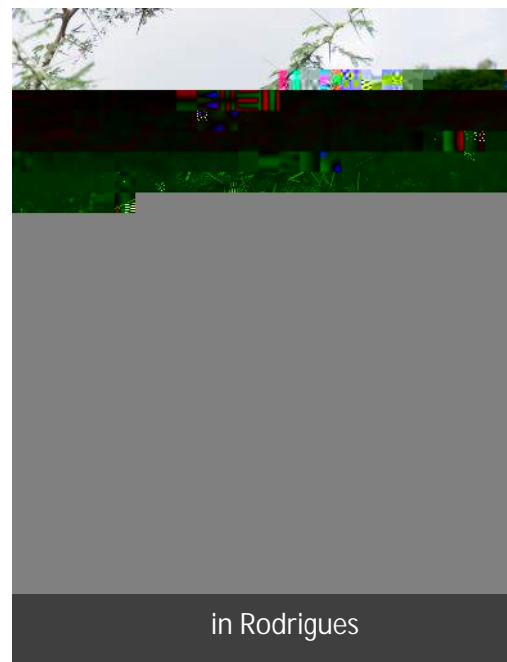# Independent Final Review of the Action

Preparation and testing of a comprehensive model for preventing and managing the spread of invasive species on island ecosystems (the Inva'Ziles Project)

John Mauremootoo

November 2018

Guidelines for invasive species planning and management on islands

in Rodrigues

Clidemia hirta in Grande Comore

Acacia Concinna in Mahé, Seychelles

Passion and process to facilitate positive change

Disclaimer

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To what extent has the project made progress towards its higher level results and the overall intended goal? Have there been any unintended results or impacts (positive or negative)?

There were more responses than for **coordination and communication within and between the implementation team** and these responses, though mostly positive, were more mixed. There was extremely positive feedback from all those involved

Unsupportive factor	Project measures to maximise responsiveness to unsupportive factors

Conclusions

The title of this section as per the ToR (Appendix 1) was "Conclusions and lessons learnt". However, lessons learnt, as well

List of Abbreviations and Acronyms

AT	Alan Tye
CABI	Centre for Agriculture and Biosciences International
CBA	Cost-benefit analysis
CBD	Convention on Biological Diversity
SBSTTA	CBD Subsidiary Body on Scientific, Technical and Technological Advice
CIRAD	Centre de Coopération Internationale en Recherche Agronomique pour le Développement - French Agricultural Research Centre for International Development
CNDRS	Centre National de Documentation et de Recherche Scientifique des Comores
CS	Communication Strategy
EC	European Commission
ESARO	IUCN's East and Southern Africa Regional Office
GEF	Global Environment Facility
GIASIPartnership	Global Invasive Alien Species Information Partnership
GLISPA	Global Islands Partnership
GRIIS	Global Register of Introduced and Invasive Species
IAS	invasive alien species
IDRC	Canadian International Development Research Center
INRAPE	Institut National de Recherche pour l'Agriculture, la Pêche et l'Environnement
IOC	Indian Ocean Commission
ISSG	Invasive Species Specialist Group
IUCN	International Union for Conservation of Nature
SSC	IUCN Species Survival Commission
ISSG	Invasive Species Specialist Group
LDC	Less developed country
MoE	Ministry of Environment
MoU	Memorandum of understanding
MTR	mid-term review
NBSAP	National Biodiversity Strategy and Action Plan
NFP	National Focal Point
NGO	non-governmental organisation
NISAP	National Invasive Strategy and Action Plan
OCTA	Association of the Overseas Countries and Territories of the European Union
OH	Olivier Hasinger
OH	Outcome Harvesting
PAN	Protected Area Network
PCA	Plant Conservation Action Group
PII	Pacific Invasive Initiative
PILN	Pacific Invasive Learning Network
PIP	Pacific Invasives Partnership
PM	Project Manager
PMER Unit	IUCN Planning, Monitoring, Evaluation and Risk Unit

PMT	Inva'Ziles Project Management Team
PSC	Project Steering Committee
ROM	Result Oriented Mission
RRA	Rodrigues Regional Assembly
SIDS	Small Island Developing States
SIF	Seychelles Islands Foundation
SOP	Standard Operating Procedures
SPREP	Secretariat of the Pacific Regional Environmental Programme
TAAF	Terres australes et antarctiques françaises
TE	Terminal Evaluation
ToR	Terms of Reference
VdM	Vallée de Mai World Heritage Site
WIO	Western Indian Ocean
WIONIS	Western Indian Ocean Network on Invasive Species

Table of Contents

1. INTRODUCTION

1.3.

Table 2.1   The Evaluation Matrix

The evaluation criteria, along with key evaluation questions, subquestions, indicators and data sources/methods are outlined in the evaluation matrix below.

EVALUATION CRITERIA	KEY EVALUATION QUESTIONS	SUBQUESTIONS	INDICATORS	DATA SOURCES / METHODS
Relevance	To what extent was the Inva'Ziles project appropriate in its context and aligned with and contrib-			

EVALUATION CRITERIA	KEY EVALUATION QUESTIONS	SUBQUESTIONS	INDICATORS	DATA SOURCES / METHODS
		tegic options for a possible Inva'Ziles Phase 2 project (e.g. no project, scale down, replicate, scale-up, same approach or major changes to approach)?		
Likelihood of impact	What are the actual and likely positive, negative, short-term and long-term effects of the project - directly or indirectly, intended or unintended?	1. To what extent has the project made progress towards its higher level results and overall intended goal?	1.a. Overall extent to which project results contribute to higher level results and overall intended goal.	Analysis of overall data set
		2. Have there been any unintended results or impacts (positive or negative)?	2.a. Overall extent to which the project has delivered on unplanned positive or negative outcomes.	
		3. Has the counterfactual (= no project took place) been examined, (at the very least by asking stakeholders to estimate the "no project" scenario)?	3.a. Extent to which the counterfactual condition holds.	Project reports Questionnaire Semi-structured interviews
		4. Were negative environmental and social impacts adequately mitigated or avoided?	4.a. Overall extent to which negative environmental and social impacts adequately mitigated or avoided.	
Adaptive Capacity	To what extent has the Inva'Ziles project applied strong adaptive management practice to ensure continued relevance, strong performance, and learning?	1. Were adequate steps taken to ensure regular reflection on efficiency, effectiveness, and impact by the project team and partners? 2. Have MTR findings and recommendations and monitoring information been used to support regular adaptation of the approach?		

2.2.1. Outcome Harvesting

The extent to which project activities have contributed to outcomes and extent to which outcomes would have happened under a "no project" scenario (counterfactual) was addressed through a modified form of the Outcome Harvesting (OH) methodology (Wilson-Grau and Britt 2012). OH allows its users to measure progress towards outcomes, and then collect evidence of what has been achieved, and works backward to determine how the intervention contributed to the change. The evaluation uses the definition of outcomes from the Outcome Mapping methodology of the Canadian International Development Research Center (IDRC). That is, the evaluation will generate evidence of observable changes in the behaviour, relationships, activities and actions of individuals, groups, organisations or institutions that signify the intervention's effectiveness. These outcomes may be expected or unexpected, positive or negative.

The backbone of Outcome Harvesting is a set of "Outcome Statements" – short text comprising of: outcome (who changed what, when, and where); contributi

25 were interviewed and completed the questionnaire[3].

4 were interviewed but did not complete the questionnaire.

This made a total of 29 respondents. Most discussions were one-to-one interviews/skype calls/email exchanges but three were group interviews of two or more people with the result that there were 22 separate interviews in total.

Interviews lasted a minimum of 30 minutes and a maximum of 180 minutes. The most common duration was approximately 60 minutes. Notes were taken during all interviews and eleven of the interviews were also recorded. The interview notes and recordings are available upon request.

2.3.   Organisation, analysis and interpretation of information

Information from the project literature as well as the interviews was incorporated into the evaluation findings. The interviews proved to be more informative than the project literature in terms of the evaluation questions although the literature did provide useful supporting information.

The quantitative information provided by the 19 completed questionnaires was transcribed into an MS Excel spreadsheet and the responses per category were summed. No statistics were done on any of the data as the sample size was very small.

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

Figure 1: Mind map format used to categorise interview responses

The mind map was exported to an MS Word file in which the results categories were consolidated as necessary to minimise duplication. These results were the basis for the evaluation findings. These findings in turn were the basis for the evaluation conclusions, lessons learnt, prospects for a follow-up project ("Inva'Ziles 2"), and recommendations for discussion.

However, there is not a one-to-one correspondence between evaluation findings (which are based on the views expressed by respondents), and conclusions, lessons learnt, prospects for Inva'Ziles 2 and recommendations (which are based on the evaluator's interpretation and judgments of these views) for two principal reasons. Firstly, there is repetition among the sub-sections of the evaluation findings which correspond to the evaluation questions so to some extent the conclusions,

judgement to select the evaluation findings which have become the basis for recommendations using the following criteria: the degree to which respondents agreed on the finding, the degree to which the findings were judged to be feasible and acceptable to the intended users, and the degree to which the findings corresponded with project objectives.

3. Findings

In brief, the project has unfolded in three stages:

Phase 1, pre-MTR (February 2012 – May 2015), during which the project achieved very little;

Phase 2, the MTR process (May 2015 – January 2016) during which those responsible (the IUCN Project Team, EU and the Project Steering Committee - PSC) devised a process for turning the project around;

Phase 3, post-MTR (January 2016 – July 2018), during which the project has been turned around to the point where it has achieved very encouraging results in terms of relevance, effectiveness, efficiency, outcomes toward impact and sustainability.

Considering the fact that Phase 3 ('the productive phase') only comprised of thirty-one months out of a total project duration of seventy-eight months (about 40%), it is understandable that the project could not fully deliver with respect to all activities, outputs and outcomes. This caveat needs to be borne in mind throughout. Nevertheless, the project's achievements represent an impressive outcome for all those responsible for delivery. These achievements are summarised in the rest of this section.

3.1. Project Relevance

3.1.1. Relevance of project design

The question specifically asked to what extent was the project   aligned with existing priorities at the local, national and regional levels. Several respondents found it hard to answer the question as they were not very familiar with the project design.

Extent to which the project design is aligned with existing priorities

Don't

Management: This result, in particular, responded to expressed needs. Despite this, sometimes people said that they wished that the project had been more practical.

Strategies: There were two elements to this – national and regional. National strategies have been addressed in all countries to an extent, and in particular in Comoros. However, despite the expressed need, little in terms of strategy has been attempted at the regional

3.2.2.

3.2. Project Effectiveness: Extent of project delivery

Most respondents who expressed an opinion gave high scores. This consultative process was very effective, using a combination of email lists and international forums to make the process as inclusive as possible. The process included sharing drafts via the Internet, and workshops - IUCN World Conservation Congress (2016) and the Islands Invasive Conference (2017). 103 people contributed to the guidelines, some in small ways and others substantially. Enough time was allowed enough time for people to comment although, inevitably the final consultative process had to be quite rushed. One of the main issues with the first draft of the guidelines, produced by the previous implementation team, was that it didn't go through such a thorough consultation process. The worldwide consultation process has resulted in the necessary consensus among the IAS community to make it a proper global guidance document. Being such a pivotal project output meant that the focus on developing the Guidelines required a lot of time and effort and it may have detracted from other outputs (e.g. Activity 1.7).

Activity 1.9: Finalize, translate, publish and disseminate the guidance manual

Extent to which the project has delivered the planned actions in Activity 1.9.

Don't know/not applicable	Not at all (none)	A little (low)

WIONIS and networking during a project fall very short of something like the Pacific Invasives Partnership (PIP). 'PIP comprises c. 40 regional and international agencies working on different aspects of invasives in the Pacific, and PIP coordinates planning and assistance from these agencies to Pacific islands, for more effective invasive species management. PIP meets annually, and its members develop a joint annual action plan. PIP is coordinated by SPREP, while the PIP Chair rotates among the member agencies' (text from the Guidelines – 'The Pacific Example'). IOC would be the obvious coordinating body for such an initiative, but their remit is limited (Section 3.7.3). IUCN and IOC signed a memorandum of understanding in May 2018 which updates the 2012 MoU and outlines areas of collaboration including invasive species. This agreement could provide a first step towards establishing a permanent invasive species programme for the region.

Activity 2.3: Establish and implement mechanisms to ensure regular communication within the network during and after the project

Extent to which the project has delivered the planned actions in Activity 2.3.

	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
Activity 2.3	5	0	1	2	5	1	14

Most respondents who expressed an opinion gave high scores. The comments on communication during the project were summarised under Activity 1.6. so the following narrative focuses on mechanisms for post-project communication. Respondents agreed that Phase 3 was too short to establish sustainable mechanisms for regular communication though considerable efforts have been made to establish some sustainable mechanisms for WIONIS (Activity 1.7.). In the absence of a Project Manager, regular communication is the sole responsibility of the network members and networks rarely function effectively without a dedicated network coordinator. It does not have to be a fulltime job, but it does require institutional support in cash or in kind.

Activity 2.4: Develop information exchange and compatibility of systems between the WI7.3 0 Td( ) .6(e)7(-1h)-

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

Extent to which the project has delivered the planned actions in Activity 3.3.

	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
Activity 3.3	4	1	0	2	0	6	13

Most respondents who expressed an opinion gave high scores. There had been meetings in Phase 1, but nothing had been decided except in Rodrigues, and even there the details had yet to be determined. There were a lot of meetings in each country, not just one. These included group meetings and many one on one meetings. Many of these meetings were held at field sites which helped people assess what could realistically be achieved on the ground. Meetings were a particularly important aspect of the pilot work in Comoros. These comprised of discussions with all partners (including CNDRS,

Activity 3.5: Develop and implement pilot intervention plans, including plans for monitoring

Extent to which the project has delivered the planned actions in Activity 3.5.

	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
Activity 3.5	5	0	1	2	1		

Comoros

Given more time and resources it would have been useful to look at invasive species as a whole and not just plants. There was a lot of buy-in at the technical level and among those in management positions among the relevant agencies but not as much at the higher political level. Targeted sensitisation activities for politicians would have been very useful.

Rodrigues

The need for concerted follow-up activities to control secondary weeds that grow once   has died back was repeatedly mentioned. Manual control alone can work in small areas but not on the scale required for island-wide management. An experimental approach involving periodic and controlled grazing and browsing needs to be investigated. The use of secondary growth for fodder also needs to be looked into. For long-term management it would be useful to investigate the feasibility of biological control perhaps using seed predators. Without seeking to encourage its spread, it is important to add value to   in order to recover some of the costs of management. This requires a cost-benefit approach as originally planned, including an investigation of the potential uses of   such as for furniture, as a biomass feedstock and for medicinal purposes.

Seychelles: PCA

NGOs such as PCA can be helpful in an invasive species eradication programme, but they need to be part of a wider pro-

basis. Without Inva'Ziles this outcome would not have happened. The concern is that this process will not be maintained without a follow-up project.

3.3.3. Seychelles overall outcomes

3.3.5. Seychelles: SIF

SIF has moved to a multi-species approach to invasive species management in Vallée de Mai

Outcome: From 2018, SIF in the Vallée de Mai World Heritage Site (VdM) has moved from a species-based approach to invasive species management to one that increasingly focuses on species and their interactions.

Contribution: The activities carried out under the Inva'Ziles pilot intervention to pioneer a holistic approach to managing invasive species contributed to this outcome by allowing SIF to work on a wider range of species, develop SoPs, an invasive species database, and to learn effective techniques for invasives' management and for the monitoring of the effects of this management (contribution score: 3).

Significance: The pilot project developed new methods for managing several invasive animal and plant species in the VdM, some of which were new to Seychelles and the region. Without Inva'Ziles the need to understand and curb these invasions, especially the invasion of the World Heritage site by the yellow crazy ant, would not have been addressed with such urgency.

Invasive species as a whole are now integrated into the Vallée de Mai Management Plan

Outcome: Since 2018, the management of invasive species from taxa other than plants has been integrated into the Vallée de Mai Management Plan. For example, the plan now addresses yellow crazy ant, rats and tenrecs and the need to manage invasives continuously and internal capacity to do so has been substantially increased.

Contribution: The pilot work under Inva'Ziles (

) has allowed SIF to work on a wider range of species,

Hasinger (SSC Network Coordinator and Inva'Ziles Global Coordinator

Most respondents were not sure about supportive external factors at all levels. The low response levels mean that these results should be interpreted with caution. However, it did appear that those that did offer a viewpoint felt that there were more supportive factors at local and national levels than at the regional level.

Extent to which the project has taken measures to maximise responsiveness to positive external factors

Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total re-

Supportive factor

Most respondents were not sure about unsupportive external factors at all levels. The low response levels mean that these scores should be interpreted with caution. However, it did appear that those that did offer a viewpoint felt that there were more unsupportive factors at local and national levels than at the regional level.

Extent to which the project has taken measures to maximise responsiveness to negative external factors

	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
Local	12	0	0	2	0	1	15
National	10	1	0	2	0	2	15
Regional	11	1	0	2	2	0	16

Most respondents did not know to what extent the project had taken measures to maximise responsiveness to negative external factors and the responses of those that did offer a viewpoint were variable at all levels.

Negative external factors and project responses are summarised in the table below

Regional including factors common to all countries

Unsupportive factor	Project measures to maximise responsiveness to unsupportive factors
The IOC does not effectively respond to regional/country needs in terms of invasive species management.	
IOC implements regional projects but does not have long-term (non-project funded) technical staff.	
Invasive species is not yet formally on IOC's agenda so does not form part of its work programme.	
IOC is over-dependent on French institutions. This can contribute to an insufficient focus on global good practice and an uncritical adoption of sub stafl	

I c-

Unsupportive factor	Project measures to maximise responsiveness to unsupportive factors
Comoros is practically monolingual French, while Sey-	

Unsupportive factor	Project measures to maximise responsiveness to

Comoros

Unsupportive factor	Project measures to maximise responsiveness to unsupportive factors
Costs are greater for travel to and from Comoros than for Mauritius and Seychelles.	International travel costs to and from Comoros are relatively high but this was balanced by lower operating costs. In fact, because of these lower operational costs, more can often be achieved in Comoros than in other islands where living costs are higher.

Mauritius/Rodrigues

Unsupportive factor	Project measures to maximise responsiveness to unsupportive factors
National institutions blocking the participation of technical people in international meetings. Several invitations to Mauritian representatives have been refused at the ministry level with no reason given.	

5.3.7.

Appendices

Appendix 1: Evaluation terms of reference

Independent final external evaluation of the action:

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

("Inva'Ziles Project")

Terms of Reference (ToR)

11th of April 2018

A. Background of the action

The "Inva'Ziles Project" (start date 1st of February 2012; end date 31st of July 2018) is a 2 million EURO project funded by the European Union This action was prepared to address the need for assistance to the island countries of the Western Indian Ocean region (hereafter "WIO" or "the region") to improve and expand their prevention and management of invasive alien species, and to develop invasives planning and management guidance relevant to islands around the world. The project builds on the work carried out by island invasive species programmes and projects around the world to apply this experience to the Western Indian Ocean (WIO) islands.

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

The Specific Objective was ***to enhance the systems and strategies in the Small Island Developing States and in particular those in the Western Indian Ocean region, to efficiently prevent and manage biological invasions.*** Intended outcomes included increased invasive species management capacity in the WIO islands and a global guidance document useful for islands anywhere in the world.

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

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

Result 2: ***Partnerships*** – Partnerships developed, established or4(et)e12g3(71e4(b3e2(h a)-1e2c(0ha)3ra(o)e12a(gi)3.2(c)-8.10 aggloratalop f15idl(o)j0c5ssevasi(ans)-6(i)3.ta((ds)a1(ds)s-8(e)-s12(es)8e28ee6.3(s)e-rli2s3(g01(ers)n-8(8()a5(d)r1onn)-1nt-1.1( )0. man-

A brief description of the project is given on the website at www.agriculture-biodiversite-oi.org/en/WIONIS/Inva-Ziles. All the project documents, log frame, interim and final narrative reports, midterm evaluation and management response will be provided at the start of the evaluation period. In addition the general context of the action is provided in Annex 1 and the specific context of the action in Annex 2.

B. Purposes and specific objectives of the evaluation

The overall purposes of this independent final evaluation is to provide a comprehensive and systematic assessment of the performance of the Inva'Ziles project as well as to synthesize lessons learnt that may help the design and implementation of an Inva'Ziles Phase 2 project in the WIO region, potentially funded by the Global Environment Facility (GEF).

and consolidating any lessons of operational, organisational and strategic relevance for the design and implementation of a possible Inva'Ziles Phase 2 project.

The main users of the final external evaluation are:

The European Union, represented by the European Commission (EC), EuropeAid Development and Co-operation DG , and EU Delegation, Mauritius;
The Inva'Ziles Project Implementation Team (IUCN Global Species & Key Biodiversity Areas Pro-

Individual interviews with a sample of key informants (preferably a minimum of 10);
Survey of all stakeholders listed above;
Field visits to pilot projects; and
Discussion of preliminary findings and recommendations with the Project Implementation team, the EC delegation and representatives from the Project Steering Committee, before submitting the draft report.

The evaluator should seek to ensure that findings and recommendations are based on a deep understanding of the context and realities within which the project has operated – taking into account original and changing priorities as well as capacities and willingness to engage (including after the project ends). Additionally, the evaluator should ensure that all findings are substantiated with qualitative or quantitative evidence.

Based on the comprehensive and systematic assessment of the performance of the project as outlined above, the evaluator should provide concrete recommendations for a possible Inva'Ziles Phase 2 project, including any lessons for its design and implementation and suggestions for national and regional priorities on Invasives Species in the WIO Islands.

F. Qualifications of the evaluator

The independent evaluator will meet the following qualifications:

Prior experience with evaluations of multi-country & multi-stakeholder initiatives;
Broad experience and knowledge of invasive species and their management; and
Experience and deep understanding of the WIO Islands (particularly with regard to natural resource management policy and practice)
Working knowledge of French for interviews – noting that all deliverables are expected in English

G. Deliverables and Schedule

The supervisor of the evaluation will sign off on the inception report and final report.

Milestone / deliverable	Timeframe
Finalise appointment of evaluator	2 July 2018 -

Consultancy costs up to a total value of €15,000; and
Travel & accommodation costs subject to IUCN's Travel Policy and Procedures upon receipts, up to EUR 10'000.

I. Final Evaluation Report

The evaluator will deliver a report of 40 pages maximum excluding appendices, using all available project reports, studies and other reports delivered through the project, related web-based information such as the WIONIS website and the IUCN SSC ISSG databases, as well as primary data from key informant interviews and field visits, to provide an evidence-based response to the key evaluation questions. Visual aids such as photos and timelines may be used to convey key messages. The evaluation report should include, at a minimum the following:

A. Title page including project identification details
B. Executive Summary (including at a minimum the methodology, main findings, and recommendations)
C. Table of Contents
D. List of Abbreviations and Acronyms (the use of which should be minimised)
E. A short introduction to project – context and description
F. Purpose of the evaluation
G. Evaluation issues and questions
H. Methodology (including data analysis)
I. Findings (organized in relation to the evaluation criteria)
J. Conclusions and lessons learnt
K. Recommendations (linked to findings)
L. Appendices

*The following must be provided in appendices: Evaluation terms of reference; Data collection instruments; Evaluation schedule/timetable (including f

Annex 1: General Context of the action

Annex 3: Evaluation Matrix

EVALUATION CRITERIA	KEY EVALUATION QUESTIONS	SUBQUESTIONS	INDICATORS	DATA SOURCES / METHODS
Relevance	To what extent was the Inva'Ziles project appropriate in its context and aligned with and contributing to the priorities of its key stakeholders?	1. Has the Inva'Ziles project focused on and does it remain relevant to invasive spec.1(t)-7es issues of high pr.1(t)-7ority? 2. In what ways could an Inva'Zil1(t)-7es Phase 2 project increase its relevance to current chal-		

2. What external factors might be likely to undo or undermine the future sustainability of Inva'Ziles project's positive impacts?
3. Within its contextual limits, has the Inva'Ziles project adequately anticipated and taken measures to ensure resilience to these, and what more needs to be done to improve long-term continuity?
4.

Annex 4: <u>IUCN monitoring and evaluation policy 2015</u> (click on the annex to access the document)

PART 3 – THE EVALUATION MODEL

Each proposal is requested to respond to the following criteria (see section 4.2 for detail) and will be screened against each criterion on a point basis (available points in brackets). Award of the maximum amount of points signifies a superior qualification against the criterion, while a score of zero signifies that the requested criterion was either not addressed or completely inadequately addressed.

Criteria (showing points available in brackets)	Points available
1. Quality and clarity of the 2-page proposal, including demonstrated understanding of the evaluation ToR (10), methodological approach (10), overall quality of the evaluation work plan (10).	30
2. Relevant qualifications of the evaluator, including qualifications and/or experience in evaluation (20) and the technical background requested in the evaluation ToR (20)	40
3. Cost and budget in table format, showing, at a minimum, daily consultancy fees, working days and expected travel costs (10)	10
4. Quality of the writing sample, in particular degree to which the writing sample demonstrates strong evaluation practice (20)	20
Total	100

PART 4 – INFORMATION TO BE PROVIDED BY PROPOSERS

By participating in this RfP, Proposers are indicating their acceptance to be bound by the conditions set out in this RfP.

This Part details all the information Proposers are required to provide to IUCN. Su12.3(i)3–, P ei‖1.1 ohr rit.9(ons)-8( )11.9(of2

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

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SIF (2017). Interim Narrative Report: Pioneering a holistic approach in managing invasive species in protected areas and testing it in the Vallée de Mai UNESCO World Heritage site.

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

Union des Comores (2018). Stratégie Nationale et Plan d'action Opérationnel des Espèces Exotiques Envahis-

Appendix 3: Evaluation Questionnaire

Inva'Ziles Terminal Evaluation: Master list of interview questions[7]

Preamble

relevance, effectiveness, efficiency, sustainability, likelihood of impact, and adaptive capacity.

0	Don't know/not applicable	1	Not at all (none)	2	A little (low)	3	Somewhat (medium)	4	Mostly (high)	5	Completely or near completely

Only those questions with a blank box require a numerical response.

1. Relevance

Please provide information/examples to support your numerical response.

Local:
National:
Regional:

Please provide information/examples to support your response.

Local:
National:
Regional:

Please provide information/examples of ways in which the project design could be adapted.

Local:
National:
Regional:

2. Effectiveness:

Knowledge:

Activity	Extent delivery (0-5)	Explana- tion/fur- ther infor- mation
Activity 1.1: Identify and synthesise information and experiences in the South-West Pacific Islands, WIO Islands and other relevant island areas and incorporate into a draft guidance manual		
Activity 1.2: Identify methods, institutional arrangements, capacities, regulations and policies that were most successful in the SW Pacific islands and transferrable to the WIO region		
Activity 1.3: Document the costs and benefits of selected invasions and their man- agement, including pilot interventions, and incorporate into a draft guidance man- ual		

Activity 1.4: Conduct qualitative assessments of the effectiveness of institutional ar- rangements, policies and regulations pertaining to invasion prevention and manage- m

Management:

Activity	Extent delivery (0-5)	Explanation/further information
Activity 3.1: Conduct preliminary technical missions to scope levels of biological invasions and assess capacity needs of key stakeholders		
Activity 3.2: Define and agree on criteria for selection of pilot interventions		
Activity 3.3: Convene a planning meeting involving key stakeholders willing to engage in pilot interventions		
Activity 3.4: Train and mentor WIO island pilot intervention coordinators and other practitioners and relevant people.		
Activity 3.5: Develop and implement pilot intervention plans, including plans for monitoring		
Activity 3.6: Learn from progress and performance of pilot interventions and disseminate the lessons learnt (through the WIONIS network and guidance manual)		

Strategies:

Activity	Extent delivery (0-5)	Explanation/further information
Activity 4.1: Assess strengths and weaknesses of national and regional strategies and their implementation in the WIO islands.		
Activity 4.2: Provide relevant recommendations to address gaps in strategies, with appropriate indicators for monitoring and evaluation of strategies and management actions.		

Please recall any outcomes to which the Inva'Ziles project has contributed. For the purposes of this exercise, an outcome is defined as: a change in the behaviour,

Within the implementation team

Between the implementation team & stake-holders

Between the implementation team & donor offices

3. Sustainability

Please provide information/examples to support your numerical response.

Local:

National:

Regional:

Please provide information/examples to support your numerical response.

Positive factors

Local:

National:

Regional:

Negative factors

Local:

National:

Regional:

Please provide information/examples to support your numerical response.

0	Don't know/not applicable	1	Not at all (none)	2	A little (low)	3	Somewhat (medium)	4	Mostly (high)	5	Completely or near completely

Please provide information/examples to support your numerical response.

[ ]

5. Adaptive Capacity

Please provide information/examples to support your numerical response.

[ ]

Please provide information/examples to support your numerical response.

[ ]

Please provide information/examples to support your numerical response.

[ ]

Appendix 5: Evaluation schedule/timetable

Date	Activity
11 June	Signature of TE contract
12 June	Agreement on the outline activity schedule for the consultancy
1 – 6 July	Review of the background literature provided by IUCN
12 July	Finalisation of TE inception report including proposed methodology
6 – 7 Aug	Skype interview with Alan Tye (Inva'Ziles Project Manager)
13 Aug	Interview via email of Olivier Hasinger (IUCN Species Survival Commission Network Coordinator and Overall Project Coordinator of the Inva'Ziles Project)
14 Aug	Arrival in Seychelles
15 Aug	Meetings & site visits with Plant Conservation Action Group (PCA) staff: Ian Charlette (Pilot Project Manager) Lindsay Chong Seng (PCA Chair) Katy Beaver (PCA)
16 Aug	Meeting with PCA staff: Ms. Tarah Padayachy (PCA Secretary) Ian Charlette Lindsay Chong Seng Katy Beaver Meeting with Marie-May Jeremie-Muzungaile (Ministry of Environment, Energy and Climate Change) Meeting with Seychelles Island Foundation (SIF) staff: Frauke Dogley (Director) Jeremy Raguain (Pilot Project Manager) Nancy Bunbury - via Skype (Director of Research and Conservation)
17 Aug	Arrival in Mauritius
18 Aug	Arrival in Rodrigues Meetings & site visits with Alain Perrine (Pilot Project Manager) to look at work in Baie Malgache and Graviers
19 Aug	Unaccompanied site visit to Fond La Digue/Mt Fanal pilot site Meeting with Richard Payendee (Rodrigues Regional Assembly Commissioner for Environment and Agriculture) Arrival in Mauritius
20 Aug	Meeting with Vikash Tatayah (Conservation Director, Mauritian Wildlife Foundation)
21 Aug	Meeting with Vishnu Bachraz (former Director of the National Parks and Conservation Service) Meeting with Alan Tye (Inva'Ziles Project Manager) Meeting with Kevin Ruhomaun (Acting Director of the National Parks and Conservation Service)
22 Aug	Arrival in Comoros
23 Aug	Meeting with Yahaya Ibrahim (CNDRS)

Appendix 6: Inva'Ziles Phase 2 – preliminary priorities
Outputs from the Inva'Ziles 2 preparatory meeting, 17-18 May 2018, Mauritius
General principles and regional priorities

including what has been implemented, and produce a new one bearing in mind capacity of the National Biosecurity Agency. The **composition of the National Biosecurity Committee needs to be reviewed**, ensure relevant stakeholders are represented.

A2. Generating support

<u>Comoros</u>

Develop awareness raising campaigns targeted at the public, politicians and other key decision makers (e.g. private sector). Need expert assistance to identify the best means to get invasives on to the political agenda. Incorporate invasive species into the formal education curriculum. Expand cost-benefit analyses as a tool for increasing support for invasives management, building on the work begun in Inva'Ziles 1. Work as far as possible with local communities, on all aspects of invasive species management

Seychelles

There is a **need for ongoing capacity building programmes**, in particular to support the mainstreaming objective. An IAS levy upon trade/shipping could be used to fund various capacity issues, incl. databases and app. There is a **need for shipping container cleaning technology**, and the **National Biosecurity Agency in general needs additional capacity**. New information resources are needed, along with innovative education and awareness programmes, that target specific stakeholder groups, using positive messaging (what you can do) to generate behaviour change and garner political support. The

C2. Management of established invasives

<u>Comoros</u>
Following surveys and prioritisation exercises, design and establish the country's first invasive species management programme, with priority target species and management goals determined according to best practice prioritisation and management protocols.

<u>Mauritius</u>