



Marine Plastic Solutions

Marine Plastic Solutions Pty Ltd

Mid-term Review of IUCN's Project: Plastic Waste Free Islands (PWFI): Final Report

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ABBREVIATIONS AND ACRONYMS

Table 1 Abbreviations and Acronyms

Term	Abbreviation
Estimate at Completion	EAC
Evaluation Criteria	EC
Estimate to Completion	ETC
Earned Value Analysis	EVA
The International Union for Conservation of Nature	IUCN
Monitoring and Evaluating Learning	MEL or M&EL
Marine Plastic Solutions	MPS
Mid Term Review	MTR
Norwegian Agency for Development Cooperation	NORAD
Organisation for Economic Co-operation and Development - Development Assistance Committee	OECD DAC
Plastic Waste Free Islands	PWFI
Small Island Developing States	SIDS
Theory of Change	ToC
Terms of Reference	ToR



EXECUTIVE SUMMARY

Approach and Methodology

The MTR team undertook a comparative analysis of planned versus actual progress and activity for the PWFI project to determine project performance.

This has included the use of an Ishikawa diagram to track programmatic change over the project timelines (i.e., History of Change). While project management tracking and analysis tools such as earned value analysis have been used for project forecasting.

In addition to this analysis, the MTR team reconstructed the PWFI Theory of Change and has provided commentary on how this should be used to optimise the project's impact performance.

MPS has provided an overview of the evaluability assessment that highlights challenges and opportunities, and describes how the assessment has informed the delimitation of the evaluation scope and the choice of methods for data collection and analysis.

MPS has examined the extent to which an activity or a program can be evaluated in a reliable and credible fashion. Noting that an evaluability assessment calls for the early review of a proposed activity to ascertain whether its objectives are adequately defined and its results verifiable.

In accordance with the evaluation objectives ([chapter 1.2](#)), this evaluation applied the OECD DAC Evaluation Framework (from which the IUCN Monitoring and Evaluation Policy was founded) which assesses project performance against 5 criteria including Relevance, Effectiveness, Efficiency, Sustainability and Impact.

The MTR team, using the 2019 revision of the OECD DAC Evaluation Framework, added a 6th evaluation criterion (Coherence) previously not included in the IUCN Monitoring and Evaluation Policy to better capture linkages, systems thinking, partnership dynamics, and complexity within the project's sphere of influence.

These criteria were integrated across the Evaluation Matrix and Evaluation Rubric (detailed in [Appendix B1](#) and [Appendix B2](#)) and were applied to data gathering



tools using a mixed methods approach, which included reviews of background and desktop studies, project documentation, interviews of project stakeholders and use of survey approaches.

Findings

The Mid Term Review (MTR) team's review of the Plastic Waste Free Islands Project (PWFI) has provided an overall ranking of project performance as **Good** based on six Evaluation Criteria. 4 criteria were ranked as *Good* including *Relevance, Efficiency, Impact and Coherence* and 2 as *Satisfactory* including *Effectiveness and Sustainability*.

The MTR team has found that the project has been generally well-received, punching above its weight in the speed of activities compared to other projects, in the engagement and encouragement it has given to the targeted business sector, and in its adaptability in refocusing activities due to overlaps with other projects.

The project has provided a balanced approach in collecting new baseline data from customs data, field data, and benchmarking through seeking to improve policy frameworks, trialling new plastic waste value chains, and complementing existing plastic waste value chains through supporting existing waste enterprise.

The project has sought to provide strategic tools in tailoring a Plastic Waste Free Islands calculator through field testing the plastic hotspot methodologies and in calculating leakage. Recommendation on improvements and additions to methodologies were provided.

The rating of *Good*, however, is slender as the project is only partly completed; only a third of budget/activities were officially reported complete as of December 2020. The recommendation from the MTR team for 12 months additional time is clearly needed otherwise it is unlikely that all activities will be completed.

The MTR team found that the combination of a delayed project start and significant impacts from Covid-19 greatly disrupted the project's progress as it took some time to reorganise and operate on a remote footing. Verified expenditure by 2020 was 38% for Outcome 1 and 2 combined, 18% for Outcome 3 and 0% for Outcome 4 and 46% for M&E. The latest budget planning expects at least 25% of budget will



be carried over into 2022. Recommendations on optimising IUCN tracking tools were provided.

The MTR team found that expectations on sustainability were not always realistic and that explanation and matching of business cases for new value chains need to be better understood as proof-of-concept activities. This is based on the current status that viable business cases for plastics in the Pacific and Caribbean only exist where funding support is available through CDL and EPR schemes or project funding.

Project based value chains often only last as long as the funding is present. The MTR team has found that Pacific and Caribbean SIDs need much higher levels of support for building plastic value chains that those in Southeast Asia. Some reasons for this include the distance to markets, high process/logistics costs, low volumes, and few entrepreneurs. This needs to be understood in relation to current project expectations and future project design.

The MTR team has discussed the need for further consideration around the choice of islands targeted under PWFI (especially in the Pacific). Considering the congested donor space and the fact that Fiji, Vanuatu and Samoa already have similar interventions from a number of other projects, targeting other locations would have added greater diversity for information gathering and exchange of approaches.

It was noted that much activity regarding policy had only just begun. However, these activities should consider frameworks that improve sustainability of actions on plastics and that further linkages should be made with the private sector to complement the sector's increasing efforts in the global push to plastic circularity.

Recommendations

Recommendations were provided in three timeframes including immediate, medium term (for use within the remaining timeframe), and long term (for future projects).

The immediate recommendations include an extension of the project timeframe by 12 months, the adoption of the reconstructed Theory of Change, a provision of a mid-year report to better track project progress, a review and optimisation of



project tracking tools, better integration of gender indicators into the project, better organisation of policy recommendations, and a review on how the Plastic Waste Free Island Blueprint is to be used by the PWFI target countries.

The medium-term recommendations include better structuring of the pilots to inform the future business case, enhanced engagement of other ministries to gain great government buy in, the development of detailed case studies from pilots (OPEX/CAPEX) freely available (noting existing 'non-disclosure' agreements on some pilots), mapping of plastic markets and closer engagement with the global plastic packaging sector (i.e. via ANZPAC Plastic Pact), and a strategic review of IUCN project tracking tools.

The long-term recommendations include a greater focus on financing mechanisms to enable development of plastic value chains, the use of Community-Based Social Marketing (including benefits and barriers studies) to move onto a more serious science based approach on addressing normative behaviour change, the use of more structured market system assessments that map what is needed to increase business enabled environments, and a focus on global accredited and certified standards to ensure quality and compatibility of information.

In addition to this, long-term recommendations include improving national capabilities through capacity building and strategic twinning as well as engagement with regionally significant initiatives such as the ADB PRIF study on creating regional recycling hubs, similar World Bank studies as well as under the ANZPAC Plastic Pact.



1 INTRODUCTION

1.1 BACKGROUND

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 mission by developing hundreds of conservation projects all over the world from the local level to those involving several countries, all aimed at the sustainable management of biodiversity and natural resources.

Among the different threats to biodiversity that IUCN intends to address, there is the 10 million tons of plastic waste that enters the ocean every year. Islands and more specifically Small Island Developing States (SIDS) are particularly concerned by this problem as economic growth, increased population, urbanisation, and a change in production materials and methods have led to a shift of the consumption patterns demanding increased use of resources including plastics, and thus resulting in a boom of marine litter.

In order to address this problem and with the support from the Norwegian Agency for Development Cooperation (Norad), in 2019 IUCN launched the Plastic Waste Free Islands (PWFI) project, as part of its global Close the Plastic Tap Programme. PWFI is a three-year project working in six islands in the Caribbean and Pacific: Fiji, Vanuatu and Samoa in Oceania and Antigua and Barbuda, Saint Lucia and Grenada in the Caribbean. The project seeks to promote island circular economy and to demonstrate effective, quantifiable solutions to addressing plastic leakage from SIDS.

More specifically, the PWFI project is aiming at achieving the following outcomes:

1. Improved knowledge of plastic waste footprints among 6 target islands
2. Increased policy effectiveness in reducing plastic waste generation
3. Enhanced plastic waste reduction measures adopted by tourism, fisheries and waste sectors through alternate value chain development
4. Plastic Waste Free Island blueprint endorsed by regional SIDS bodies



1.2 PURPOSE OF THIS EVALUATION

This mid-term review fulfils the IUCN Monitoring and Evaluation Policy to conduct an independent mid-term review (MTR) for the purpose of learning and reflection on project management and early results. It also addresses Norad's requirement in terms of project evaluation. The findings and recommendations identified in this mid-term review are designed to provide IUCN with pragmatic course corrections relating to the project's approach, activities, output, outcomes and impact. This MTR brings valuable external reflections to help strengthen the project and complement the current MEL system of the project through an adaptive management modality.

The mid-term review has explored PWFI's work and achievements covering the period until August 2021. This evaluation has assessed progress thus far and has provided guidance ([chapter 7](#)) on how to maximize the efforts for achieving the intended results and improve learning in its remaining timeframe. Through the assessment of the performance, achievements and lessons learnt to date, this review will contribute to both learning and accountability as required under The IUCN Monitoring and Evaluation Policy (2015).

The specific objectives of the mid-term review are:

- To assess the **relevance** of PWFI project to address the plastic pollution problematic in the 6 targeted islands. It will also assess the relevance of the stakeholders targeted by the intervention and the methodologies and approaches to do so.
- To assess the **effectiveness** of the PFWI project at achieving its objectives and provide clear insights about what has and has not worked so far and why. It should also highlight how the Covid-19 pandemic has affected the project and how it adapted to this situation.
- To assess the **efficiency** in terms of value for money of the delivery of the PWFI outputs.
- To assess the **sustainability** and **potential impacts** of the PWFI project and provide some indication about how the project is progressing towards delivering on its objectives
- To **identify lessons** and provide set of **actionable recommendations** on how the project and the project coordination/management could be adjusted for further improvement and to strengthen delivery of results.



2 EVALUATION ISSUES AND QUESTIONS

There were a number of factors that have impacted the evaluation which are detailed below. These include factors such as the evaluation activities being limited to information provided virtually through reports, interviews and research as no field visits were possible due to Covid-19 impacts.

In relation to formal reports and financial information the evaluation team was limited to documents that only cover the period to December 2020, with only projections available after that time or information provided through interview.

Some financial reporting continues to be aligned with 3 outcomes as was originally presented in the Grant Agreement and not 4 outcomes which is what has been used since PWFI became active. IUCN has advised that the reporting template used in the financial audits (3 outcomes) were based on the original budget lines as required by Norad. IUCN has advised the MTR team that, from an operational perspective, the financials have been mapped against the new result areas in the updated Results Framework. However, as stated above, this is not reflected in the official audits and financial reports.

Full consultant contract information was not provided to the evaluation team which meant that this review relied on the TORs, some addendums and interviews. As a result, the MTR team could not be fully aware of the value of the contracts versus the tasks required and whether this deviated from the published TORs.

Plastics mapping was completed as an activity and provided new and useful data. However, this activity utilised the consultants inhouse waste audit methodologies¹ rather than those approved and accredited by recognised authorities and subject matter experts (Landfill Audit - ASTM: D5231 – 2016 Standard Test Method for Determination of the Composition of Unprocessed Municipal Solid Waste; Household and Commercial - Waste Aid UK Making Waste Work: A Toolkit How to measure your waste, UNESCAP Guidelines for Solid Waste Management

¹ The methodology used in this assessment was based on the PRIF document 'Waste Audit Methodology: A Common Approach A step-by-step manual for conducting comprehensive country waste audits in SIDs'. Notes: It should be noted that publication of a document containing methods does not confer accreditation/certification status. ADB provides a disclaimer that it is not responsible for the contents of this document.



Assessment (Baseline Survey) in Secondary Cities and Small Towns in Asia and the Pacific).

Brand surveys, environmental surveys (i.e., river, marine litter and land-based hotspots) do not appear to have been included while landfill surveys appear to have been qualitative (visual methods) which followed inhouse methods that aggregated data from a range of sources (commercial, household, touristic). It is noted that Covid-19 impacted methodologies due to travel restrictions which prevented the original plans from being implemented.

Some of the activities which the evaluation team had to provide comment on are in early stages, such as policy dialogue, and therefore it is probably too early to judge the degree to which these will be carried out by governments.

Likewise, the business plans which Searious Business has been tasked to produce are still being formulated with the 'Proof of Concept' documents having been provided as preliminary tools. The intent being that the business case for pilots for moulded wood production in the target PWFI countries will be 'tested' as the pilot projects are conducted.

Specific and verifiable information on the successful business application of the modular wood system in like-environments was not presented to the MTR team and several of the beneficiaries advised this was not able to be disclosed due to being proprietary knowledge subject to signed non-disclosure agreements with the consultants.

While ToRs for APWC and Searious Business do contain reference to concrete activities (waste audits, technology pilots, etc) consultant outputs relating to the development of the Plastics Blueprint have been difficult to find. Expenditure up until December 2020 showed 0% had been spent on the Plastics Blueprint development as the Blueprint is planned to start in the 2nd half of 2021.

3 METHODOLOGY

This evaluation methodology covers the 6-evaluation criteria **Relevance, Effectiveness, Efficiency, Sustainability, Impact and Coherence**. This builds on the ToR by adding the criteria of **Coherence** to the review and analysis of the key



features of the PWFI project, while also reviewing strategic objectives, outcomes, outputs, activities, budget, modalities of engagement, etc.

MPS undertook a comparative analysis of planned versus actual numbers with data disaggregated by year and activity to estimate the project performance. The evaluation also includes a short analysis of what is provided to whom and why, as well as examining the gender, equity and wider inclusion dimensions of the project.

Finally, MPS has reconstructed the PWFI Theory of Change and has provided commentary on how the reconstruction ToC should be used to optimise the project's impact performance.

MPS has provided an overview of the evaluability assessment, highlighting challenges and opportunities, and describing how the assessment has informed the delimitation of the evaluation scope and the choice of methods for data collection and analysis.

MPS has examined the extent to which an activity or a program can be evaluated in a reliable and credible fashion. Noting that an evaluability assessment calls for the early review of a proposed activity to ascertain whether its objectives are adequately defined and its results verifiable.

3.1 EVALUATION METHODOLOGY

3.1.1 EVALUATION CRITERIA

In accordance with the evaluation objectives ([chapter 1.2](#)), this evaluation applied the OECD DAC Evaluation Framework (from which the IUCN Monitoring and Evaluation Policy was founded). As a result of a 2019 revision of the OECD DAC Evaluation Framework, this evaluation team has included the new 6th evaluation criteria (Coherence) previously not included in the IUCN Monitoring and Evaluation Policy to better capture linkages, systems thinking, partnership dynamics, and complexity within the project's sphere of influence.



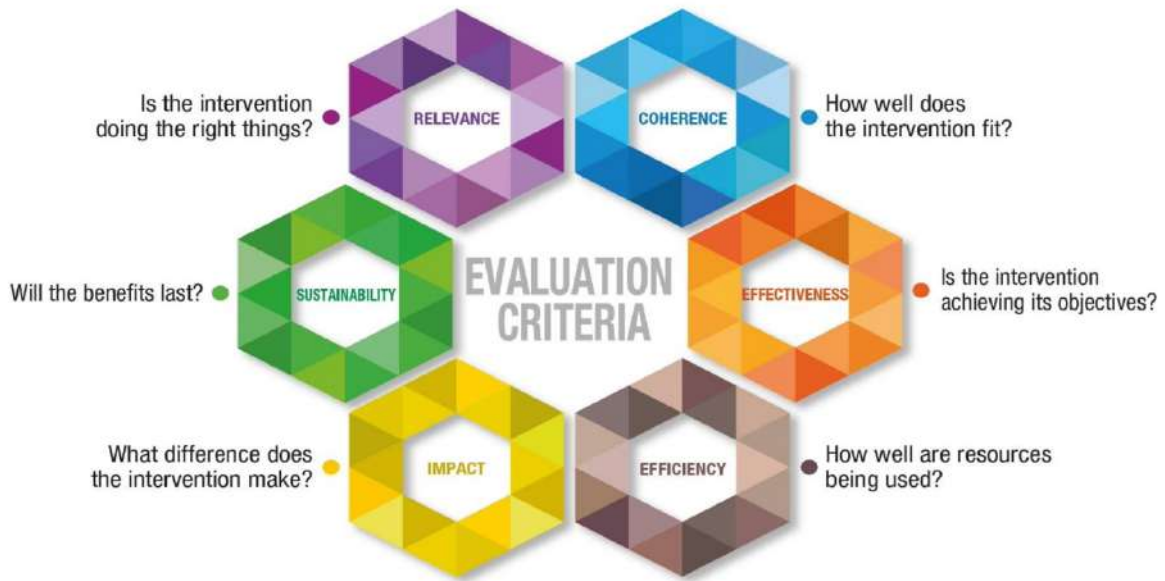


Figure 1 The six criteria and related questions of the OECD evaluation framework (2021)

These criteria were integrated across the Evaluation Matrix and Evaluation Rubric (detailed in [Appendix B1](#) and [Appendix B2](#)) and were applied to data gathering tools using a mixed methods approach, which included:

- Review of relevant documentation from the project ([Appendix E](#))
- Interviews of key stakeholders across all 6 countries ([Appendix D](#))
- Other sources of information including published reports, expert opinion, online sources of information
- Other methods may be proposed as needed and as project resources allow, e.g., online surveys and focus group

These methods allowed the MTR team to conduct a methodological approach that included the perspective of key stakeholders (who were kept up to date throughout the evaluation process), minimised threats to validity, and ensured reliability and credibility of the evaluation.

In this report the MTR team will further describe any limitations deriving from the evaluability assessment, in relation to specific criteria and questions, and how this impacts the review.

Furthermore, independence and impartiality were fully safeguarded in the evaluation's design and execution through segregated interviews (project team, beneficiaries, separate discussions with government and regulators), interview

teams from the MTR where multiple views were required, offer of anonymity were requested and delinking responses to individual respondents.

Qualitative as well as quantitative methods were used to evaluate various aspects of the project as appropriate to measure the project's success against its expected outputs, outcomes and impacts.

3.1.2 PROJECT FORECASTING

This Evaluation undertook Earned Value Analysis (EVA, [chapter 4.3](#)) to estimate the forecasted duration of the project based on its current performance indicators of cost and schedule. This analytical approach measures the progress of actual costs and schedule values against the projects baseline values approved by NORAD in June 2019, highlighting deviations in cost and schedule using Variance Analysis.

EVA then measures the efficiency or burn rate of the project, in terms of cost and schedule, and allows this evaluation team to calculate the Estimate to and at Completion (ETC and EAC) and to provide the IUCN project management team with an appropriate basis for project extension. This approach is taken from the publication '*Project Management Body of Knowledge 6th Edition (PMBok)*' and allows EVA to be used to forecast the project's potential for success when actual progress differs from planned progress.

3.2 DATA COLLECTION METHODOLOGY

3.2.1 DESKTOP REVIEW

The list of documents that the Evaluation Team reviewed in the MTR includes 224 documents ([Appendix E](#)), and were coded by theme into the following categories:

- IUCN Project Documents (56)
- Consultant Documents (106)
- Country/Regional Documents (30)
- Literature (22)
- Unlinked Documents (10)



3.2.2 STAKEHOLDER ENGAGEMENT

Introductions made through the IUCN regional co-ordinators for the Caribbean and Pacific followed a formal introduction letter prepared for and made available to the MTR team to be introduced and given authority to conduct the review on IUCN's behalf. Interviews were conducted in a range of formats including individual and group-based, held via virtual platforms.

Stakeholders interviewed were from the following divisions:

- IUCN/NORAD/Executing entity(s) and sub-entities
- Project management team
- Representatives from regional organisations
- Representatives from government agencies
- Project partners
- Project beneficiaries
- Key stakeholders

A detailed list of stakeholders ([Appendix D](#)) interviewed, invited, or unavailable can be found arranged into groups based on organisation, region, country or sector and the above divisions. The evaluation sought the views of a range of stakeholders who have been engaged in the process to date to determine whether the project is on track and expected to realise its set objectives. In total 45 respondents were interviewed, 30 via 'face to face' (zoom) and 15 through written responses.

3.2.3 THEORY OF CHANGE METHODOLOGY

The Theory of Change (ToC) model is a methodological approach to capture the extent to which the PWFI project outcomes have and will be realised, and its intended impacts achieved. The ToC model allows the evaluator to consider the extent to which the project has played a catalytic role or has promoted scaling up and/or replication as part of its Theory of Change and as factors that are likely to contribute to longer-term impact.



MPS has reviewed and traced the history of change of the results framework ([chapter 4.4](#)) and from the ToC included in the PWFI project formulation present in the second version of PWFI’s M&EL Plan. From this, a reconstruction has been developed ([chapter 5](#)) which follows the process outlined below in the ToC results chain (Figure 2). This reconstruction is based on the information contained in the Grant Agreement, Project Document, and particularly, the Results Framework and log frame as it evolved in annual reports, as well as informed discussions with key stakeholders.

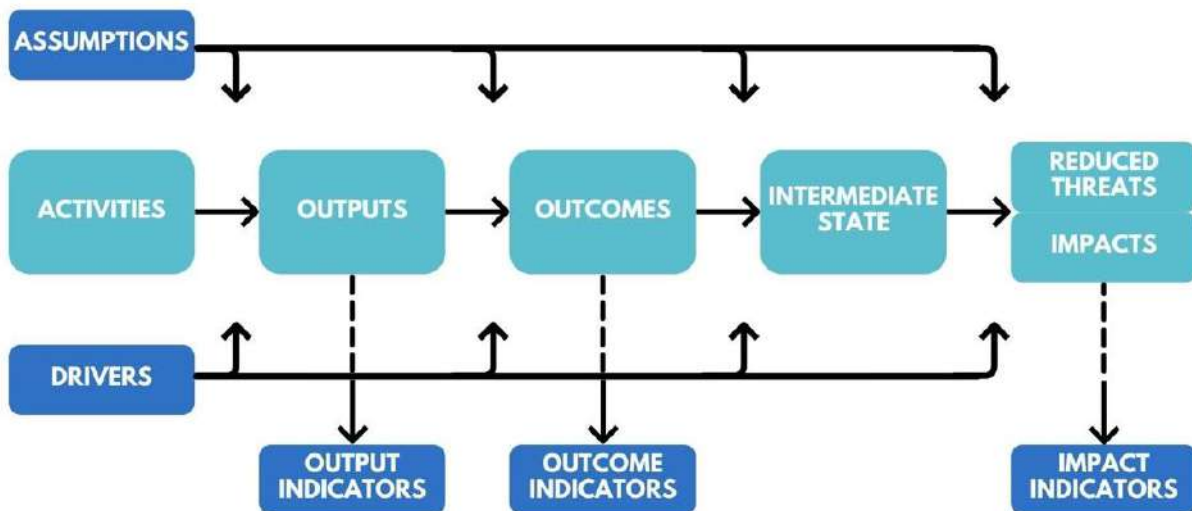


Figure 2 ToC Results Chain

4 FINDINGS

The findings section presents information on project progress, based on the six Evaluation Criteria as presented in Rating Summary in Figure 3 below. Figure 3 is a summary of the detailed annotated ratings table presented in Appendix B1. This followed by a short discussion on the review rankings of each of the six Evaluation Criteria.

The findings section also includes presentations and narrative on the utilisation of the IUCN project tracking tools (Table 1, and Figures 4, 5, 6, 7, and 8), reported project progress and forecasting in an Earned Value Analysis diagram in Figure 9, project budget expenditure in Figure 10, changes in project planning, design and activities over time presented in an Ishikawa ('Fish') diagram in Figure 11.

4.1 RATING TABLE SUMMARY

The Ratings Summary for Evaluation Findings shows a summary of ratings given by the evaluation team for the PWFI project based on the Evaluation Criteria & Annotated Rating Table presented in Appendix B1. The rating range includes Excellent (dark green), Good (light green), Satisfactory (Amber) and Unsatisfactory (Red).

In scoring, Excellent was given a score of 4, Good a score of 3, Satisfactory 2 and Unsatisfactory 1. Sub criteria scores were aggregated, and the average was rounded to give each of the 6 criteria their final scores.



Figure 3 Ratings Summary for Evaluation Findings - Evaluation Criteria Health Scores

The evaluation team for the PWFI Project progress has given **an overall ranking of Good** based on the average of all six Evaluation Criteria which include four criteria being scored as Good and two scores of Satisfactory.

Individually, *Relevance*, *Efficiency*, *Impact* and *Coherence* were all ranked as Good, while *Effectiveness* and *Sustainability* were evaluated as Satisfactory. Further details of the ranking for each of the six Evaluation Criteria is given below which summarise the Results Summary found in Appendix B1.

4.1.1 RELEVANCE

For the Evaluation Criterion of *Relevance* (12 sub-questions in total) the evaluation team scored four sub-questions as Excellent including sub-questions 1.1.1, 1.4.1, 1.4.2 and 1.4.3. Three were scored as Good including 1.2.1, 1.3.1 and 1.3.2. Lastly four were ranked as Satisfactory including 1.2.2, 1.2.3, 1.2.4, 1.3.3 and 1.5.1 resulting in an overall score of **Good**.

The Project Proposal, which outlined the project objectives as well as a criterion for the selection of beneficiary SIDS, was found to be directly relevant to the needs and capacity of the islands.

The aim to develop the plastic footprint calculator tool to calculate island-wide plastic footprints was also useful and relevant. Although, how methodologies are shared with target country stakeholders in a way in which it could be replicated was unclear.

National Level Quantification and Sectorial Material Flow Analysis for plastic waste was conducted for each country to track plastic materials in an island-wide plastic influx and outflux format (including imports and exports at a national level). This was done to identify sources, quantities and pathways of plastic waste generated and leaked per sector, which is much needed.

The data collected was able to provide an overall improved picture of the waste management landscape and assisted in understanding plastic flows to address plastic leakage. The municipal sector greatly benefited from this, however, tourism and fisheries less so (noting Covid-19 impacts and limitations).

Policy Analysis conducted for each target country with an aim of producing Policy Recommendations to Reduce Plastic Waste tailored to each of the target countries is critical in locking in framework changes. Though its noted discussions are on-going.

For each country report, an examination was conducted on the current legislative framework as it relates to waste management. From this analysis, the project appears to be well aligned with the major national policies of the target countries.

Despite the setbacks outlined in the progress reports, there has been no impact on the relevance of the project and no evidence that suggests otherwise. The results framework was revised in 2019 following a review of the inception report by the donor organization.



The project has managed to adapt to changes caused by the Covid-19 pandemic, specifically the interruption in international travel, by establishing on the ground National Project Assistants and coordinating the work of consultants remotely.

Public sensitisation efforts and regular communication with stakeholders would have ensured relevance on a national level. Interviews with stakeholders revealed, however, that more could have been done, for example, procurement of a regional project coordinator.

4.1.2 EFFECTIVENESS

For the evaluation criterion of *Effectiveness* (19 sub-questions in total) the evaluation team scored four sub-questions as Excellent including 2.1.5, 2.1.8, 2.1.9 and 2.1.10. Five as Good including 2.1.3, 2.1.4, 2.1.7, 2.1.11 and 2.1.12. Lastly, ten were ranked as Satisfactory including 2.1.1, 2.1.2, 2.1.6, 2.1.13, 2.1.14, 2.1.15, 2.2.1, 2.2.2, 2.2.3 and 2.2.4 resulting in an overall score of **Satisfactory**.

While methodology and progress plastic leakage calculations were well explained, interviews with country focal points revealed training of local stakeholders in these methods was not a primary objective but conducted with an aim of fulfilling reporting purposes. However, countries were interested in training to ensure continuity of sampling for ongoing monitoring.

National Project Assistants were engaged by IUCN to conduct support activities in data collection and other on the ground activities under the project. It was expressed, however, that due to the Covid-19 pandemic, collection of data was slow in some cases as some sectors were closed over this time.

The completion of plastic quantification studies has been welcomed by target governments as its data could help guide them in their efforts to manage plastic waste. PWFI has a concrete example of this in Antigua and Barbuda where the Government is advancing a container deposit legislation on the results of the quantification study.

Comments on methodologies (ad hoc vs certified), further leakage studies (roadside litter, river, land hotspots, customs, brand, visual vs ASTM) are made elsewhere but could improve the value of data even further.



In 2019, stakeholder engagement plans were established for each of the target islands. During the first quarter of 2020, multi-stakeholder workshops were conducted in all six target islands which were welcomed and attained a large number of achievements despite Covid-19 impacts and a switch to virtual operations.

The project has to date been well-received and has drawn positive attention from the Governments. There has been significant engagement with the private sector, however, the MTR team concluded pilots and policy were insufficiently progressed to identify markers showing the degree of success these activities will have.

The MTR team noted while the Theory of Change is usually done at the Inception Report stage for PWFI it was not done until after the design stage was completed. While it was discussed at the project Inception Workshop this did not result in its integration into the work plan. This contributed to key elements such as the 'Means of Verification' being absent and a lack of coherency with the Results Framework.

The ToC has been reconstructed as part of the Mid-Term Review by the MTR team and is discussed below in Section 5 building on the Revised (i.e., 2nd Versions) Result Framework in the Monitoring, Evaluation and Learning (MEL) Plan.

With a mere three months to completion, all entities have also identified that in terms of the achievement of targets, the project is just about mid-way. This suggests the need for an extension to successfully achieve the outstanding project activities.

4.1.3 EFFICIENCY

For the evaluation criterion of *Efficiency* (six sub-questions in total) the evaluation team scored two sub-questions as Excellent including 3.1.3 and 3.1.7, one as Good which was 3.1.4 and three as Satisfactory including 3.1.1, 3.1.2 and 3.1.8 resulting in an overall score of **Good**.

Efficiency overall at the reported mid-point has been good with expenditure and deliverables being well aligned. The project officially concludes by the end of this year in terms of the technical implementation. The project has been successful to date in relation to the information generated and the buy-in of the Governments regarding the implementation of the solutions.

The generation and gathering of data and scientific evidence has been a challenge due to travelling limitations, etc. The main findings, proposals and solutions have already been generated and this is now the steppingstone for implementation of



the next phase. Though the lack of on ground IUCN personnel in some locations in virtual mode was deemed a weakness by beneficiaries.

If there is another phase of this project, that implementation strategy should be reconsidered. It is necessary for regional projects to have a person moving between the islands and doing the groundwork. Coordination with the three Governments in the Caribbean for example has been challenging due to the lack of a Regional focal point.

The MTR team was unable to review the actual consultant contracts and costs. The MTR team was limited to ToRs and the revised contract for APWC as the original contracts for APWC and Searious Business were not provided. To the MTR team, it appeared plastic waste audits conducted by APWC cost approximately USD 120,000 per islands (USD 800k for six countries).

In comparison, USD 74,000 - 80,000 on average is paid for apparently similar EU funded waste audits in the Pacific (PacWaste Plus). Likewise, USD 65,000 was paid for WB funded pro blue waste audits and related studies for five countries in the Caribbean. This indicates for PWFI IUCN may have been paying a premium on waste audits of 33 to 45 percent compared to World Bank audits in the Caribbean and EU audits in the Pacific conducted at the same time.

There is also the matter that a lot of previous data was available from earlier audits (i.e., Vanuatu CEFAS CLiP) conducted by the same consultant, where the same consultant was already doing very similar audits under other projects (i.e., Fiji ADB/WB, Samoa WB) or where information was sourced from other consultancies (Tonkin & Taylor Fiji/Vanuatu and UK CCOA Vanuatu).

4.1.4 SUSTAINABILITY

For the evaluation criterion of *Sustainability* (4 sub-questions in total) the evaluation team scored two sub-questions as Good including 4.1.1 and 4.1.3 and two as Satisfactory including 4.1.2 and 4.1.4 resulting in an overall score of **Satisfactory**.

Sustainability is difficult to determine at this stage of the project. The Plastic Waste Free Island Blueprint is the largest output tool for replicating and scaling up. Project



activities and lessons will be packaged so that they can be replicated. It is not intended to be a static document but rather one that could be updated regularly.

As a result of capacity building initiatives in target islands as well as development of the Plastic Waste Free Island Blueprint, interest in the private sector in plastic value chains could be sustained if there are follow on projects that can resource them or if new CDL systems are introduced [i.e., Vanuatu]) or private sector funding is provided (Mission Pacific Samoa & Fiji).

However, the underlying lack of a business case for plastics in countries without subsidy (CDL, Mission Pacific, project funding) has not been solved by PWFI. New pilots for moulded plastic timber are welcome but as demonstration trials. Therefore, at this stage in the project the sustainability is unknown and cannot be assumed.

In the event that supporting legislation (CDL) is not passed at the time that the pilot comes to an end, there is the possibility that this could result in demotivation by members of the public who will no longer be incentivised to return single use plastic bottles. This would eventually result in plastic waste returning to the landfills and waterways.

4.1.5 IMPACT

For the evaluation criterion of *Impact* (nine sub-questions in total) the evaluation team scored two as Excellent including sub-questions 5.1.4 and 5.1.5. Five as Good including 5.1.1, 5.1.2, 5.1.6, 5.1.7, and 5.1.8, and two as Satisfactory including 5.1.3 and 5.1.9 resulting in an overall score of **Good**.

The early initiation of stakeholder engagement, particularly engagement with various state agencies in target countries and the private sector, resulting in a number of collaborative activities is an early marker that these target countries are on board with the project objectives.

This positive engagement and participation in project activities by these stakeholders is an early indicator that the project has been achieving early impact. Though time constraints on the roll out of the second phase of the project has the potential to erode this in the longer term. Due to these time constraints, not all the countries are getting a trial phase for the solutions as initially planned.



Grenada for example is getting some sort of a guidelines document or a Blueprint for the implementation of the solutions that they chose that is tailored to their politics. However, the Government needs to take that and implement it for themselves because there simply is not enough time. Only in Antigua were they actually able to set up a pilot for the bottle-to-bottle recycling which will run until the end of the year. IUCN has also advised the MTR that Saint Lucia has planned implantation of a pilot for the Reusable Food Containers solution and is due to begin in late October-early November 2021.

Written into the project proposal, as well as the stakeholder mapping and engagement plan for the project, is the focus on gender inclusion and a focus on not harming the livelihoods of women but rather empowering them to be champions of the project interventions. Though this could have been more impactful as covered in the recommendations.

There have been positive impacts in this area with the Fiji Plastic Free Events forum attended by both government and non-government entities. PWFI also sponsored and participated in the Global Recycling Day with the theme of Empowering Women in waste management. This contributed to the gender awareness and empowerment element of the PWFI.

4.1.6 COHERENCE

For the evaluation criterion of *Coherence* (nine sub-questions in total) the evaluation team scored one sub-question as Excellent which was 6.1.2, four as Good including 6.1.1, 6.1.5, 6.1.6 and 6.1.7 and four as Satisfactory including 6.1.3, 6.1.4, 6.1.8 and 6.1.9 resulting in an overall score of **Good**.

The intervention was conducted in somewhat of an institutionally crowded place with a multitude of different donor projects targeting plastics in both the Caribbean and the Pacific. The PWFI project however did seek to differentiate both thematically and geographically. In the waste audits PWFI targeted resin types while other projects targeted waste types and did work on new pilot plastic areas such as moulded timber plastics.

The project also engaged the private sector in a much more robust way while still working on policy and frameworks. Where overlap was identified (such as on policy



mapping in the Pacific) it modified the project activities and diverted savings to new areas (i.e., pilots).

In target countries in the Pacific (and to some extent the Caribbean) however it did concentrate on the same countries that other donors have also concentrated on (Fiji, Samoa, Vanuatu). It is the MTR team's view that a spread across other Pacific Islands that have had significantly less interventions and which are more diverse could have gathered more valuable information.

Projects in the Pacific sometimes target countries by political subset (Melanesia, Polynesia, Micronesia) and sometimes by geography (high island [i.e., Samoa], low island [i.e., Kiribati], archipelago [i.e., Vanuatu]). Some group in socio-economics which would have Fiji, Vanuatu and Samoa at the upper end.

Given plastics targeted included those derived from municipal, fisheries and tourism sources target countries could also have been selected based on which options gives best range of information for those three sectors. Including a country with a viable plastic business case (i.e., Kiribati) would have helped with regional sharing of a successful system for example.

For municipal economics (high, medium, low) or differential areas (concentrated urban, very dispersed 'rural'/outer islands) could be considered. For tourism, again, Fiji, Vanuatu and Samoa are at the higher end but for fisheries only Fiji is significant (PNG, Solomons and Kiribati are the areas of high activity).

With the large number of ADB, WB and CEFAS studies already conducted in Fiji, Vanuatu and Samoa or planned these three countries have been fairly well studied. It therefore may have been preferable for the Pacific at least to modify the study to an atoll nation (i.e., with significant fisheries) that also had a successful CDL applying to plastic (Kiribati), a poorer lesser part of Melanesia (i.e., the Solomon Islands) and a different part of Polynesia (i.e., Tonga) to better compliment the bank of other donor projects.

The intervention has utilised existing national resources in each target country. This was done through successful consultation with government representatives, the establishment of national focal points and fostering a sense of ownership within National Governments.



PWFI has established good relationships with the governments, national stakeholders (private sector and civil society) and the OECS which is a regional partner with whom the project has entered into a memorandum of understanding for regional collaborative efforts. It is unclear how SPREP has similarly engaged on the Pacific side of the project as they were unresponsive to the MTR team.

4.2 IUCN PROGRESS TRACKING TOOLS

The PWFI project has had a number of useful tracking tool developed which appear to be underutilised in their intended role for tracking progress against the result areas (Outcomes and Impacts) for the PWFI.

The MTR team considers given the large number of tools it may be good to rationalise to a smaller number that target those project elements that are most useful to monitor, capture and report and then better ensure these are used.

The tracking tools are detailed with the MEL in section 3 (Tools and approaches to track project progress against result areas) and include the following:

Table 1 Tracking Tool Outcome Relevance and Evidence of Use

Tracking Tool	Result Area	Tool Use Expected?	*Evidence of Use
Knowledge Uptake Tracking Table	Outcome 1, 4	Yes	Yes
Event Tracking Tool	Outcome 1, 2, (3), 4	Yes	Yes
Engagement Tracking Tool	Outcome 4	Yes	Yes
Policy Influence Plan	Outcome 2	Yes	No
Policy Recommendation Uptake Tracking Table	Outcome 2	Yes	No
Policy Outcome Tracking Tool	Outcome 2	Yes	No
Survey	Outcome 1, 2, (3), 4	Yes	Some
Altmetric	Outcome 1, 4	No	-
Google Analytics	Outcome 1, 4	No	-
Library Stats:	Outcome 1, 4	No	-
Outcome Harvesting Template and Podio	Impact	Yes	Yes
Outcome Story Template	Impact	Yes	Yes



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Tracking Tool	Result Area	Tool Use Expected?	*Evidence of Use
Mid Term Evaluation Tor	Impact	Yes	This Document
End Of Phase Evaluation Tor	Impact	No	No

*** Evidence of use: Limited to the information contained within the documentation provided to the evaluation team by IUCN. (Yes: Master Tool provided and data entry evident. No: Master Tool provided and data entry empty/Template only. Some: Master Tool not explicitly provided but evidence found across multiple sources.)**

Altmetric, Google Analytics and Library Stats are 3 tracking tools that are expected to provide useful data regarding the extent to which the Blueprint is assimilated into the wider global context by tracking the activity about its use in citation and mentions after publication across scientific, political, news and social media platforms as an indicator of its success. Likewise, the End of Phase Evaluation is expected to be operationalised at a later date. Therefore, there is no expectation for these tools to be in circulation considering the current stage of the project.

The evaluation team's review of the project documents found evidence for three of these Tracking Tools being used including the Knowledge Tracking Tool, Event Tracking Tool and Stakeholder engagement tool. Podio is inaccessible from the MEL link (link not functioning) and no hard copy was provided to the MTR evaluators therefore use level could not be determined. Survey tools were found across multiple consultant documents however, there does not appear to be any master tool pooling the results of each survey tool.

For example, for the policy influence plan, policy recommendation update tracking table and policy outcome tracking tool (all for Outcome 2) there is zero progress tracked. Although, this may well relate to the early stages in which the policy analysis is in, with final reports reported to have just been provided. The MEL does not prescribe any specific tracking tool for Outcome 3, instead it provides space for an appropriate tool to be co-developed with the relevant consultants. The MTR team has been unable to determine what tools were subsequently developed with relevant consultants as they have not been formally outlined in the MEL.



The data collection plan outlined in the MEL details which tools will be used for tracking progress for each of the result areas. The Events/Activities Tracking Tool is identified as a key tool for tracking progress across Outcomes 1, 2 and 4, and although Outcome 3 is "TBD with consultant" evidence in the tracking tool suggests that it is a key tool for this result area. Figure 4 captures the relative number of events/activities held in each country considering the relationship of each event topic to the respective project outcome.

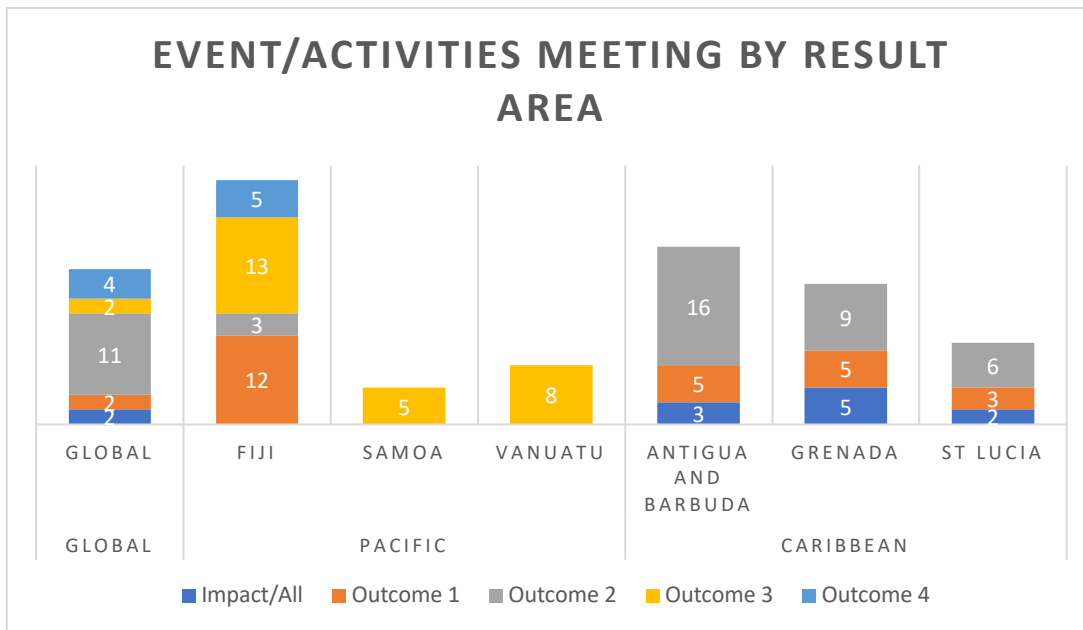


Figure 4 Events/Activities Meetings Count by Region and Country in relation to the result areas of the results framework as in the MEL Plan.

Figure 4 presents the number of event meetings as the content discussed in each meeting is linked to each of the specific result areas in Outcomes 1, 2, 3, 4 and Impact/All Outcomes. The figure highlights three key areas of concern that could limit the impact the project aims to achieve through its ToC.

The only explanation the MTR team was able to find for the differences was the impact from Covid-19 which may have meant that while physical activity was possible for the IUCN team and consultants (in Antigua & Barbuds as well as Fiji) activities were higher in both number and across all the result areas. It may also be the case that reporting and recording is incomplete and the MTR team has commented on apparent incomplete use of tracking tools.

In the Pacific there is an apparent disproportionate number of activities/events and, more notably, an apparent absence of recorded stakeholder event/activities



meetings addressing. For the Pacific it can be seen that for Fiji, Samoa and Vanuatu events and meetings have been concentrated on Outcome 3 and only for Fiji were events reported for Outcomes 1, 2 and 4.

From this perspective, it appears from recorded events/activities that progress for Samoa and Vanuatu in realising the project's intended impacts are unbalanced and lagging behind that Fiji as well as compared to the Caribbean countries. Particular focus should be placed on deliberate engagement with Outcomes 1, 2 and 4 for these two Pacific Islands. Fiji appears to be progressing well in relation to recorded distribution of meetings having contributed to all four Outcome areas. The fewer activities regarding the outcomes 2 and 4 for Fiji are expected when considering the current project status delayed in these two outcome areas.

There are a number of meetings registered indicating contribution to "all" outputs in the Caribbean Region, including the stakeholder update meetings and those held with the OECS. All contributions toward Outcome 3 in the OECS have been addressed under the umbrella of 'Impact/All'.

As it currently stands, the Caribbean Region appears to have progressed further with activities, meetings, and events contributing to the Outcomes (in particular 1, 2, and 4) overall and therefore, impacts of the PWFI project when compared to the Pacific Region (with the exception of Fiji). This may relate to the strength of regional support IUCN is able to offer in the Caribbean and the depth of its relationship with beneficiaries compared to the Pacific. This is understood to be the case due to the much larger number of projects which have occurred in the Caribbean in related project areas.



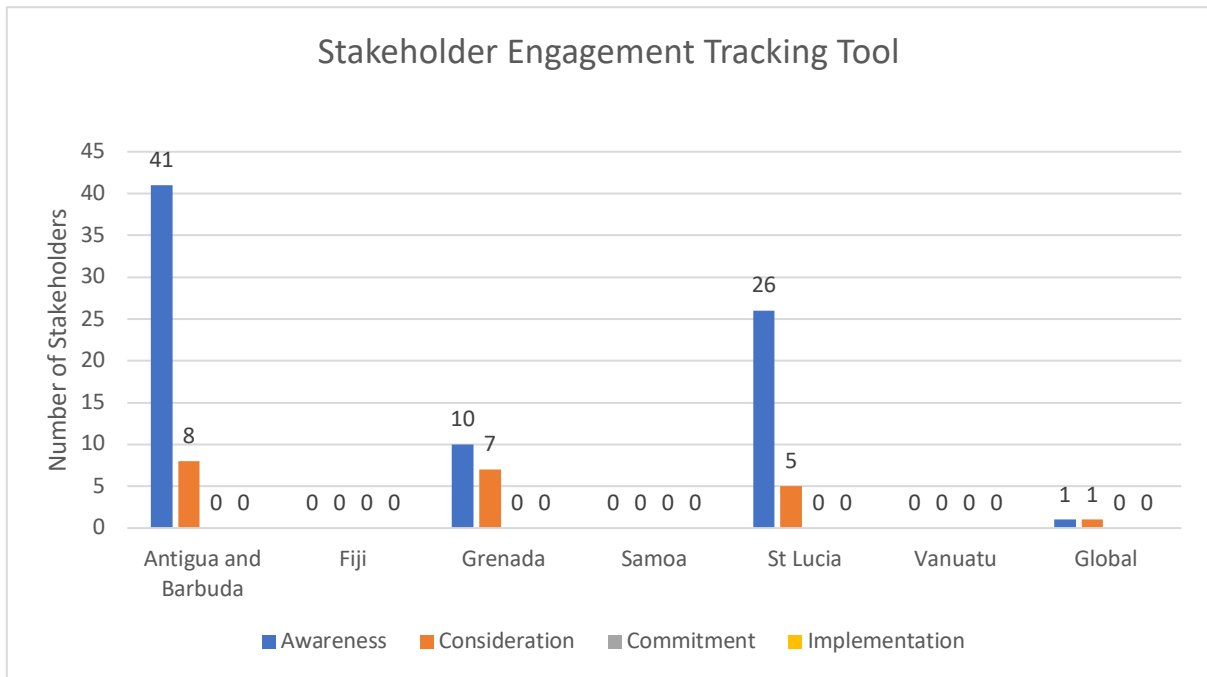


Figure 5 Stakeholder Engagement Tracking Tool.

The difference in outcome progression between the two target regions is further exemplified in Figure 5 which indicates the current level of stakeholder engagement (used for tracking progress toward Outcome 4 blueprint development process).

In the stakeholder engagement tracking tool, the level of engagement (Awareness, Consideration, Commitment, Implementation) has seen a large number of engagements in Antigua and Barbuda (47 Awareness, 8 Consideration), fewer in St. Lucia (26 Awareness, 5 Consideration) and Grenada (10 Awareness, 7 Consideration), and fewer still globally (1 Awareness, 1 Consideration). The tool does not report on any of the Pacific Islands and does not reach any higher than consideration status overall.

Most programs looking to foster sustainable behaviour change (i.e., transitioning from awareness to implementation) rely on what is referred to as an *Attitude-Behaviour Approach*. This approach has been found to be insufficient as it assumes that changes in behaviour are brought about by increasing public knowledge about an issue and by fostering attitudes that are supportive of a desired activity. Studies demonstrate that this approach of awareness and education alone has little to no effect upon people's behaviour as it does not account for other critical factors such as structural barriers, motivation, and social norms that shape our normative behaviours (McKenzie-Mohr 2011, *Fostering Sustainable Behaviour: an introduction to community-based social marketing*, New Society Publishers, Canada).



Therefore, rather than using an ineffective *Attitude-Behaviour* approach, it is more meaningful and impactful to target normative behaviour through *Behaviour Change frameworks*.

The benefits of such frameworks are that they are highly context specific, evidence and theory based, and pragmatic. Simply put, *Behaviour Change frameworks* could prove to be a powerful tool in transitioning a higher number of stakeholders from awareness and consideration to commitment-level or higher as it would allow for investigation into barriers and benefits revealing the best strategies to achieving this, and ultimately sustaining those behaviours.

Considering the diversity of stakeholders in the PWFI project, the use of a behaviour change framework would be beneficial as it can allow for personalised strategies that reflect the complexity of the stakeholder network rather than a one-size-fits-all awareness approach.

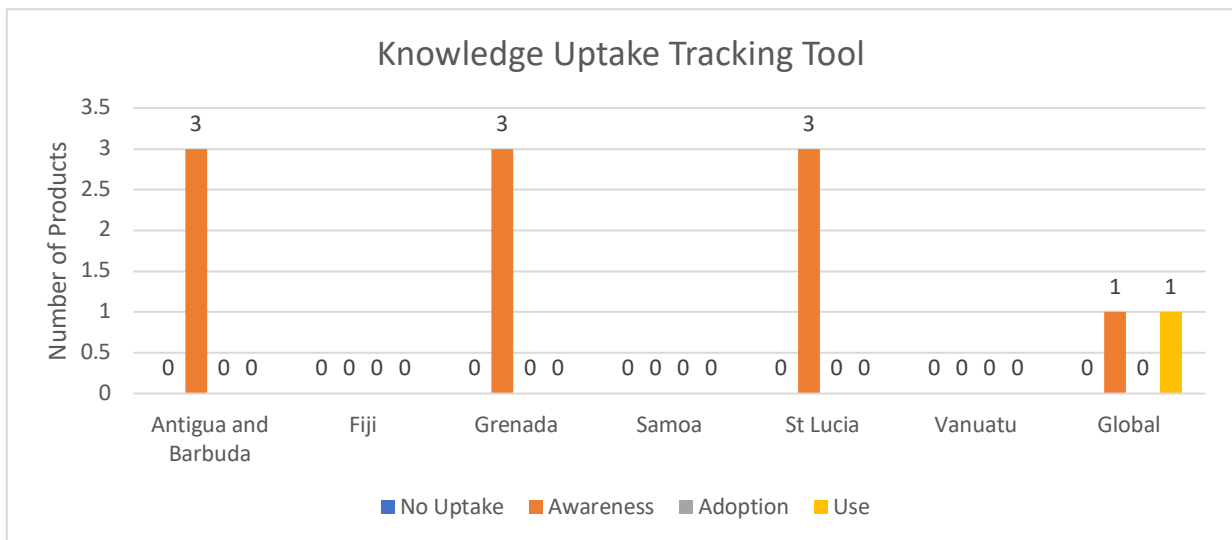


Figure 6 Knowledge Uptake Tracking Tool Count of Products Uptake by Country

Figures 5 and 6 also reflect on the underutilisation of the tracking tools as Figure 4 shows that Fiji has held meetings regarding Outcome 4 with public and private stakeholders but has not tracked such engagement as it has happened. As previously stated, awareness alone does not have any sustainable effect on behaviour change but it is the foundation on which that change can be fostered. Thus, at a minimum, to achieve behaviour change it is critical to understand which

stakeholders have the awareness of the change PWFI is attempting to achieve through the desired impacts of the project.

GENDER REPRESENTATION

This MTR recognises the commitment IUCN has to gender equality and to building gender equality and women's empowerment as prerequisites for conservation and sustainable development. IUCN appreciates that women are principal stakeholders in changing household consumption behaviour, especially around single-use plastics as seen in other plastic pollution projects, where women have played highly influential roles in educating the community, leading recycling and waste management initiatives, and re-orienting family consumption to more sustainable pathways (NORAD Plastic Waste free Island Proposal).

Therefore, the MTR team has observed that from the beginning of the project, IUCN has committed to solutions and proposed measures to reduce plastic pollution that are gender-sensitive and do not exacerbate gender inequalities and discrimination as outlined in their Proposal to NORAD. This MTR has therefore tracked how PWFI project has met these commitments in relation to gender.

Specifically, PWFI has, since the project proposal stages, stated that to improve the likelihood of country ownership and long-term sustainability Output 1.6 (relabelled as 2.3 Strategy to support recommendation uptake implementation in the MEL) involved the suggestion of recommending specific training for women for tourism (plastic awareness raising) and compliance training (litter patrol awareness raising). This MTR has not, however, observed any strategy recommendations that directly address gender and women.

In 2019, the Annual Report comments from NORAD expressed clear desire to have human rights, gender equality and women's empowerment as an explicit section for all future reporting. In response IUCN noted that gender participation is being monitored in the initial consultative process (recorded gendered statistic in Figure 7) and mentioned a project specific approach is in development covering:

- Ensuring outputs and activities properly include the different capabilities of men and women
- Ensuring project results that promote advancement toward gender equality



- Ensuring the roles and responsibilities of all stakeholders and partners are properly documented and appropriate

This MTR was not provided with a PWFI specific approach to gender equality.

As a key activity for stakeholder mapping (Activity 2.1.2) 'Stakeholder map and engagement plan developed per island', IUCN underscores gender as a key focal point, as in the proposal, for the development of stakeholder lists and engagement plans. However, these mapping exercises (data only available for Caribbean countries) did not address women or youth stakeholders despite the ToR requirement presented in italics below.

"The consultancy will aim at identifying government, business and civil society actors, including civil society groups like women's leadership groups, youth groups, church networks and indigenous knowledge networks (if any)."

As an example, the stakeholder mapping included the Rotary Club of Antigua Sundown and their relationship to the ABWREC but did not recognise the history of Rotary Club of Antigua who have previously led women's empowerment initiatives.

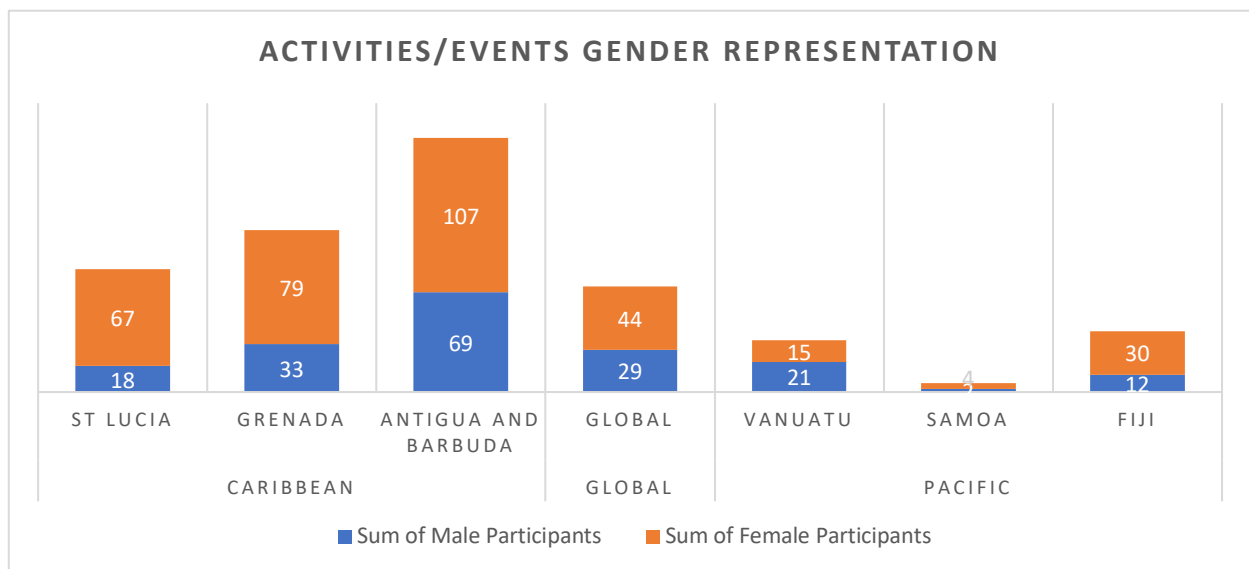


Figure 7 Activities/Events Gender Representation by Participant in Country Level Events

In relation to disaggregation of data Figure 7 shows the sum of male and female participants of PWFI as recorded in the activities and events tracking tool in each of the target PWFI islands. While this information is potentially useful there is no information how it will be used in the PWFI project.



The OECD Toolkit for Gender Equality Results and Indicators states that “sex-disaggregated data is a minimum standard for planning, implementing, monitoring, and evaluating all types of development initiatives. If sex-disaggregated data is not consistently collected and analysed, the reasons for this need to be articulated and justified”. Therefore, the inclusion of a clear explanation is important as it demonstrates that this activity goes beyond being a passive tick-box activity.

Given IUCN's level of commitment to gender equality and the aforementioned importance of women and their contribution to, and vulnerability of being overlooked by, the formal sector, the current gender-disaggregated data collection method is inadequate. From the point of gender representation, it does not appear that gender equality has been prioritised as anticipated in the proposal.

Furthermore, there appears to have been a missed opportunity regarding the PWFI-sponsored Global Recycling Day event which was themed around Empowering Women in Waste Management. Gender-disaggregated data could have been collected and used to report on what level of impact the event had on creating opportunity or awareness for gender equality.

PWFI notes that this event contributed to the gender awareness and empowerment element of the PWFI Project. However, the data collected was qualitative, did not name any of the women's groups from around Suva and missed the opportunity to use the event to broaden the stakeholder network targeting the women's groups that did attend.



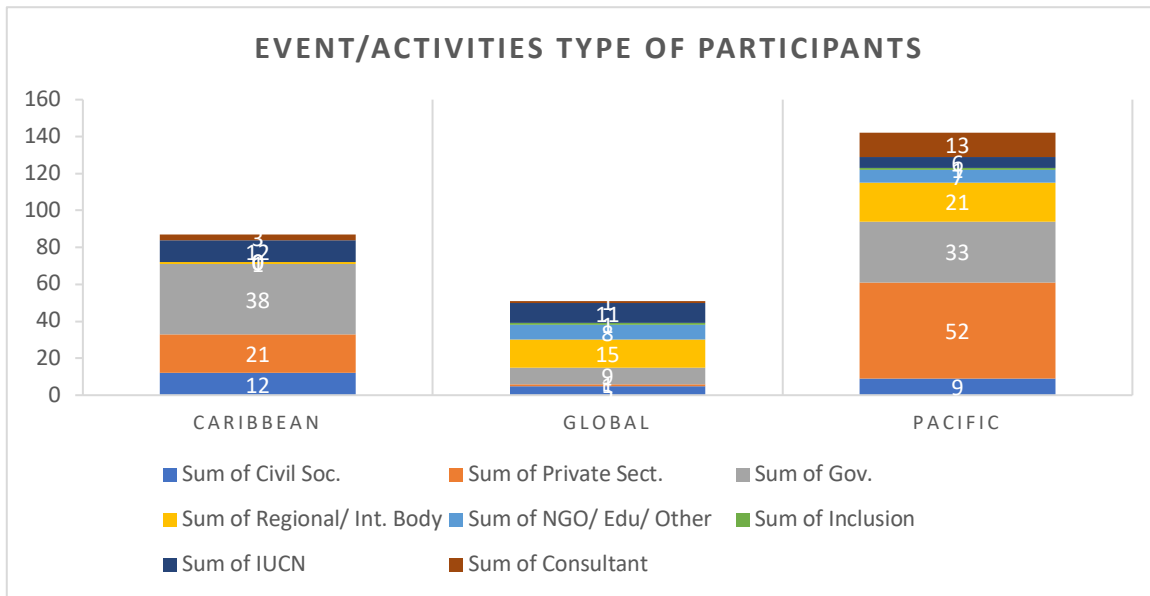


Figure 8 Events/Activities Participant Type by Region

In relation to the number of each group of participants attending PWFI events and activities Figure 8 shows the sum of these broken down into Caribbean, Pacific and Internationally. It shows quite different ratios of types and numbers of stakeholders across the different geographies with low representation in some areas (Regional/International bodies in the Caribbean).

Composition is different between two regions of the different groups that have been participating. While the MTR team is not aware of why these are different it would state that balanced engagement in number of events and representation across participants should be an aim of the project and highlighting this apparent difference in what was reported can be used to aim for this in future projects. It is noted that different characteristics within and between the geographies will of course impact this in reality.

ENTERPRISE RISK MANAGEMENT

Considering the desire for a 'zero plastic waste blueprint informed by the project lessons', the strategic and ongoing use of the ERM (Enterprise Risk Management document) would provide the project management team with a strong basis and record of risks and more appreciably the issues that were encountered by the project and their counterparts in implementing this project. In the context of risks that have materialised into issues, the mitigation methods employed, whether effective, ineffective or somewhere in-between, should be captured into lessons learned by the project.



Through this lens, such implementation lessons and recovery tactics are captured to not only benefit IUCN in future projects but should also be transferred to the Blueprint for its future users who may be faced with similar challenges or issues in their blueprint implementation efforts. This would be valuable for the additional SIDs in each region which are targeted to “engage to evaluate the application of the blueprint to national conditions”. The value of systematically capturing risk and lessons in the ERM should be seen in its use as a strategic tool for improving success of future implementation of the blueprint.

However, the evaluation team's findings were that the projects risk register was under-utilised as well as being incomplete with tools for issues logging and lessons learned absent from the suite of what is available. This is discussed further in Section 6 and 7 of the report.

4.3 PROJECT FORECASTING

Information provided in the formal project documents has allowed planned versus actual progress to be tracked in the PWFI EVA diagram in Figure 9 below as well as potential forecasts for those periods of the project not yet covered by formal reporting.

The PWFI EVA below shows that the original planned expenditure expected that 24% of the budget would be used by 2019, 66% by 2020 and 100% by 2021. However, the actual recorded expenditure was much lower being only 9% by 2019 and 31% by 2020 showing the project was 35% behind expenditure targets at that time.

Using the projected budget expenditure for 2021, the project estimated that approximately 70% of the budget would be expended in that year and 24% of the budget being carried over into 2022. The PWFI EVA estimates an additional 11.3 months would be needed to expand the remaining funds passed on current and planned expenditure.

This estimation assumes that the project will proceed at a similar pace to that of its first two years. Though, many projects are asymmetric in nature with a greater level achieved during later project stages.



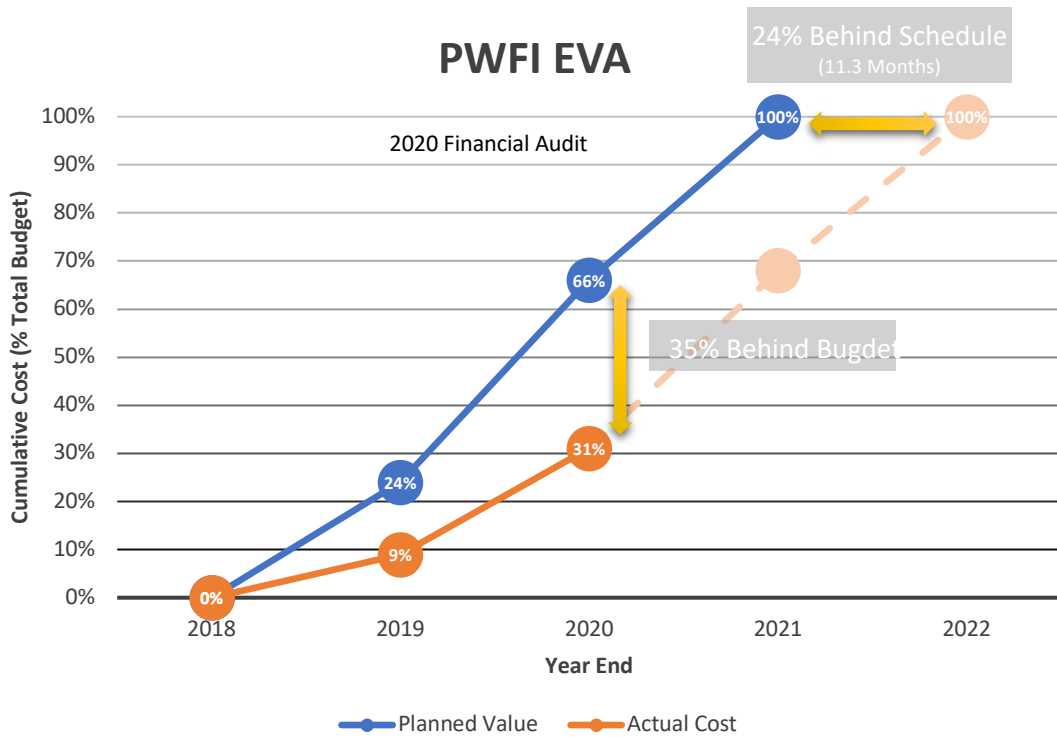


Figure 9 Earned Value Analysis for PWFI Project as of 2020 Financial Audit

Figure 10 below provides an individual breakdown of planned versus actual approved budget expenditure for 2019 and 2020, approved budget versus the budget workplan for 2021 and budget workplan only for 2022.

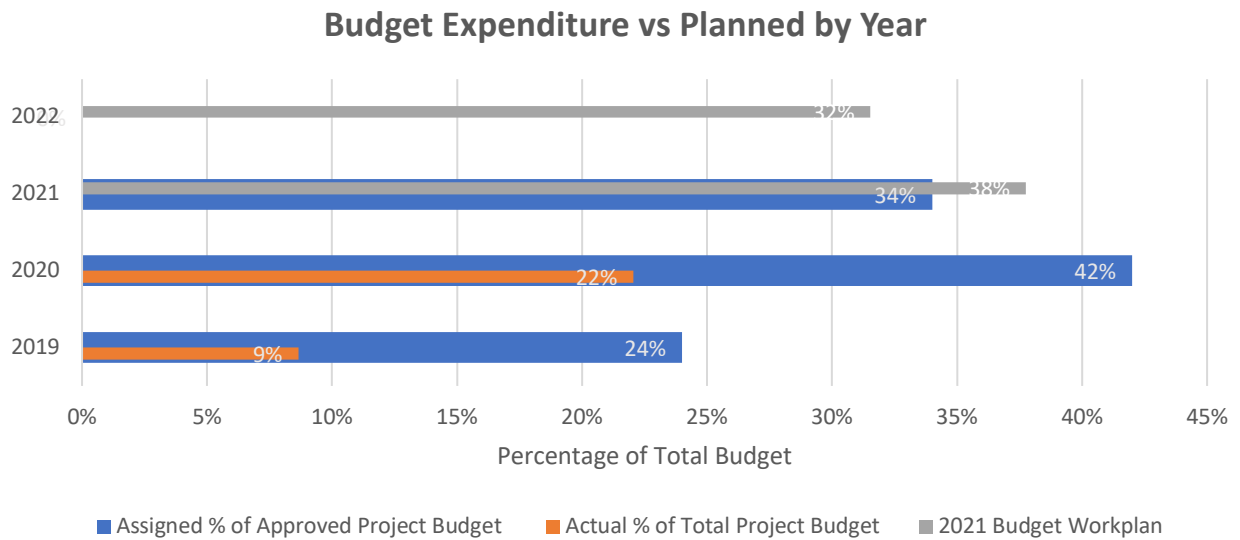


Figure 10 Budget Expenditure for 2019, 2020, and 2021 budget/workplan for years 2021 and 2022



What it shows is that the project had a very slow start to expenditure with less than 30% of the target 2019 budget expended, then increasing to just over 50% of target 2020 target budget expended.

Approved versus actual has not been provided for 2021 but even the most optimistic forecast shows at least 24% of the budget would not be expended by the end of 2021 and would be carried over.

4.4 HISTORY OF CHANGE (ISHIKAWA)

The Ishikawa diagram illustrated below in Figure 11 was developed to present the changes made to the results framework over PWFI project documents circulated since the projects grant document until the most recent M&EL Plan. The diagram tracks the changes made over the course of the project to terminology, activity description, additions and subtractions to the project result areas, and increases or decreases in target metrics.

The purpose of the Ishikawa diagram is to aid in determining a deeper understanding of where changes have occurred and how the project has arrived at its current result targets. It is often used in quality analysis and for assessing the root cause for unfavourable events. Here, however, the Ishikawa diagram has been used at a high level for priming an understanding of original causes for the large number of changes in the project results areas and for update and integration for the new Theory of Change.

It is not uncommon that in the case of frequent changes occurring iteratively over time and between documents, implementation tracing can become challenging and burdensome as it is constantly being modified to some degree. The project's 2019 annual report reflects a critical turning point regarding the project's results framework as this is where a significant number of changes, additions, and deletions were made to outputs, outcomes and impact targets, indicators and activities.

From this primed analysis, and subsequent interview processes, the root cause for such a large number of changes was found to have been a significant turnover of the core project team in 2019. With the change of project team members came the modification in the results framework which moved the project to more achievable



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project targets and better alignment to IUCN’s monitoring and evaluating policy ‘SMART’ monitoring requirements.

Impact indicators were constantly added and deleted with each new report. The targets (Outcome 4 and Output 4.1) were flagged where there appeared to be a reduction in commitments compared to predecessor documents. The evaluation team has been advised by the IUCN PWFI team that these changes were in response to donor feedback.

It should be noted that all changes appear to have been approved by the donor and that no approvals are required by the beneficiaries in accordance with this project’s governance structure.

In the diagram below the key terms are defined as follows:

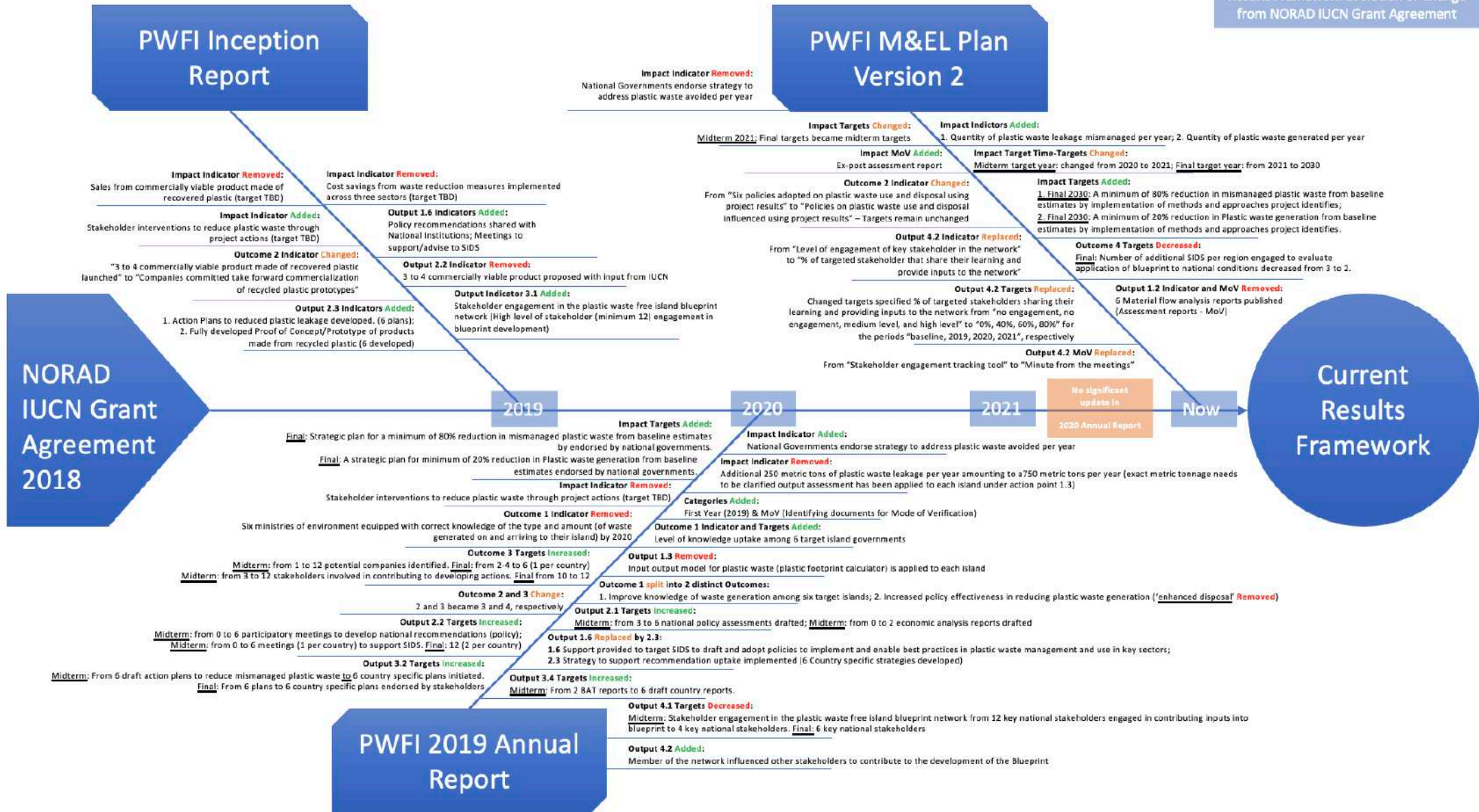
Table 2 Ishikawa Diagram Key Terms

Term	Description
Added	All elements did not exist in preceding documentation
Increased	Element value is greater than preceding documentation
Changed	Element is similar description but with different intention to preceding documentation
Replaced	Element description is changed but other elements (e.g., Targets/MoV) remain the same as preceding documentation
Decreased	Element value is lower than preceding documentation
Removed	All elements existed in preceding documentation but no longer exist in current to future documentation



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Results Framework Evolution of Change from NORAD IUCN Grant Agreement



MARINE PLASTIC SOLUTIONS

Figure 11 History of Change for Results Framework

5 THEORY OF CHANGE

5.1 RECONSTRUCTED THEORY OF CHANGE AT EVALUATION

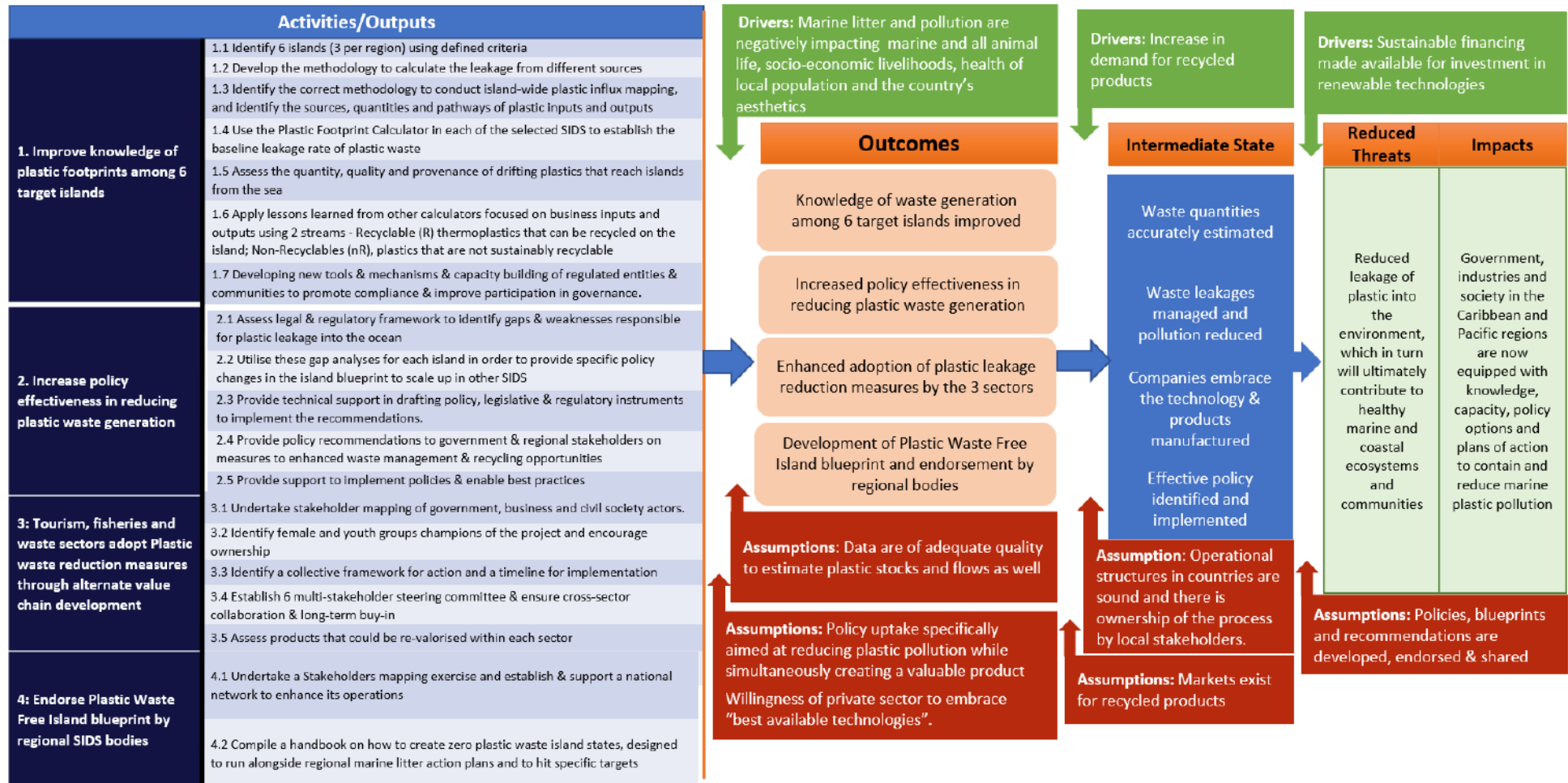


Figure 12 Reconstructed Theory of Change



The Theory of Change (ToC) was not done at the design stage but after the ProDoc was approved. It was discussed at the Inception Workshop but did not appear to make any material input to the work plan. However, upon further review of the annual report (Annual Report 2019), Norad noted that some key elements, such as the Means of Verification, were absent and that the Results Framework lacked coherency.

In that regard, changes were made to the Results Framework and the ProDoc (see the Figure 11 in Section 4.4 for the complete list of changes) that resulted in the extraction of the policy outcome from Component 1. The result was four distinct Components. While that change was reflected in the Revised Result Framework, it was not stated in the Revised MEL.

Given those changes, a ToC needed to be reconstructed as part of the Mid-Term Review utilising the Revised Result Framework in the Monitoring, Evaluation and Learning (MEL) Plan for Plastic Waste Free Islands. In addition, some rearrangements were necessary, given the need to reconstruct the logic that would determine the project's theoretical ability to achieve its intended outcomes and impacts based on the four Components.

As stated in the Revised MEL, "the overall rationale of the project is founded on the assumption that terrestrial activities mainly drive plastic leakage. Therefore, by changing the fate of the plastic waste stream on an island, there will be reduced leakage of plastic into the environment, which in turn will ultimately contribute to healthy marine and coastal ecosystems and communities".

The project logic for reducing plastic leakage into the environment and ultimately contributing to healthy marine and coastal ecosystem communities is based on a four-step approach and NOT the "three-step approach" as mentioned in the Revised MEL. Therefore, the reconstruction of the ToC is based on the four-step approach as indicated in the Revised Result Framework. This analysis is intended to help establish the project's logical structure, identify links between Outputs, Outcomes, and the Intermediary State, and realise Intended Impacts and determine the likelihood that the Intended Impacts will be realised.



a) Outputs:

The outputs are the direct activities undertaken or proposed to be undertaken that would likely lead to specific outcomes. Given that the project objectives were rearranged, the outcomes and outputs had to be regrouped to reflect that change. Therefore, the new group – "Increased Policy Effectiveness in Reducing Plastic Waste", needed to demonstrate activities that would allow this Outcome to be realised. Those activities included assessing the policy, legal and regulatory framework, identifying the necessary policy changes, providing support in drafting new policies, and supporting their implementation.

b) Causal Pathways – Outputs to Outcomes:

The Outcomes, the direct intended results stemming from the project's outputs, were also regrouped to reflect those commonalities and the logical pathway. Having developed the methodology to calculate plastic leakages and obtain information on the quantities of plastic waste generated, the authorities can initiate policy options to regulate and minimise leakages and increase the amount of plastics available for use in other enterprises along the value chain.

Also, several initiatives that are intended to build capacity and identify economic products along the value chain were identified. The outputs, therefore, show a clear linkage to outcomes, and the necessary preconditions that are required have been satisfied to achieve the Outcomes.

However, certain external conditions and factors must also be in place for changes to happen along the causal pathways. Those external factors are "Assumptions" and "Drivers". *Assumptions* are significant external factors that need to be present if the intended results are to be realised. They are largely beyond the control of the project. *Drivers* are significant external factors that if present are expected to contribute to the realisation of the intended impacts and can be influenced by the project, project partners and stakeholders.

Several assumptions are made that need to be present to realise the outcomes identified. Among them is that a) leaders practice evidence-based decisions; b) there will be policy uptake aimed explicitly at reducing plastic pollution; and c) willingness of the private sector to buy into the concepts and initiatives proposed. The drivers are characterized by the growing evidence of the harmful impact plastic



pollution has on marine life and the socio-economic fabric of the countries concerned.

c) Outcomes to Intermediate State

The Outcomes are expected to lead to three Intermediate States, the reformulated objectives and goals of the project. These are that waste leakages are accurately estimated and managed, pollution is reduced, effective policy is identified and implemented, and companies embrace the economic models and technology that would produce consumable items.

Achieving these changed conditions will be influenced by the drivers, including the support provided by partner organisations, the reliability of the data obtained and the accessible technologies that will create value and enable recycling operations. That will also depend on certain assumptions being held, including the fact that the operational structures in the participating countries are sound and operational and that market exists for recycled products.

d) Intermediate State to Impact

The ultimate impact is that the preceding activities will lead to a significant reduction in plastic pollution. However, most significantly, the participating countries are now more informed of plastic pollution and have the policy instruments and the capacity (technologies) to contain and reduce plastic pollution. The causal pathways for the Impacts to be realised will require that sustainable finances be made available for renewable technologies investments.

The policies and recommendations coming out of these initiatives are developed, adopted and used as models for replication and upscaling throughout the region. While the causal pathways suggest that most of the outcomes are likely to be realised, namely the quantifying of waste leakages, the likelihood of effective policy being developed and implemented in all the participating countries is not yet assured. For example, to date, only one country, Antigua and Barbuda, has made deliberate efforts to introduce a new policy that would create value for plastic products.

Also, while studies are still being undertaken regarding the efficacy of producing consumable items or the sustainability of some of the pilots, the absence of detailed



studies pointing to viable or cost-efficient models suggest that some roadblocks will be encountered in realising some of the intended impacts.

While there is evidence to suggest that the theoretical assumption or the hypothesis that adding value to plastic waste and deploying solutions for better waste disposal ("Best Available Technologies") will result in a measurable impact on waste flows from source to sea, leading to reduced plastic leakage into the environment, the evidence suggests otherwise. The activities undertaken to date suggest that failure or delays in policy uptake, and the failure to create and sustain value for plastic products, could fail to achieve one of the intended impacts, a valuable product and sustainable economic model that can be replicated.

6 CONCLUSIONS

In this section the evaluation team has considered the information gathered through the review of project documents, consultancy reports, stakeholder interviews and other sources of information and a deep level of professional experience on the subject matter and small island developing states.

6.1 PROJECT PROGRESS AND PERFORMANCE

The project performance has been given an overall rank by the evaluation team of **Good** based on 4 Evaluation Criteria being ranked as Good and 2 as Satisfactory. It has generally been a well-received project punching above its weight in the speed of activities despite Covid-19 compared to other projects, in the engagement and encouragement it has given to the targeted business sector and in its adaptability in refocusing activities where there has been overlap with another party. The IUCN staff and consultants on the whole have been well received.

The rating of Good however has been a slender one based on the project only being partly completed with only a third of budget/activities completed as officially reported as of December 2020. Sustainability is also uncertain as the only viable business case for plastics in the Pacific and Caribbean is where funding support is provided through established CDL systems (such as in Palau and Kiribati), EPR schemes (Coca-Cola's Mission Pacific in Fiji and Samoa) or project funding. The value chains last as long as the funding is present.



The Pacific and Caribbean SIDs need much higher levels of support given their many challenges (distance to markets, high process/logistics costs, low volumes, few entrepreneurs) and this needs to be understood in relation to current project expectations and future project design.

While this is a good result given difficult circumstances the project is in a challenging position given the project is too short on **time** to successfully complete all activities based on a combination of delayed start and significant impacts from Covid-19 which greatly disrupted the project while it was reorganised to operate on a remote footing.

36 months for a two region, 6 country project was ambitious based on the performance of similar projects under JICA, UNEP/GEF, AfD and the EU in the same regions. Most of the above-mentioned projects are implemented over a minimum of 4 years, with 12-month extension being common. The PWFI project in relation to other projects is therefore performing 'on time' and in accordance with Covid conditions in particular, but will clearly not complete all remaining activities by December 2021.

In relation to the **budget** as shown in Figure 9 the actual amount utilised has lagged behind planned expenditure commensurate with the slow start and Covid-19 disruptions. Savings from project overlap with other projects (Policy Investigation in the Pacific) has also resulted in savings though the actuals/planned gap appeared to be closing with asymmetric expenditure common in projects as more is spent toward the end than the beginning. Verified expenditure by 2020 was 38% for Outcome 1 and 2 combined, 18% for Outcome 3 and 0% for Outcome 4 and 46% for M&E. The latest budget planning expects at least 25% of budget will be carried over.

Project change over time has been a regular feature of PWFI as documented in Section 4.5 and illustrated in the Ishikawa diagram in Figure 11. This has seen a movement of some targets from outcome to output and to activity and the 'watering down' through the elimination of some earlier targets or the softening of language (i.e., from government endorsement to influencing government).

This is understandable and pragmatic for some areas given the limited time for the project, very long lead time and uncertainty in having governments enact legislation



in a project period. The evaluation team has sought to harmonise some of these iterative changes through the **Reconstructed Theory of Change** in shown in Figure 12 which the evaluation team considers restores internal consistency from Activities/Outputs to Outcomes and Impacts.

For **project tracking**, an under-utilisation or complete absence of use of the tools established to coherently track activity progress such as the policy influence plan, policy recommendation update tracking table and policy outcome tracking tool (all for Outcome 2) is observed. It is also noted that there is no project tracking tool of any kind identified for Outcome 3. Likewise, the apparent lack of use of the **Enterprise Risk Management** impacts on documenting lessons learnt. Utilisation of these tools needs to be improved.

In relation to the value of activities, **new baseline data** has been collected often for the first time greatly increasing the knowledge of plastic waste in the PWFI target countries. From interviews it appears to have been very well received. However, the choice of methods, specifically using inhouse approaches with lower international relevance than accredited approaches widely used globally, may lessen the value of the information collected.

There is also uncertainty with the veracity in calculating leakage without conducting environmental surveys as well as referencing relevant studies such as the 2021 'global distribution of riverine plastic emissions' by LJ Meijer et al which provides such data for the PWFI target countries.

Brand Surveys which can form part of normal waste audits have been a missed opportunity as they can be used to leverage the private sector directly or via initiatives such as the plastic pacts (ANZPAC). **Plastic customs data** approaches appear to be underdeveloped and should instead follow approaches developed by UNCTAD such as the Global trade in plastics insights for future projects. It is noted that deficiencies and differences exist across the target PWFI countries which both complicates data collection and can result in incomplete and contradictory data.

For the **plastic business interventions**, these are mostly well received but are either assisting ongoing initiatives to export PET or are trialling modular plastics systems on what is clearly a demonstration project. Both are very well received by beneficiaries, but should be constructed as data gathering interventions, given they



are essentially 'proof of concept' pilots . Reports should therefore be structured to identify barriers and benefits of intervention as a progressive collection of business enabling information to inform future projects.

Both sets of initiatives target the priority plastics in the waste streams as well. Caution needs to be taken in PWFI here as **attribution of progress** on PET plastic belongs to long term projects such as JICA and local actors in the target PWFI country so claimed impacts should take this into account.

While some snapshots have been conducted there is a lack of serious **plastics market mapping** both in terms of determining what products could be viable through market testing of previously manufactured product (from overseas sources) or in mapping of potential buyers of 'Island Plastics' to secure premium prices. While beyond the scope of PWFI this could be considered in a 'Phase 2' project.

Policy work in terms of endorsement by governments and regional organisations seems to still be largely a future activity though there are some exceptions such as Antigua and Barbuda. Given the usual slow progress in government actions which have now been further burdened with Covid-19 impacts, it is uncertain how much IUCN can do in this area. Though, further work with incoming global private sector plastic packaging interests should be integrated.

There seems to have been little progress concerning the **Plastic Waste Free Island Blueprint** with zero % of the budget allocated expended by December 2020 and little tangible in consultancy outputs. It is unclear what level of benefit this offers to the target PWFI countries and how they would use it.



7 RECOMMENDATIONS

The evaluation team has identified a number of immediate, medium term and long-term recommendations to be considered by the IUCN project team based on their review of the PWFI project.

7.1 IMMEDIATE, MEDIUM-TERM AND LONG-TERM RECOMMENDATIONS

7.1.1 IMMEDIATE RECOMMENDATIONS

Immediate actions include the **extension of the project**, preferably for a period of 12 months based on the estimation of project forecasting in Section 4.3. Without allowing an extension the Outcomes for many of the activities including business pilots, policy uptake and blueprint development are in jeopardy.

With ME expenditure at 48% in December 2020 considerations on whether all project components can be finalised as a **no-cost extension** or if further funding is needed should be considered. It is recommended that the **Reconstructed Theory of Change** is adopted, which has been redesigned to restore internal consistency between Outputs/Activities, Outcomes and expected Impacts.

A **mid-year report** for activities and budget is needed to better verify progress against both. Likewise the full use, updating and reporting of **project tracking tools** (which form part of MEL) including **enterprise risk management** needs to be institutionalised within the project team and consultants.

As IUCN has informed the MTR team that the MEL is a living document, the tracking tools that are to be co-developed with consultants to track progress regarding Outcome 3 should be identified and included with the next **MEL update**. An initial recommendation regarding **tracking tools** is to ensure the tracking tool is regularly updated and reflects, to the best of IUCN's ability, the true nature of the stakeholder's engagement level and updating data for the Pacific.

Integration of **gender indicators** into the remaining aspects of the project is recommended, especially regarding events, to actively progress toward to the gender equality commitments made in the initial proposal and subsequent



documentation. Ideally this should occur in the project design stage. The OECD has a **Toolkit on Gender Equality, Results and Indicators**, which is designed to guide projects through the process of implementing gender equality practices with express intention which could be utilised.

Various **policy recommendations**, including the policy uptake tracking tool, presented across a range of documents need to be compiled into a single coherent document. The value and utility of the **Plastic Waste Free Island Blueprint** to the PWFI project should be re-examined to consider if it continues to be a useful output and how it would be applied.

7.1.2 MEDIUM TERM RECOMMENDATIONS

Medium term actions to be considered include considering appropriate levels of **policy outcomes** based on levels of country engagement, what can feasibly be achieved in the project cycle and degraded government bandwidth due to Covid-19 impacts.

This could potentially be mapped through a matrix that captures the policy outcome starting point for each of the target countries, the level of commitment for each government based both on policy, level of engagement that the government is willing to contribute, and timelines and technical resources.

Ensure **proposed business cases** are supported by detailed and costed examples showing the success of these approaches/technologies in previous markets and appropriate market comparison with the country in which it is to be trialled to show suitability. **Further engagement activities** for Ministries of Finance, Tourism, Business etc should be conducted, potentially via the remaining **policy engagement** activities to create a greater level of government support for enterprise.

Ensure **detailed case studies** are developed for the plastic product demonstration pilots and that these capture information on inventory, processing, costs (CAPEX/OPEX), quality, market suitability etc to enable future improvements.

If time and funds permit deeper **mapping of plastic markets** should be conducted to further support the plastic business pilots to better determine the business case pros and cons. This would synergise with a large number of other donor waste



projects as well as regional studies (World Bank, ADB) and private sector initiatives (ANZPAC Plastic Pact).

Engagement of the **global plastic packaging sector** is recommended to further leverage assistance on plastic management via initiatives such as **ANZPAC Plastic Pact**. Ideally this should be supported by Brand Surveys, but this could be considered via future projects.

Finally, the use of **project tracking tools should be reviewed** and probably reduced to a workable number with clear roles, responsibilities, reporting training and oversight to ensure they are actually used. It would be better that a smaller number of tracking tools are well utilised than a large number inconsistently.

7.1.3 LONG TERM RECOMMENDATIONS

Long term actions to consider project components that should be considered in future projects. This could include a systematic investigation into **financing mechanisms** for plastic waste enterprise are further investigated (donor, impact investors, incubators etc).

Benefits and barriers studies (Community-Based Social Marketing) considered for enabling recommendations to improve plastic waste management through identifying project activities to change targeted behaviours. **Market System Assessments** (such as used by DFATs 'Strongim Bisnis' project in the Solomon Islands) are conducted to identify actions to improve the **business enabling environment** for creating/expanding plastic waste enterprise.

Plastics data collection should focus on certified and accredited standards in future projects from vetted organisations that are subject matter experts producing professional standards following quality process. This includes UN and other international agencies, national and similar agencies (EU and national EPAs), Waste Associations (ISWA), Standards Associations (ASTM) and similar. This will ensure methodology to be used has been vetted with a verified **accreditation status by certified bodies**.

Capacity building of national capabilities should be considered in the future, building on short term project monitoring turning limited project level monitoring



both in relation to methods, locations, equipment and reporting. This would contribute to national reporting and tracking.

This could be extended of course to all facets of creating a plastic value chain, monitoring impacts, tracking plastic inventory and better enabling customs capabilities (officer training and systems developments).

Twinning arrangements with existing plastic waste enterprise developed/investigated in a mentor/support role for the private sector as capabilities are developed. As with capacity building twinning could extend to institutions similar to that provided by the European Union for EU accession countries.

Engagement with the PRIF **regional recycling hubs** scoping studies as well as those being launched by the World Bank and other donors is recommended for further plastic waste business development in follow on projects.

Engagement of the **global plastic packaging sector** to further leverage assistance on plastic management via initiatives such as ANZPAC Plastic Pact should be considered. Ideally this should be supported by Brand Surveys, but this may need to be considered via future projects.



8 APPENDICES

APPENDIX A: DATA COLLECTION INSTRUMENTS

A1. EVALUATION MATRIX

EC	Key Evaluation Questions	Sub-questions	Data Sources/Collection Methods	Results Summary	Rubrik for Evidence Rating
1. Relevance	1.1 How appropriate and relevant is PWFI project approach and intervention logic in terms of its objectives and anticipated outcomes, and within each country context?	1.1.1 To what extent are the project objectives articulated and reflect the needs of the intended beneficiaries and stakeholders?	Principal Project Documents Principal Stakeholder Interviews Questionnaire/Survey	EXCELLENT	All project objectives are clearly articulated and reflect the needs of the intended beneficiaries and stakeholders
	1.2 To what extent the project fit-for-purpose to:	1.2.1 Improved knowledge of plastic waste footprints	Review of consultancy reports and documents. Stakeholder interviews	GOOD	(By Country) Knowledge of the plastic waste footprint of the six target countries is somewhat improved
		1.2.2 Demonstrate effective, quantifiable solutions to addressing plastic leakage	Review of consultancy reports and documents. Stakeholder interviews Questionnaire/Survey	SATISFACTORY	The project sometimes demonstrates effective and quantifiable solutions to addressing plastic leakage



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EC	Key Evaluation Questions	Sub-questions	Data Sources/Collection Methods	Results Summary	Rubrik for Evidence Rating
		1.2.3 Increase policy effectiveness in reducing plastic waste generation	Review of consultancy reports and documents. Stakeholder interviews Questionnaire/Survey	SATISFACTORY	The project has increased policy effectiveness in reducing plastic waste generation in some (2-3) target countries
		1.2.4. Disseminate learning and engage broader group of stakeholders (beyond the 6 islands)	Review of consultancy reports and documents. Stakeholder interviews Questionnaire/Survey	SATISFACTORY	The project is somewhat or mostly fit for purpose to disseminate learning to and engage with a broader group of stakeholders beyond the 6 target countries
	1.3 Has there been any change since the project was formulated that might have affected its relevance? If so, what are these changes and to what extent the project has managed to adapt to ensure it remains relevant?	1.3.1 Has there been any changes to the project since it was formulated that affected its relevance?	Principal Project Documents Interview of donor and project teams Principal Stakeholder Interviews	GOOD	There have been some changes to the project since it was formulated that affected its relevance
		1.3.2 Has the project managed/adapted project changes to maintain project relevance?	Principal Project Documents Interview of donor and project teams Principal Stakeholder Interviews Questionnaire/Survey	GOOD	The project has mostly managed/adapted to project changes to maintain project relevance



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EC	Key Evaluation Questions	Sub-questions	Data Sources/Collection Methods	Results Summary	Rubrik for Evidence Rating
		1.3.3 Were the changes to project delivery that affect relevance clearly identified, communicated, and addressed?	Principal Project Documents Interview of donor and project teams Principal Stakeholder Interviews Questionnaire/Survey	GOOD	Changes to project delivery that affect relevance were often identified, communicated, and addressed
	1.4 Assess the planning, design, implementation of the project and alignment to national strategies, policies and plans	1.4.1 Is the project aligned with the target countries' major national strategies?	Principal Project Documents Interview of donor and project teams Principal Stakeholder Interviews with a focus on national stakeholders Review of national strategies. Questionnaire/Survey	EXCELLENT	The project is directly aligned with many of the target countries' major national strategies



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EC	Key Evaluation Questions	Sub-questions	Data Sources/Collection Methods	Results Summary	Rubrik for Evidence Rating
		1.4.2 Is the project aligned with the target countries' major national policies?	Principal Project Documents Interview of donor and project teams Principal Stakeholder Interviews with a focus on national stakeholders Review of national policies. Questionnaire/Survey	EXCELLENT	The project is directly aligned with many of the target countries' major national policies
		1.4.3 Is the project aligned with the target countries' major national plans?	Principal Project Documents Interview of donor and project teams Principal Stakeholder Interviews with a focus on national stakeholders Review of national plans. Questionnaire/Survey	EXCELLENT	The project is directly aligned with many of the target countries' major national plans
	1.5 How relevant are the indicators and targets described in the project document for monitoring and measuring results?	1.5.1 Are the project indicators for measuring achievement of the objectives written in SMART format?	Review of all indicators present in project documents against a SMART matrix	SATISFACTORY	Some of the project indicators for measuring achievement of the objectives are written in SMART format The project targets and indicators as described



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EC	Key Evaluation Questions	Sub-questions	Data Sources/Collection Methods	Results Summary	Rubrik for Evidence Rating
					in the project document sometimes relevant to the monitoring and measuring results
2. Effectiveness	2.1 To what extent has PWFI delivered on its outputs and outcomes at regional and global level to date? Were there any unintended consequences? In particular:	2.1.1 How effective has been PWFI so far in developing methodologies to calculate plastic leakage?	Review of consultancy reports, documents and policy products. Stakeholder interviews Questionnaire/Survey	SATISFACTORY	The effectiveness of project methodologies developed to calculate plastic leakage is sufficient
		2.1.2 How effective has been PWFI in collecting the data that feed into these methodologies?	Review of consultancy reports, documents and policy products. Stakeholder interviews Questionnaire/Survey	SATISFACTORY	The effectiveness of data collection to feed into project methodologies is sufficient
		2.1.3 How effective has been PWFI in engaging with key decision makers in country to mainstream plastic waste reduction in policy and decision making?	Review of key project documents. Interview with key project staff Questionnaire/Survey Targeted interviews with key stakeholders in each country. Questionnaire/Survey	GOOD	Engagement with in-country key decision makers to mainstream plastic waste reduction in policy and decision making is common and mostly constructive



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EC	Key Evaluation Questions	Sub-questions	Data Sources/Collection Methods	Results Summary	Rubrik for Evidence Rating
		2.1.4 What are the early markers of changes among decision/policy makers that demonstrate PWFI is on its way to increase policy effectiveness in reducing plastic waste generation?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key stakeholders in each country.</p> <p>Questionnaire/Survey</p>	SATISFACTORY	Early markers of changes among decision/policy makers that demonstrate PWFI is on its way to increase policy effectiveness in reducing plastic waste generation are adequately identified and communicated
		2.1.5 How effective has been PWFI in engaging with public/private investors and other key stakeholders to develop enhanced plastic waste management measures in the targeted sectors?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key stakeholders in each country (including each sector).</p> <p>Questionnaire/Survey</p>	GOOD	Evidence of good engagement with a variety public/private investors and other key stakeholders to develop enhanced plastic waste management measures in the targeted sectors



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EC	Key Evaluation Questions	Sub-questions	Data Sources/Collection Methods	Results Summary	Rubrik for Evidence Rating
		2.1.6 What are the early markers of changes among private sector and other relevant partners that demonstrate PWFI is on its way to trigger changes in terms of how plastic waste is being managed?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key stakeholders in each country (including the private sector)</p> <p>Questionnaire/Survey</p>	SATISFACTORY	Early markers of changes among private sector and other relevant partners that demonstrate PWFI is on its way to trigger changes in terms of how plastic waste is being managed are adequately identified and communicated
		2.1.7 How effective has been PWFI in engaging key national stakeholders in the Plastic Waste Free Island Blueprint network?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key stakeholders in each country (including the private sector)</p> <p>Questionnaire/Survey</p>	GOOD	Evidence of good engagement with key national stakeholders in the Plastic Waste Free Island Blueprint network



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EC	Key Evaluation Questions	Sub-questions	Data Sources/Collection Methods	Results Summary	Rubrik for Evidence Rating
		2.1.8 What are the early markers of changes among key national stakeholders to demonstrate increased level of interest and involvement in developing a Plastic Waste Free Island Blueprint?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p> <p>Questionnaire/Survey</p>	GOOD	Early markers of changes among key national stakeholders to demonstrate increased level of interest and involvement in developing a Plastic Waste Free Island Blueprint are adequately identified and communicated
		2.1.9 For all the above questions, what are the factors influencing positively and negatively the effectiveness of the project?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p> <p>Questionnaire/Survey</p>	GOOD	Factors influencing positively and/or negatively on the effectiveness of the project are identified well
		2.1.10 What are the key outputs of the projects?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p> <p>Questionnaire/Survey</p>	EXCELLENT	Project key outputs are clearly identified and communicated



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EC	Key Evaluation Questions	Sub-questions	Data Sources/Collection Methods	Results Summary	Rubrik for Evidence Rating
		2.1.11 Are the outputs that have been produced on track to meeting project outcomes?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p> <p>Questionnaire/Survey</p>	GOOD	Most project outputs that have been produced are on track to meeting project outcomes
		2.1.12 Are there weaknesses in project design, implementation, and monitoring and evaluation tools and processes?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p> <p>Questionnaire/Survey</p>	GOOD	Weaknesses in project design, implementation and monitoring and evaluation tools and processes are uncommon but often addressed
		2.1.13 How is project knowledge and lessons learned shared?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p> <p>Questionnaire/Survey</p>	SATISFACTORY	Some project knowledge and lessons learned is shared in a transparent, inclusive and accessible way



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EC	Key Evaluation Questions	Sub-questions	Data Sources/Collection Methods	Results Summary	Rubrik for Evidence Rating
		2.1.14 Is the project meeting its intended targets?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p> <p>Questionnaire/Survey</p>	SATISFACTORY	The project is meeting some of its intended targets
		2.1.15 Are lessons learned identified?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p> <p>Questionnaire/Survey</p>	SATISFACTORY	Some lessons learned are formally identified
	2.2 To what extent are the Monitoring, Evaluation and Learning (MEL) strategy and tools adequate and effective? In particular:	2.2.1 To what extent the MEL strategy helps to: "(a) collect the right kind of data in view of understanding the impact of the project "	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p>	SATISFACTORY	The effectiveness of the MEL strategy in helping the project to collect the right kind of data in view of understanding the impact of the project is sufficient



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EC	Key Evaluation Questions	Sub-questions	Data Sources/Collection Methods	Results Summary	Rubrik for Evidence Rating
			Targeted interviews with donors in each country. Questionnaire/Survey		
		2.2.2 To what extent the MEL strategy helps to: "(b) detect any needed project implementation adjustments for better progress towards results?"	Review of key project documents. Interview with key project staff and consultants where relevant. Targeted interviews with key national stakeholders in each country. Targeted interviews with donors in each country. Questionnaire/Survey	SATISFACTORY	The effectiveness of the MEL strategy in helping the project to detect any needed project implementation adjustments for better progress towards results is sufficient
		2.2.3 To what extent the targets need to be readapted in line with the project progress to date?	Review of key project documents. Interview with key project staff and consultants where relevant. Targeted interviews with key national stakeholders in each country. Targeted interviews with donors in each country. Questionnaire/Survey	SATISFACTORY	Moderate adjustments to the MEL system are needed to help understand impact of the PWFI and corrective action is advised
		2.2.4 What adjustments to the MEL system are recommended	Review of key project documents. Interview with key project staff	SATISFACTORY	The targets need moderate re-adaptation to be in line with the



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EC	Key Evaluation Questions	Sub-questions	Data Sources/Collection Methods	Results Summary	Rubrik for Evidence Rating
		to help understand impact of the PWFI?	and consultants where relevant. Targeted interviews with key national stakeholders in each country. Targeted interviews with donors in each country. Questionnaire/Survey		project progress to date
3. Efficiency	3.1 To what extent are the PWFI outputs in balance with the level of effort, time and resources spent?	3.1.1 To what extent spending and project delivery progressed according to the planned schedule?	Review of key project documents. Interview with key project staff and consultants where relevant. Targeted interviews with key national stakeholders in each country. Targeted interviews with donors in each country. Questionnaire/Survey	SATISFACTORY	Spending and project delivery is delayed no longer than 40% against the planned schedule



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EC	Key Evaluation Questions	Sub-questions	Data Sources/Collection Methods	Results Summary	Rubrik for Evidence Rating
		3.1.2 To what extent are the current operational modality and governance structure efficient in contributing to the overall achievements of PWFI?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p> <p>Targeted interviews with donors in each country.</p> <p>Questionnaire/Survey</p>	SATISFACTORY	The current operational modality and governance structure is efficient in contributing to some of the PWFI achievements
		3.1.3 To what extent has the project management been able to adapt to any changing condition to improve the efficiency of project implementation?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p> <p>Targeted interviews with donors in each country.</p> <p>Questionnaire/Survey</p>	GOOD	The project management has usually been able to adapt to all changing conditions to improve the efficiency of project implementation



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EC	Key Evaluation Questions	Sub-questions	Data Sources/Collection Methods	Results Summary	Rubrik for Evidence Rating
		3.1.4 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?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p> <p>Targeted interviews with donors in each country.</p> <p>Questionnaire/Survey</p>	GOOD	<p>The project usually builds on existing agreements, initiatives, data sources, synergies and complementarities with other projects, partnerships, etc.</p> <p>The project has limited duplication of similar activities by other groups and initiatives</p>
		1.5 Has the project been implemented in a cost-efficient manner?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p> <p>Targeted interviews with donors in each country.</p> <p>Questionnaire/Survey</p>	GOOD	<p>There is 1 known alternative approaches that are less costly to achieving the same outputs</p>



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EC	Key Evaluation Questions	Sub-questions	Data Sources/Collection Methods	Results Summary	Rubrik for Evidence Rating
		3.1.6 Has the project been implemented in a cost-efficient manner?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p> <p>Targeted interviews with donors in each country.</p> <p>Questionnaire/Survey</p>	GOOD	The project implemented is mostly cost efficient
		3.1.7 How has the project used its resources to produce intended outputs?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p> <p>Targeted interviews with donors in each country.</p> <p>Questionnaire/Survey</p>	GOOD	Project has often used its resources to produce intended outputs
		3.1.8 How have project inputs been used to produce outputs?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p>	SATISFACTORY	Some project inputs have been used to produce its intended outputs



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EC	Key Evaluation Questions	Sub-questions	Data Sources/Collection Methods	Results Summary	Rubrik for Evidence Rating
			Targeted interviews with donors in each country. Questionnaire/Survey		
4. Sustai nabili ty	4.1 What efforts are being made to ensure sustainability of PWFI results in the long term?	4.1.1 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?	Review of key project documents. Interview with key project staff and consultants where relevant. Targeted interviews with key national stakeholders in each country. Targeted interviews with donors in each country. Questionnaire/Survey	GOOD	Some of the project results, lessons or experiences are likely to be replicated (in different geographic areas) in the near future. There is some evidence that the project results are highly likely to continue after the project ends
		4.1.2 Determine whether or not the results can continue after the project ends	Review of key project documents. Interview with key project staff and consultants where relevant. Targeted interviews with key national stakeholders in each country. Targeted interviews with donors in each country. Questionnaire/Survey	SATISFACTORY	There is some evidence that the project results are likely to continue after the project ends The project has not been able to ensure the ongoing sustainability of all its main outcomes after the project ends
		4.1.3 Is the project set up to achieve significant positive, unintended outcomes?	Review of key project documents. Interview with key project staff	GOOD	The project is set up to achieve some



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EC	Key Evaluation Questions	Sub-questions	Data Sources/Collection Methods	Results Summary	Rubrik for Evidence Rating
			<p>and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p> <p>Targeted interviews with donors in each country.</p> <p>Questionnaire/Survey</p>		significant positive, unintended outcomes
		4.1.4 Does the project respond to, and mitigate in a timely fashion, any negative, unintended outcomes?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p> <p>Targeted interviews with donors in each country.</p> <p>Questionnaire/Survey</p>	SATISFACTORY	The project has partially mitigated any negative, unintended outcomes;



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EC	Key Evaluation Questions	Sub-questions	Data Sources/Collection Methods	Results Summary	Rubrik for Evidence Rating
5. Impact	5.1 To what extent is the project set up to generate significant positive or negative, intended or unintended, higher-level effects?	5.1.1 What are the early markers of PWFI being on track to achieve its long-term objectives?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p> <p>Targeted interviews with donors in each country.</p> <p>Questionnaire/Survey</p>	GOOD	Early markers of PWFI being on track to achieve its long-term objectives are indicated and communicated well
		5.1.2 Are there any barriers or risks that may prevent future progress towards the achievement of the project’s longer-term objectives? What can be done to increase the likelihood of positive impacts from the project?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p> <p>Targeted interviews with donors in each country.</p> <p>Questionnaire/Survey</p>	GOOD	Barriers or risks that may prevent future progress towards the achievement of the project’s longer-term objectives are identified, communicated and addressed well
		5.1.3 To what extent have external factors influenced the work of PWFI?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p>	SATISFACTORY	External influences are sometimes negative and sometimes addressed well



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			<p>Targeted interviews with donors in each country.</p> <p>Questionnaire/Survey</p>		
		5.1.4 Are there any positive or negative unintended results caused by the work of PWFI that can be demonstrated?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p> <p>Targeted interviews with donors in each country.</p> <p>Questionnaire/Survey</p>	EXCELLENT	Unintended results caused by the project work are mostly positive and are demonstrative
		5.1.5 To what extent may these unintended results affect the future work of PWFI?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p> <p>Targeted interviews with donors in each country.</p> <p>Questionnaire/Survey</p>	EXCELLENT	Unintended results caused by the project work are mostly constructive to future work



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		5.1.6 What is the likely impact of the project?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p> <p>Targeted interviews with donors in each country.</p> <p>Questionnaire/Survey</p>	GOOD	The current 'true' and expected impacts of the project are identified and communicated well
		5.1.7 How does the project contribute to building resilience to climate change impacts?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p> <p>Targeted interviews with donors in each country.</p> <p>Questionnaire/Survey</p>	GOOD	The project contribution to building resilience to climate change impacts are often identified and can often be demonstrated



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		5.1.8 To what extent is there evidence of the intended target groups, including the most disadvantaged and vulnerable, in each county benefitting equally from the project and its interventions?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p> <p>Targeted interviews with donors in each country.</p> <p>Questionnaire/Survey</p>	SATISFACTORY	There is evidence some of the intended target groups, including the most disadvantaged and vulnerable, in each county benefitted equally from the project and its interventions
		5.1.9 Is the project transformative and does it create enduring changes in norms – including gender norms – and systems, whether intended or not?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p> <p>Targeted interviews with donors in each country.</p> <p>Questionnaire/Survey</p>	SATISFACTORY	The project is sometimes transformative and creates enduring changes in norms – including gender norms – and systems, whether intended or not
6. Coherence	6.1 How well does the project fit with other interventions in country, sector and institution?	6.1.1 Did the intervention take place in a crowded institutional space?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p>	GOOD	The project took place in an institutional space some other actors but changed some activities (Pacific Policy Analysis dropped), complimented in some areas (i.e. PET activities



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			<p>Targeted interviews with donors in each country.</p> <p>Questionnaire/Survey</p>		<p>in multiple countries) and differentiated in some areas (i.e. moulded wood pilots)</p>
		6.1.2 To what extent does the project support or undermine the activities of other interventions (particularly policies) and vice versa	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p> <p>Questionnaire/Survey</p>	EXCELLENT	The project always supports, without undermining, the interventions of other interventions
		6.1.3 Is division of labour with other donors and development partners used when implementing the intervention? If so, to what extent?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p> <p>Questionnaire/Survey</p>	SATISFACTORY	There is sometimes division of labour with other donors and development partners used when implementing the project and its activities



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EC	Key Evaluation Questions	Sub-questions	Data Sources/Collection Methods	Results Summary	Rubrik for Evidence Rating
		6.1.4 To what extent are common systems used for monitoring, learning and accountability?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p> <p>Questionnaire/Survey</p>	SATISFACTORY	Common systems for monitoring, learning and accountability are sometimes used
		6.1.5 To what extent is the intervention designed to use existing systems and structures (of partners/other donors/international organisations) for the implementation of their activities and to what extent are these used?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p> <p>Questionnaire/Survey</p>	GOOD	Project interventions are often designed to use existing systems and structures (of partners/other donors/international organisations) for the implementation of their activities
		6.1.6 To what extent does the project add value while avoiding duplication of effort with external actors?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p> <p>Questionnaire/Survey</p>	GOOD	The project often adds value while avoiding duplication of effort with external actors



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EC	Key Evaluation Questions	Sub-questions	Data Sources/Collection Methods	Results Summary	Rubrik for Evidence Rating
		6.1.7 To what extent is the intervention consistent with international norms and standards on the participation and promotion of particularly disadvantaged and vulnerable groups?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p> <p>Questionnaire/Survey</p>	SATISFACTORY	The project is sometimes consistent with international norms and standards on the participation and promotion of disadvantaged and vulnerable groups?
		6.1.8 Are there any inconsistencies in approach (internal and external) to implementing policies across government/institutions that could undermine overall progress?	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p> <p>Questionnaire/Survey</p>	SATISFACTORY	There are some inconsistencies in approach (internal and external) to implementing policies across target governments/institutions that could undermine overall progress
		6.1.9 To what extent does the project have effective built-in mechanisms to promote synergies between diverse national / local government, civil society, and private sector development actors	<p>Review of key project documents.</p> <p>Interview with key project staff and consultants where relevant.</p> <p>Targeted interviews with key national stakeholders in each country.</p> <p>Questionnaire/Survey</p>	SATISFACTORY	Has some good built-in mechanisms to promote synergies between diverse national / local, civil society and private sector development actors;



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A2. EVALUATION RUBRIC

EC	Key Question Reference	EXCELLENT PERFORMANCE	GOOD PERFORMANCE	SATISFACTORY PERFORMANCE	UNSATISFACTORY PERFORMANCE
1. Relevance	1.1	The project objectives and anticipated outcomes are appropriate and relevant to all of the six target countries	The project objectives and anticipated outcomes are appropriate and relevant in most of the six target countries	The project objectives and anticipated outcomes are appropriate and relevant to some of the target countries	The project objectives and anticipated outcomes are mostly inappropriate and not relevant to majority of target countries
	1.1.1	All project objectives are clearly articulated and reflect the needs of the intended beneficiaries and stakeholders	The project objectives are often well articulated and reflect the needs of the intended beneficiaries and stakeholders	The project objectives are sometimes well articulated and sometimes reflect the needs of the intended beneficiaries and stakeholders	All or most of the project objectives are vague and poorly phrased making it difficult to accurately reflect the needs of the intended beneficiaries and stakeholders
	1.2.1	(By Project) Knowledge of the plastic waste footprint of each of the 6 target countries is improved	(By Project) Knowledge of the plastic waste footprint of most (4-5) of the 6 target countries is improved	(By Project) Knowledge of the plastic waste footprint of some (2-3) of the 6 target countries is improved	(By Project) Knowledge of the plastic waste footprint of few or none (0-1) of the 6 target countries is improved
	1.2.1	(By Region) Knowledge of the plastic waste footprint of both of the 2 target regions is improved	NA	(By Region) Knowledge of the plastic waste footprint of 1 of the 2 target regions is improved	(By Region) Knowledge of the plastic waste footprint of 0 of the 2 target regions is improved
	1.2.2	The project has demonstrated effective and quantifiable solutions to addressing plastic leakage in all 6 target countries	The project has demonstrated effective and quantifiable solutions to addressing plastic leakage in most (4-5) of the 6 target countries	The project has demonstrated effective and quantifiable solutions to addressing plastic leakage in some (2-3) of the 6 target countries	The project has demonstrated effective and quantifiable solutions to addressing plastic leakage in few or no (0-1) target countries
	1.2.2	The project always demonstrates effective and quantifiable solutions to addressing plastic leakage	The project often demonstrates effective and quantifiable solutions to addressing plastic leakage	The project sometimes demonstrates effective and quantifiable solutions to addressing plastic leakage	The project rarely, if ever, demonstrates effective and quantifiable solutions to addressing plastic leakage
	1.2.3	The project has increased policy effectiveness in reducing plastic waste generation in all target countries	The project has increased policy effectiveness in reducing plastic waste generation in most (4-5) target countries	The project has increased policy effectiveness in reducing plastic waste generation in some (2-3) target countries	The project has increased policy effectiveness in reducing plastic waste generation in few or no (0-1) target countries
	1.2.4	The project is entirely fit for purpose to disseminate learning to and engage with a broader group of stake holders beyond the 6 target countries	The project is mostly fit for purpose to disseminate learning to and engage with a broader group of stake holders beyond the 6 target countries	The project is somewhat fit for purpose to disseminate learning to and engage with a broader group of stake holders beyond the 6 target countries	The project is poorly or not fit for purpose to disseminate learning to and engage with a broader group of stake holders beyond the 6 target countries



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EC	Key Question Reference	EXCELLENT PERFORMANCE	GOOD PERFORMANCE	SATISFACTORY PERFORMANCE	UNSATISFACTORY PERFORMANCE
	1.3.1	There have been few or no changes to the project since it was formulated that affected its relevance	There have been some changes to the project since it was formulated that affected its relevance	There have been many changes to the project since it was formulated that affected its relevance	There have been severe changes to the project since it was formulated that affected its relevance
	1.3.2	The project has wholly managed/adapted to project changes to maintain project relevance	The project has mostly managed/adapted to project changes to maintain project relevance	The project has sometimes managed/adapted to project changes to maintain project relevance	The project has poorly or not managed/adapted to project changes to maintain project relevance
	1.3.3	Changes to project delivery that affect relevance were always clearly identified, communicated, and addressed	Changes to project delivery that affect relevance were often identified, communicated, and addressed	Changes to project delivery that affect relevance were sometimes identified, communicated, or addressed	Changes to project delivery that affect relevance were rarely or never identified, communicated, or addressed
	1.4.1	The project is directly aligned with all of the target countries' major national strategies	The project is directly aligned with most of the target countries' major national strategies	The project is directly aligned with some of the target countries' major national strategies	The project is directly aligned with none of the target countries' major national strategies
	1.4.2	The project is directly aligned with all of the target countries' major national policies	The project is directly aligned with many of the target countries' major national policies	The project is directly aligned with some of the target countries' major national policies	The project is directly aligned with none of the target countries' major national policies
	1.4.3	The project is directly aligned with all of the target countries' major national plans	The project is directly aligned with many of the target countries' major national plans	The project is directly aligned with some of the target countries' major national plans	The project is directly aligned with none of the target countries' major national plans
	1.5	All project indicators for measuring achievement of the objectives are written in SMART format	Most project indicators for measuring achievement of the objectives are written in SMART format	Some of the project indicators for measuring achievement of the objectives are written in SMART format	Few or none of the project indicators for measuring achievement of the objectives are written in SMART format
	1.5	The project targets and indicators as described in the project document are always relevant to the monitoring and measuring results	The project targets and indicators as described in the project document are mostly relevant to the monitoring and measuring results	The project targets and indicators as described in the project document are sometimes relevant to the monitoring and measuring results	The project targets and indicators as described in the project document are poorly or not relevant to the monitoring and measuring results
2. Effectiveness	2.1.1	The project methodologies developed to calculate plastic leakage have been highly effective	The project methodologies developed to calculate plastic leakage have been effective	The effectiveness of project methodologies developed to calculate plastic leakage is sufficient	The project methodologies developed to calculate plastic leakage have been ineffective
	2.1.2	Data collection to feed into project methodologies has been highly effective	Data collection to feed into project methodologies has been effective	The effectiveness of data collection to feed into project methodologies is sufficient	Data collection to feed into project methodologies has been ineffective



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EC	Key Question Reference	EXCELLENT PERFORMANCE	GOOD PERFORMANCE	SATISFACTORY PERFORMANCE	UNSATISFACTORY PERFORMANCE
	2.1.3	Engagement with in-country key decision makers to mainstream plastic waste reduction in policy and decision making is frequent and constructive	Engagement with in-country key decision makers to mainstream plastic waste reduction in policy and decision making is common and mostly constructive	Engagement with in-country key decision makers to mainstream plastic waste reduction in policy and decision making occurs sometimes and is sometimes constructive	Engagement with in-country key decision makers to mainstream plastic waste reduction in policy and decision making is poor and/or nonconstructive
	2.1.4	Early markers of changes among decision/policy makers that demonstrate PWFI is on its way to increase policy effectiveness in reducing plastic waste generation are clearly identified and communicated	Early markers of changes among decision/policy makers that demonstrate PWFI is on its way to increase policy effectiveness in reducing plastic waste generation are identified and communicated well	Early markers of changes among decision/policy makers that demonstrate PWFI is on its way to increase policy effectiveness in reducing plastic waste generation are adequately identified and communicated	Early markers of changes among decision/policy makers that demonstrate PWFI is on its way to increase policy effectiveness in reducing plastic waste generation are rarely, if ever, identified or communicated
	2.1.5	Evidence of wide-reaching engagement with diverse public/private investors and other key stakeholders to develop enhanced plastic waste management measures in the targeted sectors	Evidence of good engagement with a variety public/private investors and other key stakeholders to develop enhanced plastic waste management measures in the targeted sectors	Evidence of some engagement with some public/private investors and other key stakeholders to develop enhanced plastic waste management measures in the targeted sectors	Evidence of engagement is limited or absent with public/private investors and other key stakeholders to develop enhanced plastic waste management measures in the targeted sectors
	2.1.6	Early markers of changes among private sector and other relevant partners that demonstrate PWFI is on its way to trigger changes in terms of how plastic waste is being managed are clearly identified and communicated	Early markers of changes among private sector and other relevant partners that demonstrate PWFI is on its way to trigger changes in terms of how plastic waste is being managed are identified and communicated well	Early markers of changes among private sector and other relevant partners that demonstrate PWFI is on its way to trigger changes in terms of how plastic waste is being managed are adequately identified and communicated	Early markers of changes among private sector and other relevant partners that demonstrate PWFI is on its way to trigger changes in terms of how plastic waste is being managed are rarely, if ever, identified or communicated
	2.1.7	Evidence of wide-reaching engagement with key national stakeholders in the Plastic Waste Free Island Blueprint network	Evidence of good engagement with key national stakeholders in the Plastic Waste Free Island Blueprint network	Evidence of some engagement with key national stakeholders in the Plastic Waste Free Island Blueprint network	Evidence engagement is limited or absent with key national stakeholders in the Plastic Waste Free Island Blueprint network



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EC	Key Question Reference	EXCELLENT PERFORMANCE	GOOD PERFORMANCE	SATISFACTORY PERFORMANCE	UNSATISFACTORY PERFORMANCE
	2.1.8	Early markers of changes among key national stakeholders to demonstrate increased level of interest and involvement in developing a Plastic Waste Free Island Blueprint are clearly identified and communicated	Early markers of changes among key national stakeholders to demonstrate increased level of interest and involvement in developing a Plastic Waste Free Island Blueprint are identified and communicated well	Early markers of changes among key national stakeholders to demonstrate increased level of interest and involvement in developing a Plastic Waste Free Island Blueprint are adequately identified and communicated	Early markers of changes among key national stakeholders to demonstrate increased level of interest and involvement in developing a Plastic Waste Free Island Blueprint are rarely, if ever, identified or communicated
	2.1.9	Factors influencing positively and/or negatively on the effectiveness of the project are clearly identified	Factors influencing positively and/or negatively on the effectiveness of the project are identified well	Factors influencing positively and/or negatively on the effectiveness of the project are adequately identified	Factors influencing positively and/or negatively on the effectiveness of the project rarely, if ever, identified
	2.1.10	Project key outputs are clearly identified and communicated	Project key outputs are usually identified and communicated well	Project key outputs are adequately identified and communicated	Project key outputs are rarely, if ever, identified and communicated
	2.1.11	All project outputs that have been produced are on track to meeting project outcomes	Most project outputs that have been produced are on track to meeting project outcomes	Some project outputs that have been produced are off track to meeting project outcomes	Few or no project outputs that have been produced are off track to meeting project outcomes
	2.1.12	Weaknesses in project design, implementation and monitoring and evaluation tools and processes are insignificant and addressed	Weaknesses in project design, implementation and monitoring and evaluation tools and processes are uncommon but often addressed	Weaknesses in project design, implementation and monitoring and evaluation tools and processes are moderate and/or are sometimes addressed	Weaknesses in project design, implementation and monitoring and evaluation tools and processes are major and/or never addressed
	2.1.13	All project knowledge and lessons learned are shared in a transparent, inclusive and accessible way	Most project knowledge and lessons learned are shared in a transparent, inclusive and accessible way	Some project knowledge and lessons learned is shared in a transparent, inclusive and accessible way	Little to no project knowledge and lessons learned is shared in a transparent, inclusive and accessible way
	2.1.14	The project is meeting all of its intended targets	The project is meeting most of its intended targets	The project is meeting some of its intended targets	The project is meeting few or none of its intended targets
	2.1.15	All lessons learned are formally identified	Most lessons learned are formally identified	Some lessons learned are formally identified	Few or no lessons learned are formally identified
	2.2.1	The MEL strategy is highly effective in helping the project in the collection of the right kind of data in view of understanding the impact of the project	The MEL strategy is effective in helping the project in the collection of the right kind of data in view of understanding the impact of the project	The effectiveness of the MEL strategy in helping the project to collect the right kind of data in view of understanding the impact of the project is sufficient	The MEL strategy is ineffective in helping the project in the collection of the right kind of data in view of understanding the impact of the project



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EC	Key Question Reference	EXCELLENT PERFORMANCE	GOOD PERFORMANCE	SATISFACTORY PERFORMANCE	UNSATISFACTORY PERFORMANCE
	2.2.2	The MEL strategy is highly effective in helping the project to detect any needed project implementation adjustments for better progress towards results	The MEL strategy is effective in helping the project to detect any needed project implementation adjustments for better progress towards results	The effectiveness of the MEL strategy in helping the project to detect any needed project implementation adjustments for better progress towards results is sufficient	The MEL strategy is ineffective in helping the project to detect any needed project implementation adjustments for better progress towards results
	2.2.3	The targets need no readaptation to be in line with the project progress to date	The targets need minimal readaptation to be in line with the project progress to date	The targets need moderate readaptation to be in line with the project progress to date	The targets need major readaptation to be in line with the project progress to date
	2.2.4	No adjustments to the MEL system are needed to help understand impact of the PWFI and no corrective action is needed	Minimal adjustments to the MEL system are needed to help understand impact of the PWFI and corrective action would improve impact understanding	Moderate adjustments to the MEL system are needed to help understand impact of the PWFI and corrective action is advised	Major adjustments to the MEL system are needed to help understand impact of the PWFI and immediate corrective action is required
3. Efficiency	3.1.1	Spending and project delivery has progressed according to the planned schedule	Spending and project delivery has progressed mostly according to the planned schedule and is no more than 20% behind schedule	Spending and project delivery is delayed no longer than 40% against the planned schedule	Spending and project delivery is delayed more than 40% against the planned schedule
	3.1.2	The current operational modality and governance structure is efficient in contributing to the overall achievements of PWFI	The current operational modality and governance structure is efficient in contributing to most of the PWFI achievements	The current operational modality and governance structure is efficient in contributing to some of the PWFI achievements	The current operational modality and governance structure is inefficient in contributing to the overall achievements of PWFI
	3.1.3	The project management has consistently been able to adapt to all changing conditions to improve the efficiency of project implementation	The project management has usually been able to adapt to all changing conditions to improve the efficiency of project implementation	The project management has sometimes been able to adapt to all changing conditions to improve the efficiency of project implementation	The project management has rarely, if ever, been able to adapt to all changing conditions to improve the efficiency of project implementation
	3.1.4	The project consistently builds on existing agreements, initiatives, data sources, synergies and complementarities with other projects, partnerships, etc.	The project usually builds on existing agreements, initiatives, data sources, synergies and complementarities with other projects, partnerships, etc.	The project sometimes builds on existing agreements, initiatives, data sources, synergies and complementarities with other projects, partnerships, etc.	The project rarely, if ever, builds on existing agreements, initiatives, data sources, synergies and complementarities with other projects, partnerships, etc.
	3.1.4	The project has avoided duplication of similar activities by other groups and initiatives	The project has limited duplication of similar activities by other groups and initiatives	The project has some duplication of similar activities by other groups and initiatives	The project has major duplication of similar activities by other groups and initiatives



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EC	Key Question Reference	EXCELLENT PERFORMANCE	GOOD PERFORMANCE	SATISFACTORY PERFORMANCE	UNSATISFACTORY PERFORMANCE
	3.1.5	There are no alternative approaches that are less costly to achieving the same outputs	There is 1 known alternative approaches that are less costly to achieving the same outputs	There are 2 known alternative approaches that are less costly to achieving the same outputs	There are 3 or more alternative approaches that are less costly to achieving the same outputs
	3.1.6	The project implemented is highly cost efficient	The project implemented is mostly cost efficient	The project implemented has sufficient cost efficiency	The project implemented has poor cost efficiency
	3.1.6	The project consistently finds ways of achieving cost efficiencies	The project often achieves cost-savings or efficiencies.	The project sometimes achieves visible cost savings or efficiencies.	The project rarely, if ever, achieves visible cost savings or efficiencies.
	3.1.6	The costs of the project are always appropriate to the results achieved	The costs of the project are usually proportionate to the results achieved	The costs of the project are sometimes proportionate to the results achieved	The costs of the project are frequently excessive relative to the results achieved
	3.1.7	Project has consistently used its resources to produce intended outputs	Project has often used its resources to produce intended outputs	Project has sometimes used its resources to produce intended outputs	Project has rarely, if ever, used its resources to produce intended outputs
	3.1.8	All project inputs have been used to produce its intended outputs	Most project inputs have been used to produce its intended outputs	Some project inputs have been used to produce its intended outputs	Little to no project inputs have been used to produce its intended outputs
4. Sustainability	4.1.1	Majority of the project results, lessons or experiences are likely to be replicated (in different geographic areas) in the near future	Some of the project results, lessons or experiences are likely to be replicated (in different geographic areas) in the near future	Some of the project results, lessons or experiences are likely to be replicated (in different geographic areas) but more likely in the long-term future	Few or none of the project results, lessons or experiences are likely to be replicated (in different geographic areas) in the near- or long-term future
	4.1.1	Majority of the project results, lessons or experiences are likely to be scaled up (in the same geographic area, but on a much larger scale and funded by other sources) in the near future	Some of the project results, lessons or experiences are likely to be scaled up (in the same geographic area, but on a much larger scale and funded by other sources) in the near future	Some of the project results, lessons or experiences are likely to be scaled up (in the same geographic area, but on a much larger scale and funded by other sources) but more likely in the long-term future	Few or none of the project results, lessons or experiences are likely to be scaled up (in the same geographic area, but on a much larger scale and funded by other sources) in the near future
	4.1.2	There is substantial evidence that the project results are highly likely to continue after the project ends	There is some evidence that the project results are highly likely to continue after the project ends	There is some evidence that the project results are likely to continue after the project ends	There is little to no evidence that the project results are highly likely to continue after the project ends
	4.1.2	The project has worked with a diverse stakeholder ship to mobilise significant support and resources to sustain its main outcomes after the project ends	The project has worked with many stakeholders to mobilise support and resources to sustain its main outcomes after the project ends	The project has worked with several stakeholders to mobilise some support and resources to sustain its main outcomes after the project ends	The project has not been able to ensure the ongoing sustainability of its main outcomes after the project ends



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EC	Key Question Reference	EXCELLENT PERFORMANCE	GOOD PERFORMANCE	SATISFACTORY PERFORMANCE	UNSATISFACTORY PERFORMANCE
	4.1.3	The project is set up to achieve significant positive, unintended outcomes	The project is set up to achieve some significant positive, unintended outcomes	The project is set up to achieve some positive, unintended outcomes	The project is not set up to achieve any significant positive, unintended outcomes
	4.1.4	The project has responded to, and mitigated in a timely fashion, any negative, unintended outcomes;	The project has generally mitigated any negative, unintended outcomes;	The project has partially mitigated any negative, unintended outcomes;	The project has failed to mitigate any negative, unintended outcomes;
5. Impact	5.1.1	Early markers of PWFI being on track to achieve its long-term objectives are clearly indicated and communicated	Early markers of PWFI being on track to achieve its long-term objectives are indicated and communicated well	Early markers of PWFI being on track to achieve its long-term objectives are adequately indicated and communicated well	Early markers of PWFI being on track to achieve its long-term objectives are rarely, if ever, indicated and communicated
	5.1.2	Barriers or risks that may prevent future progress towards the achievement of the project’s longer-term objectives are clearly identified, communicated and addressed	Barriers or risks that may prevent future progress towards the achievement of the project’s longer-term objectives are identified, communicated and addressed well	Barriers or risks that may prevent future progress towards the achievement of the project’s longer-term objectives are limited but adequately identified, communicated and addressed	Barriers or risks that may prevent future progress towards the achievement of the project’s longer-term objectives are rarely, if ever, identified, communicated and addressed
	5.1.3	External influences are mostly positive	External influences are sometimes negative but always addressed well	External influences are sometimes negative and sometimes addressed well	External influences are mostly negative
	5.1.4	Unintended results caused by the project work are mostly positive and are demonstrative	Unintended results caused by the project work are sometimes positive and sometimes negative and are usually demonstrative	Unintended results caused by the project work are sometimes positive and sometimes negative and are sometimes demonstrative	Unintended results caused by the project work are mostly negative and/or are demonstrative
	5.1.5	Unintended results caused by the project work are mostly constructive to future work and always addressed	Unintended results caused by the project work are constructive to future work where deconstructive results are often addressed	Unintended results caused by the project work are neither constructive nor deconstructive to future work	Unintended results caused by the project work are mostly deconstructive to future work
	5.1.6	The current 'true' and expected impacts of the project are clearly identified and communicated	The current 'true' and expected impacts of the project are identified and communicated well	The current 'true' and expected impacts of the project are adequately identified and communicated well	The current 'true' and expected impacts of the project are rarely, if ever, identified and communicated
	5.1.7	The project contribution to building resilience to climate change impacts are clearly identified and can be demonstrated	The project contribution to building resilience to climate change impacts are often identified and can often be demonstrated	The project contribution to building resilience to climate change impacts are sometimes identified and can sometimes be demonstrated	The project contribution to building resilience to climate change impacts are poorly identified and can rarely be demonstrated



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EC	Key Question Reference	EXCELLENT PERFORMANCE	GOOD PERFORMANCE	SATISFACTORY PERFORMANCE	UNSATISFACTORY PERFORMANCE
	5.1.8	There is evidence of all the intended target groups, including the most disadvantaged and vulnerable, in each county benefitted equally from the project and its interventions	There is evidence most of the intended target groups, including the most disadvantaged and vulnerable, in each county benefitted equally from the project and its interventions	There is evidence some of the intended target groups, including the most disadvantaged and vulnerable, in each county benefitted equally from the project and its interventions	There is evidence few, if any, of the intended target groups, including the most disadvantaged and vulnerable, in each county benefitted equally from the project and its interventions
	5.1.9	The project is transformative and creates enduring changes in norms – including gender norms – and systems, whether intended or not	The project is often transformative and creates enduring changes in norms – including gender norms – and systems, whether intended or not	The project is sometimes transformative and creates enduring changes in norms – including gender norms – and systems, whether intended or not	The project is not transformative and fails to create enduring changes in norms – including gender norms – and systems
6. Coherence	6.1.1	The project took place in an uncrowded institutional space	The project took place in an institutional space with few other actors	The project took place in an institutional space some other actors	The project took place in a crowded institutional space
	6.1.2	The project always supports, without undermining, the interventions of other interventions	The project often supports, without undermining, the interventions of other interventions	The project sometimes supports the interventions of other interventions with limited unintentional undermining	The project rarely, if ever, supports and often undermines other interventions
	6.1.3	There is collaborative division of labour with other donors and development partners used when implementing the project and its activities	There is often division of labour with other donors and development partners used when implementing the project and its activities	There is sometimes division of labour with other donors and development partners used when implementing the project and its activities	There is rarely, if ever, division of labour with other donors and development partners used when implementing the project and its activities
	6.1.4	Common systems for monitoring, learning and accountability are always used	Common systems for monitoring, learning and accountability are commonly used	Common systems for monitoring, learning and accountability are sometimes used	Common systems for monitoring, learning and accountability are rarely, if ever, used
	6.1.5	Project interventions are always designed to use existing systems and structures (of partners/other donors/international organisations) for the implementation of their activities	Project interventions are often designed to use existing systems and structures (of partners/other donors/international organisations) for the implementation of their activities	Project interventions are sometimes designed to use existing systems and structures (of partners/other donors/international organisations) for the implementation of their activities	Project interventions are rarely, if ever, designed to use existing systems and structures (of partners/other donors/international organisations) for the implementation of their activities
	6.1.6	The project always adds value while avoiding duplication of effort with external actors	The project often adds value while avoiding duplication of effort with external actors	The project sometimes adds value while avoiding duplication of effort with external actors	The project rarely, if ever, adds value while avoiding duplication of effort with external actors



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EC	Key Question Reference	EXCELLENT PERFORMANCE	GOOD PERFORMANCE	SATISFACTORY PERFORMANCE	UNSATISFACTORY PERFORMANCE
	6.1.7	The project is consistent with international norms and standards on the participation and promotion of disadvantaged and vulnerable groups?	The project is often consistent with international norms and standards on the participation and promotion of disadvantaged and vulnerable groups?	The project is sometimes consistent with international norms and standards on the participation and promotion of disadvantaged and vulnerable groups?	The project is rarely, if ever, consistent with international norms and standards on the participation and promotion of disadvantaged and vulnerable groups?
	6.1.8	There are little to no inconsistencies in approach (internal and external) to implementing policies across target governments/institutions that could undermine overall progress	There are few inconsistencies in approach (internal and external) to implementing policies across target governments/institutions that could undermine overall progress	There are some inconsistencies in approach (internal and external) to implementing policies across target governments/institutions that could undermine overall progress	There are major inconsistencies in approach (internal and external) to implementing policies across target governments/institutions that could undermine overall progress
	6.1.9	Has diverse and effective built-in mechanisms to promote synergies between diverse national / local government, civil society, and private sector development actors	Has many good built-in mechanisms to promote synergies between diverse national / local, civil society and private sector development actors;	Has some good built-in mechanisms to promote synergies between diverse national / local, civil society and private sector development actors;	Has few or weak built-in mechanisms to promote synergies between diverse national / local, civil society and private sector development actors;



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APPENDIX B: EVALUATION SCHEDULE

#	Activities and Deliverables	"Week" Start Date												Days in Reserve			
		1-Jul-21	8-Jul-21	15-Jul-21	22-Jul-21	29-Jul-21	5-Aug-21	12-Aug-21	19-Aug-21	26-Aug-21	2-Sep-21	9-Sep-21	16-Sep-21	23-Sep-21	30-Sep-21	7-Oct-21	
1.0	Inspection																
1.1	Client Briefing																
1.2	Review Work plan and timeline	6/16/21															
1.3	Document review																
1.4	Prepare detailed questionnaire																
1.5	Reconvene ToC																
1.6	Draft & Submit Inspection Report			15-Jul-21													
2.0	Draft Evaluation Report																
2.1	Executive Review																
2.2	Detailed Analysis of project performance using review criteria																
3.0	Prepare and Submit a Draft Final Report							25-Aug-21									
3.1	Review by Client																
3.2	Incorporate comments and prepare final Report																
4.0	Submission of Final Report and two page summary											15-Sep-21					
5.0	Webinar session												22-Sep-21				

#	Actual Deliverables	1/7/21	8/7/21	15/7/21	22/7/21	29/7/21	5/8/21	12/8/21	19/8/21	26/8/21	2/9/21	9/9/21	16/9/21	23/9/21	30/9/21	7/10/21	
1.2	Review Work plan and timeline	6/17/21															
1.6	Draft & Submit Inspection Report			17/7/21													
3	Prepare and Submit a Draft Final Report										6/9/21						
4	Submission of Final Report and two page summary													23/9/21			
5	Webinar session															30/9/21	



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APPENDIX C: LIST OF PEOPLES INTERVIEWED

Project Alignment	Geographic Involvement	Stakeholder	Country	Title	Contact	Sector	Interviewed by:	Status
NORAD	International Team	Sponsor/Donor to be identified	Norway				Stewart/David	Awaiting intro
IUCN	International Team	Minna Epps	Netherlands	IUCN GMPP Director	minna.epps@iucn.org	Project team	Stewart/David	NA
IUCN	International Team	Joao Sousa	Switzerland	IUCN GMPP	joao.sousa@iucn.org	Project team	Stewart/David	Complete
IUCN	International Team	Janaka de Silva	Switzerland	IUCN GMPP	janaka.desilva@iucn.org	Project team	Stewart/David	Complete
IUCN	International Team	Leander Raes	Washington D.C.	IUCN Economics Lead	Leander.Raes@iucn.org	Project team	Stewart/David	scheduled
IUCN	International Team	Florian Reinhard	Switzerland	IUCN M&E	Florian.REINHARD@iucn.org	Project team	Stewart/David	Complete
IUCN	Pacific Team	Paula Katiwara	Fiji	IUCN Oceania	Paula.Katiwara@iucn.org	Project team	Stewart	Complete
IUCN	Pacific Team	Varea ROMANU	Fiji	IUCN Oceania	Varea.Romanu@iucn.org	Project team	Stewart	Email
IUCN	Pacific Team	Andrew Foran	Fiji	IUCN Oceania	Andrew.forran@iucn.org	Project team	Stewart	NA
IUCN	Caribbean Team	Dominique Finegan	Costa Rica	IUCN ORMACC	Domenique.Finegan@iucn.org	Project Team	David	Complete
IUCN	Caribbean Team	Pia Hernandez	Costa Rica	IUCN ORMACC	Pia.HERNANDEZ@iucn.org	Project team	David	Complete
IUCN	Caribbean Team	Nancy Arroyo	Costa Rica	IUCN ORMACC	nancy.arroyo@iucn.org	IUCN Consultant	David	NA
International Consultants	Pacific/Caribbean	Amardeep Wander	Australia	APWC	amardeep@apwc.com.au	IUCN Consultant	David/Stewart	Complete
International Consultants	Pacific/Caribbean	Willemijn Peeters	Netherlands	Searious Business	willemijn@seariousbusiness.com	IUCN Consultant	David/Stewart	NA
International Consultants	Pacific/Caribbean	Anna-Leana Henke	Netherlands	Searious Business	anna-leana@seariousbusiness.com	IUCN Consultant	David/Stewart	Complete
International Consultants	Pacific/Caribbean	Rosemarie Wuite	Netherlands	Searious Business	rosemarie@seariousbusiness.com	IUCN Consultant	David/Stewart	Complete
Country Stakeholders	Caribbean	Indira James Henry	Antigua & Barbuda	Ministry of Health, Wellness and the Environment	Indira.James@ab.gov.ag	Government	David	Complete
Country Stakeholders	Caribbean	Jasiel Murphy	Antigua & Barbuda	IUCN / Ministry of Health, Wellness and the Environment	jdjmurphy@hotmail.com	IUCN Consultant	David	Complete



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Country Stakeholders	Caribbean	Hasani Williamson	Antigua & Barbuda	Will's Recycling	willsrecycling@gmail.com	Private sector		NA
Country Stakeholders	Caribbean	Mario Bento	Antigua & Barbuda	Antigua and Barbuda Waste Recycling Corporation (ABWREC)	mario@caribbeanwatertreatment.com	Not-for-profit business	David	Complete
Country Stakeholders	Caribbean	Ruth Spencer	Antigua & Barbuda	Zero Waste Antigua and Barbuda	ruthspencer5@gmail.com	NGO	David	Complete
Country Stakeholders	Caribbean	Calbert Francis	Antigua & Barbuda	Oasis Water	calbert@antiguadistillery.com	Private sector	David	NA
Country Stakeholders	Caribbean	Tricia Lovell	Antigua & Barbuda	Rotary Club of Antigua Sundown	trilov@hotmail.com	Not-for-profit organisation	David	Invited
Country Stakeholders	Caribbean	Aria St Louis	Grenada	Environment Division	environment.sec@gmail.com	Government	David	Invited
Country Stakeholders	Caribbean	Kenisha Canning	Grenada	IUCN / Environment Division	canning4966@gmail.com	IUCN Consultant	David	Complete
Country Stakeholders	Caribbean	Jerry Rappaport	Grenada	Grenada Hotel & Tourism Association	jerryrappaport@gmail.com	Private sector	David	Invited
Country Stakeholders	Caribbean	Ian Blakie	Grenada	Grenada Green Group	grenadagreengrp@gmail.com	NGO	David	Invited
Country Stakeholders	Caribbean	Lavina Alexander	Saint Lucia	Department of Sustainable Development	lalexander.sde@gmail.com	Government	David	Complete
Country Stakeholders	Caribbean	Michelle Headley	Saint Lucia	IUCN / Department of Sustainable Development	mishce@gmail.com	IUCN Consultant	David	Complete
Country Stakeholders	Caribbean	Marie Dalsan	Saint Lucia	Saint Lucia Solid Waste Management Authority	olm@sluswma.org	Government	David	Complete
Country Stakeholders	Caribbean	Yasmin Jude	Saint Lucia	Department of Sustainable Development	yjude.sde@gmail.com	Government	David	Invited
Country Stakeholders	Caribbean	Deepa Girdari	Saint Lucia	Ministry of Tourism	deepa.girdari@govt.lc	Government	David	Invited
Country Stakeholders	Caribbean	Joan John Norville	Saint Lucia	Organisation of Eastern Caribbean States	joan.norville@oece.int	Regional Body	David	Complete
Country Stakeholders	Caribbean	Sariah Best-Joseph	Saint Lucia	Massy Stores	sariah.best-joseph@massygroup.com	Private sector	David	Email
Country Stakeholders	Pacific	Jotishna Reddy	Fiji	Ministry of Tourism	jotishna.reddy@govnet.gov.fj	Government	Stewart	Complete
Country Stakeholders	Pacific	Salote Waiwalu	Fiji	Ministry of Tourism	sariah.best-joseph@massygroup.com	Government	Stewart	Complete



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Country Stakeholders	Pacific	Joseph Inoke-Deo	Fiji	Waste Recyclers Fiji PTE LTD	admin@wasterecyclers.com.fiji	Private sector	Stewart	Complete
Country Stakeholders	Pacific	Amitesh	Fiji	Waste Recyclers Fiji PTE LTD	amitesh@wasterecyclers.com.fiji	Private sector	Stewart	Complete
Country Stakeholders	Pacific	Clint Christerfer	Fiji	Waste Recyclers Fiji PTE LTD	sales1@wasterecyclers.com.fiji	Private sector	Stewart	Complete
Country Stakeholders	Pacific	Sandeep Singh	Fiji	Department of Environment (DOE)	singhsk@govnet.gov.fj	Government	Stewart	Email
Country Stakeholders	Pacific	Rajeshni Lata	Fiji	Department of Environment (DOE)	rajeshni.lata@govnet.gov.fj	Government	Stewart	Email
Country Stakeholders	Pacific	Dorine Singh	Fiji	Department of Environment (DOE)	dorine.singh@govnet.gov.fj	Government	Stewart	Email
Country Stakeholders	Pacific	Frances Debra Brown-Reupena *(New CEO)	Samoa	Ministry of Natural Resources & Environment	Fran.reupena@mnre.gov.ws	Government	Stewart	NA
		Fiasoso Siaoisi	Samoa	Ministry of Natural Resources & Environment	fiasoso.siaoisi@mnre.gov.ws	Government	Stewart	Complete
Country Stakeholders	Pacific	Setoa Apo	Samoa	Ministry of Natural Resources & Environment	Setao.apo@mnre.gov.ws	Government	Stewart	Complete
Country Stakeholders	Pacific	Seumalo Afele Faiilagi	Samoa	Ministry of Natural Resources & Environment	afele.faiilagi@mnre.gov.ws	Government	Stewart	Complete
Country Stakeholders	Pacific	Faamatuainu Soifua	Samoa	Samoa Tourism Authority	faamatuainu@samoa.travel	Government	Stewart	Email
Country Stakeholders	Pacific	Alvin Onesemo	Samoa	Ministry of Revenue (Customs)	aonesemo@revenue.gov.ws	Government	Stewart	Email
Country Stakeholders	Pacific	Taiaopo Faumina	Samoa	Samoa Bureau of Statistics	Taiaopo.faumuina@sbs.gov.ws	Government	Stewart	Email
Country Stakeholders	Pacific	Marina Keil	Samoa	Recyclers Association	wastemanagementapia@gmail.com	Private Sector	Stewart	Complete
Country Stakeholders	Pacific	Abigail Lee Hang	Samoa	Ministry of Finance	Abigail.leehang@mof.gov.ws	Government	Stewart	NA
Country Stakeholders	Pacific	Ionie Bolenga	Vanuatu	Department of Environment (DOE)	ibolenga@vanuatu.gov.vu	Government	Stewart	Email
Country Stakeholders	Pacific	Sandy Mwetu	Vanuatu	Port Vila Council	smwetu@pvmc.gov.vu	Government	Stewart	Email
Country Stakeholders	Pacific	Leonard Lolo	Vanuatu	Luganville Municipal Council	lolotambe2013@gmail.com	Government	Stewart	Complete
Country Stakeholders	Pacific	Dephney Sumsum	Vanuatu	Vanuatu Breweries	67822435	Private sector	Stewart	Email



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Country Stakeholders	Pacific	Molges Alair	Vanuatu	Vanuatu Beverage	67835998	Private sector	Stewart	Email
Country Stakeholders	Pacific	Christina Shaw	Vanuatu	VESS		Private sector	Stewart	Complete
Country Stakeholders	Pacific	Andrew Hibgame	Vanuatu	Recyclecorp	6785547151	Private sector	Stewart	Complete



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APPENDIX D: DOCUMENTS CONSULTED

Document Title	Date of Submission to IUCN	Date Received by MTR	Author(s)	Document Type	Doc Theme	Location	Reviewed By
Global plastics production	No Date	22/6/21	Not Stated	Data	Project Documents	Grenada	David
Proposal for a methodology to estimate marine plastic stocks and their impact on fisheries and tourism	No Date	22/6/21	IUCN	Presentation	Project Documents	Regional	David/Stewart
Amendment 1 to the Consultancy Agreement RQ002710 executed on 15 November 2019	2019	22/6/21	IUCN	Agreement	Project Documents	Regional	David/Stewart
Meeting notes	1/3/21	22/6/21	Multiple Source	Meetings/Workshop	Project Documents	Regional	Stewart
Meeting notes	1/1/21	22/6/21	Multiple Source	Meetings/Workshop	Project Documents	Caribbean	David
Plastics and Circular Economy: A Blueprint for Islands	1/1/21	22/6/21	Not Stated	Report	Project Documents	Regional	David/Stewart
Plastic Waste Free Islands Annual Report	1/5/21	22/6/21	IUCN	Annual Report	Project Documents	Regional	David/Stewart
Response to Norad on comments to the 2019 Annual Report for Plastic Waste Free Islands	2019	22/6/21	IUCN	Annual Report	Project Documents	Regional	David/Stewart
Follow-up from Annual Meeting; minutes of meeting and inputs to the Annual Report 2019	2020	22/6/21	Multiple Source	Meetings/Workshop	Project Documents	Regional	David/Stewart
Grant agreement between the Norwegian agency for development cooperation and IUCN re: PWFI	19/11/18	22/6/21	Multiple Source	Agreement	Project Documents	Regional	David/Stewart
Plastic Waste Free Islands Annual Report	1/4/20	22/6/21	IUCN	Annual Report	Project Documents	Regional	David/Stewart
NORAD Plastic Waste Free Island Project Projected Budget and Work Plan for 2020	15/11/20	22/6/21	IUCN	Budget/Workplan	Project Documents	Regional	David/Stewart
Annual Review Meeting Plastic Waste Free Island Project	1/9/20	22/6/21	Multiple Source	Meetings/Workshop	Project Documents	Regional	David/Stewart
Plastic Waste Free Islands Inception workshop report	1/1/19	22/6/21	IUCN	Meetings/Workshop	Project Documents	Regional	David/Stewart
Plastic Waste Free Islands Inception Report	2019	22/6/21	IUCN	Inception Report	Project Documents	Regional	David/Stewart
PWFI 2021 Work Plan	2021	22/6/21	IUCN	Budget/Workplan	Project Documents	Regional	David/Stewart
IUCN PWFI Stakeholder interview List	No Date	22/6/21	IUCN	List/Map	Project Documents	Pacific	David/Stewart
MTE Documents needed Oceania	No Date	22/6/21	IUCN	List/Map	Project Documents	Caribbean	David/Stewart
Monitoring, Evaluation and Learning (MEL) Plan for Plastic Waste Free Islands	No Date	22/6/21	IUCN	M&EL	Project Documents	Pacific	Stewart
OH PWFI	1/6/21	22/6/21	IUCN	List of Outcome	Project Documents	Regional	David/Stewart



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PWFI All tools	1/4/20	22/6/21	IUCN	MEL Tool	Project Documents	Regional	David/Stewart
ERM Risk Register PWFI	2021	22/6/21	IUCN	Tool	Project Documents	Regional	David/Stewart
Plastic Waste-Free Islands Towards plastic-free oceans	No Date	22/6/21	IUCN	Media	Project Documents	Regional	David/Stewart
Plastic Waste-Free Islands Towards plastic-free oceans	No Date	22/6/21	IUCN	Media	Project Documents	Caribbean	David
Plastic Waste-Free Islands Saving our oceans from plastic pollution	1/1/21	22/6/21	IUCN	Media	Project Documents	Regional	David/Stewart
Grenada Radio Ad	No Date	22/6/21	NORAD	Media	Project Documents	Grenada	David/Stewart
PWFI Media Links	No Date	22/6/21	Not Stated	Report	Project Documents	Regional	David/Stewart
PWFI banner 1	No Date	22/6/21	IUCN	Media	Project Documents	Regional	David/Stewart
PWFI banner 2	No Date	22/6/21	IUCN	Media	Project Documents	Regional	David/Stewart
Factsheet PWFI Template Key words	No Date	22/6/21	IUCN	Report	Project Documents	Regional	David/Stewart
Factsheet PWFI Template_MFA	No Date	22/6/21	IUCN	Report	Project Documents	Regional	David/Stewart
Factsheet PWFI Template Policy analysis	No Date	22/6/21	IUCN	Report	Project Documents	Regional	David/Stewart
PWFI PowerPoint Presentation	No Date	22/6/21	IUCN	Presentation	Project Documents	Regional	David/Stewart
The plastic pollution crisis	1/1/21	22/6/21	IUCN	Report	Project Documents	Vanuatu	Stewart
Key updates from 2020	2020	22/6/21	IUCN	Report	Project Documents	Regional	David/Stewart
EndofYear Newsletter	2020	22/6/21	IUCN	Media	Project Documents	Regional	David/Stewart
PWFI infographics	No Date	22/6/21	IUCN	Media	Project Documents	Regional	David/Stewart
PWFI map	No Date	22/6/21	IUCN	Media	Project Documents	Regional	David/Stewart
Yearly plastic production/leakage	No Date	22/6/21	IUCN	Media	Project Documents	Regional	David/Stewart
Template PPT PWFI	No Date	22/6/21	IUCN	Presentation	Project Documents	Regional	David/Stewart
PWFI PPT introand closing slides	No Date	22/6/21	IUCN	Presentation	Project Documents	Regional	David/Stewart
Standard Template for PWFI Webstories	No Date	22/6/21	IUCN	Media	Project Documents	Regional	David/Stewart



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Factsheet PWFI template	No Date	22/6/21	IUCN	Report	Project Documents	Regional	David/Stewart
Template_document_one_page_PWFI	No Date	22/6/21	IUCN	Report	Project Documents	Regional	David/Stewart
Template_document_two_more_pages_PWFI	No Date	22/6/21	IUCN	Report	Project Documents	Regional	David/Stewart
Fact sheet PWFI	No Date	22/6/21	IUCN	Report	Project Documents	Regional	David/Stewart
PWFI Comms plan_29.03.21	1/3/21	22/6/21	IUCN	Budget/Workplan	Project Documents	Regional	David/Stewart
Communications reporting	No Date	22/6/21	IUCN	Budget/Workplan	Project Documents	Regional	David/Stewart
PWFI Comms plan timeline.	No Date	22/6/21	IUCN	Budget/Workplan	Project Documents	Regional	David/Stewart
Plastic Waste Free Islands Project Proposal	19/11/18	15/7/21	IUCN	Project Document	Project Documents	Regional	David/Stewart
IUCN - Plastic waste free islands 2020 Audit Report_signé (with 2 signatures)	2020	16/8/21	IUCN	Financial	Project Documents	Regional	David/Stewart
PWFI Budget 2021 version 08 Dec 2020	2021	16/8/21	IUCN	Financial	Project Documents	Regional	David/Stewart
Revised 2020 Budget NORAD IUCN PWFI Project 08.12.2019 submitted to NORAD	2020	16/8/21	IUCN	Budget/Workplan	Project Documents	Regional	David/Stewart
IUCN - Plastic waste free islands 2019 (with 2 signatures)	2020	16/8/21	IUCN	Budget/Workplan	Project Documents	Regional	David/Stewart
Annexes to the Report —Plastic Waste National Level Quantification and Sectorial Material Flow Analysis in Antigua and Barbuda	1/2/21	22/6/21	Asia Pacific Waste Consultants	Annex	Consultant Documents	Antigua and Barbuda	David
Plastic Waste National Level Quantification and Sectorial Material Flow Analysis in Antigua and Barbuda	1/2/21	22/6/21	Asia Pacific Waste Consultants	Final Report	Consultant Documents	Antigua and Barbuda	David
Annexes to the Report Plastic Waste National Level Quantification and Sectorial Material Flow Analysis in Fiji	1/2/21	22/6/21	Asia Pacific Waste Consultants	Annex	Consultant Documents	Fiji	Stewart
Plastic Waste National Level Quantification and Sectorial Material Flow Analysis in Fiji	1/2/21	22/6/21	Asia Pacific Waste Consultants	Final Report	Consultant Documents	Fiji	Stewart
Plastic Waste National Level Quantification and Sectorial Material Flow Analysis in Grenada	1/2/21	22/6/21	Asia Pacific Waste Consultants	Final Report	Consultant Documents	Grenada	David
Plastic Waste National Level Quantification and Sectorial Material Flow Plastic Analysis in Samoa	1/2/21	22/6/21	Asia Pacific Waste Consultants	Final Report	Consultant Documents	Samoa	Stewart
Annexes to the Report Plastic Waste National Level Quantification and Sectorial Material Flow Analysis in Samoa	1/2/21	22/6/21	Asia Pacific Waste Consultants	Annex	Consultant Documents	Samoa	Stewart



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Plastic Waste National Level Quantification and Sectorial Material Flow Analysis in Saint Lucia	1/2/21	22/6/21	Asia Pacific Waste Consultants	Final Report	Consultant Documents	St Lucia	David
Annexes to the Report Plastic Waste National Level Quantification and Sectorial Material Flow Analysis in Saint Lucia	1/2/21	22/6/21	Asia Pacific Waste Consultants	Annex	Consultant Documents	St Lucia	David
Plastic Waste National Level Quantification and Sectorial Material Flow Analysis in Vanuatu	1/2/21	22/6/21	Asia Pacific Waste Consultants	Final Report	Consultant Documents	Vanuatu	Stewart
Annexes to the Report Plastic Waste National Level Quantification and Sectorial Material Flow Analysis in Vanuatu	1/2/21	22/6/21	Asia Pacific Waste Consultants	Annex	Consultant Documents	Vanuatu	Stewart
Alternative methodology For Collection of quantitative data for the Plastic Waste Free Islands Project	No Date	22/6/21	Asia Pacific Waste Consultants	Method	Consultant Documents	Regional	David/Stewart
Post Covid methodology For Collection of quantitative data for the Plastic Waste Free Islands Project	No Date	22/6/21	Asia Pacific Waste Consultants	Method	Consultant Documents	Regional	David/Stewart
Copy of Output sheet IUCN MASTER TEMPLATE	No Date	22/6/21	Asia Pacific Waste Consultants	Data	Consultant Documents	Regional	David/Stewart
Interim Research planning	No Date	22/6/21	Asia Pacific Waste Consultants	Schedule/Agenda	Consultant Documents	Regional	David/Stewart
Project Inception report Plastic Waste Free Islands (PWFI) Antigua and Barbuda For International Union for Conservation of Nature (IUCN)	2019	22/6/21	Asia Pacific Waste Consultants	Inception Report	Consultant Documents	Antigua and Barbuda	David
Project Inception report Plastic Waste Free Islands (PWFI) Grenada For International Union for Conservation of Nature (IUCN)	2019	22/6/21	Asia Pacific Waste Consultants	Inception Report	Consultant Documents	Grenada	David
Project Inception report Plastic Waste Free Islands (PWFI) St. Lucia For International Union for Conservation of Nature (IUCN)	2019	22/6/21	Asia Pacific Waste Consultants	Inception Report	Consultant Documents	St Lucia	David
APWC Comments on Inception Reports Caribbean	No Date	22/6/21	Asia Pacific Waste Consultants	Comments	Consultant Documents	Caribbean	David
Project Inception report Plastic Waste Free Islands (PWFI) Fiji For Global Marine and Polar Programme (GMPP), International Union for Conservation of Nature	2020	22/6/21	Asia Pacific Waste Consultants	Inception Report	Consultant Documents	Fiji	Stewart
Project Inception report Plastic Waste Free Islands (PWFI) Samoa For Global Marine and Polar Programme (GMPP), International Union for Conservation of Nature	2020	22/6/21	Asia Pacific Waste Consultants	Inception Report	Consultant Documents	Samoa	Stewart
Project Inception report Plastic Waste Free Islands (PWFI) Vanuatu For Global Marine and Polar Programme (GMPP), International Union for Conservation of Nature	2020	22/6/21	Asia Pacific Waste Consultants	Inception Report	Consultant Documents	Vanuatu	Stewart



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Post Covid methodology For Collection of quantitative data for the Plastic Waste Free Islands Project	No Date	22/6/21	Asia Pacific Waste Consultants	Method	Consultant Documents	Regional	Stewart
Interim Research planning	No Date	22/6/21	Asia Pacific Waste Consultants	Schedule/Agenda	Consultant Documents	Regional	
TOR (Terms of reference) Plastic Waste National Level Quantification and Sectorial Material Flow Analysis in Six Small Island Development States in The Caribbean and Pacific	2019	22/6/21	IUCN	TORs	Consultant Documents	Regional	Stewart
Policy analysis and development of policy recommendations to reduce plastic waste in Saint Lucia	1/4/21	22/6/21	Eunomia	Final Report	Consultant Documents	St Lucia	David
POLICY ANALYSIS AND DEVELOPMENT OF POLICY RECOMMENDATIONS TO REDUCE PLASTIC WASTE IN ANTIGUA AND BARBUDA – FINAL REPORT	1/4/21	22/6/21	IUCN	Final Report	Consultant Documents	Antigua and Barbuda	David
Policy analysis and development of policy recommendations draft report.docx	1/4/21	22/6/21	Not Stated	Final Report	Consultant Documents	Regional	Stewart
Preliminary data for Antigua and Barbuda	2020	22/6/21	Searious Business	Data	Consultant Documents	Antigua and Barbuda	David
Preliminary data for Grenada	2020	22/6/21	Searious Business	Data	Consultant Documents	Grenada	David
Preliminary data for St. Lucia	2020	22/6/21	Searious Business	Data	Consultant Documents	St Lucia	David
Data classification PWF literature	No Date	22/6/21	Asia Pacific Waste Consultants - Inferred	Data	Consultant Documents	Regional	Stewart
data classification	No Date	22/6/21	Asia Pacific Waste Consultants - Inferred	Data	Consultant Documents	Regional	Stewart
List data collection PWF fisheries, tourism, waste management	No Date	22/6/21	Asia Pacific Waste Consultants - Inferred	Data	Consultant Documents	Regional	Stewart
TopTenItems-AntiguaandBarbuda	No Date	22/6/21	Asia Pacific Waste Consultants - Inferred	Data	Consultant Documents	Antigua and Barbuda	David
TopTenItems-Grenada.xlsx	No Date	22/6/21	Asia Pacific Waste Consultants - Inferred	Data	Consultant Documents	Grenada	David
TopTenItems-Vanuatu.xlsx	No Date	22/6/21	Asia Pacific Waste	Data	Consultant Documents	Vanuatu	Stewart



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			Consultants - Inferred				
Impact assessment - Methodology	No Date	22/6/21	Asia Pacific Waste Consultants	Method	Consultant Documents	Regional	Stewart
Policy analysis proposal (development ongoing)	No Date	22/6/21	Not Stated	Method	Consultant Documents	Regional	David/Stewart
Landfill Scenarios	No Date	22/6/21	Not Stated	Data	Consultant Documents	Regional	David/Stewart
Terms of Reference for Economic Assessment for Plastic Waste Free Islands (PWFI) Project	No Date	22/6/21	IUCN	TORs	Consultant Documents	Regional	David/Stewart
Preliminary data for Fiji	No Date	22/6/21	Searious Business	Data	Consultant Documents	Fiji	Stewart
Preliminary data for Samoa	No Date	22/6/21	Searious Business	Data	Consultant Documents	Samoa	Stewart
Preliminary data for Vanuatu	No Date	22/6/21	Searious Business	Data	Consultant Documents	Vanuatu	Stewart
PWFI Concept Solutions	No Date	22/6/21	Searious Business	Presentation	Consultant Documents	Regional	
Samoa Waste-to-product working group meeting #3 report	1/3/21	22/6/21	Searious Business	Report	Consultant Documents	Samoa	Stewart
SAMOA Bottle-to-Bottle Recycling Working Group – Meeting #3 – PET CDL concept & EXPORT	1/2/21	22/6/21	Searious Business	Report	Consultant Documents	Samoa	Stewart
Waste-to-product TURNING TRASH INTO TREASURE	No Date	22/6/21	Searious Business	Presentation	Consultant Documents	Samoa	Stewart
PLASTIC WASTE-FREE ISLANDS SUSTAINABILITY AMBITIONS & POLICIES TOURISM SECTOR ANTIGUA	1/8/20	22/6/21	Searious Business	Presentation	Consultant Documents	Antigua and Barbuda	David
Sectoral policy analysis and recommendation (draft version)	No Date	22/6/21	Searious Business	Presentation	Consultant Documents	Regional	Stewart
Draft Qualification report (Antigua & Barbuda)	1/9/20	22/6/21	Searious Business	Report	Consultant Documents	Antigua and Barbuda	David
Searious Business Research and Private sector engagement Approach in Plastic Waste Free Islands	1/12/19	22/6/21	Searious Business	Report	Consultant Documents	Regional	David/Stewart
Stakeholder mapping PACCAR	1/12/19	22/6/21	Searious Business	List/Map	Consultant Documents	Regional	David/Stewart
Stakeholder mapping PACCAR	1/12/19	22/6/21	Searious Business	List/Map	Consultant Documents	Regional	David/Stewart
Antigua - Barbuda - Welcome Back in Business package - Plastic Waste Free Islands	No Date	22/6/21	Searious Business	Presentation	Consultant Documents	Antigua and Barbuda	David
Plastic Waste-Free Cruising	No Date	22/6/21	Searious Business	Presentation	Consultant Documents	Regional	David/Stewart



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Toolkit Plastic Waste Free Tours	1/11/20	22/6/21	Searious Business	Presentation	Consultant Documents	Regional	David/Stewart
Welcome Back in Business package	No Date	22/6/21	Searious Business	Presentation	Consultant Documents	Regional	David/Stewart
Toolkit Plastic Waste Free Tours	1/10/20	22/6/21	Searious Business	Presentation	Consultant Documents	Regional	David/Stewart
TOR (Terms of reference) Identification of Alternate Value Chains and Innovative Solutions to Repurpose Plastic Waster in Six Small Island Development States in The Caribbean and Pacific	2019	22/6/21	IUCN	TORs	Consultant Documents	Regional	David/Stewart
Vanuatu Bottle-to-Bottle Recycling Working Group Meeting #2 Report	1/2/21	22/6/21	Searious Business	Report	Consultant Documents	Vanuatu	Stewart
Vanuatu Bottle-to-Bottle Recycling Working Group – Kick off Meeting Report	1/1/21	22/6/21	Searious Business	Report	Consultant Documents	Vanuatu	Stewart
Concept solutions (Draft) copy.	No Date	22/6/21	Searious Business	Presentation	Consultant Documents	Regional	David/Stewart
Searious Business - Work Plan 'Plastic Waste Free Islands' (PACCAR)	2019	22/6/21	Searious Business	Schedule/Agenda	Consultant Documents	Regional	David/Stewart
Total plastic waste generated across sectors and potential waste reduction per type of plastic	No Date	22/6/21	Not Stated	Data	Consultant Documents	Regional	David/Stewart
Alternative Value Chains matrix	1/5/21	22/6/21	Not Stated	Data	Consultant Documents	Regional	David/Stewart
Request for Proposals MST Most Suitable Technologies/processes to convert/transform/use/dispose-of plastic waste	No Date	22/6/21	IUCN	TORs	Consultant Documents	Regional	David/Stewart
STAKEHOLDER ENGAGEMENT PLAN ANTIGUA AND BARBUDA	1/3/20	22/6/21	Melesha Banhan	Report	Consultant Documents	Antigua and Barbuda	David
STAKEHOLDER ENGAGEMENT PLAN GRENADA	1/3/20	22/6/21	Melesha Banhan	Report	Consultant Documents	Grenada	David
STAKEHOLDER ENGAGEMENT PLAN SAINT LUCIA	1/3/20	22/6/21	Melesha Banhan	Report	Consultant Documents	St Lucia	David
The Regional Office for Mexico, Central America and the Caribbean of the International Union for Conservation of Nature (IUCN-ORMACC) REQUIRES PROFESSIONAL SERVICES	2019	22/6/21	IUCN	TORs	Consultant Documents	Regional	David/Stewart
PROJECT STAKEHOLDER ANALYSIS Grenada	No Date	22/6/21	Not Stated	List/Map	Consultant Documents	Grenada	David
PROJECT STAKEHOLDER ANALYSIS St Lucia	No Date	22/6/21	Not Stated	List/Map	Consultant Documents	St Lucia	David
PROJECT STAKEHOLDER ANALYSIS	No Date	22/6/21	Not Stated	List/Map	Consultant Documents	Regional	David/Stewart
Toolkit for plastic waste-free hospitality	1/12/20	22/6/21	Searious Business	Presentation	Consultant Documents	Regional	David/Stewart
Toolkit for plastic waste-free tours	1/12/20	22/6/21	Searious Business	Presentation	Consultant Documents	Regional	David/Stewart
Toolkit for plastic waste-free cruising	1/12/20	22/6/21	Searious Business	Presentation	Consultant Documents	Regional	David/Stewart



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Mind-shifting solutions for circular plastic use	No Date	22/6/21	Searious Business	Presentation	Consultant Documents	Regional	David/Stewart
SOLUTIONS PROJECT: Bottle-to-bottle recycling	No Date	22/6/21	IUCN	Report	Consultant Documents	Regional	David/Stewart
SOLUTIONS PROJECT: Reusable PET water bottles from bottling company 25x reuses	No Date	22/6/21	IUCN	Report	Consultant Documents	Regional	David/Stewart
SOLUTIONS PROJECT: Reusable water bottles at hotels & cruise lines	No Date	22/6/21	IUCN	Report	Consultant Documents	Regional	David/Stewart
SOLUTIONS PROJECT: Non-food dispensing system	No Date	22/6/21	IUCN	Report	Consultant Documents	Regional	David/Stewart
SOLUTIONS PROJECT: Net-to-net recycling	No Date	22/6/21	IUCN	Report	Consultant Documents	Regional	David/Stewart
SOLUTIONS PROJECT: Reusable fish packaging	No Date	22/6/21	IUCN	Report	Consultant Documents	Regional	David/Stewart
SOLUTIONS PROJECT: Waste 2 product	No Date	22/6/21	IUCN	Report	Consultant Documents	Regional	David/Stewart
SOLUTIONS PROJECT: Reusable food containers	No Date	22/6/21	IUCN	Report	Consultant Documents	Regional	David/Stewart
SOLUTIONS PROJECT: Circular B2B logistics	No Date	22/6/21	IUCN	Report	Consultant Documents	Regional	David/Stewart
Communications guidelines for consultants	1/3/21	22/6/21	IUCN	Guidelines	Consultant Documents	Regional	David/Stewart
PS Waterways and Environment Video	No Date	22/6/21	Joshua Wycliffe	Media	Consultant Documents	Fiji	Stewart
ToR for regional Support Annex 1 Project Summary and Work Version 1.1	No Date	22/6/21	IUCN	TORs	Project Documents	Regional	David/Stewart
2019 Anti-Litter Campaign	2019	22/6/21	Not Stated	Report	Country Documents	Antigua and Barbuda	David
Communications Plan PWFI ORMACC	2021	22/6/21	Not Stated	List/Map	Country Documents	Caribbean	David
Grenada PHASE OUT OF SINGLE USE PLASTIC BAGS, PLASTIC UTENSILS, & STYROFOAM IMPLEMENTATION PLAN	1/9/19	22/6/21	Government of Grenada	Budget/Workplan	Country Documents	Grenada	David
Report on Assessing Alternatives to Plastic Utensils	1/9/19	22/6/21	Government of Grenada	Report	Country Documents	Grenada	David
Inception workshop Fiji	1/2/20	22/6/21	IUCN	Presentation	Country Documents	Fiji	Stewart
Inception Workshops Antigua and Barbuda, Saint Lucia & Grenada	1/2/20	22/6/21	IUCN	Report	Country Documents	Caribbean	David
As assessment of microplastics in Fiji's coastal and riverine systems	No Date	22/6/21	Andrew Paris	Presentation	Country Documents	Fiji	Stewart
Country Analysis Antigua and Barbuda	No Date	22/6/21	IUCN	Presentation	Country Documents	Antigua and Barbuda	David



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Country Analysis Fiji	No Date	22/6/21	IUCN	Presentation	Country Documents	Fiji	Stewart
Country Analysis Grenada	No Date	22/6/21	IUCN	Presentation	Country Documents	Grenada	David
Country Analysis Samoa	No Date	22/6/21	IUCN	Presentation	Country Documents	Samoa	Stewart
Country Analysis St Lucia	No Date	22/6/21	IUCN	Presentation	Country Documents	St Lucia	David
Country Analysis Vanuatu	No Date	22/6/21	IUCN	Presentation	Country Documents	Vanuatu	Stewart
Inception Meeting Agenda	No Date	22/6/21	Not Stated	Schedule/Agenda	Country Documents	Regional	David/Stewart
Natural capital asset map Antigua and Barbuda	No Date	22/6/21	Not Stated	Image	Country Documents	Antigua and Barbuda	David
Natural capital asset map Grenada	No Date	22/6/21	Not Stated	Image	Country Documents	Grenada	Stewart
Natural capital asset map St Lucia	No Date	22/6/21	Not Stated	Image	Country Documents	St Lucia	David
Pacific recyclers Samoa	No Date	22/6/21	Pacific Recyclers	Presentation	Country Documents	St Lucia	David
Plastic Waste Free Island Introductory National Meetings	No Date	22/6/21	Not Stated	Meetings/Workshop	Country Documents	Regional	David/Stewart
PWFI factsheet Oceania	No Date	22/6/21	IUCN	Report	Country Documents	Pacific	Stewart
PWFI Inception Workshops Image Fiji	No Date	22/6/21	IUCN	Media	Country Documents	Fiji	Stewart
PWFI Inception Workshops Image Samoa	No Date	22/6/21	IUCN	Media	Country Documents	St Lucia	David
PWFI Inception Workshops Image Vanuatu	No Date	22/6/21	IUCN	Media	Country Documents	Vanuatu	Stewart
PWFI Regional Inception Meeting Participant List	No Date	22/6/21	Not Stated	List/Map	Country Documents	Regional	David/Stewart
Stakeholder Meeting Update Economic Analysis Antigua and Barbuda	No Date	22/6/21	Not Stated	Presentation	Country Documents	Antigua and Barbuda	David
Stakeholder Meeting Update Economic Analysis Grenada	No Date	22/6/21	Not Stated	Presentation	Country Documents	Grenada	David
Stakeholder Meeting Update Economic Analysis St Lucia	No Date	22/6/21	Not Stated	Presentation	Country Documents	St Lucia	David
Stakeholder Register PWFI Pacific SIDs	No Date	22/6/21	Not Stated	List/Map	Country Documents	Pacific	Stewart
VESS and Plastics	No Date	22/6/21	VESS	Presentation	Country Documents	Vanuatu	Stewart



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WORKSHOP FIJI JOAO SOUSA	No Date	22/6/21	IUCN	Presentation	Country Documents	Fiji	Stewart
Template proof of concepts_V4	No Date	6/9/21	Searious Business	Template	Consultant Documents	Pacific	Stewart
PROOF OF CONCEPT WASTE-TO-PRODUCT VANUATU	No Date	6/9/21	Searious Business	Presentation	Consultant Documents	Pacific	Stewart
PROOF OF CONCEPT BOTTLE-TO-BOTTLE RECYCLING FIJI	No Date	6/9/21	Searious Business	Presentation	Consultant Documents	Pacific	Stewart
PROOF OF CONCEPT BOTTLE-TO-BOTTLE RECYCLING SAMOA	No Date	6/9/21	Searious Business	Presentation	Consultant Documents	Pacific	Stewart
PROOF OF CONCEPT BOTTLE-TO-BOTTLE RECYCLING VANUATU	No Date	6/9/21	Searious Business	Presentation	Consultant Documents	Pacific	Stewart
PROOF OF CONCEPT WASTE-TO-PRODUCT FIJI	No Date	6/9/21	Searious Business	Presentation	Consultant Documents	Pacific	Stewart
PROOF OF CONCEPT WASTE-TO-PRODUCT SAMOA	No Date	6/9/21	Searious Business	Presentation	Consultant Documents	Pacific	Stewart
PROOF OF CONCEPT WASTE-TO-PRODUCT VANUATU	No Date	6/9/21	Searious Business	Presentation	Consultant Documents	Pacific	Stewart
Pacific Pilots	No Date	6/9/21	Searious Business	Tracking Tool	Consultant Documents	Pacific	Stewart
PROOF OF CONCEPT BOTTLE-TO-BOTTLE RECYCLING ANTIGUA AND BARBUDA	No Date	6/9/21	Searious Business	Presentation	Consultant Documents	Caribbean	Stewart
PROOF OF CONCEPT NET-TO-NET RECYLING GRENADA	No Date	6/9/21	Searious Business	Presentation	Consultant Documents	Caribbean	Stewart
PROOF OF CONCEPT REUSABLE CONTAINERS SAINT LUCIA	No Date	6/9/21	Searious Business	Presentation	Consultant Documents	Caribbean	Stewart
PROOF OF CONCEPT WASTE-TO-PRODUCT ANTIGUA AND BARBUDA	No Date	6/9/21	Searious Business	Presentation	Consultant Documents	Caribbean	Stewart
PROOF OF CONCEPT WASTE-TO-PRODUCT GRENADA	No Date	6/9/21	Searious Business	Presentation	Consultant Documents	Caribbean	Stewart
PROOF OF CONCEPT WASTE-TO-PRODUCT SAINT LUCIA	No Date	6/9/21	Searious Business	Presentation	Consultant Documents	Caribbean	Stewart
Pilot activities Caribbean SEP 6 2021	No Date	6/9/21	Searious Business	Tracking Tool	Consultant Documents	Caribbean	Stewart



APPENDIX E: ORIGINAL THEORY OF CHANGE

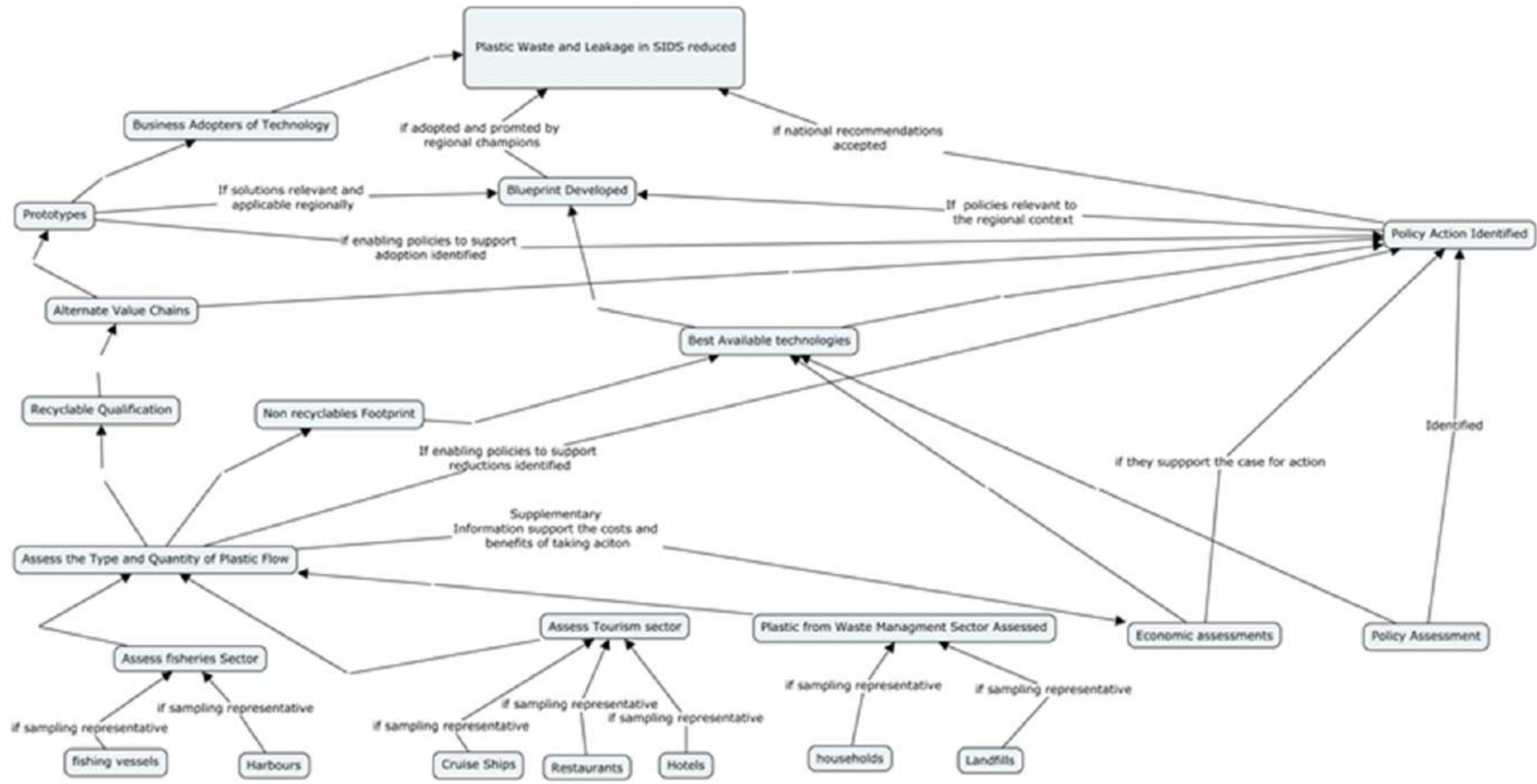


Fig 1 : PWFI’s Theory of Change



APPENDIX F: EVALUATION TERMS OF REFERENCE

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PWFI Mid-Term Review – Terms of Reference

Methodology

This evaluation will be carried out in conformity with the IUCN Monitoring and Evaluation Policy (2015)³, 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 and sustainability.

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 matrix⁴ presenting how the key issues will be addressed, the data sources and the data collection methods that will be used for the evaluation and a set of criteria to rate the strength of the evidence collected. Adequately addressing the key evaluation questions will 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 underpinned by a strong set of evidences.

The evaluation will seek the views of the range of stakeholders who have been engaged in the process to date⁵ to conclude whether the project is on track and expected to realise its set objectives.

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

- Review of relevant documentation from the project⁶;
- Interviews of key stakeholders across all 6 countries (list to be provided at inception);
- Other methods may be proposed as needed and as project resources allow, e.g. surveys or focus group.

Schedule and deliverables

The evaluation will run from beginning of May to end of July 2021. 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 20 page evaluation report.
- A final 20 page evaluation report, plus annexes
- A two-page summary of key findings, lessons, recommendations and messages from the MTR report, that can be disseminated to the wider public for general information on the project's results and performance to date.
- A webinar on key findings, including 15 slides summary presentation of key findings

The 20 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

³https://www.iucn.org/sites/dev/files/content/documents/the_iucn_monitoring_and_evaluation_policy_2015.pdf

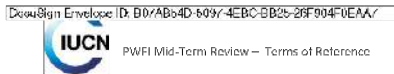
⁴ See annex 1 for draft evaluation matrix

⁵ See indicative list in annex 2

⁶ See list in annex 3



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Objectives of the mid-term review

The mid-term review should explore PWFI's work and achievements and IUCN support with the aim of assessing progress so far and providing guidance on how to maximize the potential for achieving the intended results and improve learning in its remaining timeframe (2021-2022). Through the assessment of the performance, achievements and lessons learnt to date, the review will contribute to both learning and accountability.

The specific objectives of the mid-term review are:

- To assess the **relevance** of PWFI project to address the plastic pollution problematic in the 6 targeted islands. It will also assess the relevance of the stakeholders targeted by the intervention and the methodologies and approaches to do so.
- To assess the **effectiveness** of the PWFI project at achieving its objectives and provide clear insights about what has and has not worked so far and why. It should also highlight how the COVID pandemic has affected the project and how it adapted to this situation.
- To assess the **efficiency** in terms of value for money of the delivery of the PWFI outputs.
- To assess the **sustainability** and **potential impacts** of the PWFI project and provide some indication about how the project is progressing towards delivering on its objectives
- To **identify lessons** and provide set of **actionable recommendations** on how the project and the project coordination/management could be adjusted for further improvement and to strengthen delivery of results.

The key evaluation questions for the mid-term review are:

Relevance:

1. How appropriate and relevant is PWFI project approach and intervention logic in terms of its objectives and anticipated outcomes, and within each country context?
2. To what extent the project fit-for-purpose to:
 - a. Improved knowledge of plastic waste footprints
 - b. Demonstrate effective, quantifiable solutions to addressing plastic leakage
 - c. Increase policy effectiveness in reducing plastic waste generation
 - d. Disseminate learning and engage broader group of stakeholders (beyond the 6 islands)
3. Has there been any change since the project was formulated that might have affected its relevance? If so, what are these changes and to what extent the project has managed to adapt to ensure it remains relevant?

Effectiveness:

1. To what extent has PWFI delivered on its outputs and outcomes at regional and global level to date? Were there any unintended consequences? In particular:
 - 1.1. How effective has been PWFI so far in developing methodologies to calculate plastic leakage? How effective has been PWFI in collecting the data that feed into these methodologies?
 - 1.2. How effective has been PWFI in engaging with key decision makers in country to mainstream plastic waste reduction in policy and decision making? What are the early markers of changes among decision/policy makers that demonstrate PWFI is on its way to increase policy effectiveness in reducing plastic waste generation?
 - 1.3. How effective has been PWFI in engaging with public/private investors and other key stakeholders to develop enhanced plastic waste management measures in the targeted sectors? What are the early markers of changes among private sector and other relevant partners that demonstrate PWFI is on its way to trigger changes in terms of how plastic waste is being managed?
 - 1.4. How effective has been PWFI in engaging key national stakeholders in the Plastic Waste Free Island Blueprint network? What are the early markers of changes among key national stakeholders to demonstrate increased level of interest and involvement in developing a Plastic Waste Free Island Blueprint



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- 1.5. For all the above questions, what are the factors influencing positively and negatively the effectiveness of the project?
2. To what extent are the Monitoring, Evaluation and Learning (MEL) strategy and tools adequate and effective? In particular:
 - 2.1. To what extent the MEL strategy helps 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?
 - 2.2. To what extent the targets need to be readapted in line with the project progress to date?
 - 2.3. What adjustments to the MEL system are recommended to help understand impact of the PWFI?

Efficiency

1. To what extent are the PWFI outputs in balance with the level of effort, time and resources spent?
 - 1.1. To what extent spending and project delivery progressed according to the planned schedule?
 - 1.2. To what extent are the current operational modality and governance structure efficient in contributing to the overall achievements of PWFI?
 - 1.3. To what extent has the project management been able to adapt to any changing condition to improve the efficiency of project implementation?
 - 1.4. 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?
 - 1.5. Are there less costly ways of achieving the same outputs?

Sustainability and impact:

1. To what extent is the project set up to generate significant positive or negative, intended or unintended, higher-level effects?
 - 1.1. What are the early markers of PWFI being on track to achieve its long term objectives?
 - 1.2. Are there any barriers or risks that may prevent future progress towards the achievement of the project's longer-term objectives? What can be done to increase the likelihood of positive impacts from the project?
 - 1.3. To what extent have external factors influenced the work of PWFI? Are there any positive or negative unintended results caused by the work of PWFI that can be demonstrated? To what extent may these unintended results affect the future work of PWFI?
2. What efforts are being made to ensure sustainability of PWFI results in the long term?
 - 2.1. 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?

Audience for the review

The primary audiences for the review are the Norwegian Agency for Development Cooperation (Norad), IUCN's Global Marine and Polar Programme and the staff from the IUCN regional offices involved in the project. 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 PWFI Project Coordinators and Managers in IUCN's global and regional programmes for the purpose of managing the project, and in particular, for making adjustments to improve delivery of outcomes;
- The IUCN Monitoring and Learning team, for the purpose of improving the RDP monitoring and learning approach;
- The Global Directors and Director General at IUCN, for the purpose of gathering lessons to inform future project design and implementation of other projects under the *Close the Plastic Tap* Programme
- Norad and its evaluation department to provide information to the authorities and the general public.



Mid-term Review of IUCN's Project: Plastic Waste Free Islands (PWFI): Final Report

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PWFI Mid-Term Review – Terms of Reference

- 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 - organized according to the key evaluation questions
- J. Conclusions and lessons learned
- K. Recommendations – actionable recommendations clearly linked to findings and lessons
- L. Appendices

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

Milestone / deliverable	Indicative completion date
Recruitment of Evaluation consultant	09 May 2021
Start date and evaluator appointed	14 May 2021
Inception note including final evaluation matrix	30 May 2021
Draft report	30 June 2021
IUCN comments on draft report	09 July 2021
Final Report, two-page summary and webinar	16 July 2021

Qualifications of the Evaluator(s)

IUCN requires an evaluator or a team of evaluators with experience in assessing change in complex systems and with extensive expertise and knowledge in the field of plastic waste pollution, water and ecosystem management, private sector investment, value chains, or a combination thereof, applied to policy instruments and practice. Expertise or knowledge of SIDs and their contexts is also expected.

In addition, the consultant or lead consultant shall have:

- At least 10 years' experience as an evaluator with demonstrated quantitative and qualitative data collection and analysis skills, with proven record of conducting formative, process and impact evaluations;
- Proven experience in evaluating similar projects; Prior experience in conducting evaluation in Islands where PWFI is implemented would be an asset;
- Complete independence from IUCN;
- English language fluency in both speaking and writing. Spanish would be considered as an additional asset.
- Women are strongly encouraged to apply. The successful candidate will be selected based on merit.

Budget

The maximum available budget for this review is 210'000 NOK (~25'000 USD)⁷.

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
- 40% after the approval of the final reports

Submission

We welcome applications from Organisations and/or individual Consultants.

⁷ For contractual reason with Norad, budget and payment for this consultancy have to be made in NOK. On 21.04.2021, 1NOK= 0.12031USD.

