term review process in order to help maximise your contribution to the project's future effectiveness. Please complete as much of this questionnaire as you can.

This questionnaire contains a mixture of fixed choice and free response questions. Not all stakeholders will know about all aspects of the project so you may not be able to answer all the questions. If you are unaware of the issue under examination please check the 'Don't know' or 'No' option as appropriate.

The blank response tables can be expanded as needed. The number of rows does not indicate an expected number of responses. Feel free to give as many responses as you want.

Please send your completed responses to John Mauremootoo by email (John@InspiralPathways.com) and copy to Olivier Hasinger (Olivier.HASINGER@iucn.org).

Thank you for your collaboration.

1. To what extent is the project design aligned with existing priorities?

1.1) At the national level:

High		Medium		Low		Don't know	

Please give examples of relevant national priorities in your country/territory?

Can you suggest ways in which the project's design could be adapted to strengthen its relevance to national level priorities?

Yes		No	

If yes please list suggestions in the box below

1.2) At the regional/global level:

High		Medium		Low		Don't know	

Please give examples of relevant regional priorities in your region?

Can you suggest ways in which the project's design could be adapted to strengthen its relevance to regional level priorities?

Yes		No	

If yes please list suggestions in the box below

2. To what extent has the project has delivered the planned actions in the four results areas?

2.1) **Knowledge**: Increased knowledge, awareness and expertise on the successful prevention and management of the spread of biological invasions on islands

Substantially		Partially		Not at all		Don't know	

Please give examples of relevant project actions?

2.2) **Partnerships**: Partnerships developed, established or strengthened to enhance collaborative management on biological invasions on islands and island states between countries, governments and non-governmental bodies.

Substantially		Partially		Not at all		Don't know	

Please give examples of relevant project actions?

2.3. **Management**: Prevention and management of biological invasions improved in selected pilot sites as indicators of good general practice

Substantially		Partially		Not at all		Don't know	

Please give examples of relevant project actions?

2.4. **Strategies**: Strategies to strengthen national, regional and global policies and actions to better prevent and manage biological invasions on islands developed and agreed upon.

Substantially		Partially		Not at all		Don't know	

Please give examples of relevant project actions?

3. Obstacles to project implementation

3.1. Have there been obstacles that affected the implementation of project activities?

Many		Some		None		Don't know	

Please give examples of obstacles and suggest measures to overcome them?

Examples of obstacles	Suggested measures to overcome obstacles

4. Project cost-effectiveness[10]

4.1. To what degree has the project been cost-effective in terms of achievement of intended results?

Highly		Partially		Not at all		Don't know	

Please give examples of ways in which the project <u>has been</u> cost-effective?

Please give examples of ways in which the project <u>has not</u> been cost-effective?

[10] Question administered to an agreed subset of participants. Many will not have enough background to give an informed response

4.2. Are there other more cost-effective methods of achieving the intended results?

Yes		No		Don't know	

Please give examples of other more cost-effective methods of achieving the intended results?

5. Sustainability of Project Outcomes

5.1. To what degree does the existing policy and institutional environment contribute to the longer term sustainability of the project's benefits?

5.1.1) At the national level:

High		Medium		Low		Don't know	

Please give examples of relevant enabling national policies and institutions in your country/territory?

Please give examples of relevant non-enabling national policies and institutions in your country/territory?

5.1.2) At the regional/global level:

High		Medium		Low		Don't know	

Please give examples of relevant enabling regional policies and institutions in your region?

Please give examples of relevant non-enabling regional policies and institutions in your region?

5.2. What tangible measures have been taken (inside and outside the project) to ensure that the benefits realized through this project will be sustained over the long term?

5.2.1) At the national level:

Many		Some		None		Don't know	

Please give examples of relevant tangible measures in your country/territory?

5.2.2) At the regional/global level:

Many		Some		None		Don't know	

Please give examples of relevant tangible measures in your region?

5.3. Suggest ways in the project could adapt to strengthen the probability of longer term sustainability?

6. Please add any additional relevant comments or suggestions that can help improve the efficiency and effectiveness of the project?

Appendix 3: Evaluation schedule/timetable

Date	Activity
13 May	Discussion with Olivier Hasinger - agreement on the outline activity schedule for the consultancy
18 May	JM's arrival in Mauritius
25 May	Preliminary literature review
28 May	Discussion with OH - progress update
05–06 June	Preliminary literature review
07-08 June	Preparation of proposed methodology and process and review by OH
09 June	Discussion with OH - discussion of the proposed methodology and preliminary list of stakeholders to consult
10 June	Meeting with Olivier Tyack - discussion on the evaluation process and his experience of the project
11 June	Finalisation of interview questionnaire
11-14 June	Sorting out logistics for country visits
15 June	Meeting with Gina Bonne (Head of Climate Change, Disasters and the Environment, IOC) Meeting with Vikash Tatayah (Conservation Director, MWF)
16 June	Interview with Shyama Pagad (Species Information Officer, ISSG) Journey to Seychelles
16 June	Meeting with Didier Slachmuylders (Team Leader, IOC Biodiversity Project) Meeting with Gérard Rocamora (University of Seychelles)
17 June	Meeting with Frauke Fleischer-Dogley (Chief Executive, Seychelles Island Foundation) Field visit to the uplands of Mahé (Route de Sans Souci) to see *Clidemia hirta* and other invasive species
18 June	Field visit to Mahé to look at invasive species in the field Meeting with Katy Beaver (Secretary, Plant Conservation Action Group) and Lindsay Chong-Seng (Chairperson, Plant Conservation Action Group)
19 June	Journey to Rodrigues via Mauritius
20 June	Field visit and meeting with Alain Perrine (Technical Officer, Forestry Service, Rodrigues) Meeting with Reshad Jhangeer-Khan (Rodrigues Manager, MWF) Visit to the Francois Leguat Tortoise Park with Arnaud Meunier and Alain Perrine and meeting with Arnaud Meunier (Operations Manager, Francois Leguat Tortoise Park) Meeting with Richard Payendee (Commissioner for Environment, Rodrigues Regional Assembly)
21 June	Field visit to Grande Montagne Nature Reserve and meeting with Alfred Begué (Project Support Officer, MWF) and Anieta Shan-Yu (Nature Reserve Officer, MWF) Journey to Mauritius
22 June	Meeting with Manikchand Puttoo (Director, NPCS) and Suraj Gopal (Scientific Officer (Conservation) NPCS) Meeting with Vincent Florens (Associate Professor of Ecology, University of Mauritius) and Claudia Baider (Herbarium Officer, The Mauritius Herbarium Catch-up conversation with OH

Date	Activity
23 June	Meeting with Hubert Grandjean (Attaché, EC Delegation to Mauritius, Comores and Seychelles) Briefing meeting with Eric Vanhalewyn (First Secretary and Head of Section, EC Delegation to Mauritius, Comores and Seychelles) Journey to Reunion
24 June	Journey to Comores Meeting with Yahaya Ibrahim (Scientifique CNDRS - Musée National des Comores)
25 June	Meeting with stakeholders from the Université de Comores (Herbarium and Department of Science) Further discussions with Yahaya Ibrahim about pilot sites in Comores
26 June	Attempted field visit to the forêt de la Grille but the visit did not take place because of mechanical problems with the hire car Journey to Reunion
27 June	Journey to UK via Mauritius
29 June	Skype meeting with Geoffrey Howard (Former Global Coordinator of the IUCN Global Invasive Species Initiative and technical support for the Invaz'iles Project)
30 June	Skype meeting with Cathleen Cybèle (former communications officer for the Invaz'iles Project)
30 June – 10 July	Data analysis and report writing
22 July	Journey to UK via Mauritius
13-17 July	Meeting with Olivier Hasinger in Mauritius to consolidate review findings and other relevant documents
16-17 July	Meeting with the Hubert Grandjean and Gonçalo Leitão of the EC Delegation in Mauritius and Olivier Hasinger to discuss the main findings of the review

Appendix 4: List of people met/interviewed

Name	Institution	Job title	Stakeholder group	Consultation format
Grandjean, Hubert	Delegation of the European Union	Attaché	EC Delegation to Mauritius, Comores and Seychelles	Extensive interview & questionnaire; meeting to discuss the main findings of the review
Vanhalewyn, Eric	Delegation of the European Union	First Secretary and Head of Section	EC Delegation to Mauritius, Comores and Seychelles	Briefing
Leitão, Gonçalo	Delegation of the European Union	Attaché	EC Delegation to Mauritius, Comores and Seychelles	Meeting to discuss the main findings of the review
Howard, Geoffrey	Ex-IUCN	Former Global Coordinator of the IUCN Global Invasive Species Initiative and technical support	Former Project Team	Extensive interview & questionnaire
Tyack, Olivier	Ex-IUCN	Former project manager	Former Project Team	Extensive interview
Bonne, Gina	COI-Biodiversity project	Manager	IOC	Extensive interview & questionnaire
Hasinger, Olivier	IUCN (Project Central Coordinating Group)	SSC Network Officer	IUCN (Project Central Coordinating Group)	Questionnaire
Mohamed, Andilliyat	Herbier des Comores	Manager & curator	Partner - Comores	Extensive interview
Nayim, Said Abdallah	University of Comores	Lecturer	Partner - Comores	Extensive interview
Islam, Ramadhoini Ali	University of Comores	Responsable de l'inventaire des adventices des Comores	Partner - Comores	Extensive interview
Alhadhur, Nadhriya	Herbier des Comores	Stagiaire	Partner - Comores	Extensive interview
Bacar, Moussa Ben Anthoy	University of Comores	Gestionnaire de la base de données	Partner - Comores	Extensive interview
Pagad, Shyama	Uniservices (University of Auckland)	ISSG Species Information Officer	Project Team	Extensive interview & questionnaire
Slachmuylders, Didier	IOC Biodiversity Project	Project Coordinator	Relevant initiative	Short interview
Julliot, Catherine	Groupe Espèces Invasives Réunion	Chargée de mission Espèces exotiques envahissantes	Relevant initiative	Completed questionnaire
Cybèle, Cathleen	CIRAD	Graduate Student	Relevant initiative	Extensive interview & questionnaire
Ibrahim, Yahaya	Centre national de documentation et de recherches scientifiques	Scientifique	Stakeholder - Comores	Extensive interview & questionnaire

Name	Institution	Job title	Stakeholder group	Consultation format
	(CNDRS)			
Tatayah, Vikash	Mauritian Wildlife Foundation	Conservation Director	Stakeholder - Mauritius	Extensive interview & questionnaire
Puttoo, Manikchand	NPCS	Director	Stakeholder - Mauritius	Extensive interview & questionnaire
Florens, Vincent	University of Mauritius (Faculty of Science)	Associate Professor	Stakeholder - Mauritius	Short interview
Baider, Claudia	Mauritius Herbarium	Herbarium Officer	Stakeholder - Mauritius	Short interview
Payendee, Richard	Rodrigues Regional Assembly	Environment Commissioner for Rodrigues	Stakeholder - Mauritius (Rodrigues)	Extensive interview & questionnaire
Jhangeer-Khan, Reshad	Mauritian Wildlife Foundation	Rodrigues Manager	Stakeholder - Mauritius (Rodrigues)	Extensive interview
Perrine, Alain	Forestry Service Rodrigues	Technical Officer	Stakeholder - Mauritius (Rodrigues)	Extensive interview & questionnaire
Meunier, Arnaud	Francois Leguat Tortoise Park	Operations Manager	Stakeholder - Mauritius (Rodrigues)	Short interview
Begué, Alfred	Mauritian Wildlife Foundation	Project Support Officer	Stakeholder - Mauritius (Rodrigues)	Short interview
Shan-Yu, Anieta	Mauritian Wildlife Foundation	Nature Reserve Officer	Stakeholder - Mauritius (Rodrigues)	Short interview
Fleische-Dogley, Frauke	Seychelles Island Foundation	Chief Executive	Stakeholder - Seychelles	Extensive interview & questionnaire
Beaver, Katy	Plant Conservation Action Group	Secretary	Stakeholder - Seychelles	Extensive interview & questionnaire
Chong-Seng, Lindsay	Plant Conservation Action Group	Chairperson	Stakeholder - Seychelles	Extensive interview & questionnaire
Rocomora, Gérard	University of Seychelles (Faculty of Science)	Lecturer	Stakeholder - Seychelles	Extensive interview

Appendix 5: Documents consulted

CABI (2010). In a Nutshell. Briefing on Invasion of Alien Species in the Insular Caribbean.

CBD (2002). Sixth Conference of the Parties, The Hague, the Netherlands, 7-19 April 2002: Decision VI/23: Alien species that threaten ecosystems, habitats or species to which is annexed Guiding principles for the prevention, introduction and mitigation of impacts of alien species that threaten ecosystems, habitats or species (available at www.biodiv.org).

Government of Seychelles (2014). Animal and Plant Biosecurity Act (Act 10 of2014).

Hivert, J. (2012). Guide de reconnaissance et de gestion des agaves exotiques envahissants à La Réunion. Conservatoire Botanique National de Mascarin.

Invaz'iles (2014). Compte rendu de l'atelier réseau sur les espèces envahissantes de la région ouest de l'océan indien. Ebène, Ile Maurice, 24 au 26 Mars 2014.

Invaz'iles (2014). Newsletter No. 1, Mars-Avril 2014. Ebène, Ile Maurice.

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IUCN (2011). Preparation and testing of a comprehensive model for preventing and managing the spread of invasive species on island ecosystems. Description of Action.

IUCN (2013). Preparation and testing of a comprehensive model for preventing and managing the spread of invasive species on island ecosystems. Year 1 Interim Narrative Report.

IUCN (2013). The IUCN Monitoring and Evaluation Policy. Gland, Switzerland.

IUCN (2014). Preparation and testing of a comprehensive model for preventing and managing the spread of invasive species on island ecosystems. Year 2 Interim Narrative Report.

IUCN (2015). Preparation and testing of a comprehensive model for preventing and managing the spread of invasive species on island ecosystems. Year 3 Summary of project progress (February 2014- September 2014).

Le Parc National de la Réunion, DIREN Réunion, Conseil Régional, Conseil Général de La Réunion et ONF (2010). Stratégie de lutte contre les espèces invasives à La Réunion. Ed. Parc National de La Réunion. 97p.

Ministry of Agro-Industries and Food Security (2008). Mauritius National Invasive Species Strategy (NIASS).

Muller, S. Meyer, J-Y. and Gigord, L. (2010). La conservation de la flore menace de l'outre-mer français. Communications sélectionnées et publiées d'un conférence organisée à l'île de La Réunion du 13 au 17 décembre 2010 par le Conservatoire Botanique National de Mascarin.

ONF (2015). Techniques de lutte contre les plantes exotiques envahissantes dans les Mascareignes. Séminaire FEDER Biodiversité - Synthèse de l'Atelier d'échange, 1 Juin 2015.

PII (2013). PII News. Newsletter of the Pacific Invasives Initiative, December 2013.

PII (2014). PII News. Newsletter of the Pacific Invasives Initiative, March 2014.

PIP (2010). Invasive Species and Food Security in the Pacific. A Pacific Information Brief from the Pacific Invasives Partnership.

Reaser, J.K., Meyerson, L.A., Cronk, Q., De Poorter, M., Eldrege, L.G., Green, E., Kairo, M., Latasi, P., Mack, R.N., Mauremootoo, J.R., O'Dowd, D., Orapa, W., Sastroutomo, S., Saunders, A., Shine, C., Thrainsson, S. & L. Vaiutu. 2007. Ecological and socioeconomic impacts of invasive alien species in island ecosystems. Environmental Conservation, 34: 98-111.

Soubeyran, Y., Meyer, J., Lebouvier, M, De Thoisy, B., Lavergne, C., Urtizberea. F. and F. Kirchner (2014). Dealing with invasive alien species in the French overseas territories: results and benefits of a 7-year Initiative. Biological invasions 17, 545-554.

SPREP (2009). Guidelines for invasive species management in the Pacific: A Pacific strategy for managing pests, weeds and other invasive species / compiled by Alan Tye. SPREP - Apia, Samoa.

Veitch, C. R.; Clout, M. N. and Towns, D. R. (eds.) 2011. Island Invasives: Eradication and Management. Proceedings of the International Conference on Island Invasives. Gland, Switzerland: IUCN and Auckland, New Zealand: CBB. xii + 542pp.

Appendix 6: Revised proposed logframe

Revised project logframe and project activities (based on the results of the Mid-term review and the meeting with the EC delegation on the 17th of July 2015)

	Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Objective(s)	To reduce of the spread and impact of biological invasions upon people and biodiversity of islands	Aichi target 9 of the 2011-2020 Biodiversity Strategic plan of the CBD	National reports to CBD and Global Biodiversity Outlook report	
Specific objectives	To enhance the systems and strategies in the SIDS and in particular the WIO region to efficiently prevent and manage biological invasions	Strengths and weaknesses of IAS prevention and management systems in the targeted WIO Island documented,	Project reports, Invasion managers reports	Active participation by stakeholders.
		Effective use of globally relevant models, guidelines & procedures, of WIO common indicators and M&E criteria, and of data exchange and networking,	MoUs and project reports, national reports to CBD	Partners willing to join networks
		Extent of awareness of decision-makers on the importance strategic value of preventing and managing biological invasions enhanced in the targeted WIO islands and capacity of practitioner on the prevention	news items; relevant public declaration related to invasive species	Decision-makers willing to participate
Expected results				
Result 1, Knowledge	Increased knowledge, awareness and expertise on the successful prevention and management of the spread of biological invasions on islands	- Costs and benefits of eradication, containment and management of invasives of pilot interventions documented	Cost and benefits analysis report	Data availability and reliability for cost and benefits economic analysis
		- Qualitative assessments on the effectiveness of institutional arrangements, policies and regulations undertaken	Project reports	

		and documented		
		Guidance manual on best practices produces and disseminated,	Copies distributed, number of download, websites analytics	
		- Training schedules for technical staff and other stakeholders in invasion prevention and management developed and implemented	Training session assessments, training course documents	Potential partners willing to participate
Result 2: Partnerships	Partnerships to enhance collaborative management of biological invasions in islands and island states established and/or strengthened between countries, governments and non-governmental bodies	Partnerships signed and being implemented effectively	Signed Partnership agreements (for example between institutions and for pilot interventions)	Political tension over contested island(s) do not prevent technical exchange and cooperation
		- Network of technical experts established and fully operational	Regular implementation reports	
		- Mechanisms established and implemented to promote sustained collaboration between WIO Island states	WIO invasives network reports	
		- Data exchange and compatibility between systems regional and global is improved	WIO invasives network reports and project reports.	Partners/countries willing to participate and agree on common standards
Result 3: Management	Prevention and management of biological invasions improved for selected pilot interventions as indicators of general practice	- Pilot intervention plans developed and being implemented in Comores, Rodrigues and Seychelles at the minimum.	Project reports and pilot interventions reports	Potential partners willing to participate
		- Enhanced capacity of coordinators and other practitioners and relevant people involved WIO pilot interventions	Pilot intervention reports	Partners willing to engage in pilot interventions
		- Contribution of pilot interventions to changes in biological invasion status documented	Pilot intervention reports	Partners participating actively in the implementation of

				pilot interventions
		- Lessons and experiences from pilot interventions identified, documented and shared widely	WIONIS network reports; project report.	Partners participating actively in the implementation of pilot interventions
Result 4: Strategies	Strength and weaknesses of strategies at national, regional and global level documented	- A comprehensive baseline of existing assessments on the effectiveness of institutional arrangements, policies and regulations documented and set of globally relevant guidelines and procedures developed and widely shared	Global guidance manual published	Countries willing
		- Common IAS indicators and criteria for monitoring & evaluation of IAS systems are available	Project reports	
		- Development and implementation of awareness raising activities for decision-makers on the importance prevention and management of biological invasions on islands	Participation of decision-makers in awareness activities	Willingness of decision-makers to participate in awareness raising activities

Activities	
Result 1, Knowledge	**Activity 1.1:** Identify and synthesise information and experiences in the South Western Pacific Islands, WIO Islands and other relevant islands areas and incorporate into a draft guidance manual **Activity 1.2:** Define indicators and protocols for successful and transferable IAS prevention and management approaches and incorporate into a draft guidance manual **Activity 1.3:** document the costs and benefits of pilot sites interventions documented and incorporate into a draft guidance manual **Activity 1.4:** Conduct qualitative assessments of the effectiveness of institutional arrangements, policies and regulations pertaining to invasions prevention and management and incorporate into a draft guidance manual **Activity 1.5:** Identify, document and disseminate lessons and experiences from pilot interventions and incorporate into a draft guidance manual **Activity 1.6:** Utilize knowledge gained to develop training schedules for technical staff and other stakeholders, including decision-makers – and apply to build capacity **Activity 1.7:** Share knowledge and experiences through networks, electronic media (websites and emails) and at relevant forums and other meetings **Activity 1.8:** Convene an "experts" workshop of island invasion interest from a range of regions and island situations to review, develop and finalise on format, contents, sequence for the guidance manual **Activity 1.9:** Finalize, translate, publish and disseminate the Global Guidance on the Prevention and Management of Biological Invasions on Islands **Activity 1.10:** Officially launch the Guidance Manual and publicised
Result 2: Partnerships	**Activity 2.1:** Convene stakeholders planning workshops to ensure a shared understanding of the overall project strategy, roles & responsibilities and project structures (including the Pacific Regional Team and Data/Information Group) **Activity 2.2:** Establish a network (initially of technical experts, involving other relevant projects and institutions) **Activity 2.3:** Establish and implement mechanisms to ensure regular communication between network of technical experts during and after the project **Activity 2.4:** Issue recommendations for data exchange and compatibility of systems at regional (WIO islands) and global level (GDIS)
Result 3: Management	**Activity 3.1:** Conduct preliminary technical missions to scope levels of biological invasions and assess capacity needs of key stakeholders **Activity 3.2:** Define and agree on criteria for selection of pilot interventions **Activity 3.3:** Convene a planning meeting involving key stakeholders willing to engage in pilot interventions

	Activity 3.4: Train and mentor WIO island pilot interventions coordinators and other practitioners and relevant people. **Activity 3.5:** Develop and implement pilot intervention plans **Activity 3.6:** Develop and implement a communication strategy to ensure key stakeholders are aware and willing to engage in pilot intervention activities **Activity 3.7:** Learn from progress and performance of pilot interventions and disseminate the lessons learnt (through the WIONIS network)
Result 4: Strategies	**Activity 4.1:** Assess strengths and weaknesses of strategies and their implementation at national, regional and global level and provide relevant recommendations to address the gaps in the WIO islands. **Activity 4.2:** Develop and propose operational indicators for invasives species prevention and management in islands.