CYNOSURE

EVALUATION REPORT

Final Project Evaluation for the

"Marine Plastics & Coastal Communities (MARPLASTICCs)"

SUBMITTED TO

International Union for Conservation of Nature

21 February 2022

Acknowledgments

Cynosure International, Inc. *would like to thank all the individuals and institutions whose cooperation made this report possible.*

The Final project evaluation was supported by the ***International Union for Conservation of Nature (IUCN)****. Our special thanks are due to IUCN M&E officer – Mr. Florian Reinhard; Senior Programme Coordinator – Mr. Janaka deSilva; Project Officer – Ms. Lynn Sorrentino; Regional coordination for the ARO – Ms. Maeve Nightingale; and regional coordination for the ESARO – Mr. Peter Manyara for their support and valuable insights at all stages of the evaluation.*

We would also like to acknowledge with much appreciation the crucial role of our national consultants, Mr. Francis Ngari in Kenya, Mr. Temoteo Mucavele Jr in Mozambique, Mr. Silvester Hwenha in South Africa, Dr. Parichatt Krongkant in Thailand, and Dr. Giap V. Nguyen, for their support in conducting interviews and field visits.

We are also immensely obliged to the project implementing partners and all interviewed stakeholders who shared their invaluable knowledge, experience, and challenges and offered their perspectives and advice.

Executive Summary

In response to the growing problem of plastic leakage in the marine environment, the Marine Plastics and Coastal Communities (MARPLASTICCs) project, funded by the Swedish International Development Cooperation Agency (Sida) and implemented by the International Union for Conservation of Nature (IUCN), was initiated in 2017. With an initial budget of SEK 36 million the project focused its work in five countries: including Kenya, Mozambique, and South Africa (Africa) and Thailand and Viet Nam (Asia). The overall objective of the MARPLASTICCS project is to equip the governments, industries, and civil society with knowledge, capacity, and policy options in Eastern and Southern Africa and the Asia Pacific regions.

The Final Evaluation of the MARPLASTICCs project was undertaken from October 2021 to January 2022 by a team of external consultants. The purpose of this evaluation was to explore MARPLASTICCs' work and achievements and the role played by IUCN with the aim of assessing the results of the project intervention and its sustainability. The Evaluation Team carried out the evaluation using the OECD/DAC criteria and by undertaking desk review, Key Informant Interviews (KIIs), In Depth Interviews (IDIs), Focus Group Discussions (FGDs), and field visits to Circular Economy projects in two countries (Thailand and Kenya). During the course of the evaluation, a total of 31 interviews were conducted with project stakeholders from the public, private, and international development sectors. The UNDP-GEF rating criteria was used to rate the results of project's Relevance, Effectiveness, Efficiency and Sustainability. Overall, the project performance is rated ***moderately satisfactory.***

The project was found to be **relevant** to global, regional, national, and sub-national priorities. In particular, the project is responsive to the SDGs 12 and 14 and is also in line with the IUCN's and Sida's global objectives and strategy. At the regional levels, the project is aligned with the "ASEAN Regional Action Plan for Combating Marine Debris in the ASEAN Member States (2021 – 2025)" and the East African Community Polythene Materials Control Bill, the Nairobi Convention, and the plastics related priorities of the Southern African Development Community (SADC). Further, the project was found to be aligned with national level policies and strategies of the five targeted countries as well as local needs of local communities. Overall, the evaluation found the project's relevance to the global, regional, national, and subnational context to be ***Highly Satisfactory.***

Overall, the Evaluation Team also found the project's **Effectiveness** to **be Satisfactory**. In particular, the MARPLASTICCS has devised and piloted a national level foot printing methodology that is now being adopted by several non-project countries. The results of the hot spotting and other research conducted by the project have raised awareness among key stakeholders, created interest in developing or amending legislation, and informed national level policies. Whereas, through its CE initiatives, the project has been able to demonstrate the importance of localized action in sustainable plastic waste management. Conversely, the project has not been able to garner support from large corporations in adopting the PLP methodology to manage plastic leakage along the value chain. In addition, limited resources have restricted the project from devising an ambitious outreach strategy

The Project was found to have policy, socioeconomic, and environmental **impact** in addressing plastic pollution. At the national level, the hotspotting methodology coupled with policy gap analysis has provided the basis for prioritizing waste management strategies and led to evidence-based policies. Furthermore, the Circular Economy initiatives demonstrated significant environmental impact through the reduction or diversion of more than 240,000 Kgs of plastic waste from entering the ocean, while also having direct socioeconomic impact through business development, job creation, income generation, and supporting women and youth. As a result of this multi-sectoral impact, the project has enabled IUCN to emerge as a reliable partner in the plastic sphere.

In terms of the project's **Efficiency**, the evaluation team determined that MARPLASTICCS was implemented with the active involvement of multiple global, regional, national, and sub-national stakeholders. The project has faced some staffing challenges in the form of turnover at the project management levels and limited in-country staffing capacity in some cases. In additions, COVID-19 pandemic caused implementation delays. To overcome these challenges, adaptive management strategies were adopted by the MARPLASTICCS team, such as the development and review of Theory of Change and regular communication across the team. In addition, a one year extension granted by SIDA has enabled the project to complete its activities. Overall, the evaluation found the project's efficiency to be ***Moderately Satisfactory***.

Furthermore, the project's outputs in the areas of knowledge and policy are **sustainable** but will require continued dissemination and research support from the IUCN. Similarly, while the current CE initiatives of the project are sustainable, the sustainability of CE Initiatives in terms of replication and PLP uptake will be subject to the availability of future funding and interest by stakeholders. Overall, the evaluation found the project's sustainability to be ***Moderately Likely.***

Implementation of the MARPLASTICCs project revealed major **lessons**, including the: importance of well informed stakeholders for the success of a multi-faceted project; significance of community based organizations and MSMEs in participation of circular economy initiatives; the need to develop a business case for adoption of the PLP tool by the private sector; efficacy of participatory development and periodic review of project Theory of Change (TOC) as a planning tool; and the need to assign dedicated country-level staffing for the monitoring and communications functions in projects of this nature.

Based on the in-depth evaluation of the MARPLASTICCs project, the following **recommendations** are presented:

Partnership Development

a) In order to achieve and sustain any development outcomes, it is recommended that **government agencies and other non-state actors at the country level are involved at the project design stage** to ensure early buy-in and to leverage in country technical and financial resources through co financing.

b) IUCN is recommended to lead the **development of regional networks of likeminded international development and research organizations** on harmonization of assessment methodologies.

Future Programming Directions

a) It is highly recommended that IUCN in collaboration with the UNEP brands the hotspotting methodology as an intellectual tool and works to promote this output to major national and international entities involved in plastic waste management.

b) It is also recommended that IUCN continues to build on the momentum gained in the area of Extended Producer Responsibility (EPR) as a key strategy to reduce plastic leakage by providing support to research, legislation development, and implementation.

c) In addition, to capitalize on the success of the Circular Economy initiatives, there is a need to integrate CE initiatives in multi-sectoral environmental projects and to devise a replicable methodology/guideline for the development of sustainable CE Initiatives.

d) To increase private sector, buy in for the Plastic Leak methodology, the project is recommended to demonstrate the proof of concept for PLP. Moreover, as opposed to large corporations who are likely to already have access to similar mechanisms, IUCN is advised to target SMEs value chains by using a cluster approach.

e) It is also critical that the design of any business-focused initiative such as the PLP must be based on extensive consultations with local businesses. To implement such a program, partnerships should be made with organizations having prior experience in addressing environmental concerns in SME operations.

Operations

a) Based on the positive experience of the MARPLASTICCS project, it is recommended that in future projects, the Theory of Change is developed consultatively by the project stakeholders.

b) It is also recommended that IUCN ensures the presence of on the ground, dedicated staff for the next phase of MARPLASTICCS (if any) or other similar projects. Also, dedicated staff for communications in a project similar to MARPLASTICCs is critical to ensure effective outreach and coordination.

LIST OF ABBREVIATIONS AND ACRONYMS

AFD	Agence Française de Développement
ALMA	Associação de Limpeza e Meio Ambiente
AMOR	Associacao Mocambicana de Reciclagem
ARO	Asia Regional Office
ASEAN	Association of Southeast Asian Nations
AWP	Annual Work Plans
CBO	Community Based Organizations
CE	Circular Economy
COP	Conference of Parties
COVID	Corona Virus Disease
CSO	Civil Society Organizations
DAC	Development Assistance Committee
DFFE	Department of Forestry, Fisheries, and Environment
DMCR	Department of Marine and Coastal Resources
EKU	Economic Knowledge Unit
ELC	Environment Law Center
EMCA	Environmental Management and Coordination Act
EOP	End of Project
EPA	Environmental Protection Agency
EPR	Extended Producer Responsibility
ESARO	Eastern and Southern Africa
EUR	Euro
FB	Facebook
FGD	Focus Group Discussion
GEF	Global Environment Facility
GIZ	Gesellschaft für Internationale Zusammenarbeit
GMPP	Global Marine and Polar Programme
GWP	Global Water Programme
HQ	Headquarters
IDI	In Depth Interview
IP	Implementing Partner
IUCN	International Union for Conservation of Nature
KEPSA	Kenya Private Sector Alliance
KII	Key Informant Interview
KPP	Kenya Plastics Pact
LCI	Life Cycle Initiative
MARPLASTICCS	Marine Plastics and Coastal Communities
MEF	Ministry of Environment and Forestry
MEL	Monitoring, Evaluation and Learning

MIMAIP	Mozambique's Ministry of Sea, Inland Waters and Fisheries
MOU	Memorandum of Understanding
MSME	Micro, Small and Medium Enterprises
NAB	National Advisory Board
NEMA	National Environmental Management Act
NEMICMA	National Environmental Management: Integrated Coastal Management Act
NGO	Non-Governmental Organization
NSC	National Steering Committee
OBP	Ocean Bound Plastic
OECD	Organization For Economic Co-Operation and Development
PLP	Plastic Leak Project
PPP	Public Private Partnership
PRO	Packaging Recycling Alliance
PWFI	Plastic Waste Free Islands
SA	South Africa
SADC	Southern African Development Community
SDG	Sustainable Development Goals
SEK	Swedish Krona
SIB	Sustainable Inclusive Business
SIDA	Swedish International Development Agency
SME	Small and Medium Enterprises
TOC	Theory of Change
TOR	Terms of Reference
UN	United Nation
UNEP	United Nations Environment Programme
UNIDO	United Nations Industrial Development Organization
USD	United States Dollar
VB4E	Vietnam Business for Environment
WEF	World Economic Forum
WIOMSA	Western Indian Ocean Marine Science Association
WMA	Watamu Marine Association
WWF	World Wide Fund for Nature

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1 Introduction and Background

Plastic is inexpensive, lightweight, strong, and pliable, making it an excellent choice for a wide range of applications. While it has many useful applications, it also has severe environmental consequences. As of 2017 we have produced over 9.2 billion tonnes of plastic since 1950, the majority of which consists of disposable/single use products and packaging, and less than 10% of the plastic produced has been recycled so far.[1] The rest of plastic ends up either in landfills or is carried by rivers into the oceans.

It is estimated that about 14 million tonnes of plastic waste end up in the oceans each year[2], which break down into micro and nano plastic pieces, causing severe disruption in marine ecosystems and coastal communities. It also poses a threat to ocean health, food safety and quality, human health, coastal tourism, and contributes to climate change. Moreover, it is harmful to human health through the transfer of contaminants via consumption of seafood, and globally, plastic kills about 100,000 marine mammals every year.[3]

Plastic pollution is the most pervasive issue threatening the maritime ecosystem, as increasing production of disposable/single use plastic products overwhelms the world's ability to deal with them. Rivers are the primary source of marine plastic pollution; it is reported that about 80% of marine plastic is transported by 1656 rivers.[4] While waste management is a huge public health and economic issue that already receives significant public investment, approaches to managing the plastic component of that waste, particularly in terms of mitigating coastal and marine plastic pollution, tend to get lost in the broader considerations and are not addressed directly. It is especially noticeable in underdeveloped Asian and African countries, where waste collection services are frequently ineffective or nonexistent[5].

This problem can be addressed by creating public awareness about the adverse effects of marine plastic pollution, equipping governments with tailored and specific knowledge on appropriate public policy responses, and capacity building and mobilizing a broad range of stakeholders from the private sector, the research community, NGOs, local authorities, and national governments. Women, youth, and coastal communities can also be actively engaged to help shape and deliver the required changes at a scale that will make a difference.

1.1 About the Project

In response to the growing problem of plastic leakage in the marine environment, the Marine Plastics and Coastal Communities (MARPLASTICCs) project, funded by the Swedish International Development Cooperation Agency (Sida), was initiated in 2017. With an initial budget of SEK 36 million the project focused its work in five countries in total: three in Africa (Kenya, Mozambique, and South Africa) and two in Southeast Asia (Thailand and Viet Nam), and has been managed globally from the IUCN Global Marine and Polar Programme with the support of IUCN regional offices in Asia (ARO) and Eastern and

[1] Source : https://www.boell.de/sites/default/files/2020-01/Plastic%20Atlas%202019%202nd%20Edition.pdf?dimension1=ds_plastikatlas
[2] Source : https://www.americanoceans.org/blog/how-much-plastic-has-been-produced/
[3] Source : https://gradesfixer.com/blog/plastic-statistics/
[4] Source : https://www.science.org/doi/10.1126/sciadv.aaz5803
[5] Source : https://www.acsh.org/news/2018/07/26/asia-africa-cause-90-plastic-pollution-worlds-oceans-13233

Southern Africa (ESARO), Global Business and Biodiversity Programme (BBP), Global Water Programme (GWP), Environmental Law Centre (ELC), the Monitoring, Evaluation and Learning Team, and the Economic Knowledge Unit (EKU).

MARPLASTICCs' four pillars – knowledge, capacity, policy, and business – combined – have attempted to identify and address the sources of the flow of plastic into the environment and build capacity of local, national, and regional stakeholders to generate real change. At the global level the MARPLASTICCs focus is on developing knowledge products and tools to assess plastic leakage into the environment from source-to-sea. At the regional level, IUCN ARO and ESARO focus on developing partnerships and coalitions with regional bodies. While at the national level the project focus is on piloting plastic pollution hotspotting assessments and scaling circular economy (CE) action to address plastic leakage at the source and developing additional partnerships with existing organizations, which will lead to circular economic models that can be expanded within these countries and into other countries in the future.

The project initially spanned a period of three years, i.e., late 2017 to 2020. However, upon the request of IUCN, Sida granted an extension to end of December 2021 with an increase in the budget by SEK 9 million. The main purpose of the extension was to ensure the knowledge and learning from the project were embedded in regional and national platforms and that stakeholders had the capacity to address plastic waste and leakage using the project results.

1.1.1 Project Objectives

The overall objective of the MARPLASTICCS project is to equip the governments, industries, and civil society with knowledge, capacity, and policy options in Eastern and Southern Africa and the Asia Pacific regions.

1.1.2 Outcome of the Project

The medium-term outcome of MARPLASTICCs was that governments, industry, and society in Eastern and Southern Africa and the Asia Pacific regions are equipped with knowledge, capacity, policy options and plans of action to contain and reduce marine plastic pollution.

1.1.3 Outputs of the Project

To achieve the objective of the project, MARPLASTICCs aimed to accomplish the following outputs, using the four interconnected pillars of **Knowledge**, **Capacity**, **Policy** and **Business:**

1. Understanding the **state and impact of plastic pollution** in the Indian Ocean and Asia Pacific regions;
2. Local and regional **capacity building** to facilitate national action to control plastic pollution;
3. Supporting national and regional **policy frameworks and legislative reform** processes to address plastics;
4. Engaging and mobilizing **business actors** in support of effective management and reduction of plastic pollution; and

5. **Monitoring, evaluation, learning** and reporting system operational.

2 Purpose of the Evaluation

The purpose of this evaluation is to explore MARPLASTICCs' work and achievements and the role played by IUCN with the aim of assessing the results of the project intervention and its sustainability. Through the assessment of the performance and lessons learnt, the evaluation will contribute to both learning and accountability, and enforces IUCN's commitment to transparency. The specific objectives of the final evaluation are to:

- Assess the **relevance** of the MARPPLASTICCs project to address the plastic pollution problem in the five target countries. It will assess the relevance of the stakeholders targeted by the intervention, to the stakeholders targeted, and of the methodologies and approaches implemented.
- Assess the **effectiveness** of the MARPLASTICCs project at achieving its objectives and provide clear insights about what has and has not worked and why. It should also highlight how the COVID-19 pandemic has affected the project and how the project adapted to this situation.
- Assess the **efficiency** in terms of value for money of the delivery of the MARPLASTICCs outputs.
- Assess the **sustainability** and **impacts** of MARPLASTICCSs and provide clear indications about the positive and negative, intended, and unintended changes that resulted from its interventions and the probability for these changes to be sustainable.
- **Identify lessons learnt** and provide set of **actionable recommendations** that can inform future decision-making on whether to improve, pursue, scale up or replicate similar projects elsewhere.

The evaluation issues and questions were in line with the above OECD/DAC Evaluation criteria. A detailed list is provided in Annex 01.

2.1 Scope of the Evaluation

The programmatic scope of the final project evaluation primarily encompasses the objectives, and outputs of MARPLASTICCs as detailed in the project documents and logical frameworks. In particular, the project implementation activities from its start in August 2017 until 20 October 2021 were reviewed at all geographic levels of the project.

The evaluation purpose and objectives, and the assessment of MARPLASTICCs are framed based in line with the OECD/DAC Evaluation criteria of Relevance, Effectiveness, Efficiency, Impact, and Sustainability, and Lessons Learnt. Table 01 provides a summarized overview of the programmatic scope of the evaluation in line with the ToRs and the OECD/DAC Evaluation Criteria. As stipulated in the ToRs, the Evaluation Team also verified and substantiated selected outcomes harvested by the project team throughout the life of project.

Table 1: Programmatic Scope of The Evaluation

S. No	Evaluation Criteria	Key Area of Focus
1.	Relevance	How well does the MARPPLASTICCs project address the plastic pollution problem in the five target countries, the stakeholders targeted by the intervention, the methodologies and approaches implemented?
2.	Effectiveness	How effectively has the MARPLASTICCs project been at achieving its objectives?
3.	Efficiency	How efficient is the MARPLASTICCs project in utilizing and managing its resources in terms of value for money of the delivery of the MARPLASTICCs outputs?
4.	Impact	To what extent has the MARPLASTICCs project delivered upon longer-term/high-level social, environmental, governance and economic changes (positive or negative, intended, or unintended)?
5.	Sustainability	What is the probability of these changes to persist over time and what are the key enablers and risks to sustained change?
6.	Lessons Learnt	What are the factors, drivers, opportunities, capacities, and processes that foster effective implementation of MARPLASTICCs?

For the purposes of the current evaluation, the Evaluation Team conducted Key Informant Interviews, and In-Depth Interviews, with relevant project stakeholders in the five target countries. In addition, field visits and Focus Group Discussions in two of the five project countries i.e., Kenya and Thailand were also carried out.

3 Evaluation Methodology

This section presents the approach and multi-stage methodology that Evaluation Team used to undertake the evaluation. The Final Evaluation of MARPLASTICCs project was undertaken from October 2021 to January 2022. The Evaluation Team[6] adopted a consultative and participatory approach and employed mixed methodologies, combining qualitative and quantitative data from both primary and secondary data sources to capture information relating to the evaluation objectives. Using the guidance in the TORs, the methodology used to undertake the Evaluation which included a step-by-step approach, including an Inception meeting between Cynosure and IUCN, desk review and document analysis, development of evaluation tools, data collection using Key Informant Interviews (KIIs), In Depth Interviews (IDIs), Focus Group Discussions (FGDs), and two field visits to Circular Economy projects in two countries.

A full list of the documents reviewed is provided in Annex 02. Based on this review, the programmatic and geographic scope of the evaluation activities as well as samples for interviews and field visits were determined. In total, 31 interviews were conducted during the course of the evaluation with project stakeholders from the public, private, and international development sectors. A detailed list of the interviews conducted is provided in Annex 03.

[6] The Evaluation Team included Ms. Umm e Zia as the International Team Leader, five national consultants in each project country (Mr. Francis Ngari in Kenya, Mr. Temoteo Mucavele Junior in Mozambique, Mr. Silvester Hwenha in South Africa, Dr. Parichatt Krongkant in Thailand, and Mr. Giap V. Nguyen in Viet Nam) and Mr. M Irfan Farrukh as the Project Coordinator.

Moreover, the Evaluation Team sampled 25 (15%) of the 157 harvested by the project team based on the criteria of significance and contribution rating. These outcomes were substantiated through document review and interviews conducted with various stakeholders, and also verified the outcomes across the project outputs as well as the geographic locations. A detailed list of outcomes verified by the Evaluation team is provided in Annex 04.

Data gathered during the assignment was analyzed according to key objectives of the assignment and in line with the OECD/DAC evaluation criteria of Relevance, Effectiveness, Efficiency, Impact, Sustainability, and Lessons Learnt. The evaluation was drafted according to the outline provided in the TORs and a Draft Evaluation Report was submitted to the IUCN. The Evaluation Team used UNDP-GEF[7] rating scale to rate the results of project's Effectiveness, Efficiency and Sustainability. The rating scale is provided in Annex 05.

4 Evaluation Findings

This section provides detailed findings of the project's evaluation against key evaluation questions. The findings are categorized according to OECD/DAC's criteria of Relevance, Effectiveness, Efficiency, Impact, and Sustainability. Furthermore, an analysis of the project's key lessons learnt is provided. Annex 06 provides a detailed evaluation matrix including a rating of how well the MARPLASTICCs has addressed each of the evaluation question.

4.1 Relevance

This section answers the appropriateness and relevance of the project approaches and interventions with regards to its objectives, outcomes, and outputs in the local, national, and regional contexts. Moreover, this section underlines the extent of the relevance of the knowledge generated by the project in abating plastic leakage into marine environment.

The Marine Plastics and Coastal Communities MARPLASTICCS project was designed with the objective of assisting governments and regional bodies in Africa and Asia to strengthen, develop, and implement legislation which reduce plastic pollution by equipping governments, industry and civil society with tools, knowledge, capacity and policy options to help close the plastic tap and to ensure that the full life cycle of plastics is taken into consideration, not just the impacts of downstream marine litter.

Tackling plastic leakage and its impact on the ocean and creating opportunities for development within the framework of the 2030 Agenda requires integrated approaches across SDGs, in particular Goals 12 (sustainable consumption and production) and 14 (life below water) with specific targets on plastic waste and pollution[8]. Globally, the project also integrates aspects of 1972 Convention on the Prevention of Marine Pollution by Dumping Wastes and Other Matter (the London Convention) and the 1996 Protocol to the London Convention (the London Protocol). In addition, MARPLASTICCs is also in line with the IUCN's and Sida's global objectives and strategy.

[7] Source: UNDP-GEF Terminal Evaluation Guideline (http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf)
[8] Closing the Loop: Scaling up Innovation to Tackle Marine Plastic Pollution in ASEAN Cities; Project Document; UNESCAP 2020

At the Asia regional level, the project is aligned with the "ASEAN Regional Action Plan for Combating Marine Debris in the ASEAN Member States (2021 – 2025)". Moreover, the project is relevant to the needs of this region as more than half of global plastic leakage occurs in the Asian region.[9] Furthermore, Viet Nam and Thailand were ranked as 4th and 6th respectively for polluting the ocean the most with plastic waste and debris.[10] Similarly, at the African regional level, the project is in line with the East African Community Polythene Materials Control Bill, the Nairobi Convention and the plastics related priorities of the SADC (Southern African Development Community).

At the national level, the project is relevant to the country needs as the project countries are either one of the largest plastic producers, consumers or face major challenges in managing plastic leakage to the environment. For instance, Viet Nam and Thailand are one of the top countries contributing to marine plastic pollution. Similarly, Kenya lacks an effective waste management infrastructure, and about 30 – 40% waste generated in Nairobi is not collected and less than 50% of the population is served.[11]

The project is also aligned with the national level policies of the project countries. In the Asia Region the project is in line with the national level policies on addressing marine plastic such as the "National Action Plan on Plastic Waste Management" and "Viet Nam National Plastic Action Partnership" in Thailand and Viet Nam respectively. Similarly, in Kenya the project is in line with the Kenya's framework law on environmental management and conservation, the Environmental Management and Coordination Act (EMCA), 1999, and related laws such as the Plastic Carrier Bag Ban (2017), Private Sector Plastic Action Plan, Sustainable Waste Management Policy (2019), Single-use plastic ban (2020), EPR legislation 2020 at the national level and various County waste management acts and bylaws at the local level. In Mozambique the project is aligned with its Environmental Framework Law, the National Environmental Policy (1995), and related laws such as the Regulation on Control and Management of Plastic Bags, Regulation on the Extended Producer Responsibility and Importers of Packages, and the strategy for the Integrated Management of Urban Solid Waste in Mozambique (2012). MARPLASTICCs is also aligned with the national level policies of South Africa such as the National Environmental Management Act (NEMA), the National Environmental Management: Waste Act, 2008, the National Environmental Management: Integrated Coastal Management Act (NEMICMA), and several related supporting legal provisions, including the National Waste Management Strategy (2020).

At the local level the project was in line with the needs of local communities, specifically as the project CE initiatives were designed to be implemented with active participation of local communities including SMEs, men and women waste pickers and recyclers etc.

In summary, the evaluation team found the project's relevance to the global, regional, national, and sub-national context to be ***Highly Satisfactory.***

[9] Source : https://www.weforum.org/agenda/2018/09/asia-s-plastic-problem-is-choking-the-world-s-oceans-here-s-how-to-fix-it/
[10] Source : https://theconversation.com/why-collaboration-in-the-asean-region-is-vital-to-tackle-plastic-waste-in-the-oceans-151849
[11] Source : https://profiles.uonbi.ac.ke/bnknjoroge/files/gakungu_paper.pdf

4.2 Effectiveness

This section provides an output-wise analysis of the project's results. In accordance with the evaluation guidelines, the analysis for effectiveness focuses on the extent to which the project's objectives at the output level are achieved under each output.

4.2.1 Output 1 – Footprint Methodology

Output 1 pertains to the Knowledge component and understanding the state and impact of plastic pollution in the Indian Ocean and Asia Pacific regions. This section Evaluates Output 1 by determining how effective MARPLASTICCs has been in producing knowledge about the state and impact of plastic pollution in each of the target countries. Moreover, the Evaluation determined the extent to which the UNEP/IUCN National Guidance for Plastic Pollution Hotspotting and Shaping Action methodology and national Economic Assessments have been used by target audiences. Table 02 illustrates output 1 targets and its achievements at the end of project.

Table 2: MARPLASTICCs Targets and Achievements under Output 01

Output 1. Understanding the state and impact of plastic pollution in the Indian Ocean and Asia Pacific regions		
Output	**Targets**	**EOP Achievements**
Output 1.1 Standard national-level footprint (methodology, model, data) developed.	1 standard national-level footprint methodology available	Footprint methodology developed, available and applied
Output 1.2. Standard national-level footprint applied in each target country.	5 national-level footprint reports available	5 national hotspotting assessments are completed and published on the IUCN website and the UNEP website (with 3 additional assessments from other projects).
	Economic assessment approach trailed in at least 2 of 5 target countries; 2 regional summary reports available.	2 Economic assessments are published as of Nov on the IUCN website, 3 additional publications will be completed in December (60% above target).
Output 1.3 Target audiences informed by national-level footprint process and results.	Per target country, at least 1 workshop held per year involving target stakeholders.	Consultations in all countries completed in 2021 as part of workshops.

The evaluation determined that the MARPLASTICCS team has worked closely with UNEP to review existing footprint methodologies and develop a standardized national-level plastic footprint measurement tool to provide stakeholders the data and analysis to inform decision making on reducing plastic leakage. This resulted in the development of the UNEP/IUCN National Guidance for Plastic Pollution Hotspotting and Shaping Action methodology. The Project also followed the due process of refining the devised methodology based on expert consultations. Feedback from these consultations was integrated to finalize the methodology, and the tool was disseminated to stakeholders in July 2020.

Upon its development, with technical assistance from Quantis EA, the UNEP/IUCN hotspot methodology was initially piloted by the project in Viet Nam and Thailand in 2019, followed by South Africa, Kenya, and Mozambique in 2020. When piloting the methodology, MARPLASTICCS partnered and engaged with national, regional, and global stakeholders, thereby positioning IUCN to support and influence policy makers with tools and knowledge to effectively implement plastic pollution reduction actions. In

particular, several related ministries, authorities, and government bodies were engaged from the public sector to access data critical for piloting the tool and validating results. For instance, in Kenya the Ministry of Environment and Forestry (MEF), the National Environment Management Authority (NEMA) and in Viet Nam, the Ministry of Natural Resources and Environment, Ministry of Construction, Ministry of Agriculture and Rural Development, and local government in Ho Chi Minh City, Quang Nam Province and Da Nang City contributed to this endeavor. Similarly, members of the National Steering Committees (NSC)/National Advisory Body (NAB) comprised of representatives from public, private, and civil society sectors facilitated critical linkages.

Once completed, the results of the hotspotting pilots were validated with local stakeholders in all five countries by undertaking national level workshops. In addition, a tutorial manual was produced, and two training webinars were organized to train local stakeholders on implementing the methodology in the future. The results of the five national hotspotting assessments have been disseminated through various knowledge products and publications. For instance, the country-level results as well as a combined report, titled 'Plastic Pollution Hotspotting and Shaping Action: Regional Results from Eastern and Southern Africa, the Mediterranean, and Southeast Asia' for three regions where hotspotting was piloted were uploaded on published on the IUCN and UNEP Life Cycle Initiative web pages.

Overall, stakeholder interviews revealed that hotspotting activities provided a cohesive picture that effectively informed policy making, thereby filling critical information gaps on national level hotspots. For example, the hotspotting methodology allowed policy makers to differentiate hotspots along different polymers, or different uses of plastics at various stages of the value chain. Similarly, as the hotspotting assessments considered local situations and priorities, the exercise was seen as responsive to local needs. For instance, IUCN worked with South Africa's Department of Forestry, Fisheries, and Environment (DFFE) to address the phasing out of microbeads (a form of microplastics) as a matter of national priority commissioned by the national assembly, was a member of the national steering committee for the DFFE's national Single-Use Plastics review process, a member of the national committee to review South Africa's plastic bags policies, all of which benefitted from perspectives from the SA National Plastics hotspotting results. Similarly, in Viet Nam, the government has used the hotspotting report as a basis for developing the action plan for reducing plastics in fisheries. Similarly, in Mozambique, the results of hotspotting assessment have informed the provincial and national consultative processes to develop the National Marine Litter Action Plan, being conducted by the Mozambique's Ministry of Sea, Inland Waters and Fisheries (MIMAIP). The hotspotting results also informed additional analysis implemented by the ProAzul Project to better understand plastic flows and pollution in the cities of Maputo, Nacala and Vilanculos through World Bank funding.
Furthermore, the hotspotting methodology has also been taken up by stakeholders other than IUCN. In particular, a World Bank supported project, titled 'Plastics Free Rivers and Seas for South Asia' used the UNEP/IUCN methodology in eight South Asian countries, including Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, and Sri Lanka[12]. In addition, under separate funding by the French Development Agency (AFD), the methodology was also piloted in Tanzania. Further applications have been implemented in Menorca (Spain), and Cyprus by IUCN and UNEP. Additionally, three non-MARPLASTICCS organizations, including Norsus in Norway, Inspector General's Office in Colombia, Smart Waste Portugal have reportedly either started using or expressed interest in using the methodology.

[12] https://www.imcworldwide.com/project/baseline-assessment-of-plastic-debris-flowing-into-rivers-and-seas-of-south-asia/

Also, the World Economic Forum', Global Plastic Action Partnership hired EA and SystemIQ to develop tools and a new toolkit based on the UNEP/IUCN National Plastic Pollution Hotspotting Guidance. Similarly, the Kenya Plastics Pact (KPP), represented by 51 industry representatives from manufacturing, converters, and retail, utilized results from MARPLASTICCs national plastics hotspotting assessment in setting the baselines and defining targets for the national Pact. The hotspotting results have also been used by the South African Plastics Pact to inform the design of further studies, such as "Breaking the Plastic Wave" study for South Africa.

In summary, the evaluation determined that through the implementation of output 1, IUCN has been able to build a strong reputation for providing effective guidance on assessing plastic footprint to inform plastic leakage management and control. Moreover, the results of the hotspotting exercise have been received well and already starting to form the foundation for public sector policy and decision making in some of the pilot countries. However, it was determined by the Evaluation Team that the dissemination plan for the methodology and its results has been rather limited. In the absence of a strategic dissemination plan over the long term, there is a risk that the hotspotting methodology might lose its appeal, especially as there are multiple other plastic assessment methodologies available in the sector.

4.2.2 Output 2 – Circular Economy Initiatives

Output 2 relates to capacity building in order to facilitate national action for controlling plastic pollution. Expected outputs included 2.1) supporting at least one Circular Economy (CE) demonstration in each country and 2.2) development and 2.3) dissemination of lessons learned from the pilots.

Table 3: MARPLASTICCs Target and Achievements under Output 02

Output 2. Local and regional capacity building to facilitate national action to control plastic pollution		
Output	**Targets**	**EOP Achievements**
Output 2.1 At least one circular economy demonstration selected and supported in each country	At least 5 service contracts signed with implementing organizations to support circular economy demonstrations (1 per country)	Five circular economy Initiatives completed in 2020 and an additional four in 2021.
Output 2.2 Lessons learnt from circular economy demonstrations developed	Key learning questions defined for circular economy demonstrations	Platform and mechanism to document and communicate about progress and lessons established.
	One circular economy lesson learnt document per Country developed	Reporting complete from Impact Track from 5 countries, plus CE report is completed. Updated in 2021 with videos and news stories. Shared via 6 CE videos also posted on the IUCN website, and updated CE stories for news
Output 2.3 Target audiences informed by circular economy demonstrations and lessons learnt	Web platform operational	Completed. Impact Track pages
	Two regional or one international forum supported	Impact Track report finished in 2020 after virtual meetings with each region. Supported and held 7 events on MARPLASTICCs at the IUCN World Conservation Congress, Marseille, Sept 2021.
	Per target country, at least 1 workshop held per year involving target stakeholders	5 Virtual meetings held in 2021 with all CE stakeholders

In total, the project has supported nine CE initiatives, including Thailand (02), Viet Nam (01), Kenya (02), South Africa (02), Mozambique (02), and Tanzania (01), thereby achieving 180% of the targeted five initiatives. Of these, five initiatives, one in each target country, were implemented in 2019 – 20 and

entailed funding support of approximately USD 50,000 to small-scale, already operational initiatives focused on promoting circular economy strategies through public-private partnerships to reduce plastic leakage into the ocean. In view of the positive experience from this activity, in 2021, the project launched its Circular Plastic Economy Innovation Lab (CPEIL) initiative that provided funding of USD 10,000 per grant and an incubation support programme to develop and strengthen the capacity for entrepreneurship delivered in collaboration with OceanHub Africa. Through the CPEIL, the project has funded four additional CE initiatives, one each in Kenya, Mozambique, South Africa, and Tanzania. In addition, MARPLASTICCs also provided support to a CE initiative co funded by CocaCola Foundation Thailand in Koh Yao Yai.[13] Details of the firms contracted are provided in Annex 07.

The evaluation found that Output 2 was largely successful by translating into on ground action. In general, it was determined that the CE initiatives demonstrated a tangible reduction or diversion of plastic from the oceans through various methods adopted. In total, as a result of the CE initiatives, more than 240,000 kg of plastic was prevented from entering the ocean in the five target countries in Asia and Africa. Furthermore, the technical and financial support from the project helped build the capacity of the grantee entities through improving business revenues and geographical or product expansion. For instance, the Watamu Marine Association (WMA) in Kenya has been able to invest in machinery for plastic crushing and processing; whereas, in Thailand, the CE initiative grantee, Jan and Oscar Foundation, the project's CE initiative grantee became the country's first entity to receive the Ocean Bound Plastic (OBP) certification[14].

The CE initiatives were also found to have significant implications for poverty reduction and emphasizing the dignity of those engaged in the lowest rungs of the waste value chains, e.g., collectors, as elaborated in the section on Impact. In particular, the sponsored CE initiatives resulted in capacity development of community groups, and income generation for vulnerable women and youth through participation in the waste value chain, such as collection and recycling activities.

In accordance with Output 2.2, the project established the Impact Track Tool as the platform and mechanism to document and the progress and lessons learned of the CE initiatives and developed a CE Report in 2020. In addition, videos and news stories related to the CE have also been developed and widely disseminated through the IUCN's project website and YouTube channel.

The Evaluation Team found that the CE initiatives helped translate the project's technical and policy assistance into practical action and demonstrated the effectiveness of tailored approaches and engagement of local stakeholders in controlling plastic pollution while also leading to the sustainability of small-scale social enterprises. For instance, Evergreen Labs, from the ReForm Cham Island circular economy enterprise expanded from Viet Nam to Myanmar, and signed three MOUs in 2021, enhancing their funding and support. Similarly, the Mazingira Yetu Organization, a Kenyan CBO was mentored

[13] Source : https://www.iucn.org/sites/dev/files/content/documents/cocacola_factsheet_17_2_2019_rev.pdf

[14] The **OBP Certification Program** was developed by the NGO Zero Plastic Oceans in collaboration with the certification group Control Union to protect oceans from the continuous leakage of Ocean Bound Plastic (OBP) from land-based activities. The Program is designed to encourage the removal of Ocean Bound Plastic from the environment by adding value in effectively collecting and treating it before it reaches oceans. (https://www.obpcert.org/)

through CPEIL to start operating as a sustainable social enterprise dealing in plastic waste recycling as a business venture with social impact.

Moreover, considering the importance of Tanzania in parallel to the project context, the project took the added initiative of expanding the geographic scope for the CE initiatives of project in 2021, with additional funding as well from France (AFD) through the IUCN PlastiCoCo project. In addition, the positive outcomes of the CE initiatives encouraged further support to these small-scale projects. In particular, in 2020 GIZ provided EUR 123,000 to IUCN to support a new project in Koh Libong, Trang (Thailand) under the Rethinking Plastics Project. Further, due to flexible planning, the CE initiatives were finished with little delay despite the onset of COVID-19 that posed challenges for implementers of the CE initiatives in communication and community outreach, etc.

On the other hand, the absence of in-country staff in the early year of the project, especially in Africa, was reported to be challenging for organizations implementing the CE grants. In addition, the covid-19 pandemic became a limiting factor in terms of key staff visiting the project sites to monitor progress. Also, while beneficial, the duration of the accelerator program was seen as too short.

Furthermore, although the project's CE initiative have resulted in tangible reductions in plastic leakages, from the evaluation perspective, as the project design did not include any quantitative targets or indicators for the amount of plastic to be curbed, there are no benchmarks available to determine the level of the project's success in this regard. Moreover, despite significant interest by local stakeholders in participation in CE initiatives, e.g., the number and quality of applications received, the limited budget associated with the output prevented the project from financing more initiatives.

In addition, while the Impact Track tool has been piloted to assess the progress of the CE initiatives, local staff utilizing the tool faced several challenges. In particular, a review funded by the project ascertained that only three out of the five (60%) grantees of CE initiatives (2019 – 2020) planned to use the tool in the future. Major challenges with utilization included lack of technical capacity, challenges in data collection, lack of affordability of tool subscription cost, and lack of interest.

Overall, the Evaluation Team determined that the CE initiatives implemented under the MARPLASTICCS project were implemented effectively and made significant contributions to limit plastic leakages as well as create social and economic benefits for the communities involved, as elaborated in the section on Impact.

4.2.3 Output 3 – Policy Support

Output 3 relates to supporting national and regional policy frameworks and legislative reform processes to address plastics. This section highlights how effective Output 3 has been in creating an initial inventory through developing five scoping studies (Output 3.1), developing five in-depth policy analysis reports (Output 3.2), and conducting workshops to equip target audiences with policy analysis processes and results (Output 3.3).

Table 4: MARPLASTICCs Target and Achievements under Output 03

Output 3: Supporting national and regional policy frameworks and legislative reform processes to address plastics		
Output	**Target**	**EOP Achievements**
3.1 Initial policy inventory completed in each target country	5 scoping studies completed (one per country)	5 scoping studies completed.
3.2 In-depth policy analysis completed in each target country	5 reports including action plans completed (one per country)	Set of national priorities identified and plan for completing the in-depth policy analysis on EPR competed for all 5 countries and posted here.
3.3 Target audiences equipped with policy analysis process and results	Per target country, at least 1 workshop held per year involving target stakeholders	1 regional (Asia for Thailand and Viet Nam) workshop on EPR and policy needs was held in November 2021, and 3 national workshops held on EPR and plastics circular economy in the 3 African countries in 2021. 3 new Knowledge products produced in 2021: Viet Nam translated EPR Report, Mozambique EPR Report, and updated South Africa Report. 2 News articles published on waste pickers and in policy reports. One additional report developed on addressing illegal dumpsites in South Africa.

This output was implemented by the MARPLASTICCS team in collaboration with the IUCN Environmental Law Centre (Bonn) and the IUCN Economic Knowledge Unit (Washington, D.C.). Initially, a policy scoping study was conducted in each of the five countries engaging local policy experts. The studies provided a baseline of the legal, policy, and institutional frameworks governing marine plastics in each country and identified policy challenges.

The results of the scoping studies were disseminated through webinars in South Africa, Kenya, and Mozambique and in-person workshops in Thailand and Viet Nam and posted on IUCN's website. The webinars and workshops were also utilized to prioritize tools for further assessment for in-depth policy analysis and resulted in the selection of Extended Producer Responsibility (EPR). Consequently, the in-depth policy analysis for EPR has been completed for all five countries, and findings were disseminated in one regional workshop for Asia (Thailand and Viet Nam) and three national-level workshops in Africa (Kenya, Mozambique, and South Africa).

Furthermore, the various knowledge tools, including scoping studies, webinars and workshops led to the achievement of tangible outcomes through support to national level policy development. As a result, the project has supported the development of several evidence-based policies in the targeted countries, particularly in South Africa and Viet Nam. Major examples include South African Department of Forestry, Fisheries, and Environment's (DFFE) EPR regulation (2020) in collaboration with the WWF, the Viet Nam Action Plan for Marine Plastic Waste Management in the Fisheries Sector (2021), and the legal framework on EPR in Viet Nam. Similarly, in Kenya, the development of National Marine Litter Management Action Plan (2021-2030) benefited from the knowledge generated by MARPLASTICCs.

The project has also developed economic assessments on the impact of plastic pollution on local economies, including local industry, tourism, livelihoods, and ecosystems, along with recommendations for combatting plastic pollution. Of these, localized assessments for South Africa and Mozambique have been posted on the IUCN's website, while assessments for the remaining three countries are pending upload.

In addition, the project has also attempted to influence regional policy agendas on plastic leakage and pollution management. Highlights in this regard include sharing key MARPLASTICCS outputs with the Nairobi Convention and the Western Indian Ocean Marine Science Association (WIOMSA) as part of the biennial Science to Policy Forum that sets the agenda for key resolutions adopted at the Nairobi Convention Conference of Parties (COP) that covers 10 coastal countries in the Western Indian Ocean region. Similarly, IUCN's work on plastics (Close the Plastic Tap, which is the umbrella of MARPLASTICCS) has also been referenced in key initiatives, such as the 'Strategic Positioning and Programming Directions' document for GEF-8 replenishment by the GEF Secretariat.

In summary, the MARPLASTICCS project has effectively used baseline research and public sector linkages to support evidence-based policy development. Also, the project's regional contribution to policy has been more pronounced in Africa through engagement with the Nairobi Convention and WIOMSA.

4.2.4 Output 4 – Business Engagement

Output 4 relates to engaging and mobilizing business actors in support of effective management and reduction of plastic pollution. Sub outputs included the development and testing of a standard business-level footprint methodology (output 4.1), engagement of at least one business platform in each target country (output 4.2), and support towards green economy roadmaps through adoption of the Plastic Leak Project (PLP) methodology (output 4.3).

Table 5: MARPLASTICCs Target and Achievements under Output 04

Output 4. Engaging and mobilizing business actors in support of effective management and reduction of plastic pollution		
Output	**Targets**	**EOP Achievements**
Output 4.1 Standard business-level footprint (methodology, model, data) developed and tested	1 standard business-level footprint available	1 Footprint methodology developed and results from two case studies completed through the PLP.
	Regional business champions in each landscape will pilot and implement PLP guidelines	2 Regional business champions in Asia engaged in 2021 for PLP (Thai Union and Club Med discussed training needs and will be featured in a case study end of December) in webinars, training, and beginning to pilot the tool. In Africa, stronger engagement has happened in South Africa because it is the only country with a fully-fledged plastic manufacturing industry, compared to Kenya and Mozambique who remain net importers of virgin plastic and products, hence underdeveloped. In South Africa, 27 companies or umbrella bodies were engaged, with a strong interest expressed by Belgotex, a company with a global plastic footprint to implement the PLP assessment in 2022.

Output 4.2. Business platforms engaged in each target country	Per target country, contributed to at least 1 business platform	At least four business platforms engaged with contribution to 16 meetings in Thailand and Viet Nam, and with networks of Thailand B-DNA and Viet Nam VB4E plus more information here. The Plastics Pacts in SA and Kenya engaged in dialogue, and in Mozambique the 3R Circular Economy project (works closely with EPR stakeholders in Mozambique) was engaged as champions for the waste sector.
Output 4.3 Green economy processes in each target country presented with action points for the control of and investment in plastic pollution solutions	Per target country, at least 1 workshop held per year involving target stakeholders	Held 2 trainings on PLP in Viet Nam in 2021, 5 in Thailand, 2 in South Africa in 2021. Engagement in Kenya included a 2-day workshop in December 2021, and in Mozambique a 1-day workshop in November 2021. Regional EPR training in Asia report to be published in December.

The output 4 was implemented by the Business and Biodiversity program of the IUCN. Initially, in February 2020 the project supported the development of guidelines on the Plastic Leakage Project (PLP), a methodology to map and measure plastic leakage across corporate value chains. The methodology development was a multi-stakeholder initiative[15], led by the sustainability consulting group Quantis and EcoDesign center EA, in partnership with 35 public, private and scientific organizations, including IUCN.

Following the development of the methodology, efforts were made to engage businesses with a focus on large multinationals. Accordingly, the project has engaged businesses in three of the five target countries with the higher corporate engagement in plastics, i.e., Thailand, Viet Nam, and South Africa, through three webinars on the PLP. These information events have been attended by approximately 100 individuals representing major private companies.

Moreover, the project has engaged business platforms and networks, such as the Sustainable Inclusive Business (SIB) Kenya, Thailand Biodiversity Network Alliance (B-DNA), Viet Nam Business for Environment (VB4E), Packing Recycle Organization (PRO Viet Nam), and South Africa's Plastics SA to assist in undertaking research, share knowledge, and outreach linkages to their respective members. In addition, nine trainings on PLP have also been conducted with businesses to share further details of the methodology, including 2 in Viet Nam, 5 in Thailand, and 2 in South Africa. Whereas, a workshop has also been held in Kenya and Mozambique, each, and one-on-one follow ups conducted with several companies. However, despite these efforts, the practical uptake of PLP from businesses has been low, with only three companies, two in Asia and one in South Africa, having shown some interest in using the methodology thus far.

While the development and adoption of the PLP methodology was designed to complement and build upon the Project's overall knowledge-focused approach, a series of challenges resulted in an inadequate implementation of Output 4. Major underlying factors identified for limited uptake of PLP include timeliness, centralized project management, economics, and interest. Due to competing priorities at the Business and Biodiversity unit as well as slower than expected progress by Quantis EA for tool development, the PLP was not developed until 2020, the final year of the project, as originally planned,

[15] Source : https://quantis-intl.com/strategy/collaborative-initiatives/plastic-leak-project/

thereby only leaving limited for dissemination. Also, this output was managed by the Business and Biodiversity unit at the IUCN Headquarters without an ability to travel to the regions. There were no dedicated business engagement local counterparts in the regional or country offices available to promote the activities locally. This led to the project hiring two locally based external consultants, one in Africa and Asia each during 2021 which resolved the issue to some extent.

In addition, companies were reluctant to fund the implementation of the Plastic Leak Methodology costing more than USD 30,000, especially more so due to cautious spending in response to the declined economic activity during COVID-19 that has affected corporate revenues. Further potential challenges reported include the PLP methodology being too complicated for many firms to adopt. The appetite for PLP was also affected by the business segment being targeted, as the PLP tool was marketed to major multinationals, most of which already have similar mechanisms, but less precise methodologies, in place to track plastics footprint. Finally, the lack of a proposition for commercial added value and the fact that the methodology is not yet a wide spread tested tool has not allowed IUCN to demonstrate 'proof of concept' have also affected the acceptance of PLP.

On the other hand, collaboration with local business networks and research bodies has contributed to their organizational strengthening. For instance, the Sustainable Inclusive Business (SIB), a Knowledge Centre under the Kenya Private Sector Alliance (KEPSA)[16] collaborated with MARPLASTICCS on conducting studies in Kenya, Mozambique, and South Africa. Evaluation interviews with the Centre revealed that collaboration with the project increased the association's knowledge and capacity to contribute and propose future government policies, strategies, legislation, and sound interventions on plastics litter for the benefit of the business community. Moreover, IUCN was seen as a reliable partner due to its realistic approach to plastic production and use.

In summary, the evaluation determined that while the project has undertaken outreach to businesses and leveraged the network and knowledge resources of business networks in the targeted countries and improve their capacities in return, delayed availability of the PLP methodology, limited country level staffing, and lack of established business case and application. Have been some of the reasons for low adoption of the PLP methodology.

4.2.5 Output 5 – Monitoring, Evaluation, Learning

Output 5 pertains to monitoring evaluation, learning, and reporting mechanism of the MARPLASTICCs. This section provides an assessment of the effectiveness of Output 5 in creating National Steering Committees in the five project countries (Output 5.1), developing a web-based monitoring tool (Output 5.2), and in developing a communications strategy and annual plans (Output 5.3).

[16] Kenya Private Sector Alliance (KEPSA) whose main goal is to encourage businesses to be sustainable and inclusive with a positive impact on People, Planet and Profit. Thematic areas of focus for projects include the Circular Economy, Climate (Food, Land, and Water), People Power and Business Values.

Table 6: MARPLASTICCs Target and Achievements under Output 05

Output 5. 5. Monitoring, evaluation, learning and reporting system operational		
Output	**Targets**	**EOP Achievements**
Output 5.1 National stakeholder platforms operational	National Steering Committee or similar established and meeting regularly in each target country	National Steering Committees in all countries established and annual meetings held each year.
Output 5.2 Monitoring system in place	Web-based project monitoring system operational	AkvoFlow, PODIO, and Impact Track platforms established and operational.
	Project reports delivered on time to donor	2020 September Outcomes Report shared and March 2021 Annual Report for 2020 shared. Mid-year update also provided.
	Mid-term review, Impact track final evaluation, and Project Final Evaluation	Mid-term review was held. Impact Track Evaluation of CE projects was completed in 2020, and an update will be provided in 2021 (was a news article to be published, too). External Evaluation ongoing in December 2021 for delivery in 2022
Output 5.3 Communications strategy and annual plans	1 Results Communications Plan delivered 1 Story Map built	Results Communications Plan in process to share final results with the outcomes harvesting reports and final project reports due in March 2022. News items, social media, and webinars are planned in early 2022. Story Map is published here.
	5 stakeholder maps available (1 per target country)	Five stakeholder maps and engagement strategies developed in 2018, updated in 2020.
	5 annual national-level communication plans developed and used (1 per country	Global communication plan adapted with specific actions and tactics. In 2021 the national comms plans were not developed separately, instead monthly comms calls were held where we drafted news items, and comms outreach activities were discussed and drafted. In all 45 news articles have been produced for MARPLASTICCs. The twitter account of IUCN Plastics had 1,000 followers in December 2020 and is now at over 1,700 followers. Regional communications such as that in Africa have been shared widely as well.

The evaluation determined that MARPLASTICCS' project monitoring was carried out at various levels, including global, regional, and country levels, while the monitoring unit at the HQ was responsible for developing progress reports for submission to SIDA. At the national level the established NSC/NAB in all project countries as it brought various key stakeholders under one platform, thus facilitating input and guidance from the public and private sectors. However due to COVID-19, NSC/NAB meetings were delayed, and several meetings were also held virtually, thereby limiting the full potential of these bodies, resulting in occasional implementation delays.

At the project-level, MARPLASTICCs established and employed various M&E methods, including monitoring and tracking platforms such as Akvo Flow, PODIO, and Impact Track platforms, to capture and determine project uptake and change. In addition, since 2020, the project has also conducted four Outcome Harvesting workshops to assess and make sense of the project's outcomes across all outputs. These workshops allowed the MARPLASTICCs team to identify and articulate 165 specific outcomes. These events also facilitated in conducting annual planning as well as revisiting the Theory of Change.

Data from monitoring activities was utilized to develop regular monitoring reports to SIDA. In addition, in accordance with the M&E plan, an internal mid-term review was undertaken.

However, the lack of dedicated M&E resources affected monitoring processes. At the regional and national level, there are no project-level M&E staff assigned to assist with data collection. Instead, in line with the IUCN's standard management procedures, this additional responsibility is given to the different program staff engaged in implementation. As these team members are responsible for multiple projects simultaneously, they are not able to consistently provide the at times extensive monitoring information. For instance, data in a number of M&E tracking tools was found to be either absent or incomplete and required frequent follow up from the project's Monitoring and Evaluation Officer at the HQ. Similarly, while all the CE initiatives were satisfied with the CE Impact Tracking Tool, two of the five project awardees have reported difficulties and lack of interest in using the tool. Furthermore, the project is still in the process of undertaking the Value for Money (VfM) assessment to assess progress towards the MARPLASTICCS impact level indicator, hence this critical activity will not be completed until after the end of the project.

Also, while the project has established National Steering Committees (NSC)/National Advisory Body (NAB), the role of these entities in project management and oversight has remained limited, as the project was designed as a global initiative to be managed by the IUCN HQ. This reduced engagement of the local stakeholders has limited the possibility for local level monitoring and decision making, as these entities have instead been providing support to the project in the form of linkage development, information sharing, and selection of the CE initiatives, etc. In fact, the complexity of aligning varying national and local priorities to such a large project in order to match both its objectives and country priorities could results in compromise on the actions implemented. To avoid this situation to some extent, the project carried out regional-level theory of change reviews to align local activities to the overall project theory of change and its objectives.

Furthermore, with support from the regional and national communications teams, the project has adapted the IUCN Global Communications Plan and developed five stakeholder maps and two engagement strategies. Major communications channels have included Web stories and news, digital stories, social media – Twitter, FB (regional and IUCN), LinkedIn; Videos – IUCN YouTube, Twitter short videos; and webinars. In addition, country-level workshops have been conducted to communicate progress and plan future activities. Generally, the project has met its targets set out in the communications plans. However, the uptake of these messages has not been comprehensively assessed.

Further, as the project's success is linked to the dissemination of tools and information generated, the availability of dedicated staff for this purpose has been critical for the effective delivery of these results. However, instead of assigning project-specific staff to this purpose, communications have been the responsibility of regional and country level staff that are responsible for organization-wide communications. Hence, outreach for the MARPLASTICCS have had to compete with a large number of other projects and initiatives. This resource limitation has also led to a limited scope of the project-related engagement strategies and communication plans, as the outreach targets in these planning documents are low in proportion to the extent of possible outreach required.

In summary, while the project has met its targets for monitoring and communications, these elements have lacked the attention from dedicated staffing resources, thereby limiting the extent of the project's outreach. However, while there has been a focus on meeting targets, the extent to which this outreach has influenced decision making or attitudes of reached stakeholders has not been tracked.

4.2.6 Effectiveness Conclusion

Overall, the project was found to effectively deliver on its outputs, facilitated by partnerships at all levels. In particular, the MARPLASTICCS has devised and piloted a national level foot printing methodology that is now being adopted by several non-project countries. The results of the hotspotting and other research conducted by the project have raised awareness among key stakeholders, created interest in developing or amending legislation, and informed national level policies. Whereas, through its CE initiatives, the project has been able to demonstrate the importance of localized action in sustainable plastic waste management. Conversely, the project has not been able to garner support from large corporations in adopting the PLP methodology to manage plastic leakage along the value chain. In addition, limited resources have restricted the project from devising an ambitious outreach strategy. Overall, the evaluation team found the project's Effectiveness ***Satisfactory***.

4.3 Efficiency

The MARPLASTICCS project's efficiency was assessed based on a review of the project's management and governance arrangements, timeliness of delivery, stakeholder engagement, and financial management.

4.3.1 Project Management and Governance

The MARPLASTICCS project, implemented in five countries across Africa and Asia, falls under the umbrella of the global Close the Plastic Tap program designed and implemented by the organization's Global Marine and Polar Programme (GMPP). Managed by a Manager at the IUCN headquarters in Gland Switzerland, the project has been supported by the IUCN Asia Regional Office (ARO) and Eastern and Southern Africa Regional Office (ESARO) as well as country-level IUCN staff. In addition, the IUCN's Environmental Law Center (ELC), Economic Knowledge Unit (EKU), and Business and Biodiversity Program (BBP) at the HQ have also provided support to relevant project aspects. Annex 08 provides the project's organogram.

Some project components, such as the hotspotting methodology, were managed at a global level in order to ensure a standardized approach and existing expertise within the IUCN. Whereas, initiatives requiring national expertise, such as the policy assessments and business engagements, with coordination and technical expertise of the IUCN's ELC and Business and Biodiversity units were implemented with support from national consultants. In addition, while the coordination and technical support of IUCN's regional offices was employed, the approaches used to implement support by the regions varied, particularly by using existing staffing resources in Asia and hiring a regional coordinator in Africa. Furthermore, a number of partners and consulting organizations/individuals, such as Quantis and EA have also contributed to the project's implementation. In response to COVID-19, some project

activities, e.g., support to Circular Economy (CE) initiatives were rescheduled in line with the changing situation. Hence, the project was implemented in a complex management environment.

Adding to this complexity was the lack of detailed implementation guidance in the project document, as the project was one of the initial responses to the marine plastics threats and therefore designed at a time when the issue was still emerging. Hence, in order to determine a clearer strategic direction, the project management took the initiative to design a Theory of Change at the end of first year of implementation, and subsequent activities were then planned accordingly. The project's global Theory of Change can be found in Annex 09. Following this, the TOC was revisited by the project team to update assumptions, while keeping the main areas of change fixed. This process of TOC development and periodic reviews was reported to be helpful by regional and country teams, as it allowed them to continue aligning their activities with the overall project through the course of implementation.

However, the Evaluation Team determined that the project has faced significant staffing challenges. All IUCN staff associated with the project implementation have also had to manage additional multiple, anywhere from two to five or more projects. While this practice could create synergies and information exchange with other initiatives, juggling priorities of different projects also could result in project delays. In addition, until 2020, the project faced significant staff turnover, more importantly in the changing of three Program Coordinators of the Marine and Polar Program, and two Project Managers. Consequently, none of the senior staff involved in the project design continued with the project through the end. In some respects, the project has also seen significant staffing capacity gaps; particularly in Africa, where in the absence of sufficient staffing resources at the early years of the project, the Regional Program Officer based in South Africa had to manage the project in all three countries, therefore having serious implications for activities, such as CE initiatives and business engagement, requiring local outreach. From part of year 2020 onwards, additional staff joining the region's Coastal and Ocean Resilience programme at country level have provided extra support to national implementation, though these human resources were not specifically dedicated to the project. Also, as the project was initially designed as a global initiative, a number of activities were coordinated directly from the HQ, thereby resulting in implementation difficulties in the absence of counterpart staff at the country levels. A primary example of this is Output 4, as elaborated in the section on Effectiveness.

Considering this complex management structure, the project management was found to proactively coordinate with the project team for planning and monitoring. This included monthly or two-monthly team calls as well as regular one on one meetings. Furthermore, to overcome the challenges of outreach for the business component, in 2020-2021 the project recruited two national consultants, one in Thailand/Vietnam and one in South Africa.

4.3.2 Timeliness

Originally, the project was initially scheduled to end in 2020, having consolidated results in the final year. However, disruptions caused by COVID-19 meant that a number of engagements could not be undertaken in 2020. Furthermore, as several initiatives undertaken by the project, e.g., the PLP methodology work, that were to provide the foundation for uptake took a considerably longer time to

develop than was anticipated in the original project plan, some additional time was required to build on these results. Additionally, some aspects of the project were delayed due to operational challenges, such as delays from country-level authorities or delayed inputs by consultants, etc. that resulted in later starts of subsequent activities.

To make up for these delays, SIDA agreed to grant the project a one-year extension until December 2021, to ensure orderly completion of agreed outputs from 2020 along with the inclusion of additional strategic outputs for 2021. The plan for one year extension was developed by the project management team in consultation with team members at all levels.

4.3.3 Stakeholder Engagement

The project was found to have developed several operational and strategic level partnerships with a wider range of stakeholders that has proven critical for not only successful implementation but also replication and upscaling of initiatives. In addition, stakeholders engaged in the project were found to be well informed about the project's objectives, activities, and results.

Partners have included other programs within IUCN, global and regional organizations, country governments, research organizations, civil society, and the private sector. Within IUCN, the project has been implemented with support from the Environmental Law Centre (ELC), Economic Knowledge Unit (EKU), the Global Water Team, and Business and Biodiversity Program (BBP). Each of these units have played an active role in the project's implementation, as elaborated in the section on Effectiveness. Moreover, as MARPLASTICCS falls under the IUCN's Global Marine and Polar Programme, there has been active coordination, learning, and information exchange with the Plastic Waste Free Islands (PWFI) project, a complimentary initiative under the program. For instance, some of the experience from policy support under the PWFI has facilitated the implementation of policy-related aspects under MARPLASTICCs. Conversely, outputs of MARPLASTICCs, such as the national guidance on hotspotting and related methodologies have been incorporated into the work of the PWFI project.

At the country level, some project outputs, especially the design and implementation of the hotspotting methodology, necessitated close partnerships with a variety of stakeholders. Considering the organizational structure of public sector entities, where multiple agencies are likely to be responsible for plastic pollution management, separately undertaking the functions of regulation, management, and environmental impact, the MARPLASTICCs team had to engage a large number of public sector organizations. For instance, in Viet Nam, there are at least six agencies reportedly responsible for plastic waste management.

In addition, at country and regional levels in Asia (Thailand and Viet Nam), the project benefitted from existing partnerships developed by the IUCN under the previous 'Mangroves for the Future' project, thereby facilitating smooth implementation. Similarly, in Africa (Kenya and South Africa), the project partnered with relevant organizations that have already been leading the agenda on plastic pollution, e.g., Plastics SA, Consumer Goods Council of South Africa. In particular, the development of the National Steering Committees (NSC)/National Advisory Bodies (NAB) with participation of key stakeholders has been instrumental in supporting the project with strategic policy and implementation level initiatives

within the respective countries. However, understandably, the depth of engagement has varied across countries, being subject to policy processes, interests, and capacities. For instance, due to the limited presence of large businesses in Mozambique, this output had limited activities in the country.

Important partnerships have also been formed with key international and regional organizations. Of these, the most instrumental has been the collaboration with the UNEP's Life Cycle Initiative (LCI) on the development of the hotspotting methodology. In addition, the project has collaborated to varying degrees with many international development stakeholders, such as the WWF, World Bank supported projects, Swedish EPA, SADC, Nairobi Convention, WIOMSA, and OceanHub Africa, etc.

Similarly, by supporting CE initiatives, the MARPLASTICCS project has engaged various local stakeholders providing services at the grassroots level. In addition, it has productively engaged major platforms promoting plastic leakage and pollution management across its targets, such as the Sustainable Inclusive Business (SIB) Kenya, Thailand Biodiversity Network Alliance (B-DNA), Viet Nam Business for Environment (VB4E), Packing Recycle Organization (PRO Viet Nam), and South Africa's Plastics SA, etc.

Despite the limited in-country staffing resources as well as the variety of stakeholders involved in plastic management, the Evaluation Team determined that the project has efficiently engaged many entities and leveraged existing knowledge and networks to achieve results.

4.3.4 Financial Management

MARPLASTICCs was funded by Sida for five years (2017 – 2021) for a total grant of SEK 45 million. This included a budget of SEK 36 million (2017-2020), followed by a one-year extension with additional budget of SEK 09 million. Table 07 provides year wise allocation of resources and expenditure at the time of the evaluation.

Table 7: Year-wise Allocation and Expenditure SEK

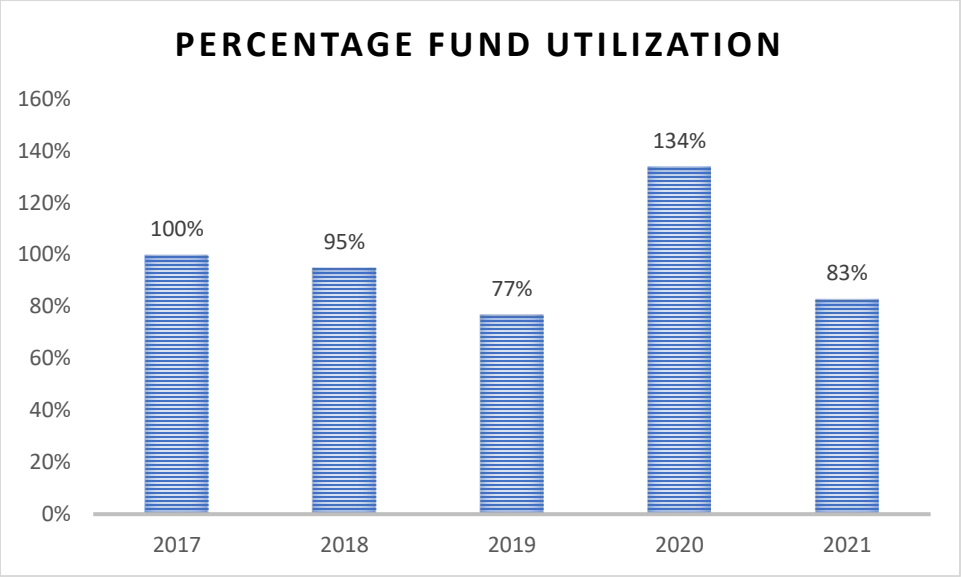
	2017	2018	2019	2020	2021	Total
Allocated Budget	202,621	8,989,954	14,977,070	11,830,355	9,000,000	45,000,000
Actual Expenditure	202,621	8,536,073	11,497,682	15,814,823	7,500,000	43,551,199*
Percentage Expenditure	100%	95%	77%	134%	83%	97%

*Estimated as of 10 January 2022

The project was able to utilize most of its planned annual financial resources for all years, except 2019. As indicated in Figure 01, only 77% of the allocated budget was utilized due to delays accumulated in 2018. For instance, under output 4, payments to CE initiatives were delayed because contracting took longer than expected. Similarly, for the hotspot analysis, the level and quality of data varied by country, and the time spent to collate and evaluate data sources took longer than anticipated. Majority of the activities delayed in 2019 were carried out in 2020, which led to over expenditure (134%), owing to the unused balance and activities carried over and currency fluctuations associated with contracts signed in local currencies, while not exceeding the allocated budget for the target activities. This over expenditure was a result of currency fluctuations associated with contracts signed in local currencies. Underspending

in 2019 and overspending in 2020 was also caused by IUCN's budget tracking methods and implementation of new resource tracking tool in 2020, as well as by staff turnover.

Figure 1: Percentage of Funds Utilized



Moreover, the 2021 expenditure is estimated as the project's books will not close until 27 January 2022 and will be reportedly closer to 9,000,000 SEK by end January.

Table 8: Output-wise Allocation and Expenditure

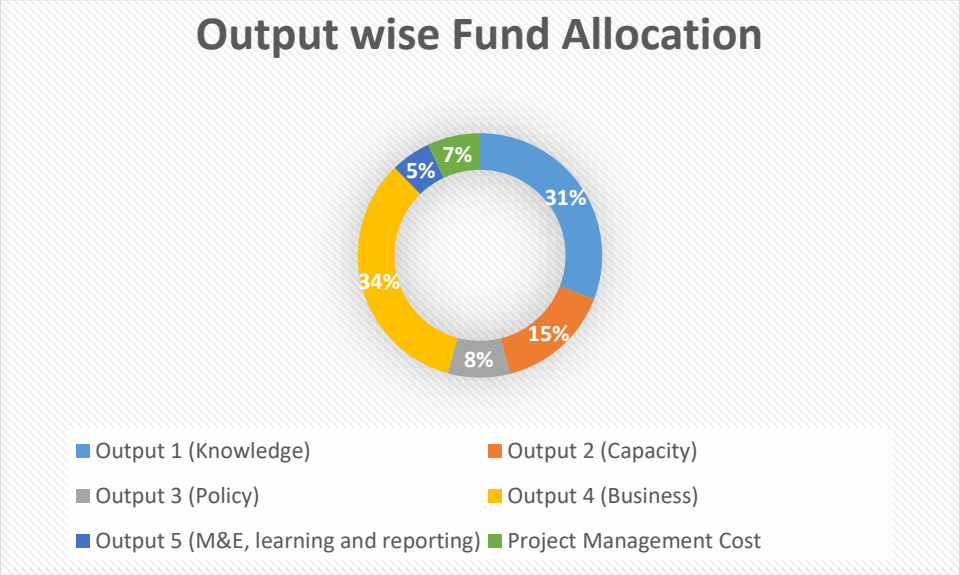
Outputs	Donor Fund Allocation (SEK)	Expenditure as of December 31, 2021* (SEK)	Percent of Expenditure as of Dec 31, 2021	Percent of Total Allocation Spent
Output 1 (Knowledge)	13,883,275.24	13,783,139.94	99.3%	30.6%
Output 2 (Capacity)	6,845,455.20	6,635,410.55	96.9%	14.7%
Output 3 (Policy)	3,687,177.94	3,413,196.58	92.6%	7.6%
Output 4 (Business)	15,053,112.98	14,520,202.58	96.5%	32.3%
Output 5 (M&E, learning and reporting)	2,391,463.09	1,907,488.57	79.8%	4.2%
Project Management Cost	3,139,515.55	3,056,159.68	97.3%	6.8%
Total	45,000,000.00	43,315,597.90	96.3%	96.3%

*Estimated figures

As shown in the table above, and figure 02 of the total fund, the largest proportion of funding was allocated to Output 04 (32.3%) that included engaging and mobilizing business actors in support of effective management and reduction of plastic pollution and implementation of the CE initiatives. However, as discussed in the effective section, while the project has addressed significant plastic leakages through CE initiatives, it has not been effective in attracting businesses to adopt the PLP methodology despite having undertaken several activities to reach out to business actors in the target

countries. The remaining project outputs have performed well, as elaborated in the section on Effectiveness.

Figure 2: Output wise Fund Allocation



4.3.5 Efficiency Conclusion

The evaluation team determined that the MARPLASTICCS project was implemented in a complex management environment and with the active involvement of multiple global, regional, national, and sub-national stakeholders. The project has faced some staffing challenges in the form of turnover at the project management levels and limited in-country staffing capacity in some cases. The situation was further exacerbated by the COVID-19 pandemic, in the last year of implementation, thereby progress causing delays. However, adaptive management strategies adopted by the MARPLASTICCS team, such as the development and review of Theory of Change and regular communication across the team. In addition, a one year extension granted by SIDA has enabled the project to complete its activities. The project also utilized most of its planned annual financial resources for all years, except 2019. However, the rolled over funds were utilized in the subsequent year toward completion of outstanding activities. Overall, the evaluation found the project's efficiency to be ***Moderately Satisfactory.***

4.4 Impact

The Evaluation carried out an assessment of Project impact by examining the extent to which the MARPLASTICCS produced significant higher-level effects in addressing plastic pollution. Accordingly, the Evaluation determined the intended and unintended changes at the national level and the impact of external factors on Project implementation.

The Project was found to have policy, socioeconomic, and environmental impact in addressing plastic pollution, especially in the areas of hotspotting, gap analysis, evidence-based policy development, and CE initiatives. At the national level, the hotspotting methodology coupled with policy gap analysis has provided the basis for prioritizing waste management strategies and led to evidence-based policies. For

example, in Viet Nam, the hotspotting exercise and the beach debris monitoring survey fed into the Department of Fisheries' Action Plan for Marine Plastics Waste Management in the Fisheries Sector 2020 – 2030, which was approved in 2021. Similarly, in 2020, MARPLASTICCs worked with Mozambique's Ministry of Sea, Inland Waters and Fisheries (MIMAIP) and World Bank funded ProAzul Project by providing an update on national hotspot assessment for their city-focused marine litter analysis, targeting three major cities of Maputo, Nacala and Vilanculos. In addition, the project has also built the capacity of local support organizations, such as KEPSA-SIB through participation in project activities and exposure to multiple national and international counterparts.

Furthermore, the Evaluation found that Circular Economy initiatives demonstrated significant environmental impact through the reduction or diversion of plastic from the oceans. Data reported by Impact Track shows that in total, as a result of the CE initiatives, more than 240,000 kgs of plastic was prevented from entering the ocean in the five target countries in Asia and Africa. Similarly, the project's CE initiatives had significant direct socioeconomic impact through business development, job creation, income generation, and supporting women and youth. For instance, in Thailand, the Project contributed to building the capacity of Moken fishermen to recycle or upcycle plastic waste collected from rivers and canals flowing into the Andaman Sea. As a direct impact, a community recycling enterprise has been established in Ranong, which promotes waste separation in public schools and Moken villages. 254 students associated with the project stated that they have changed their behaviour regarding waste sorting and recycling. Whereas Watamu Marine Association (WMA) in Kenya has promoted waste collection as a dignified source of livelihoods and a healthier environment. In addition, of the 200 waste pickers associated with the WMA, 80% reported an increase in incomes after the project funding. In Mozambique, the project's CE initiative generated 11 jobs and was linked to 413 waste pickers in 2020 and 80 in 2021. Similarly, WildOceans in South Africa reported providing employment to more than 50 youth waste collectors.

During the Focus Group Discussions conducted with the CE initiative beneficiaries in Kibera Slums Kenya, the respondents, including women and young girls reported improvement in their livelihood as a result of income generated from the sale of recycled products. The beneficiaries also reported reduction in diseases due to clean environment and reduced crime rate due to the involvement of youth in meaningful economic activities.

"Youth idleness is a problem in the Kibera slums, forcing them to commit crimes in order to survive. Mazingira Yetu's training on the value of plastic collection, selling, and making artisanal products made us see this is a good economic activity. The crime rate has decreased as a result of youth involvement in the collection of plastics for money." – FGD Respondent, Kibera Slums.

Similarly, during the field visit to Thailand's Ranong Recycling Centre, the Moken fishing community members reported better living conditions due to extra income earned from waste collection and recycling. Moreover, an increase in tourism was also reported as a result of cleaner beaches, which created more opportunities for the fishing community. Moreover, a shift in the perspective of young community members from their traditional way of living towards modern ways was reported during the interviews.

"I like to work here because I can help earning extra income for the family. My husband also works here at the Ranong recycle centre; we can come together. It is not difficult to separate these plastic bottles." – FGD Respondent, Ranong Recycle worker.

As a result of this multi-sectoral impact, the project has enabled IUCN to emerge as a reliable partner in knowledge generation, policy support, and piloting community-based initiatives in the plastic sphere. In particular, the role of IUCN has been recognized in Africa as it served to fill a major institutional gap in support to plastics in the continent. However, the MARPLASTICCS project's immediate impact on the business community has been limited, as elaborated in the section on Effectiveness.

4.5 Sustainability

This section analyses how MARPLASTICCs ensured sustainability in the long term. The Evaluation found that the Project was well designed and implemented in a way that improved overall sustainability across multiple areas, especially in regard to the Knowledge, Policy, and Circular Economy components.

For example, under the Knowledge component, multiple knowledge products across four pillars were created and disseminated, all of which are hosted on the MARPLASTICCs website. These publications and other communication methods helped disseminate the research undertaken by the project, thereby ensuring sustainability, as various stakeholders can benefit from the project's results. Furthermore, a positive national response to the Hotspotting methodology and results also ensured that the project's work will feed into longer term strategies and policies, as elaborated in the section on Effectiveness and Impact.

The Project also created interest in using the hotspotting methodology by new countries outside of the MARPLASTICCs countries. In particular, a World Bank sponsored project has piloted the methodology in Asia, and four others non MARPLASTICCS organizations, including: the World Economic Forum (WEF), Norsus in Norway, Inspector General's Office in Colombia and Smart Waste in Portugal, have shown interest in using the National Guidance Models and tools to generate their own results and engage with governments to address plastic pollution hotspots. Such partnerships and ongoing collaborations are likely to be sustainable and therefore contribute to the Project's long-term impact. In addition, by demonstrating results, MARPLASTICCS has generated interest from new donors, such as the GIZ's funding of EUR 123,000 to support a CE initiative in Thailand and the Swedish EPA's funding to IUCN, WWF, and DFFE for the development of an EPR policy in South Africa.

Furthermore, the information generated by the project has contributed to policy development, e.g., the National Plan to Combat Marine Litter in Mozambique and EPR related legislation in Viet Nam and South Africa and will continue to influence future public sector policies and strategies. For instance, evaluation interviews revealed that the DMCR in Thailand is now planning to replicate the Ranong model in other provinces through ten DMCR offices. Similarly, the CE initiative has strengthened the capacities of local organizations already involved in plastic waste management by helping them expand operations and increase incomes, thereby contributing to their sustainability. On the other hand, the project's efforts to promote the PLP tool among the business community has not seen any significant uptake, putting the

sustainability of this initiative at high risk. However, with continued support from the IUCN this risk can be overcome, as businesses need to take some time to assess the utility of this tool.

In addition, the MARPLASTICCs CPEIL programme has reportedly been instrumental in designing complementary blue entrepreneurship development ventures/incubators in other projects, such as the IUCN Tanga-Pemba Seascape project being implemented in Tanzania, and the IKI-funded LEAP project in Kenya, Tanzania, and Mozambique.

In view of the above assessment, the Evaluation Team determined that the project's outputs in the areas of knowledge and policy are highly sustainable but will require continued dissemination and research support from the IUCN. Similarly, while the current CE initiatives of the project are sustainable, the sustainability of CE Initiatives in terms of replication and PLP uptake will be subject to the availability of future funding and interest by stakeholders, as demonstrated by the CPEIL initiative. Therefore, the evaluation found the sustainability of the project's interventions to be ***Moderately Likely.***

5 Conclusions and Lessons Learned

In conclusion, the Evaluation Team found the MARPLASTICCs project to be well designed, with clear outputs and sub-outputs that build off each other in a sequential manner, focusing on research, dissemination, and piloting. Furthermore, the Project was found to have a comprehensive approach in addressing multi-faceted challenges posed by plastic leakage and pollution, including development and implementation of the assessment/footprinting methodology, support to policy, promotion of leakage management in business value chains, and grassroots level interventions through CE. In particular, MARPLASTICCs was unique in developing the national level hotspotting methodology and piloting to demonstrate results, as many similar development projects tend to focus only on community engagement, civil society partnerships, knowledge- sharing with community and policy advocacy.

The Project implementation has benefited by developing strong partnerships, including with UNEP, Quantis, EA, and several local research organizations, business platforms, national level government bodies and ministries, and regional entities. The Evaluation found that this multi-stakeholder approach, especially where stakeholders are well informed and engaged, is highly effective and sustainable for a project of this scale to gather comprehensive data and obtain buy-in from private and public sector alike.

Overall, the project was found to effectively deliver on its outputs, resulting in increased knowledge, awareness, capacity, and interest among key stakeholders for developing policies and strategies to control plastic pollution. Results of the project's knowledge outputs, especially the hotspotting methodology, have been acknowledged and taken up by international development agencies and governments in both projects targeted and non-MARPLASTICCS countries. Also, through its CE initiatives, the project has been able to demonstrate the importance of localized action in sustainable plastic waste management and utilization. On the other hand, the project has had limited support from large corporations in adopting the PLP tool for managing plastic leakages along the value chain. In addition, limited resources have restricted the MARPLASTICCS project from devising an ambitious outreach

strategy, as the project has faced multiple challenges with staffing capacity and availability. In view of this assessment the overall project performance is rated ***moderately satisfactory.***

Hence, the implementation of the MARPLASTICCs project revealed major lessons in the areas of policy, approach, and prioritization, as elaborated below:

- Availability of action and evidence-based research to inform policy direction is welcomed by stakeholders, especially country governments
- Active collaboration with stakeholders is essential for the success of a multi-faceted project like MARPLASTICCS.
- There is significant potential for community-based organizations (CBOs) and micro, small, and medium enterprises (MSMEs) to be integrated in plastic circular economy through business incubation, mentorship, coaching, peer to peer linkages, technology transfer, and networking.
- A business case needs to be developed for newly promoted tools such as the PLP in order to encourage their uptake by the private sector.
- Participatory development of the Project's Theory of Change (TOC) by the project staff after the project approval and periodic review during the course of implementation can ensure that project activities remain in line with the original project objectives.
- Limited in-country staffing and dedicated personnel for monitoring and communications can affect progress and effectiveness.

5.1 Recommendations

Based on the in-depth evaluation of the MARPLASTICCs project, the following recommendations are presented to the IUCN and any other entities, such as governments, donors, and development agencies, involved in the design or implementation of future program of this nature and scale. These include the broader areas of Partnership Development, Future Programme Directions, and Operations.

5.1.1 Partnership Development

In view of the importance of partnerships, the following strategies are recommended:

a) In order to achieve and sustain any development outcomes, it is recommended that **government agencies and other non-state actors at the country level are involved at the project design stage** to ensure early buy-in. Such partnerships can also leverage in country technical and financial resources through co financing.

b) Having developed a knowledge base through the MARPLASTICCS project, it is also recommended that IUCN now leads the **development of regional networks of likeminded international development and research organizations** on harmonization of assessment methodologies. Such networks can also promote coordination, sharing of information, and initiating pilot projects jointly,

thereby bringing these organizations under one umbrella to achieve collective goals on addressing plastic pollution.

5.1.2 Future Programming Directions

Based on the programming outcomes of the MARPLASTICCS, it is recommended that the IUCN considers incorporating the following elements into future programs:

a) To ensure harmonization of assessment methodologies and in the interest of sustainability of the project's results, it is highly recommended that IUCN in collaboration with the UNEP brands the hotspotting methodology as an intellectual tool and works to promote this output to major entities involved in plastic waste management, such as the World Bank, World Economic Forum, WWF, as well as country governments in the 160-country network that the IUCN works in.

b) It is also recommended that IUCN continues to build on the momentum gained in the area of Extended Producer Responsibility (EPR) as a key strategy to reduce plastic leakage by providing support to research, legislation development, and implementation.

c) In addition, to capitalize on the success of the Circular Economy initiatives, there is a need to integrate CE initiatives in multi-sectoral environmental projects. This can be done by the IUCN based on devising a replicable methodology/guideline for the development of sustainable CE Initiatives in view of the lessons learned from the MARPLASTICCS and allocating dedicated funding for the implementation of CE initiatives on a larger scale.

d) Finally, to obtain private sector buy in for the Plastic Leak methodology, the project is recommended to demonstrate the proof of concept for PLP. Moreover, as opposed to large corporations who are likely to already have access to similar mechanisms, IUCN is advised to target SMEs and local large business value chains by using a cluster approach. In this regard, targeting local businesses that have a high consumer demand for sustainability, such as export oriented enterprises, can be potentially effective. It is also critical that the design of any business-focused initiative such as the PLP must be based on extensive consultations with local businesses in order to ensure responsiveness to their business needs and financial/technical capacities.

   To implement such a program, partnerships with WWF and UNIDO may be effective due to their prior experience in addressing environmental concerns in SME operations.

5.1.3 Operations

To improve the operational management of future projects, the following actions are recommended:

a) Based on the positive experience of the MARPLASTICCS project, it is recommended that in future projects, the Theory of Change is developed consultatively by the project stakeholders, including IUCN staff and other key entities, such as country governments and implementing partners. Similarly, the TOC should be subject to periodic reviews in order to ensure harmonized implementation and also so that the project's activities continue to be aligned with the project's objective.

It is recommended that IUCN ensures the presence of on the ground, dedicated staff for the next phase of MARPLASTICCS (if any) or other similar projects. Also, dedicated staff for communications in a project similar to MARPLASTICCs is critical to ensure effective outreach and coordination.

6 Annexes

Annex 1: Evaluation Issues and Questions

RELEVANCE

I. How appropriate and relevant were the MARPLASTICCs approaches and intervention logic with regards to its objectives, anticipated outcomes, and outputs, and within local, national, and regional context?

II. Has there been any major change of condition since the project was formulated that has affected its relevance? If so, what are these changes and to what extent the project has managed to adapt to ensure it remains relevant?

III. How relevant is the knowledge generated through MARPLASTICCs with regards to national and regional processes to abate plastic pollution, and to a potential global agreement on plastic pollution?

EFFECTIVENESS

I. To what extent has MARPLASTICCs delivered on its outputs and outcomes at national, regional, and global level? Were there any unintended consequences? In particular:

   a. How effective has MARPLASTICCs been in producing knowledge about the state and impact of plastic pollution in each of the target countries? To what extent have the National Guidance for Plastic Pollution Hotspotting and economic assessments been used by target audience?

   b. How effective has MARPLASTICCs been in building local and regional capacity to facilitate national action to control plastic pollution? To what extent have the circular economy initiatives reached their objective(s)?

   c. How effective has MARPLASTICCs been in supporting national and regional policy frameworks and legislative reform processes to address plastic pollution? To what extent have decision makers and policies been influenced by the project?

   d. How effective has MARPLASTICCs been in engaging and mobilising business actors in support of effective management and reduction of plastic pollution? What are the markers of change among key business actors that demonstrate their increased level of interest and involvement in the fight against plastic pollution?

   e. For all the above questions, what are the factors that positively or negatively influenced the effectiveness of the project?

II. To what extent were the Monitoring, Evaluation and Learning (MEL) strategy and tools adequate and effective? In particular:

   a. To what extent did the MEL strategy help to (a) collect the right kind of data in view of understanding the impact of the project and (b) detect any needed programme implementation adjustments for better progress towards results?

b. What adjustments to the MEL system are recommended to help understand the impact of similar project in the future?

EFFICIENCY

I. To what extent are the MARPLASTICCs outputs in balance with the level of effort, time and resources invested?

   a. To what extent did spending and project delivery align with the planned schedule?

   b. How efficient were the operational modality and governance structure in contributing to the overall achievements of MARPLASTICCs?

   c. To what extent has the project management been able to adapt to any changing conditions to ensure efficiency?

   d. To what extent has the project built on existing agreements, initiatives, data sources, synergies and complementarities with other projects, partnerships, etc. and avoided duplication of similar activities by other groups and initiatives?

   e. Are there less costly ways of achieving the same outputs?

SUSTAINABILITY AND IMPACT:

I. To what extent has MARPLASTICCs produced significant higher-level effects in addressing plastic pollution?

   a. What are the key changes, intended or unintended, in the countries of intervention that demonstrate that MARPLASTICCs has achieved its objectives?

   b. Were potential negative environmental and social impacts adequately mitigated or avoided? If not entirely, what are the negative impacts that resulted from MARPLASTICCs intervention and what could it be done in the future to avoid them?

   c. To what extent have external factors catalyzed or hindered the impact of MARPLASTICCs?

II. What efforts have been made to ensure sustainability of MARPLASTICCs results in the long term?

   a. What project results, lessons or experiences are likely to be replicated (in different geographic areas) or scaled up (in the same geographic area, but on a much larger scale and funded by other sources) in the near future?

   b. To what extent are the partnerships and new networks of collaboration created under the impulsion of MARPLASTICCS most likely to sustain?

Annex 2: List of Documents Consulted

S. No	Name of Document
1	The IUCN Monitoring and Evaluation Policy
2	IUCN Project Document
3	MARPLASTICCs Project Extension Proposal
4	Financial Reports
5	Project Annual Progress Report 2018
6	Project Annual Progress Report 2019
7	Project Annual Progress Report 2020
8	Plastic Pollution Hotspotting and Shaping Action
9	Implementing Partners Agreements
10	Policy Assessment Studies
11	Scoping Studies
12	CE Impact Track Report
13	Meeting Minutes of NSC/NAB Meetings

Annex 3: List of Interviews Conducted

IUCN STAFF

S. No	Unit	Name of Respondent	Date of Interview
1	Environment Law Center	Ms. Mariana Blanco	18-Oct
2	Global Business and Biodiversity Programme	Mr. Grégory Guillot	22-Nov
3	Asia Regional Office	Ms. Maeve Nightingale	23-Nov
4	IUCN M&E Officer	Mr. Florian REINHARD	23-Nov
5	IUCN HQ	Ms. Lynn Sorrentino	23-Nov
6	ESARO - South Africa Water Programme	Mr. Peter Manyara	25-Nov
7	Viet Nam Programme Coordination	Ms. Bui Thi Thu Hien	26-Nov
8	Viet Nam Programme Coordination	Ms. Nguyen Thuy Anh	26-Nov
9	Thailand Country programme	Ms. Siriporn Sriaram	26-Nov
10	IUCN HQ	Mr. Janaka De Silva	26-Nov
11	Sida	Ms. Ottilia Thoreson	26-Nov
12	Sida	Mr. Tomas Andersson	26-Nov
13	Mozambique Country Office	Mr. Mauricio Xerinda	13-Dec
14	Mozambique Programme Manager	Ms. Isabel Ramos	13-Dec

KENYA

S. No	Stakeholder Type	Name of Respondent	Name of Consultant
1	NSC Member/Govt	Mr. Obadiah Mungai	Mr. Francis Ngari
2	Watamu Marine Association	Mr. Steven Trott	
3	KEPSA	Ms. Karin Boomsma	
4	MAZINGIRA YETU ORGANISATION	Mr. Sam Dindi	

MOZAMBIQUE

S. No	Stakeholder Type	Name of Respondent	Name of Consultant
1	NSC Member/Govt	Ms. Carlota Amoda	Mr. Temoteo Mucavele
2	3R	Ms Maíra Valladares	
3	AMOR	Mr. Stephane Temperman	

SOUTH AFRICA

S. No	Stakeholder Type	Name of Respondent	Name of Consultant
1	PLASTIC SA	Mr. Douw Steyn	Mr. Silvester Hewnha
2	WildTrust	Dr. Jean Harris	

3	NSC Member/Govt	Mr. Dumisani Buthelezi	

THAILAND

S. No	Stakeholder Type	Name of Respondent	Name of Consultant
1	NSC/Govt	Mr. Suwan Nanthasarut	Dr. Parichatt Krongkantt
2	Thailand Environment Institute	Ms. Benjamas Chotthong	
3	PPP Plastic	Dr. Wijarn Simachaya	
4	Jan and Oscar Foundation	Dr. Michel Pardos	
5	Khao Niwet School	Ms. Kuakochakorn Kwanthong	

VIET NAM

S. No	Stakeholder Type	Name of Respondent	Name of Consultant
1	NAB Member/Govt	Ms. Nguyen Hoang Phuong	Dr. Giap Nguyen
2	CEO at Nestlé Waters Viet Nam	Mr. Fausto Tazzi	

LIST OF PEOPLE INTERVIEWED DURING FIELD VISITS

S. No	Name of Respondent	Designation	Organization
Kenya			
1	Mr. Wilson Mugo		
2	Mr. Ramadhan Said		
3	Mr. Adam Kassim		
4	Ms. Celestine		
5	Ms. Hamza Mohammad		
6	Ms. Cynthia Akinyi		
7	Mr. David Kamau		
8	Mr. Sam Dindi		
Thailand			
1	Mr. Viroj Saengluk	Teacher	Khao Niwet School
2	Mr. Sakan Prom-In		
3	Ms. Chanakarn Jewted		
4	Ms. Rojana Taweethong	Students Committee	
5	Ms. Navanun Waichalard		
6	Ms. Kodeyoh Yobkhan		
7	Ms. Ketsiri Phomklad		
8	Ms. Wanchuen Nudaeng	Worker	

9	Ms. Yin Pramongkit		Ranong Recycle for Environment Social Enterprise
10	Ms. Lawut Pramongkit		
11	Ms. Dow Pramongkit		
12	Ms. Araya Pramongkit		
13	Ms. Luk Pramongkit		
14	Ms. Amina Kan		
15	Ms. Mizu		
16	Mr. AUNG NAING OO	Employee	
17	Mr.MG SAN NYEIN		

Annex 4: List of Outcomes Harvested Verified

S. No	Outcome No.	Primary Output	Country/Region	Outcome Statement
1	20	Output 1 (Knowledge)	Global	In 2019, Five non-government organizations engaged in the development and implementation of circular economy projects.
2	46	Output 4 (Business)	Global	In February 2020, the Plastic Leak Project (PLP) published the first standardized guidelines to map, measure and forecast plastic leakages in corporate value chains. The guidelines include results from two pilot tests in the food and packaging sector (Arla Food) and textile industry (Sympatec). It results from a multistakeholder partnership led by the sustainability consulting group Quantis and ecodesign centre EA, with 35 public, private and scientific organisations, including IUCN.
3	48	Output 2 (Capacity)	Global	From 2017-2019, 49 partners in 5 countries, plus global initiatives and platforms, decided to engage with IUCN MARPLASTICCs to establish cooperation on fighting plastic pollution and creating circular economy initiatives that can be scaled up and replicated. These collaborations are both national and international in scope. The scope of these partnerships includes knowledge sharing, technical assistance, business engagement, capacity building and fundraising.
4	123	Output 1 (Knowledge)	Asia Region	Between June 2021 to November 2021, the Asia Regional Consultant for IUCN on PLP reached out to 95 business contacts across Thailand and Viet Nam to share a presentation on the PLP too (25 had presentations, 4 wish to proceed further) to encourage engagement on the use of the PLP. Of the meetings, at least 4 will do further training with EA/Consultant on PLP. 4 are Inceeecocycle, PATA, Thai Union Club Med and Akzo Nobel are possible ones)
5	25	Output 3 (Policy)	East and Southern African Region	In 2018, Nairobi Convention considered IUCN's inputs towards passage of decision CP.9/3. Management of marine litter and municipal wastewater in the Western Indian Ocean, which among others considers the development of a regional strategy or action plan on the management of marine litter and microplastics; establishment of a marine litter regional technical working group in the Western Indian Ocean region; development of capacity-building

				programmes on marine litter and microplastics; and phasing out of plastic microbeads.
6	13	Output 2 (Capacity)	Kenya	In 2018, national stakeholders in Kenya outlined a Theory of Change for the MARPLASTICCs project that identifies top priorities and actions for consideration and implementation within the project.
7	24	Output 4 (Business)	Kenya	In 2019, the Kenya Sustainable Inclusive Business engaged IUCN to further the circular economy agenda amongst business and industry actors.
8	40	Output 2 (Capacity)	Kenya	In 2019, on-ground circular economy action was initiated by Watamu Marine Association (WMA) in Kenya to showcase the benefits of implementing the circular economy in reducing marine plastic pollution while creating livelihood opportunities.
9	65	Output 1 (Knowledge)	Kenya	In 2020, Watamu Marine Association in Kenya, processed and sold 6,075 kg of material to recycling partners, and prevented 47,000 kg from reaching the protected Watamu Marine National Park and Reserve area, an ecosystem of high ecological significance, and a UN-recognised World Biosphere Reserve.
10	41	Output 2 (Capacity)	Mozambique	In 2019, on-ground circular economy action was initiated in Mozambique by 3R (3R Reduzir Reusar e Reciclar Limited) to showcase the benefits of implementing the circular economy in reducing marine plastic pollution while creating additional livelihood opportunities.
11	67	Output 1 (Knowledge)	Mozambique	In 2020, the initiative by 3R in Mozambique created a market-based solution that contributes to cleaning the environment, with the collection and management of over 15 tons of waste.
12	85	Output 3 (Policy)	Mozambique	Mozambique's ProAzul partnered with IUCN to advance coastal and landscapes resilience through implementation of national and provincial stakeholder consultations on development of the National Action Plan on Marine Litter and Plastics in 2020.
13	137	Output 1 (Knowledge)	Mozambique	In 2021, on the 15 March, Mozambique's Ministry of Sea, Inland Waters and Fisheries through its National Fisheries Research Institute (IIP) engaged IUCN and the World Bank Funded ProAzul project on the national marine waste

				context towards developing the national action on marine litter.
14	42	Output 2 (Capacity)	South Africa	In 2019, on-ground circular economy action initiated by Wildlands Conservation Trust (WildTrust) was supported in South Africa to showcase the benefits of implementing the circular economy in reducing marine plastic pollution while creating additional livelihood opportunities.
15	68	Output 1 (Knowledge)	South Africa	In 2020, Total of 50,000 kg of mixed waste from the Durban port, including prevention of 14,000 kg of plastic waste going to the ocean, was removed by the Circular Economy grantee WILDOCEANs in South Africa (WILDTRUST, Blue Port Project).
16	152	Output 4 (Business)	South Africa	In 2021, Plastics SA reached out and engaged IUCN on advancing the draft industry strategy developed with support from IUCN's consultant, resulting in consensus to explore circular action at a priority city level as part of the MARPLASTICCs Phase 2.
17	4	Output 3 (Policy)	South Africa	In 2020, South Africa's Department of Environment, Forestry and Fisheries (DEFF), revised a draft five-year national waste strategy that considers and integrates a marine plastics dimension for the first time ever.
18	66	Output 1 (Knowledge)	Thailand	In 2020, the Thailand Circular Economy project for MOKEN Fisher-people project has collected 121,305 kg of plastic that may have once been a threat to the ocean or the beaches because of lack of recycling infrastructure.
19	5	Output 2 (Capacity)	Thailand	Between Sept 2019 and Feb 2020, The Jan and Oscar Foundation set up a recycling center in Ranong and mobilized/ motivated communities to collect marine plastic
20	9	Output 4 (Business)	Thailand	In October 2020, the fisher communities of Thailand that are engaged with IUCN in this project collected marine plastics (40.000kg PET bottles) for the recycling centre of the Jan & Oscar Foundation
21	119	Output 1 (Knowledge)	Thailand	Toyota, leaders of B-DNA Thailand group, planned a series of 6 webinars for the B-DNA Toyota teams on PLP, in November 2021.
22	1	Output 3 (Policy)	Viet Nam	In 2019, Directorate of Fisheries (DFISH), Ministry of Agriculture and Rural Development (MARD) developed an Action Plan to reduce the plastic pollution from fishery sector

23	17	Output 4 (Business)	Viet Nam	In Feb 2020, Evergreen Lab (Social Enterprise) received the formal authorization to establish its processing center facility for the pilot circular economy project in Hoi An City
24	98	Output 1 (Knowledge)	Viet Nam	In 2020, in Viet Nam, Evergreen Lab of the ReForm Cham Island CE initiative has increased its number of staff trained in waste management to 40.
25	45	Output 4 (Business)	Viet Nam	In 2020, Packaging Recycle Organization (PRO) Vietnam signed MoU with IUCN to focus on (1) supporting Extended Producer Responsibility (EPR) National Platform and (2) extend the pilot Circular Economy (CE) project from Cham Island to Hoi An City;

Annex 5: UNDP/GEF Rating Scale

Outcome Ratings Scale - Relevance, Effectiveness, Efficiency

Rating	Description
6 = Highly Satisfactory (HS)	Level of outcomes achieved clearly exceeds expectationsand/or there were no shortcomings
5 = Satisfactory (S)	Level of outcomes achieved was as expected and/or therewere no or minor shortcomings
4 = Moderately Satisfactory (MS)	Level of outcomes achieved more or less as expected and/or there were moderate shortcomings.
3 = Moderately Unsatisfactory (MU)	Level of outcomes achieved somewhat lower thanexpected and/or there were significant shortcomings
2 = Unsatisfactory (U)	Level of outcomes achieved substantially lower thanexpected and/or there were major shortcomings.
1 = Highly Unsatisfactory (HU)	Only a negligible level of outcomes achieved and/or therewere severe shortcomings
Unable to Assess (UA)	The available information does not allow an assessment ofthe level of outcome achievements

Sustainability Ratings Scale

Ratings	Description
4 = Likely (L)	There are little or no risks to sustainability
3 = Moderately Likely (ML)	There are moderate risks to sustainability
2 = Moderately Unlikely (MU)	There are significant risks to sustainability
1 = Unlikely (U)	There are severe risks to sustainability
Unable to Assess (UA)	Unable to assess the expected incidence and magnitudeof risks to sustainability

Annex 6: Evaluation Matrix

Evaluation Criteria	Questions	Sub Questions	Data Sources	Respective Interview Questions	Evaluation Methods	Criteria to Rate the Strength of Evidence Collected	UNDP/GEF Rating
Relevance	How appropriate and relevant were the MARPLASTICCs approaches and intervention logic with regards to its objectives, anticipated outcomes, and outputs, and within local, national, and regional context?		IUCN Global, Regional and National Teams	i. What role does MARPLASRICCs play in terms of its objectives, expected outcomes, and outputs, as well as in the local, national, and regional context? ii. What has been the role of your country team in MARPLASTICCs project?	KII	Appropriateness and relevance of the project approaches with regards to its objectives, anticipated outcomes, and outputs	Highly Satisfactory
	Has there been any major change of condition since the project was formulated that has affected its relevance? If so, what are		IUCN National Teams	i. What other operational and programmatic challenges have you faced in the implementation of the project? E.g., delayed fund transfers, limited technical support, difficult monitoring and reporting processes, etc. if yes, how were these challenges addressed? ii. What challenges does your team face when monitoring or reporting program activities? E.g., lengthy	KII	Extent of changes faced by the project and its adaptability of to these challenges to stay relevant	

	these changes and to what extent the project has managed to adapt to ensure it remains relevant?			formats, indicators are not easy to track, not sufficient monitoring budget, etc. and iii. Has the global team provided any support in overcoming some of these monitoring challenges? E.g., change in reporting formats, training for your monitoring staff, etc. iv. What challenges has your team faced due to COVID-19 with regard to monitoring of field activities? v. Has the project made any major changes in implementation based on the results of the monitoring activities? If yes, please provide examples.			
			Government Agencies	i. What challenges have you faced with implementation of the project, if any? And ii. How were these challenges addressed by the project?			
	How relevant is the knowledge generated through MARPLASTICCs with regards to national and regional processes to abate plastic pollution, and to a		IUCN National and Regional Teams	i. What role does MARPLASRICCs play in terms of its objectives, expected outcomes, and outputs, as well as in the local, national, and regional context?	KII	Relevancy of knowledge generated by project in reducing plastic pollution at national and regional and global level	
			Government Agencies	i. What are the current priorities of your country government in terms of mitigating plastic pollution? ii. What have been some of the other major similar projects being implemented in your country over the past three years? In your opinion, what are the defining features of this current project			

	potential global agreement on plastic pollution?			when compared to the other projects reported above?			
Effectiveness	To what extent has MARPLASTICCs delivered on its outputs and outcomes at national, regional, and global level? Were there any unintended consequences? In particular:	How effective has MARPLASTICCs been in producing knowledge about the state and impact of plastic pollution in each of the target countries? To what extent have the National Guidance for Plastic Pollution Hotspotting and economic assessments been used by target audience?	IUCN National Teams	i. What has been the role of your country team in MARPLASTICCs project? ii. What role does MARPLASRICCs play in terms of its objectives, expected outcomes, and outputs, as well as in the local and national context?	KIIs	Degree of utilization of project knowledge by the target audience	Satisfactory
			IUCN EKU	i. What has been the role of your department in implementing the project activities? ii. How does your programme relate to the MARPLASTICCs project?			
			Government Agencies	i. To what extent has this project produced significant higher-level effects in addressing plastic pollution in the context of your country?			
			CSOs/NGOs/Private Partners	i. What was the role of your agency/organization in the implementation of the project activities? E.g., policy support, fund raising, provision of co-financing, etc. ii. Compared to other projects, to what extent has IUCN and the MARPLASTICCs project's approach been effective in addressing issues of plastic pollution in your country?	IDIs		

		How effective has MARPLASTICCs been in building local and regional capacity to facilitate national action to control plastic pollution? To what extent have the circular economy initiatives reached their objective(s)?	IUCN National and Regional Teams	i. Did your team collaborate with any regional, national institutions for the project? ii. Has your team partnered with any other units of the IUCN, UN agencies, or government departments/programmes at regional or national level? If yes, what was the nature of these partnerships? iii. What operational and programmatic challenges have you faced in the implementation of the project? E.g., delayed fund transfers, limited technical support, difficult monitoring and reporting processes, etc.	KIIs	Project ability to abate plastic pollution by engaging local and regional firms	
			Government Agencies	i. To what extent has this project produced significant higher-level effects in addressing plastic pollution in the context of your country? ii. How has your ministry/agency/department/organization benefitted from participating in the project?			
			CE Implementing Partners	i. In your opinion, what are the most significant achievements/lessons learned of the CE initiative thus far? ii. Also, what are the major challenges, if any, in the CE project design and operations which pose risks to the achievement of desired results?	IDIs		

				iii. What are your recommendations for improving the CE project's effectiveness?			
			CE Project Beneficiaries	i. What activities have been implemented / are being implemented by the MARPLASTICCs project in your community? E.g., assessments, training, development/upgrading of existing recycling/upcycling plants, etc. ii. To what extent is the project and the activities undertaken by the project relevant to the needs of the community? iii. What have been the advantages or are the potential advantages to your community for participating in the project activities? E.g., increased employment opportunities and income benefits. iv. What potential benefits do you think will your community derive from these activities?	FGDs		
		How effective has MARPLASTICCs been in supporting national and regional policy frameworks and legislative reform	IUCN Global, Regional and National Teams	i. What role does MARPLASRICCs play in terms of its objectives, expected outcomes, and outputs, as well as in the local, national, and regional context? ii. Are there any other international development agencies/projects which have delivered the same or similar activities as that of the project?	KII	Degree to which project has been able to influence environment/plastic pollution policy making at national and regional level	

		processes to address plastic pollution? To what extent have decision makers and policies been influenced by the project?		iii. What was the process and outcome of engaging the different stakeholders in the project design? iv. Who are the major project partners and stakeholders? v. How has the project benefitted from coordination among stakeholders? E.g., synergies and complementarities lead to efficiency, etc. vi. Did your team collaborate with any regional, national institutions for the project? vii. Has your team partnered with any other units of the IUCN, UN agencies, or government departments/programmes at regional or national level? If yes, what was the nature of these partnerships? viii. Did your country team collaborate with any government, private partners, local NGOs for the project?			
			IUCN ELC	i. What has been the role of your department in implementing the project activities? ii. What have been the linkages between your programme and MARPLASTICCs project?			
		How effective has MARPLASTICCs been in engaging and mobilizing business actors	IUCN National Teams	i. Did your country team collaborate with any government, private partners, local NGOs for the project? ii. Has your country team partnered with any other units of the IUCN, UN agencies, or government	KIIs	Extent to which the project has been able to engage and mobilize business actors in abating plastic	

		in support of effective management and reduction of plastic pollution? What are the markers of change among key business actors that demonstrate their increased level of interest and involvement in the fight against plastic pollution?		departments/programmes in your country? If yes, what was the nature of these partnerships?		pollution. And how effective were the changes made by them in reducing plastic pollution	
			Government Agencies	i. How has your ministry/agency/department/organization benefitted from participating in the project? ii. To what extent has this project produced significant higher-level effects in addressing plastic pollution in the context of your country?			
			Private Sector Partners	i. What other projects has your organization implemented with IUCN in the past? ii. Were there any the other agencies/partners who are involved in the implementation of these activities? iii. Has your organization been involved in the design of the project activities? iv. What challenges have you faced with implementation of the project, if any? E.g., delayed funding, lengthy approval processes, etc. v. Has your agency/organization received any support/assistance from IUCN for implementation of the project activities? vi. What challenges have you faced in your relationship with the IUCN? vii. Compared to other projects, to what extent has IUCN and the MARPLASTICCs project's approach been effective in addressing issues	IDIs		

				viii. of plastic pollution in your country? What have been the main opportunities and challenges faced by the project?			
		For all the above questions, what are the factors that positively or negatively influenced the effectiveness of the project	IUCN Global, Regional, National Teams	i. Based on your experience of implementing this project, what have been the major positive elements of the project design? E.g., flexibility, partnership, and inclusion of particular activities that are easy to implement and/or highly welcomed by beneficiaries, SMART log frame, etc. Please elaborate. ii. what have been the major elements of design that are resulting in implementation problems? E.g., large number of activities, ambitious targets, etc. Please elaborate iii. What are the major challenges faced by the Global Team during the course of the implementation? Please elaborate. iv. What challenges and opportunities has the Global Team faced in project implementation? Please provide an overview of each project output. v. Which project outputs/activities were/are delayed? And what were /are the reasons for these delays? And how did these delays affect progress of other project outputs and what is the effect on overall project?	KIIs	Degree to which the project effectiveness has been impacted (positively or negatively)	

				vi. How has COVID-19 affected project performance and timeliness? vii. Has the project faced any administrative problems with financing? E.g., late approvals, difficult reporting processes, unrealistic budgeting at design or AWP stage, etc.? viii. What have been major challenges faced by the project in collaborating with its partners and stakeholders? E.g., lack of buy in, limited capacity, etc. ix. What are the key challenges with stakeholder coordination? E.g., lack of responsiveness/interest, limited capacity, too many stakeholders, etc. x. What problems has the project faced in collaborating with these other initiatives? xi. Did the IUCN face any challenges when collaborating with the donors? E.g., delayed decision making, etc. How were these resolved? xii. In your opinion, which project activities have had the highest potential for impact? Why? xiii. Also, which project activities do you think have had the lowest potential for impact? Why? xiv. What are the actual or potential threats to the sustainability of the implemented or planned activities by the project?			

				xv. Has staff been sufficient at the regional level for managing the project activities? If no, why not? xvi. What other operational and programmatic challenges have you faced in the implementation of the project? E.g., delayed fund transfers, limited technical support, difficult monitoring and reporting processes, etc. if yes, how were these challenges addressed?			
			Government Agencies	i. How has your ministry/agency/department/organization benefitted from participating in the project? ii. To what extent has this project produced significant higher-level effects in addressing plastic pollution in the context of your country?			
			Private Sector Partners	i. If yes, have you faced any challenges in designing the project activities? Please elaborate. ii. What challenges have you faced with implementation of the project, if any? iii. Has your agency/organization received any support/assistance from IUCN for implementation of the project activities? iv. Compared to other projects, to what extent has IUCN and the MARPLASTICCs project's approach been effective in addressing issues of plastic pollution in your country?	IDIs		

				v. What have been the main opportunities and challenges faced by the project?			
	To what extent were the Monitoring, Evaluation and Learning (MEL) strategy and tools adequate and effective? In particular:	To what extent did the MEL strategy help to (a) collect the right kind of data in view of understanding the impact of the project and (b) detect any needed programme implementation adjustments for better progress towards results?	IUCN Global, Regional and National Teams	i. How is the project's Logical Framework and Theory of Change used to monitor progress? ii. What is the process and frequency of monitoring data collection? iii. What challenges are faced when using the framework? E.g., ambitious, or non-SMART indicators, long list of activities to be monitored, etc.? iv. What challenges has your team faced due to COVID-19 with regard to monitoring of field activities? v. Has the project made any major changes in implementation based on the results of the monitoring activities? If yes, please provide examples	KIIs	Degree to which MEL strategy helped in collecting right data for understanding the impact and adaptability in implementation for better progress towards results	
		What adjustments to the MEL system are recommended to help understand the impact of similar project in the future?	IUCN Global, Regional and National Teams	i. Has the project made any major changes in implementation based on the results of the monitoring activities? If yes, please provide examples	KIIs	Anticipated benefits of the recommended MEL strategies	
Efficiency	To what extent are the MARPLASTICs outputs in	To what extent did spending and project delivery align with the	IUCN Global, Regional and National Teams	i. Please provide an overview of the design process, e.g., timeframe of development, process, and stakeholders involved in the design etc.	KII	Efficiency of the project spending in relation to planned schedule	Moderately Satisfactory

	balance with the level of effort, time and resources invested?	planned schedule?		ii. Were all project activities delivered on time and according to the planned timeline in the Project Document and the AWPs? iii. what were the factors responsible for these delays and how did these affect the project? Please elaborate. iv. How have these delays affected overall project implementation? v. Has the regional team met all of its milestones according to the schedule? If no, what has been the reasons? vi. Has your country team met all of its milestones according to the schedule?			
			Donor	i. What have been the opportunities and challenges in working with IUCN on the project? ii. What challenges has your organization faced with regard to the design and implementation of the Project?			
		How efficient were the operational modality and governance structure in contributing to the overall achievements of MARPLASTICCs ?	IUCN Global Team, Regional and National Teams	i. What role does MARPLASRICCs play in terms of its objectives, expected outcomes, and outputs, as well as in the local, national, and regional context? ii. How are the management and staffing structures of different activities organized under the MARPLASTICCs project? iii. Have there been any major changes in staffing during the period of implementation? E.g., staff turnover, or	KII	Efficiency of operational modality and governance structure of project in contributing to the overall achievement	

				addition/elimination of positions, etc. iv. Which project targets have been achieved and overachieved so far? v. How do implementing partners and stakeholders collaborate/coordinate? And how often? E.g., quarterly planning meetings, stakeholder workshops, etc. vi. How has the project benefitted from coordination among stakeholders? E.g., synergies and complementarities lead to efficiency, etc. vii. Has your team partnered with any other units of the IUCN, UN agencies, or government departments/programmes at regional or national level? If yes, what was the nature of these partnerships? viii. Has the regional team met all of its milestones according to the schedule? If no, what has been the reasons?			
			Donor	i. In your opinion, what have been the outstanding features of the project thus far? ii. In your opinion, which project activities undertaken by IUCN are most sustainable? Why?			
			CE Implementing Partners	i. What is the nature of the activities undertaken by your organization? And What is the geographical presence of your organization?	IDIs		

				ii. What major projects similar to this have been implemented by your organization over the past three years? And who have been your major public, private, and development sector partners? iii. What is the management structure of your organization to manage the CE activities? E.g. number of staff, role in project management and implementation, etc. iv. What other projects has your organization implemented with IUCN in the past? v. How do you report progress to the IUCN? (Type and frequency of reporting etc.) vi. What have been the major challenges faced by your organization when implementing the project activities? E.g., accessibility, engaging local communities, activity timelines, etc.			
		To what extent has the project management been able to adapt to any changing conditions to ensure efficiency?	IUCN Global Team, Regional and National Teams	i. Based on your experience of implementing this project, what have been the major positive elements of the project design? E.g., flexibility, partnership, and inclusion of particular activities that are easy to implement and/or highly welcomed by beneficiaries, SMART log frame, etc. Please elaborate. ii. what have been the major elements of design that are	KII	Extent of how efficient project management was in adapting to changes	

				resulting in implementation problems? E.g., large number of activities, ambitious targets, etc. Please elaborate. And have any measures been taken to resolve some of these issues? If yes, please explain what measures have been taken and what are the outcomes of these? iii. What are the major challenges faced by the Global Team in delivering its responsibilities? E.g., limited internet connectivity, field access etc. and how are these addressed? iv. What challenges and opportunities has the Global Team faced in project implementation? Please provide an overview of each project output. v. Has the project made any major changes in implementation based on the results of the monitoring activities? If yes, please provide examples vi. Were all project activities delivered on time and according to the planned timeline in the Project Document and the AWPs? vii. Have any project activities continued as usual despite the COVID-19 pandemic? If yes, please provide a list of activities viii. Has the project faced any administrative problems with financing? E.g., late approvals, difficult reporting processes, unrealistic budgeting at design or			

				AWP stage, etc.? and how have these issues affected the program's performance? And what measures have been taken thus far to resolve some of these issues? ix. What have been major challenges faced by the project in collaborating with its partners and stakeholders? E.g., lack of buy in, limited capacity, etc. and what measures have been taken to overcome? x. What are the key challenges with stakeholder coordination? E.g., lack of responsiveness/interest, limited capacity, too many stakeholders, etc. and how can partner and stakeholder collaboration be improved for better project results?			
		To what extent has the project built on existing agreements, initiatives, data sources, synergies and complementarities with other projects, partnerships, etc. and avoided duplication of similar activities	IUCN Global Team, Regional and National Teams	i. How does the MARPLASTICCs project fit in with the overall strategic direction and organization goals of IUCN? ii. What role does MARPLASRICCs play in terms of its objectives, expected outcomes, and outputs, as well as in the local, national, and regional context? iii. Does the Global Team implement the project directly or through the assistance of IPs and Government stakeholders? If through latter, then please list the IPs and stakeholders and what is the role of each?	KII	Efficiency of project in building on existing agreements, initiatives	

		by other groups and initiatives?		iv. Who are the major project partners and stakeholders? v. What is the process of partner/sub-contractor selection? vi. Which of the stakeholders played a key role in ensuring that the project objectives are met? How? Please elaborate. vii. How do implementing partners and stakeholders collaborate/coordinate? And how often? E.g., quarterly planning meetings, stakeholder workshops, etc. viii. What are the major methods used for coordination of various stakeholders? E.g., face to face meetings, periodic workshops, etc. ix. How has the project benefitted from coordination among stakeholders? E.g., synergies and complementarities lead to efficiency, etc. x. Are there any other international development agencies/projects which have delivered the same or similar activities as that of the project? xi. What is the mechanism of coordination with the donors? xii. Did your team collaborate with any regional, national institutions for the project? xiii. Has your team partnered with any other units of the IUCN, UN agencies, or government departments/programmes at regional or national level? If yes,			

				what was the nature of these partnerships? xiv. Did your country team collaborate with any government, private partners, local NGOs for the project? xv. Has your country team partnered with any other units of the IUCN, UN agencies, or government departments/programmes in your country? If yes, what was the nature of these partnerships?			
			IUCN EKU	i. What have been the linkages between your programme and MARPLASTICCs project? ii. What challenges have you faced when collaborating with the MARPLASTICCs team?			
			Government Agencies	i. What are some of the other key agencies which are involved in this role, especially in relevance to mitigating plastic pollution? ii. What have been some of the other major similar projects being implemented in your country over the past three years? In your opinion, what are the defining features of this current project when compared to the other projects reported above?			
			CSOs/NGOs/Private Partners	i. What major projects similar to this have been implemented by your organization over the past three years? And who have been your major public, private, and development sector partners?	IDIs		

				ii. What other projects has your organization implemented with IUCN in the past? iii. Were there any the other agencies/partners who are involved in the implementation of these activities? iv. Does your organization partner with any other organizations similar to MARPLASTICCs project? If yes, what have been the comparative challenges and opportunities of partnering with IUCN? v. Compared to other projects, to what extent has IUCN and the MARPLASTICCs project's approach been effective in addressing issues of plastic pollution in your country?			
		Are there less costly ways of achieving the same outputs?	Government Agencies,	i. What have been some of the other major similar projects being implemented in your country over the past three years? In your opinion, what are the defining features of this current project when compared to the other projects reported above?	KIIs	Sustainability and efficiency of the proposed ways in achieving results	
			IUCN Global Team, Regional and National Teams	i. Based on your experience, what are the major lessons learned from the project design and implementation? ii. What are your overall recommendations for the improvement of project design and implementation going forward?			

			NGOs, CSOs, Research Organizations	i. What have been the main opportunities and challenges faced by the project? ii. What are your recommendations for the development of future projects like this in your country?	IDIs		
Sustainability and Impact	To what extent has MARPLASTICCs produced significant higher-level effects in addressing plastic pollution?	What are the key changes, intended or unintended, in the countries of intervention that demonstrate that MARPLASTICCs has achieved its objectives?	IUCN Global, Regional and National Teams	i. Based on your experience of implementing this project, what have been the major positive elements of the project design? E.g., flexibility, partnership, and inclusion of particular activities that are easy to implement and/or highly welcomed by beneficiaries, SMART log frame, etc. Please elaborate. ii. Have there been any changes to project activities or logical framework since the project started? If yes, what are these changes, why, when, and how were these made? And how have these now affected project delivery? iii. Which project targets have been achieved and overachieved so far? iv. Has the project made any major changes in implementation based on the results of the monitoring activities? If yes, please provide examples v. Were all project activities delivered on time and according to the planned timeline in the Project Document and the AWPs? vi. Have any project activities continued as usual despite the	KIIs	Degree to which the project has identified changes (intended or unintended) in the target countries in meeting the stated objectives	Moderately likely

				COVID-19 pandemic? If yes, please provide a list of activities vii. Does the project make a periodic assessment of the impact? E.g., tracer studies, impact assessment, etc. viii. In your opinion, which project activities have had the highest potential for impact? Why? ix. Also, which project activities do you think have had the lowest potential for impact? Why? x. Based on your experience which of the project activities implemented thus far, are the most sustainable? Why? xi. Similarly, which project activities are the least sustainable? Why			
			Government Agencies	i. How has your ministry/agency/department/organization benefitted from participating in the project? ii. What challenges have you faced with implementation of the project, if any?			
			CSOs/NGOs/Private Partners	i. Compared to other projects, to what extent has IUCN and the MARPLASTICCs project's approach been effective in addressing issues of plastic pollution in your country? ii. Also, under the MARPLASTICCs, has your organization undertaken additional activities to respond to the COVID-19 pandemic? If yes, please elaborate.	IDIs		

				iii. What are your recommendations for the development of future projects like this in your country?			
			CE Implementing Partners	i. In your opinion, what are the most significant achievements/lessons learned of the CE initiative thus far? ii. Also, what are the major challenges, if any, in the CE project design and operations which pose risks to the achievement of desired results? iii. What are your recommendations for improving the CE project's effectiveness?			
		Were potential negative environmental and social impacts adequately mitigated or avoided? If not entirely, what are the negative impacts that resulted from MARPLASTICCs intervention and what could it be done in the future to avoid them?	IUCN Regional and National Teams	i. What challenges were faced during the design phase? E.g., limited baseline information, lack of stakeholder consensus, etc. and how were these addressed? ii. What have been the positive and negative elements in the project design? And have any measures been taken to resolve some of these issues? If yes, please explain what measures have been taken and what are the outcomes of these? iii. Have there been any changes to project activities or logical framework since the project started? If yes, what are these changes, why, when, and how were these made? And how have these now affected project delivery?	KII	Degree to which the project has identified challenges and presented reasonable mitigation strategies	

				iv. What are the major challenges faced by the Global Team during the course of the implementation? Please elaborate. And how were/can some of these challenges mitigated? Please provide details. v. How did delays affect progress of other project outputs and what is the effect on overall project? What mitigation measures have been undertaken to bring these activities back on track? vi. Has the project made any major changes in implementation based on the results of the monitoring activities? If yes, please provide examples vii. Have the available finances been sufficient to meet project needs? If no what has been the major challenges? And What measures have been taken to overcome some of these challenges? viii. What have been major challenges faced by the project in collaborating with its partners and stakeholders? E.g., lack of buy in, limited capacity, etc. and What measures have been taken to overcome some of these challenges? ix. What are the key challenges with stakeholder coordination? E.g., lack of responsiveness/interest, limited capacity, too many stakeholders, etc. and what measures have been taken to			

				overcome some of these challenges? x. What problems has the project faced in collaborating with other initiatives? And what measures have been taken to overcome some of these challenges? xi. Did the IUCN face any challenges when collaborating with the donors? E.g., delayed decision making, etc. How were these resolved?			
		To what extent have external factors catalyzed or hindered the impact of MARPLASTICCs ?	IUCN Global, National and Regional Teams	i. What challenges were faced during the design phase? E.g., limited baseline information, lack of stakeholder consensus, etc. ii. Based on your experience of implementing this project, what have been the major positive elements of the project design? E.g., flexibility, partnership, and inclusion of particular activities that are easy to implement and/or highly welcomed by beneficiaries, SMART log frame, etc. Please elaborate. iii. What have been the major elements of design that are resulting in implementation problems? E.g., large number of activities, ambitious targets, etc. Please elaborate. iv. What are the major challenges faced by the Global Team in delivering its responsibilities? E.g., limited internet connectivity, field access etc.	KII	Degree to which external factors impeded or conduced in achieving results of project	

				v. What are the major challenges faced by the Global Team during the course of the implementation? Please elaborate. vi. What challenges and opportunities has the Global Team faced in project implementation? vii. Which project targets have been achieved and overachieved so far? And what were the supporting factors responsible for meeting or exceeding these targets? viii. Which project outputs/activities were/are delayed? ix. Have any project activities continued as usual despite the COVID-19 pandemic? If yes, please provide a list of activities x. Did the project take up any additional activities in response to COVID-19? If yes, please provide details, including list of activities, associated budgets, etc. xi. How has COVID-19 affected project performance and timeliness? xii. How has the project benefitted from coordination among stakeholders? E.g., synergies and complementarities lead to efficiency, etc. xiii. Has the regional team met all of its milestones according to the schedule? If no, what has been the reasons?			

	What efforts have been made to ensure sustainability of MARPLASTICCs results in the long term?	What project results, lessons or experiences are likely to be replicated (in different geographic areas) or scaled up (in the same geographic area, but on a much larger scale and funded by other sources) in the near future?	IUCN Global, National and Regional Teams	i. Based on your experience of implementing this project, what have been the major positive elements of the project design? E.g., flexibility, partnership, and inclusion of particular activities that are easy to implement and/or highly welcomed by beneficiaries, SMART log frame, etc. Please elaborate. ii. What are your recommendations for improving the likelihood of sustainability of project current or planned outputs? iii. Based on your experience, what are the major lessons learned from the project design and implementation? iv. What are your overall recommendations for the improvement of project design and implementation going forward? v. What are your recommendations for improving the design, implementation approaches, or management of future projects based on the lessons learned? vi. What are your recommendations for improving the M&E approaches undertaken by the project for the future?	KII	Likelihood of replication of project results and experiences in same or other geographic areas	
		To what extent are the partnerships and new networks of	Donor	i. How does the MARPLASTICCs fit into these development priorities? ii. What are your lessons learned and recommendations for improved implementation of the project?	IDIs	Likelihood of the sustainability of the partnerships and collaboration	

		collaboration created under the impulsion of MARPLATICCS most likely to sustain?	IUCN Global, National and Regional Teams,	i. Does the Global Team implement the project directly or through the assistance of IPs and Government stakeholders? If through latter, then please list the IPs and stakeholders and what is the role of each? ii. Who are the major project partners and stakeholders? iii. What is the process of partner/sub-contractor selection? iv. Which of the stakeholders played a key role in ensuring that the project objectives are met? v. How do implementing partners and stakeholders collaborate/coordinate? vi. How has the project benefitted from coordination among stakeholders? E.g., synergies and complementarities lead to efficiency, etc. vii. Are there any other international development agencies/projects which have delivered the same or similar activities as that of the project? viii. What has been the major role played by the donor in project design and implementation? ix. Has your team partnered with any other units of the IUCN, UN agencies, or government departments/programmes at regional or national level? If yes, what was the nature of these partnerships?	KIIs	established under the project	

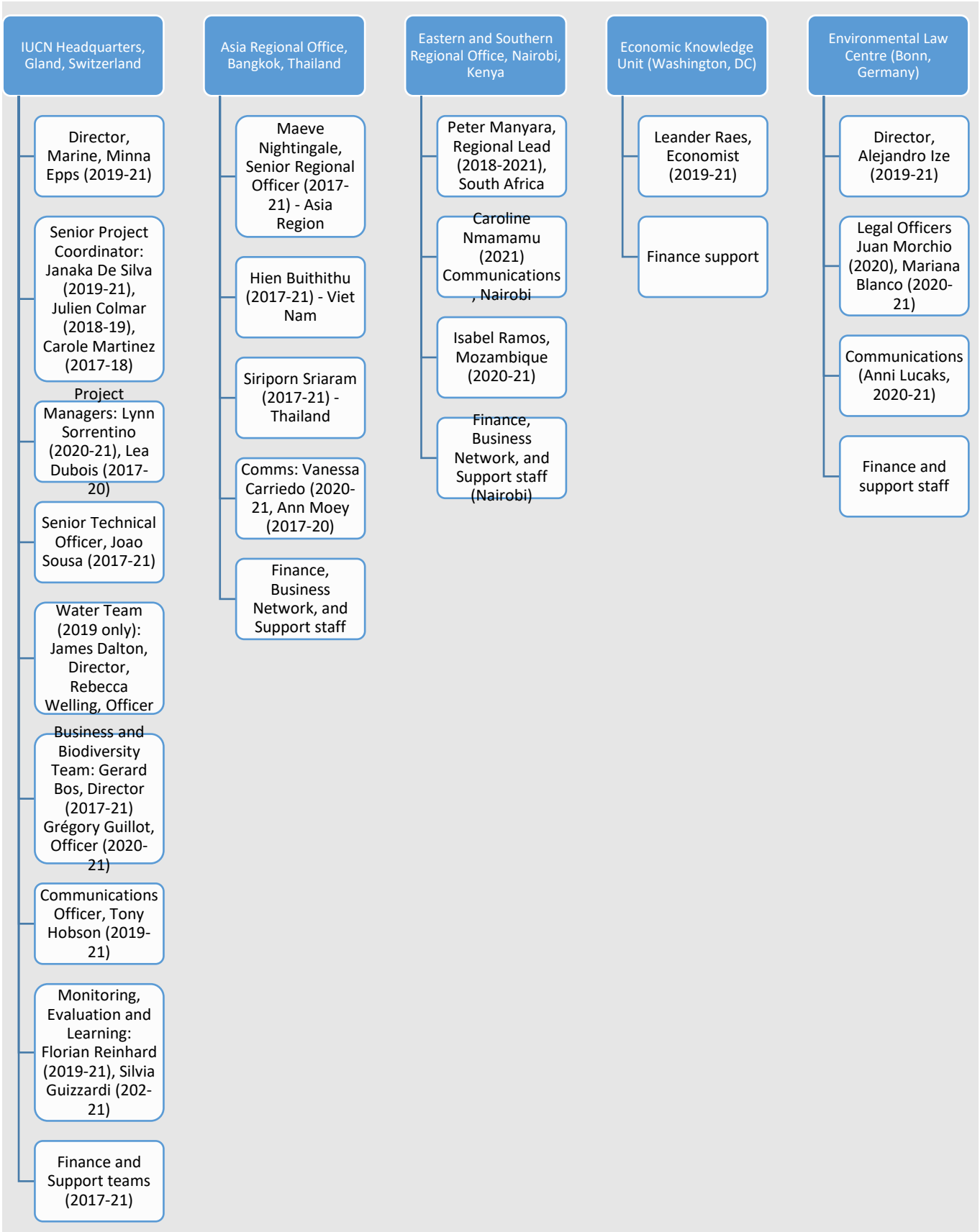
				x. Did your country team collaborate with any government, private partners, local NGOs for the project? xi. Has your country team partnered with any other units of the IUCN, UN agencies, or government departments/programmes in your country?			
			IUCN EKU	i. What have been the linkages between your programme and MARPLASTICCs project? ii. What are your recommendations for improving the design, implementation approaches, or management of future projects based on the lessons learned?			
			IUCN GBBP				
			Government Agencies	i. To what extent are the results of the MARPLASSTICs project likely to be sustained in your country?			
			CE Implementing Partners	i. How are the Circular Economy initiative and Plastic Recycling relevant into the mandate of your organization? ii. In your opinion, what are the most sustainable activities under the CE project initiative? Please elaborate. iii. Also, in your opinion, what the least sustainable activities under the CE project initiative? Please elaborate. iv. What measures can be taken to improve their sustainability?	IDIs		
			CSOs/NGOs/Private Partners	i. Does your organization partner with any other organizations			

				similar to MARPLASTICCs project? If yes, what have been the comparative challenges and opportunities of partnering with IUCN?			

Annex 7: List of CE Firms

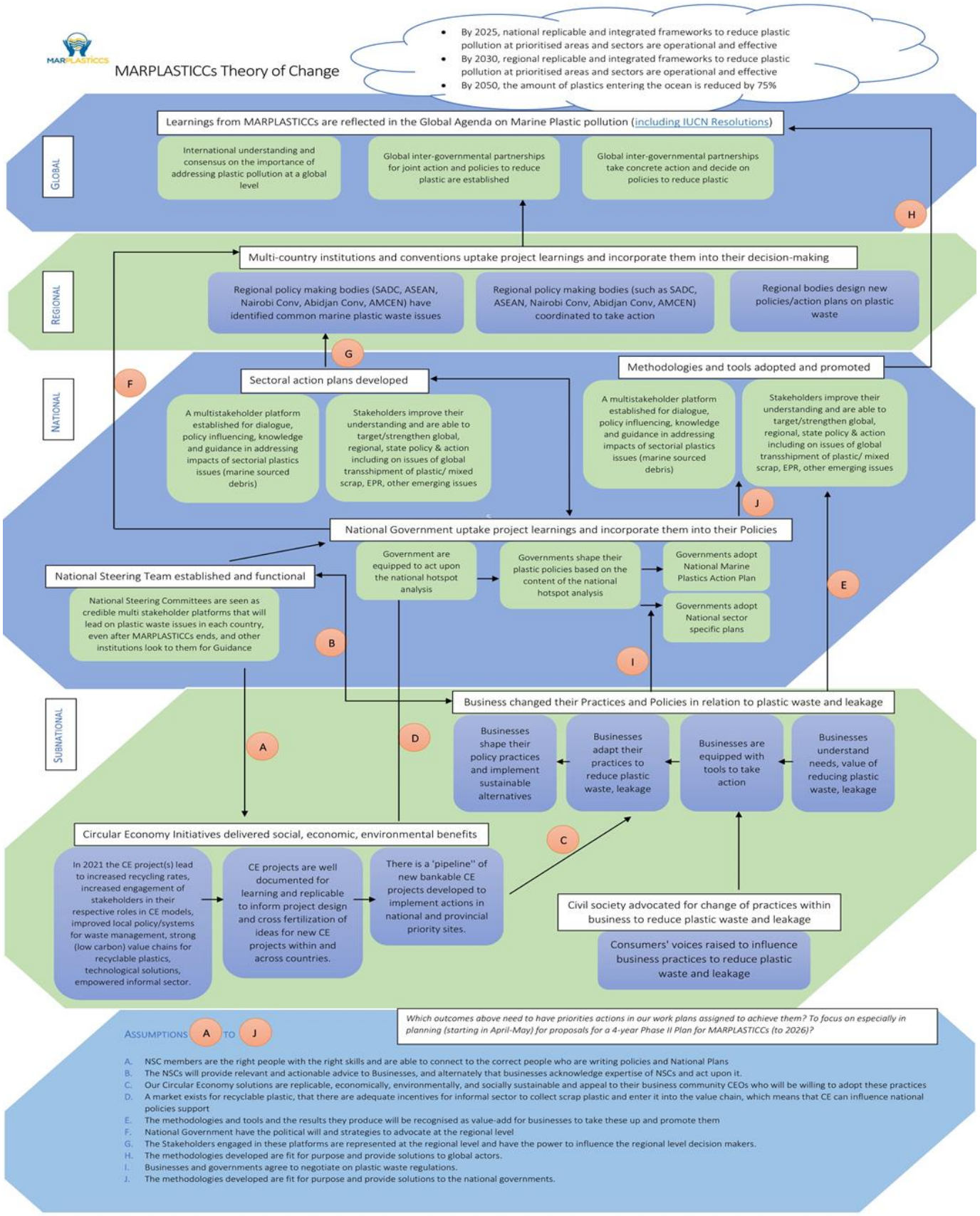
S. No	Circular Economy Project Name	Implementing Organization	Country
1	From Wastes to Products: Maximising impacts of community-based plastic enterprise in Watamu, Kenya	Watamu Marine Association (WMA)	Kenya
2	River Ngong restoration and sanitation works	Mazingira Yetu Organization	Kenya
3	Establishing plastic value chains in Vilanculos, Mozambique	3R-Reduzir, Reusar e Reciclar Limitada	Mozambique
4	Rebuilding ALMA: from a dumpsite to a circular economy community center	Associação de Limpeza e Meio Ambiente (ALMA)	Mozambique
5	A Circular Economy Approach to Plastic Leakage in the Durban Port	Wildlands Conservation Trust (WildTrust)	South Africa
6	Redefining waste value chains as a thriving platform for the youth and women in South Africa	GreenWay Africa	South Africa
7	Transforming Ocean plastics waste to save the planet and people	EcoAct Tanzania	Tanzania
8	Moken Guardians of the Sea: Safeguarding the Ocean from Plastics	Jan and Oscar Foundation	Thailand
9	Tackling marine plastics in Thailand: from community-based actions to policies	CocaCola Foundation	Thailand
10	ReForm Cham Island Landfill Project	Evergreen Labs Advisory Company Limited	Viet Nam

Annex 8: MARPLASTICCs Organogram



Annex 9: Project Theory of Change

CYNOSURE



MARPLASTICCs Theory of Change January 2021 - link to Mural
https://app.mural.co/t/voicesthatcount1424/m/voicesthatcount1424/1605086406436/6b19316dbd032a84b6fbabca78e83ac9f81da46b

Annex 10: ToRs for The Final Evaluation of IUCN's Project: Marine Plastics & Coastal Communities (MARPLASTICCS)

Introduction and Project Context:

The International Union for Conservation of Nature (IUCN), founded in 1948, is the world's oldest and largest environmental organisation. Conserving biodiversity is central to the mission of IUCN. The goal of the organisation is to demonstrate how biodiversity is fundamental to addressing some of the world's greatest challenges such as climate change, sustainable development and food security. IUCN works toward its missionby developing hundreds of conservation projects all over the world from the local level to those involving severalcountries, all aimed at the sustainable management of biodiversity and natural resources.

Among the different threats to biodiversity that IUCN intends to address, this includes 12-14 million tonnes of plastic waste that enters the ocean every year[17]. Both Africa and Asia are particularly affected by this problem as they share a common set of determinants on plastic pollution that relates to the mismanagement of plastic waste, or the lack of waste management infrastructure, collection systems and recycling systems. While wastemanagement is a huge public health and economic issue that already attracts a large amount of public sector investment, approaches to how the plastic component of that waste is managed, particularly in terms of mitigating coastal and marine plastic pollution, tend to be lost among other broader considerations and not dealtwith directly.

In order to address this problem and with the support from the Swedish International Development CooperationAgency (Sida), in 2017, IUCN launched the Marine Plastics & Coastal Communities (MARPLASTICCs) project,as part of its global Close the Plastic Tap Programme. MARPLASTICCs began in 2017 and current activities inthis phase will stop 31 December 2021. The higher-order goal of this initiative is that governments and regionalbodies within the Eastern and Southern Africa and the Asia Pacific regions promote, enact and enforce legislation and other effective measures that contain and reduce marine plastic pollution. MARPLASTICCs intended to equip governments, industry and civil society in Kenya, Mozambique, South Africa, Thailand and Viet Nam with knowledge, capacity, policy options and plans of action to contain and reduce marine plastic pollution. More information can be found here: https://www.iucn.org/theme/marine-and-polar/our-work/close- plastic-tap-programme/MARPLASTICCs.

Objective of the MARPLASTICCs project:

This four-year initiative in Africa and Asia works in five countries: South Africa, Mozambique, Kenya, Thailand, and Viet Nam. The overall objective is: "Governments, industry and society in Eastern and Southern Africa andthe Asia Pacific regions are equipped with knowledge, capacity, policy options and plans of action to contain and reduce marine plastic pollution."

Outputs of the project

In order to reach the above objective, MARPLASTICCs aimed to achieve the following

[17] See IUCN Close the Plastic Tap Programme https://www.iucn.org/theme/marine-and-polar/our-work/close-plastic-tap-programme

outputs:

1. Improved understanding of the state and impact of plastic pollution in the Indian Ocean and Asia Pacificregions.
2. Local and regional capacity building to facilitate national action to control plastic pollution in the IndianOcean and Asia Pacific.
3. Support to national and regional policy frameworks and legislative reform processes to address plasticsin the Indian Ocean and Asia Pacific regions.
4. Engagement and mobilisation of business actors in support of effective management and reduction ofplastic pollution.

Rationale for the final evaluation

This final evaluation fulfils the IUCN Monitoring and Evaluation Policy[18] to conduct an independent finalevaluation for the purpose of assessing the results of the intervention. It is expected that the findings and recommendations of this final evaluation will help to inform future decisions such as whether to pursue additionalinterventions, to scale up existing interventions, or to replicate this project elsewhere. The external evaluation should also help IUCN identify key lessons learned that could be used for the development of future project proposals and improve the implementation of future interventions. Finally, it also addresses Sida's requirement in terms of project evaluation.

Geographical coverage/scope:

The scope of MARPLASTICCs was global, to regional (Eastern and Southern Africa and Southeast Asia), to national (Kenya, Mozambique, South Africa, Thailand, and Viet Nam) to subnational in each country. The external evaluation should examine work performed at all geographic levels, and across the four project pillars:knowledge, policy, capacity, and business, noting all items linked in the provided documents and on the website https://www.iucn.org/theme/marine-and-polar/our-work/close-plastic-tap-programme/MARPLASTICCs.

Objectives of the final evaluation:

The final evaluation will explore MARPLASTICCs' work and achievements and the role played by IUCN with the aim of assessing the results of the project intervention and its sustainability. Through the assessment of the performance and lessons learnt, the evaluation will contribute to both learning and accountability.

The specific objectives of the final evaluation are:

- To assess the **relevance** of the MARPPLASTICCs project to address the plastic pollution problem inthe five target countries. It will assess the relevance of the stakeholders targeted by the intervention,to the stakeholders targeted, and of the methodologies and approaches implemented.

[18] https://www.iucn.org/sites/dev/files/content/documents/the_iucn_monitoring_and_evaluation_policy_2015.pdf

- To assess the **effectiveness** of the MARPLASTICCs project at achieving its objectives and provide clear insights about what has and has not worked and why. It should also highlight how the COVID-19pandemic has affected the project and how the project adapted to this situation.
- To assess the **efficiency** in terms of value for money of the delivery of the MARPLASTICCs outputs.
- To assess the **sustainability** and **impacts** of MARPLASTICCSs and provide clear indications about the positive and negative, intended and unintended changes that resulted from its interventions and the probability for these changes to be sustainable.
- To **identify lessons learnt** and provide set of **actionable recommendations** that can inform future decision-making on whether to improve, pursue, scale up or replicate similar projects elsewhere.

The key evaluation questions for the final evaluation are:

Relevance:

IV. How appropriate and relevant were the MARPLASTICCs approaches and intervention logic with regards to its objectives, anticipated outcomes and outputs, and within local, national, and regionalcontext?

V. Has there been any major change of condition since the project was formulated that has affected itsrelevance? If so, what are these changes and to what extent the project has managed to adapt to ensure it remains relevant?

VI. How relevant is the knowledge generated through MARPLASTICCs with regards to national and regional processes to abate plastic pollution, and to a potential global agreement on plastic pollution?

Effectiveness:

III. To what extent has MARPLASTICCs delivered on its outputs and outcomes at national, regional andglobal level? Were there any unintended consequences? In particular:

a. How effective has MARPLASTICCs been in producing knowledge about the state and impact of plasticpollution in each of the target countries? To what extent have the National Guidance for Plastic Pollution Hotspotting and economic assessments been used by target audience?

b. How effective has MARPLASTICCs been in building local and regional capacity to facilitate national action to control plastic pollution? To what extent have the circular economy initiatives reached their objective(s)?

c. How effective has MARPLASTICCs been in supporting national and regional policy frameworks and legislative reform processes to address plastic pollution? To what extent have decision makers and policies been influenced by the project?

d. How effective has MARPLASTICCs been in engaging and mobilising business

actors in support of effective management and reduction of plastic pollution? What are the markers of change among key business actors that demonstrate their increased level of interest and involvement in the fight againstplastic pollution?

e. For all the above questions, what are the factors that positively or negatively influenced the effectiveness of the project?

IV. To what extent were the Monitoring, Evaluation and Learning (MEL) strategy and tools adequate and effective? In particular:

a. To what extent did the MEL strategy help to (a) collect the right kind of data in view of understanding the impact of the project and (b) detect any needed programme implementation adjustments for betterprogress towards results?

b. What adjustments to the MEL system are recommended to help understand the impact of similar project in the future?

Efficiency

II. To what extent are the MARPLASTICCs outputs in balance with the level of effort, time and resourcesinvested?

a. To what extent did spending and project delivery align with the planned schedule?

b. How efficient were the operational modality and governance structure in contributing to the overallachievements of MARPLASTICCs?

c. To what extent has the project management been able to adapt to any changing conditions to ensure efficiency?

d. To what extent has the project built on existing agreements, initiatives, data sources, synergies andcomplementarities with other projects, partnerships, etc. and avoided duplication of similar activitiesby other groups and initiatives?

e. Are there less costly ways of achieving the same outputs?

Sustainability and impact:

III. To what extent has MARPLASTICCs produced significant higher-level effects in addressing plasticpollution?

a. What are the key changes, intended or unintended, in the countries of intervention thatdemonstrate that MARPLASTICCs has achieved its objectives?

b. Were potential negative environmental and social impacts adequately mitigated or avoided? If notentirely, what are the negative impacts that resulted from MARPLASTICCs intervention and what could it be done in the future to avoid them?

c. To what extent have external factors catalysed or hindered the impact of MARPLASTICCs?

IV. What efforts have been made to ensure sustainability of MARPLASTICCs results in the long term?

a. What project results, lessons or experiences are likely to be replicated (in different geographicareas) or scaled up (in the same geographic area, but on a much larger scale and funded by other sources) in the near future?

b. To what extent are the partnerships and new networks of collaboration created under theimpulsion of MARPLASTICCS most likely to sustain?

Audience for the review

The primary audiences for the review are the Swedish International Development Cooperation Agency (Sida), IUCN's Global Marine and Polar Programme and the staff from the IUCN regional offices involved in the project. The regional offices were the IUCN Asia Regional Office (ARO) in Thailand, covering Thailand and Viet Nam, and the IUCN Eastern and Southern Regional Office (ESARO) in Kenya, covering Kenya, Mozambique, and South Africa. Project staff are present in all countries for implementation. The review will be made available to the public on IUCN's website.

More specifically, the intended users and uses of the review are:

- The MARPLASTICCs Project Coordinators and Managers in IUCN's global and regional programmesfor the purpose of managing the project, and in particular, for adjusting improve the development anddelivery of future similar project;
- The IUCN Monitoring and Learning team of the Nature-based Solutions group is a part of the largerIUCN Performance, Planning, Monitoring and Evaluation Unit, for the purpose of improving its monitoring and learning approach;
- The Global Directors and Director General at IUCN, for the purpose of gathering lessons to informfuture decision-making, project design and implementation of other projects under the *Close the Plastic Tap* Programme Sida and its evaluation department to provide information to the authorities and the public.

Evaluation methodology

This evaluation will be carried out in conformity with the IUCN Monitoring and Evaluation Policy (2015)[19], which sets out IUCN's institutional commitment to evaluation, and the criteria and standards for the evaluation and evaluation of its projects, programmes and organizational units. IUCN's evaluation standards and criteria are based on the widely accepted OECD/DAC Evaluation criteria of relevance, effectiveness, efficiency, impact andsustainability.

The evaluator(s) is expected to develop an evaluation framework based on the suggested key evaluation questions above but may suggest additional questions or modifications. The inception report will be prepared as the first deliverable of the evaluation and will include an evaluation matrix[20] presenting how the key issues will be addressed, the data sources and the data collection methods that will be used for

[19] https://www.iucn.org/sites/dev/files/content/documents/the_iucn_monitoring_and_evaluation_policy_2015.pdf
[20] See annex 2 for draft evaluation matrix

the evaluation and a set of criteria to rate the strength of the evidence collected. Adequately addressing the key evaluation questionswill be the basis for IUCN to sign off on the completeness of the evaluation report.

All data collection tools are to be included as annexes to the final evaluation report. The link between evaluation questions, data collection, analysis, findings and conclusions must be clearly made and set out in a transparent manner in the presentation of the evaluation findings. Conclusion and recommendations should be underpinnedby a strong set of evidences.

The evaluation will seek the views of the range of stakeholders who have been engaged in the process to datetoconclude whether the project is on track and expected to realise its set objectives.

The evaluator(s) is/are expected to use mixed methods, including:

- Desk review of relevant documentation from the project.
- Verify outcomes harvested by the team throughout the life of the project.
- Field visit to at least one country in each of the regions[21]. Interventions at the national level are to includeinterviews with key stakeholders, and can be done via call or video call or in person if possible. There would ideally be two (2) visits, one in each region of Africa and Asia and field visits can be planned withIUCN HQ guidance on locations to visit/stakeholders to interview. Given the uncertain COVID situation,applicants are asked to propose a backup scenario in case they end up facing travel restrictions.
- Interviews of key stakeholders across all five countries[22]
- Other methods may be proposed as needed and as the project evaluator's time and evaluation resources allow, these can be the alternative methods especially if no country visit can take place, e.g.surveys or virtual focus groups, keeping in mind the global COVID-19 situation may impact these.

Schedule and deliverables

The evaluation will run from beginning of October to 31 December 2021 with final deliverables, after work is completed, in January 2022. The expected outputs are:

- An inception report including refined key evaluation questions, completed evaluation matrix; approach to sampling stakeholders and field activities, work plan and schedule.
- A draft 25-page evaluation report.
- A final 25-page evaluation report, plus annexes (country specific analyses can be annexes, for example).
- A two-page summary of key findings, lessons, challenges, recommendations and messages from theevaluation report, that can be disseminated to the wider public for general information on the project'sresults and performance to date.

[21] This might change depending on the COVID-19 situation
[22] See annex 3 for estimate of stakeholders to be interviewed

- A 90-minute webinar on key findings, including 15 slides (max) for a presentation of key findings.

The 25-page evaluation report is expected to follow the format below:

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 project/programme – context and description

F. Purpose of the Evaluation

G. Evaluation Issues and Questions

H. Methodology (including approach to data analysis)

I. Findings - organised according to the key evaluation questions

J. Conclusions and lessons learned

K. Recommendations – actionable recommendations clearly linked to findings and lessons

L. ANNEXs

ANNEXs must include: Evaluation terms of reference; Data collection instruments; Evaluation schedule/timetable (including field visits, if any); List of people met/interviewed; Documents consulted.

Milestone / deliverable	Indicative completion date
Recruitment of Evaluation consultant	17 September 2021
Start date and evaluator appointed	04 October 2021
Inception report including final evaluation matrix	15 October 2021
IUCN comments on inception report	20 October 2021
Draft report	20 November 2021
IUCN comments on draft report	1 December 2021
Final Report, two-page summary and webinar	15 January 2022

Budget

The maximum available budget for this review is 374'000 SEK (~43'000 USD)[7]. Out of this budget, a maximumamount of 287'000 SEK (~33'000 USD) can be used to cover consultancy fees. The remaining amount (87'000SEK, ~10'000 USD) will serve to cover travel costs, accommodation, insurance, and related expenditures in case travel is the region of Africa and Asia is possible.

The evaluator(s) shall be paid by IUCN upon completion of the following milestones.

- 30% upon signing of the contract
- 30% after presentation of the draft report that is acceptable to IUCN (a review will be done)

- 40% after the approval of the final report

Annex 11: Data Collection Tools

KEY INFORMANT INTERVIEW (KII) SHEET
MARPLASTICCs FINAL PROJECT EVALUATION

GLOBAL TEAM

1. Name of the Respondent	
2. Designation	
3. Contact Details	
4. Date of KII	
5. Starting Time of KII	
6. Finishing Time of KII	

GLOBAL TEAM

PROJECT DESIGN

1. What other similar major donor/government projects have been undertaken in the target countries in the past 3 to 5 years?
2. If yes, how do these prior projects link with the current project?
3. How does the MARPLASTICCs project fit in with the overall strategic direction and organization goals of IUCN?
4. What role does MARPLASTICCs play in terms of its objectives, expected outcomes, and outputs, as well as in the local, national, and regional context?
5. How are the management and staffing structures of different activities organized under the MARPLASTICCs project?
6. Please provide an overview of the design process, e.g., timeframe of development, process, and stakeholders involved in the design etc.
7. What was the process of project design? E.g., academia consultations, baseline studies, meetings, etc.
8. What was the process and outcome of engaging the different stakeholders in the project design?
9. Were any of the key staff currently working on the project involved in the project design? E.g., Project Manager, Project Coordinator, etc. If yes, who and what was the role of these staff members?
10. What challenges were faced during the design phase? E.g., limited baseline information, lack of stakeholder consensus, etc.
11. Based on your experience of implementing this project, what have been the major positive elements of the project design? E.g., flexibility, partnership, and inclusion of particular activities that are easy to implement and/or highly welcomed by beneficiaries, SMART log frame, etc. Please elaborate.
12. And what have been the major elements of design that are resulting in implementation problems? E.g., large number of activities, ambitious targets, etc. Please elaborate.
13. Have any measures been taken to resolve some of these issues? If yes, please explain what measures have been taken and what are the outcomes of these?

14. Have there been any changes to project activities or logical framework since the project started? If yes, what are these changes, why, when, and how were these made? And how have these now affected project delivery?

PROJECT MANAGEMENT

15. When was the Global Team established?
16. Which department has the ownership of the Global Team?
17. What is the role played by the Global Team in project implementation? Please elaborate.
18. Does the Global Team implement the project directly or through the assistance of IPs and Government stakeholders? If through latter, then please list the IPs and stakeholders and what is the role of each?
19. What are the major challenges faced by the Global Team in delivering its responsibilities? E.g., limited internet connectivity, field access etc. and how are these addressed?

STAFFING

20. Has this staff been sufficient for managing the project? If no, why not?
21. If no, what measures are taken to bolster staffing capacity? E.g., hiring of short-term experts
22. Please provide a list of the short-term experts/consultants hired by the project, as follows:

Name of Consultant	Name of Assignment	Start Date	End Date

23. Have there been any major changes in staffing during the period of implementation? E.g., staff turnover, or addition/elimination of positions, etc.
24. What are some of the staffing challenges faced by the Global Team? E.g., limited availability of local staff, difficult to engage field staff, high turnover, etc.
25. What are the major challenges faced by the Global Team during the course of the implementation? Please elaborate.
26. How were/can some of these challenges mitigated? Please provide details.

EFFECTIVENESS

27. What challenges and opportunities has the Global Team faced in project implementation? Please provide an overview of each project output.
28. Which project targets have been achieved and overachieved so far?
29. What were the supporting factors responsible for meeting or exceeding these targets?
30. Which project outputs/activities were/are delayed? And what were /are the reasons for these delays?
31. How did these delays affect progress of other project outputs and what is the effect on overall project?
32. What mitigation measures have been undertaken to bring these activities back on track?

MONITORING & EVALUATION

33. How is the project's Logical Framework and Theory of Change used to monitor progress?
34. What challenges are faced when using the framework? E.g., ambitious, or non-SMART indicators, long list of activities to be monitored, etc.?
35. In what format is the monitoring data stored and analyzed? E.g., MS Excel, Access Database, Word, etc.
36. What is the process and frequency of monitoring data collection?
37. Does the monitoring process incorporate beneficiary feedback? If yes, how?
38. What special efforts were made to collect gender-segregated data?
39. Has the project made any major changes in implementation based on the results of the monitoring activities? If yes, please provide examples

TIMELINESS

40. Were all project activities delivered on time and according to the planned timeline in the Project Document and the AWPs?
41. If no, what were the factors responsible for these delays and how did these affect the project? Please elaborate.
42. How have these delays affected overall project implementation?

COVID -19 IMPLICATIONS

43. Have any project activities continued as usual despite the COVID-19 pandemic? If yes, please provide a list of activities

44. Did the project take up any additional activities in response to COVID-19? If yes, please provide details, including list of activities, associated budgets, etc.
45. How has COVID-19 affected project performance and timeliness?

FINANCE

Sida FUND

46. Have the available finances been sufficient to meet project needs? If no what has been the major challenges?
47. What strategies have been utilized thus far to overcome these challenges? E.g., joint programming, donor appeals, etc.
48. Has the project faced any administrative problems with financing? E.g., late approvals, difficult reporting processes, unrealistic budgeting at design or AWP stage, etc.?
49. How have these issues affected the program's performance? And what measures have been taken thus far to resolve some of these issues?
50. Please provide a breakdown of the project's finances as follows:

	Project Year 1	Year 2	Year 3	Year 4
Allocated Budget (SEK)				
Actual Expenditure (SEK)				

51. Also, please provide budget in the following format:

	Sida Allocation	Expenditure (as of 20 Oct 2021)
Outcome 1		
Outcome 2		
Outcome 3		
Outcome 4		

PARTNERSHIP AND COORDINATION

52. Who are the major project partners and stakeholders?
53. What is the process of partner/sub-contractor selection?
54. How are activities of partners monitored? E.g., through signed agreements, field monitoring, reporting, etc.
55. Which of the stakeholders played a key role in ensuring that the project objectives are met? How? Please elaborate.
56. How do implementing partners and stakeholders collaborate/coordinate? And how often? E.g., quarterly planning meetings, stakeholder workshops, etc.
57. What have been major challenges faced by the project in collaborating with its partners and stakeholders? E.g., lack of buy in, limited capacity, etc.
58. What measures have been taken to overcome some of these challenges? E.g., training of partner staff, consultative planning, etc.

STAKEHOLDER COORDINATION

59. What are the major methods used for coordination of various stakeholders? E.g., face to face meetings, periodic workshops, etc.
60. How has the project benefitted from coordination among stakeholders? E.g., synergies and complementarities lead to efficiency, etc.
61. What are the key challenges with stakeholder coordination? E.g., lack of responsiveness/interest, limited capacity, too many stakeholders, etc.
62. How can partner and stakeholder collaboration be improved for better project results?

ORGANIZATIONAL COLLABORATION

63. Are there any other international development agencies/projects which have delivered the same or similar activities as that of the project?
64. If yes, how has the project collaborated with these for synergistic implementation?
65. What problems has the project faced in collaborating with these other initiatives?
66. Which of these have significantly helped to contribute to the project outcomes? How?

COORDINATION WITH DONORS

67. What has been the major role played by the donor in project design and implementation?
68. What is the mechanism of coordination with the donors?

69. Did the IUCN face any challenges when collaborating with the donors? E.g., delayed decision making, etc. How were these resolved?

IMPACT

70. Does the project make a periodic assessment of the impact? E.g., tracer studies, impact assessment, etc.
71. In your opinion, which project activities have had the highest potential for impact? Why?
72. Also, which project activities do you think have had the lowest potential for impact? Why?
73. How can the potential impact of these activities be enhanced?

SUSTAINABILITY AND RISKS

74. Based on your experience which of the project activities implemented thus far, are the most sustainable? Why?
75. Similarly, which project activities are the least sustainable? Why
76. What are the actual or potential threats to the sustainability of the implemented or planned activities by the project?
77. Has the project devised an exit strategy with regard to the interventions under the four outputs? If yes, what are the main features of this strategy? And is this strategy documented?
78. What are your recommendations for improving the likelihood of sustainability of project current or planned outputs?

GENDER

79. What measurement have been taken to ensure inclusion/mainstreaming of women in the project activities?
80. What have been the major challenges and opportunities regarding gender integration into project activities?
81. How are these being dealt with to ensure the achievement of project outcomes?

KNOWLEDGE MANAGEMENT AND DISSEMINATION

82. Are evidence-based research studies undertaken by the IUCN and the current program publicly available?

83. What mechanisms and tools does the project have in place to organize and store knowledge gathered and generated during the course of project implementation? E.g., knowledge management strategy, development of newsletter, etc.
84. Who are the intended recipients/beneficiaries of this information/data?
85. What methods of dissemination is the project using to share this information with beneficiaries and various stakeholders?
86. How have knowledge management and dissemination activities undertaken by the project been effective? Please provide examples.
87. How can the knowledge management and dissemination activities of the project be improved?

LESSONS LEARNT

88. Based on your experience, what are the major lessons learned from the project design and implementation?

RECOMMENDATIONS

89. What are your overall recommendations for the improvement of project design and implementation going forward?

KEY INFORMANT INTERVIEW (KII) SHEET
MARPLASTICCs FINAL PROJECT EVALUATION

IUCN PROJECT STAFF

1. Name of the Respondent	
2. Designation	
3. Contact Details	
4. Date of KII	
5. Starting Time of KII	
6. Finishing Time of KII	

IUCN'S REGIONAL TEAMS – ARO & ESARO

1. What was the timeframe of regional team engagement with the IUCN GMPP?
2. What are the key responsibilities assigned to regional team for the MARPLASTICCs project?
3. What role does MARPLASTICCs play in terms of its objectives, expected outcomes, and outputs, as well as in the local, national, and regional context?
4. Did regional team contribute to the MARPLASTICCs project design? If yes, how was your team involved? E.g., providing technical support, stakeholder consultation etc.
5. Has staff been sufficient at the regional level for managing the project activities? If no, why not?
6. What measures are taken to bolster staffing capacity? E.g., hiring of short-term experts, training to existing staff, recruitment of IPs, etc.
7. Did your team collaborate with any regional, national institutions for the project?
8. Has your team partnered with any other units of the IUCN, UN agencies, or government departments/programmes at regional or national level? If yes, what was the nature of these partnerships?
9. If yes, what have been the challenges and opportunities in partnering with these institutions? Please elaborate.
10. Has the regional team met all of its milestones according to the schedule? If no, what has been the reasons?
11. Has the COVID-19 pandemic affected the timeliness and progress of project?
12. What other operational and programmatic challenges have you faced in the implementation of the project? E.g., delayed fund transfers, limited technical support, difficult monitoring and reporting processes, etc.
13. What are the lessons learned from implementing the MARPLASTICCs project?
14. What are your recommendations for improving the design, implementation approaches, or management of future projects based on the lessons learned?

MONITORING & EVALUATION

15. What is the process and frequency of monitoring data collection?
16. In what format is the monitoring data stored and analyzed? E.g., MS Excel, Access Database, Word, etc.

17. What challenges does your team face when monitoring or reporting program activities? E.g., lengthy formats, indicators are not easy to track, not sufficient monitoring budget, etc.
18. Has the global team provided any support in overcoming some of these monitoring challenges? E.g., change in reporting formats, training for your monitoring staff, etc.
19. What challenges has your team faced due to COVID-19 with regard to monitoring of field activities?
20. Has the project made any major changes in implementation based on the results of the monitoring activities? If yes, please provide examples.
21. What are your recommendations for improving the M&E approaches undertaken by the project for the future?

IUCN'S NATIONAL TEAMS

1. What was the timeframe of your country team engagement with the IUCN GMPP?
2. What has been the role of your country team in MARPLASTICCs project?
3. What are the key responsibilities assigned to your country team for the MARPLASTICCs project?
4. What role does MARPLASTICCs play in terms of its objectives, expected outcomes, and outputs, as well as in the local and national context?
5. Did your country team contribute to the MARPLASTICCs project design? If yes, how was your team involved? E.g., providing technical support, stakeholder consultation etc.
6. Has staff been sufficient in your country for managing the project activities? If no, why not?
7. What measures are taken to bolster staffing capacity? E.g., hiring of short-term experts, training to existing staff, recruitment of IPs, etc.
8. Did your country team collaborate with any government, private partners, local NGOs for the project?
9. Has your country team partnered with any other units of the IUCN, UN agencies, or government departments/programmes in your country? If yes, what was the nature of these partnerships?

10. If yes, what have been the challenges and opportunities in partnering with these institutions? Please elaborate.
11. Has your country team met all of its milestones according to the schedule?
12. Has the COVID-19 pandemic affected the timeliness and progress of project activities in your country?
13. What other operational and programmatic challenges have you faced in the implementation of the project? E.g., delayed fund transfers, limited technical support, difficult monitoring and reporting processes, etc. if yes, how were these challenges addressed?
14. What are your recommendations for improving the design, implementation approaches, or management of future project?

MONITORING & EVALUATION

15. What is the process and frequency of monitoring data collection?
16. In what format is the monitoring data stored and analyzed? E.g., MS Excel, Access Database, Word, etc.
17. What challenges does your team face when monitoring or reporting program activities? E.g., lengthy formats, indicators are not easy to track, not sufficient monitoring budget, etc.
18. Has the global team provided any support in overcoming some of these monitoring challenges? E.g., change in reporting formats, training for your monitoring staff, etc.
19. What challenges has your team faced due to COVID-19 with regard to monitoring of field activities?
20. Has the project made any major changes in implementation based on the results of the monitoring activities? If yes, please provide examples.
21. What are your recommendations for improving the M&E approaches undertaken by the project for the future?

ROLE OF NATIONAL STEERING COMMITTEE/NATIONAL ADVISORY BOARD

22. When was the NSC/NAB formed in your country?
23. How many members are there in your country's NSC/NAB?
24. Who are these members and what is the selection criteria?

25. What is the role of the NSC/NAB in implementation of project activities in your country?
26. To what extent has the NSC/NAB taken steps for wider engagement with in-country stakeholders on tackling issues around marine plastic waste?
27. What are some of the key activities undertaken by the NSC/NAB in your country?
28. What were some of the major decisions taken by the NSC/NAB in your country that were instrumental in either helping the project achieve its intended outcomes or changing the course of the project/selected activities?
29. What is the frequency of NSC/NAB meetings in your country?
30. How are these meetings held? E.g., face to face, virtually etc.
31. Did all NSC/NAB meetings take place on time?
32. Have the proceedings of NSC/NABs continued as usual despite the COVID-19 pandemic? If yes, please provide a list of activities?
33. What support has your NSC/NAB received from the IUCN in implementing the project activities? E.g., linkage development, capacity building etc.
34. Were there any challenges faced by your country NSC/NAB when collaborating with the IUCN? E.g., delayed approvals, difficult reporting procedures, etc.

IUCN'S BUSINESS AND BIODIVERSITY PROGRAMME (BBP)

1. What has been the role of your department in implementing the project activities?
2. How does your programme relate to the MARPLASTICCs project?
3. What have been the linkages between your programme and MARPLASTICCs project?
4. What challenges have you faced when collaborating with the MARPLASTICCs team?
5. What are your recommendations for improving the design, implementation approaches, or management of future projects based on the lessons learned?

IUCN'S ECONOMIC KNOWLEDGE UNIT (EKU)

1. What has been the role of your department in implementing the project activities?
2. How does your programme relate to the MARPLASTICCs project?
3. What have been the linkages between your programme and MARPLASTICCs project?
4. What challenges have you faced when collaborating with the MARPLASTICCs team?
5. What are your recommendations for improving the design, implementation approaches, or management of future projects based on the lessons learned?

IUCN'S ENVIRONMENT LAW CENTRE (ELC)

1. What has been the role of your department in implementing the project activities?
2. How does your programme relate to the MARPLASTICCs project?
3. What have been the linkages between your programme and MARPLASTICCs project?
4. What challenges have you faced when collaborating with the MARPLASTICCs team?
5. What are your recommendations for improving the design, implementation approaches, or management of future projects based on the lessons learned?

KEY INFORMANT INTERVIEW (KII) SHEET
MARPLASTICCs FINAL PROJECT EVALUATION

DONOR

1. Name of the Respondent	
2. Designation	
3. Government Agency	
4. Contact Details	
5. Date of KII	
6. Starting Time of KII	
7. Finishing Time of KII	

DONOR

1. What are the development priorities of your organization in the target countries? And who are your key project implementing partners?
2. What factors influenced your decision to partner with IUCN on this project?
3. How does the MARPLASTICCs fit into these development priorities?
4. What have been the opportunities and challenges in working with IUCN on the project?
5. What challenges has your organization faced with regard to the design and implementation of the Project?
6. In your opinion, what have been the outstanding features of the project thus far?
7. In your opinion, which project activities undertaken by IUCN are most sustainable? Why?
8. Does your organization have any plans for replication or up-scaling of the project? If yes, please provide details.
9. What are your lessons learned and recommendations for improved implementation of the project?

KEY INFORMANT INTERVIEW (KII) SHEET
MARPLASTICCs FINAL PROJECT EVALUATION

GOVERNMENT AGENCIES

1. Name of the Respondent	
2. Designation	
3. Government Agency	
4. Contact Details	
5. Date of KII	
6. Starting Time of KII	
7. Finishing Time of KII	

GOVERNMENT AGENCIES

BACKGROUND

1. What is the primary role of your ministry/department/agency in determining/implementing mitigating plastic pollution in your country?
2. What are some of the other key agencies which are involved in this role, especially in relevance to mitigating plastic pollution?
3. What are the current priorities of your country government in terms of mitigating plastic pollution?
4. What are the major challenges? E.g., Govt. priority, funding support etc. and how are these addressed?

PROJECT DESIGN

5. Has your ministry/agency/department/organization been involved in the design and/or implementation of the current project activities? If yes, how did your ministry/agency/department/organization contribute to the design process?
6. If no, in your opinion, how did this lack of involvement affect your role with regards to project implementation?

PROJECT IMPLEMENTATION

7. What role, if any, is played by your ministry/agency/department/organization in the implementation of this project? E.g., participation in Steering Committee, policy support, provision of co-financing, etc.
8. How has your ministry/agency/department/organization benefitted from participating in the project?
9. What challenges have you faced with implementation of the project, if any?
10. How were these challenges addressed by the project?

LESSONS AND RECOMMENDATIONS

11. What have been some of the other major similar projects being implemented in your country over the past three years? In your opinion, what are the defining features of this current project when compared to the other projects reported above?
12. To what extent has this project produced significant higher-level effects in addressing plastic pollution in the context of your country?

13. To what extent are the results of the MARPLASTICCs project likely to be sustained in your country?
14. Based on your experience with implementation of the project activities, what are the key lessons learned?

IN DEPTH INTERVIEW (IDI) SHEET
MARPLASTICCs FINAL PROJECT EVALUATION

CE INITIATIVE IMPLEMENTING PARTNERS

1. Name of the Respondent	
2. Designation	
3. Contact Details	
4. Date of IDI	
5. Starting Time of IDI	
6. Finishing Time of IDI	

CE INITIATIVE PARTNER ORGANIZATIONS

BACKGROUND

1. What is the nature of the activities undertaken by your organization? And What is the geographical presence of your organization?
2. What major projects similar to this have been implemented by your organization over the past three years? And who have been your major public, private, and development sector partners?
3. Since when has your organization been engaged with the IUCN MARPLASTICCs project?
4. What is the management structure of your organization to manage the CE activities? E.g. number of staff, role in project management and implementation, etc.
5. What other projects has your organization implemented with IUCN in the past?

DESIGN

6. How are the Circular Economy initiative and Plastic Recycling relevant into the mandate of your organization?
7. Was your organization involved in the design of this project/activity? If yes, please elaborate.

IMPLEMENTATION

8. What have been the major activities undertaken by your organization for CE project implementation?
9. What is the process of selecting activities and communities/community members when implementing this initiative?
10. How do you report progress to the IUCN? (Type and frequency of reporting etc.)
11. What have been the major challenges faced by your organization when implementing the project activities? E.g., accessibility, engaging local communities, activity timelines, etc.
12. How have these challenges been overcome? Please elaborate.

COLLABORATION WITH IUCN

13. What support have you received from IUCN for implementation of the project activities?
14. How does this support help in effective project implementation?
15. What challenges have you faced in your relationship with the IUCN? E.g., delayed fund transfers, limited technical support, difficult monitoring and reporting processes, etc.

PROJECT EFFECTIVENESS AND IMPACT

16. In your opinion, what are the most significant achievements/lessons learned of the CE initiative thus far?
17. Also, what are the major challenges, if any, in the CE project design and operations which pose risks to the achievement of desired results?
18. What are your recommendations for improving the CE project's effectiveness?

SUSTAINABILITY

19. In your opinion, what are the most sustainable activities under the CE project initiative? Please elaborate.
20. Also, in your opinion, what the least sustainable activities under the CE project initiative? Please elaborate.
21. What measures can be taken to improve their sustainability?

COVID-19

22. What challenges has your organization faced due to COVID-19 with regard to implementation the project activities? E.g. suspension of operations, delays, limited outreach to communities, etc.
23. How have some of these challenges been mitigated? E.g. modification of implementation modalities?
24. Also, under the MARPLASTICCs, has your organization undertaken additional activities to respond to the COVID-19 pandemic? If yes, please elaborate.

RECOMMENDATIONS

25. How can the implementation of similar projects in the future be improved? E.g. nature of activities, geographical coverage, financial mechanisms, etc.

IN-DEPTH INTERVIEW (IDI) SHEET
MARPLASTICCs FINAL PROJECT EVALUATION

CSOS/PRIVATE PARTNERS/RESEARCH ORGANIZATIONS/NGOS

1. Name of the Respondent	
2. Designation	
3. Contact Details	
4. Date of IDI	
5. Starting Time of IDI	
6. Finishing Time of IDI	

CSOs/NGOs/Private Sector/Research Organizations

BACKGROUND

1. Since when has your organization been engaged with the IUCN MARPLASTICCs?
2. What is the primary role of your organization/agency in implementing MARPLASTICCs activities in your country?
3. What major projects similar to this have been implemented by your organization over the past three years? And who have been your major public, private, and development sector partners?
4. What other projects has your organization implemented with IUCN in the past?
5. Were there any the other agencies/partners who are involved in the implementation of these activities?
6. If yes, what other organizations were involved and what was their role?

DESIGN

7. Has your organization been involved in the design of the project activities? If yes, please provide details, e.g., design process, stakeholders identification etc.
8. If yes, have you faced any challenges in designing the project activities? Please elaborate.

IMPLEMENTATION

9. What was the role of your agency/organization in the implementation of the project activities? E.g., policy support, fund raising, provision of co-financing, etc.
10. What challenges have you faced with implementation of the project, if any? E.g., delayed funding, lengthy approval processes, etc.
11. What measures were taken to overcome these challenges?

COLLABORATION WITH IUCN

12. Has your agency/organization received any support/assistance from IUCN for implementation of the project activities?
13. If yes, what, and how does this support/assistance helped in effective implementation of project activities?
14. What challenges have you faced in your relationship with the IUCN? E.g., delayed fund transfers, limited technical support, difficult monitoring and reporting processes, etc.

15. Does your organization partner with any other organizations similar to MARPLASTICCs project? If yes, what have been the comparative challenges and opportunities of partnering with IUCN?
16. Compared to other projects, to what extent has IUCN and the MARPLASTICCs project's approach been effective in addressing issues of plastic pollution in your country?

COVID-19

17. What challenges has your organization faced due to COVID-19 with regard to implementation the project activities? E.g., suspension of operations, delays, limited outreach to communities, etc.
18. How have some of these challenges been mitigated? E.g., modification of implementation modalities?
19. Also, under the MARPLASTICCs, has your organization undertaken additional activities to respond to the COVID-19 pandemic? If yes, please elaborate.

LESSONS AND RECOMMENDATIONS

20. What have been the main opportunities and challenges faced by the project?
21. What are your recommendations for the development of future projects like this in your country?

FOCUS GROUP DISCUSSION (FGD) GUIDE SHEET
MARPLASTICCs FINAL PROJECT EVALUATION

COMMUNITY MEMBERS

1. Name of Community	
2. Average number of households in the community	
3. Major sources of livelihood	
4. Date of FGD	
5. Starting Time of FGD	
6. Finishing Time of FGD	

Sr. No.	Name	National ID	Contact	Signature/ Thumb Impression
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

COMMUNITY MEMBERS

BACKGROUND

1. What activities have been implemented / are being implemented by the MARPLASTICCs project in your community? E.g., assessments, training, development/upgrading of existing recycling/upcycling plants, etc.
2. When were the project activities initiated?
3. What is the number of households participating in this activity from your community? And how many men and women are participating in this activity?
4. What and how was the process of initially engaging your community? Please elaborate.
5. Why did your community agree to participate in the project activities? Please elaborate the reasons.
6. To what extent is the project and the activities undertaken by the project relevant to the needs of the community?

OPPORTUNITIES AND CHALLENGES

7. What have been the advantages or are the potential advantages to your community for participating in the project activities? E.g., increased employment opportunities and income benefits.
8. Are there any particular advantages to women and girls from participation in the project activities? If yes, please elaborate.
9. Through the implementation of these activities, has the project helped establish linkages of your community with other stakeholders for ongoing collaboration? E.g., government departments, NGOs, other communities, etc. If yes, please elaborate who the linkages were developed and what are the potential advantages of these?
10. What have been the challenges faced by your community while participating in the project activities? E.g., the locations were selected without consultation with the community, the activities require a lot of time, are difficult to understand, or cannot be implemented in reality, etc.

11. Did women in the community face any particular challenges in addition to the above issues elaborated? If yes, what were these?

12. Did you report these problems to the project? If yes, what was the response from the project?
13. What are the future activities that your community will be undertaking once the project is concluded?
14. What potential benefits do you think will your community derive from these activities?
15. To what extent are the benefits to your community likely to be sustained into the future?

OTHER DEVELOPMENT WORK

16. Are there any other development projects being implemented for your community? If yes, who is implementing these projects? E.g., government agency, NGO, etc.
17. And what are the main activities being implemented by the project? Please elaborate.
18. Since when has the project been implemented in your community?

Annex 12: Evaluation Timetable

Activities to be Undertaken	Proposed Dates of Submission
Stage 1: Preparation of the Assignment	
Introductory Meeting	08th October
Inception Meeting	26th October
Submission of Draft Inception Report	05th November
Submission of Final Inception Report	25th November
Stage 2: Data Collection and Analysis	
Desk Review and Desk-Research	20th October – 05th November
Data Collection	22nd November – 17th December
Data Analysis	18th December to 24th December
Stage 3: Report Development	
Development of Draft Report	27th December – 07th January 2022
Submission of Draft Report	10th January 2022
Incorporation of Feedback on Draft Report	15th – 24th January
Submission of Final Evaluation Report	25th January
Development of Two Page Summary of Key Findings	25th January
Presentation of Key Findings in a Webinar	11th February

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