

Marine Plastic Solutions

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*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

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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

## 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



be carried over into 2022.

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.





## 1.2 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 methodologies<sup>1</sup> 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

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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 2<sup>nd</sup> 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 i43sn9.63-mise the



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 pr



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.

## 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.





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 countriescmBT/TT23 1 T



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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-



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

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





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:

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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

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.

explanation

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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

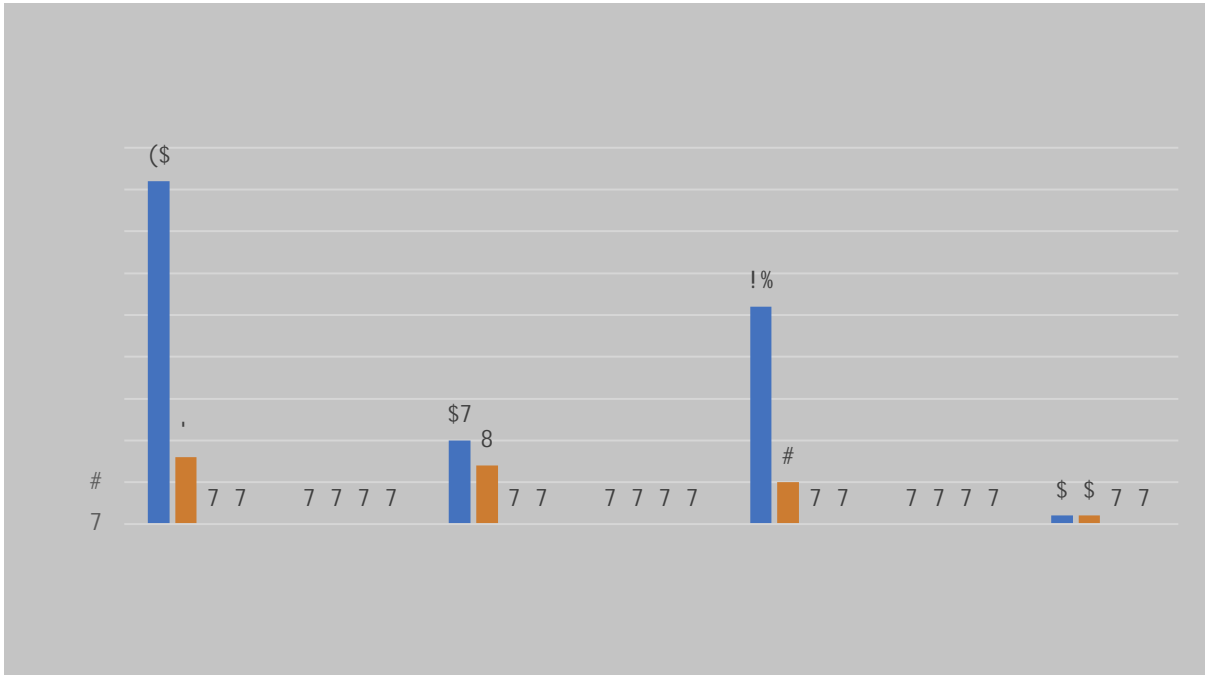


meetings addressing. For the Pacific it can be seen that for Fiji, Samoa and Vanuatu events and meetings have been concentrated on Outcome 3 and only for Fiji were events reported for Outcomes 1, 2 and 4.

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.



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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*

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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 outatiE1/TT23820.13(dir99 -722 Tm9W78 64rc2 Tmt029 T,510 0 0.24 9.6378 625

- 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.





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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

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

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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

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

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Results Framework for Island of...

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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 4.4 for the complete list o

**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 –

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!!!!!!



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









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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. !

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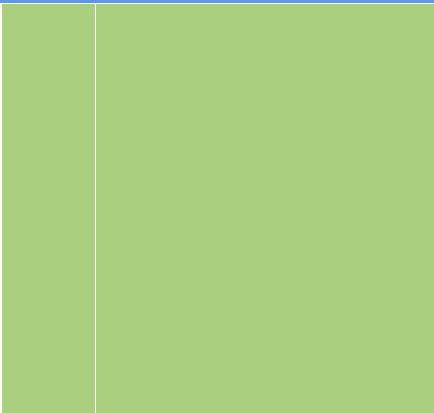
## 8 APPENDICES

### APPENDIX A: DATA









1.4.2 Is the project aligned with the target countries' major national policies?









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

		<p>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>	<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>	<p>SATISFACTORY</p>	<p>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</p>
		<p>2.1.7 How effective has been PWFI in engaging key national stakeholders in the Plastic Waste Free Island Blueprint network?</p>	<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>	<p>GOOD</p>	<p>Evidence of good engagement with key national stakeholders in the Plastic Waste Free Island Blueprint network</p>



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

[Redacted]						
[Redacted]	[Redacted]	2.1.8 What are the early markers of changes among key national stakeholders to demonstrate increased level of interest and	Review of key project documents. Interview with key project staff and consultants where relevant.	GOOD	[Redacted]	Early markers of changes among key national stakeholders to demonstrate
[Redacted]						
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]



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

		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 [redacted] a.</p>
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# Mid-term Review of IUCN's Project: Plastic Waste Free Islands (PWFI): Final Report

		<p>2.1.14 Is the project meeting its intended targets?</p>	<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>	<p>SATISFACTORY</p>	<p>The project is meeting some of its intended targets</p>
		<p>2.1.15 Are lessons learned identified?</p>	<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>	<p>SATISFACTORY</p>	<p>Some lessons learned are formally identified</p>
	<p>2.2 To what extent are the Monitoring, Evaluation and Learning (MEL) strategy and tools adequate and effective? In particular:</p>	<p>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>	<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>SATISFACTORY</p>	<p>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</p>











3.1.6 Has the project been implemented in a cost-efficient manner?

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



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

Mid-term Review of IUCN's Project: Plastic Waste Free Islands (PWFI): Final Report					
No.	Criteria	Key Indicators	Evidence	Rating	Comments
4.	Sustainability	4.1 What efforts are being made to ensure sustainability of PWFI results in the long term?	<p>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?</p> <p>4.1.2 Determine whether or not the results can continue after the project ends</p>	GOOD	<p>Some of the project results, lessons or experiences are likely to be replicated (in different geographic areas) in the near future.</p> <p>There is some evidence that the project results are highly likely to continue after the project ends</p>
			<p>Targeted interviews with donors in each country.</p> <p>Questionnaire/Survey</p> <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> <p>Review of key project documents.</p>		



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

			<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>		<p>significant positive, unintended outcomes</p>
<p>4.1.4 Does the project respond to, and mitigate in a timely fashion, any negative, unintended outcomes?</p>			<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>[REDACTED]</p> <p>Targeted interviews with donors in each country.</p>		





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[Redacted]					
[Redacted]	[Redacted]	[Redacted]	Targeted interviews with donors in each country. Questionnaire/Survey	[Redacted]	[Redacted]
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# Mid-term Review of IUCN's Project: Plastic Waste Free Islands (PWFI): Final Report

		<p>6.1.4 To what extent are common systems used for monitoring, learning and accountability?</p>	<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>	<p>SATISFACTORY</p>	<p>Common systems for monitoring, learning and accountability are sometimes used</p>
		<p>6.1.5 To what extent is the intervention designed to use existing systems and structures (of partners/other donors/international</p>			



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

		<p>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>	<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>	<p>SATISFACTORY</p>	<p>The project is sometimes consistent with international norms and standards on the participation and promotion of disadvantaged and vulnerable groups?</p>
	<p>6.1.8 Are there any</p>				



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

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APPENDIX B: EVALUATION SCHEDULE

		"Week" Start Date												Days in Reserve					
		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	14/10/21	21/10/21	
1.0	Inspection																		
1.1	Client Briefing																		
1.2	Revise Work plan and timeline																		
1.3	Document review																		
1.4	Prepare detailed questionnaires																		
1.5	Reconnaissance ToC																		
1.6	Draft & Submit Inspection Report																		
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																		
3.1	Review by Client																		
3.2	Incorporate comments and prepare final Report																		
4.0	Submission of Final Report and one-page summary																		
5.0	Webinar session																		
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	14/10/21	21/10/21	28/10/21	Actual Date	
1.2	Revise Work plan and timeline																		
1.6	Draft & Submit Inspection Report																		



## APPENDIX C: LIST OF PEOPLES INTERVIEWED

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## APPENDIX D: DOCUMENTS CONSULTED

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## APPENDIX E: ORIGINAL THEORY OF CHANGE



APPENDIX F: EVALUATION TERMS OF REFERENCE





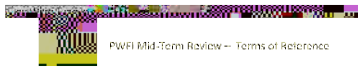
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# Mid-term Review of IUCN's Project: Plastic Waste Free Islands (PWFI): Final Report



- 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 including field visits; List of open-ended interview questions to be conducted.

Activity	Start Date	End Date	Status
Recruitment of Evaluation consultant	09 May 2021	09 May 2021	Completed
Final Evaluation matrix	09 May 2021	09 May 2021	Completed
Final report	30 June 2021	30 June 2021	Completed
Comments on draft report	09 July 2021	09 July 2021	Completed
Final report, two-page summary and webinar	16 July 2021	16 July 2021	Completed

**Qualifications of the Evaluator(s)**  
 IUCN requires an evaluator or a team of evaluators with experience in assessing change in complex systems, with experience in conducting qualitative and quantitative data collection, data analysis, and proven records of conducting formative, process and impact evaluations. The consultant or lead consultant shall have:

- At least 10 years' experience as an evaluator with demonstrated qualitative and quantitative data collection and analysis skills, with proven records of conducting formative, process and impact evaluations.
- Proven experience in evaluating similar projects. Prior experience in conducting evaluation in the Pacific region is an additional asset.
- Complete independence from IUCN.

The successful candidate will be selected based on the following criteria. Women are strongly encouraged to apply.

**Payment**  
 The maximum available budget for this review is 2,000,000 NOK (250,000 USD). The evaluator(s) shall be paid by IUCN upon completion of the following milestones:

- 30% upon completion 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.

For contractual reasons, with Norad, and payment for this consultancy have to be made in NOK.

