



Evaluation of Closed Project
12-029 Steppe Forward Programme: Training
Conservationists for Mongolia's Future

Final report - September 2007

The Darwin Initiative

The Darwin Initiative is a UK Government small grants programme which was launched at the Rio Earth Summit in 1992. It aims to assist countries rich in biodiversity but constrained by financial resources to implement the Convention on Biological Diversity (CBD). The Initiative is funded and managed by the UK Department of Environment, Food and Rural Affairs (Defra). This is the UK Government's main support to other countries (including the UK's Overseas Territories) in their implementation of the CBD, and more recently the Convention on International Trade in Endangered Species of Wild Flora and Fauna (CITES) and the Convention on the Conservation of Migratory Species of Wild Animals (CMS), through the funding of collaborative projects which draw on UK biodiversity expertise.

Monitoring and Evaluation

The Darwin Initiative has a comprehensive Monitoring and Evaluation (M&E) programme in place which is central to informing on the progress of the Darwin Initiative against its goal – 'to support countries that are rich in resources but poor in financial resources to meet their commitments under one or more of the major biodiversity conventions: the Convention on Biological Diversity; the Convention on Migratory Species; and the Convention on International Trade in Endangered Species'.

The M&E programme is used in a number of ways to help inform on best practice, to support ongoing projects in their delivery, to strengthen the Darwin Initiative itself, and to demonstrate the gains Darwin Initiative projects have made in conserving biodiversity through partnerships between the UK and developing countries.

The Darwin Initiative M&E programme is essentially centred on performance monitoring and impact evaluation. The M&E programme assesses legacy and impact at different levels with lessons drawn out from each level:

- At the project level – in terms of host country institutions and local partners and beneficiaries, and in terms of conservation achievements;
- At the national and ecoregion level – in terms of host country policies and programmes, and, if relevant, at a cross-boundary and eco-region level;
- At the international level – in terms of emerging best practices, and the conventions themselves;
- At the UK level – in terms of legacy and impact within UK institutions.

This report was undertaken by Rob Wild on behalf of the Darwin Initiative

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INVESTOR IN PEOPLE

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List of acronyms

DI	Darwin Initiative
ECP	Evaluation of Closed Project
NUM	National University of Mongolia
UNDP	United National Development Programme
ZSL	Zoological Society of London

Executive Summary

An opportunity was taken to carry out a closed project evaluation on DI Project 12-029: The Steppe Forward Programme: Training conservationists for Mongolia's future. Meetings were held with a number of individuals. All the indications are of a well delivered and successful project, with the likelihood of high sustainability and legacy.

- The core activity of holding field ecology training courses for undergraduate biology students was successfully delivered in a cost effective way which promoted international exchange.
- The Biology Faculty of the National University of Mongolia now contains a successful conservation unit which is generating a number of project outputs including
 - Field guides
 - Red lists and action plans
 - Public awareness
 - Other resource programmes
- A student club which has outperformed expectations.
- An effective para-ecologist and community programme in the Small Gobi Strictly Protected Area.

The programme is still operational after seventeen months of DI project closure and enjoys significant local ownership. Key project partnerships are in place and considerable matching funds have been raised. The collaboration between the University of Mongolia and the Zoological Society of London appears to be of a long-term nature. Most of the elements of the project are ongoing, however, the training courses were not held in 2007. Finding mechanisms for the long term running of the courses currently presents a challenge. There is, however, the commitment to continue with the courses. Notwithstanding the challenge of continuing the field courses, the project has already helped to develop a cadre of active young conservationists within Mongolia.

1. Introduction

Mongolia has been the recipient of Darwin Initiative funds for two projects; the Steppe Forward Programme and the Cross-border conservation strategies in the Altai Mountains. Taking the opportunity of a visit to Ulaanbaatar, Mongolia for other work, the ECTF Programme Director, Robert Wild carried out an 'evaluation of closed projects' review (ECP) on the Steppe Forward Programme (12-029). The Altai Mountains cross-border project (11-025), was managed primarily through Russia and it was not possible to review this project during this visit.

Project No	Title	Purpose
12-029	The Steppe Forward Programme: Training conservationists for Mongolia's future	The Steppe Forward Programme aims to empower Mongolians to create and manage conservation programmes by providing them with the tools necessary to design and monitor their own conservation initiatives, assess wildlife populations and design ecological studies.
11-025	Cross-border conservation strategies in the Altai Mountains Not reviewed.	To bring together for the first time information from Russia, Kazakhstan and Mongolia on the distribution and habitats of the rare and endemic flora of the whole of the Altai region, and identify threats to their preservation, in order to develop strategic, cross-border approaches to biodiversity conservation.

The UK project institution of 12-029 The Steppe Forward Programme: Training conservationists for Mongolia's future is the Zoological Society of London (ZSL) while the host country partner of the Steppe Forward Programme is the National University of Mongolia (NUM). The project operated from May 2003 to April 2006.

Over the past 18 years, Mongolia has been going through very rapid changes, with major implications on the country's biodiversity. Firstly the country is very large, with low population and has very high biodiversity values. One quarter of the population follow a traditional nomadic herding life. Secondly, it has decided to safeguard over one third of the land in protected areas; and third is the rapidly developing economy, including mining, tourism and trade, especially with China. The opening of relationships with China has also meant the Chinese demand for natural resources has started to impact on Mongolia.

2. Project Evaluation

For the purposes of the review, meetings were held in Ulaanbaatar at the National University of Mongolia (NUM) with the following project individuals:

- Host country project coordinator, and now programme director;
- Steering committee members who are lecturers of the NUM;
- Trainees from the programme;
- President of the Ecology and Erdem Club.

In addition, a telephone interview was held with the UK Project Leader, who was present at project close. It was not possible to visit the project field site due to time constraints.

2.1 Project Purpose

Project Purpose: To build capacity for Mongolians to create their own conservation programmes by providing them with tools necessary to design and monitor conservation initiatives, assess wildlife populations and design ecological studies.

The focus of the project was capacity building and, in particular, the development of field ecological skills.

2.2 Relevance

The extent to which the project outcomes correctly addressed identified problems and needs at the time of design, and whether these problems and needs were addressed as a result of the project.

Given the rapid and recent changes occurring in the country, the need for robust biodiversity expertise and methodology is high. While the universities include significant expertise in biology, the focus has been on more on the traditional biological disciplines, including taxonomy, rather than disciplines that focus on conservation needs.

This project, which focuses on field biology, ecology and conservation project design, has met a real gap in the current capacity for these skills. The project was designed jointly between the NUM and the Zoological Society of London. ZSL had staff based in country and therefore the needs were well identified, and developed in a collaborative manner.

UK and Mongolia, being within the Eurasian biogeographical zone, also meant that there were more direct similarities in terms of ecology and that UK expertise is more directly transferable than in many situations.

2.3 Efficiency

Appropriateness and suitability of the technical methodology applied by the project and overall delivery of the technical assistance

The project used UK professional ecologists as volunteer lecturers on the field training courses, thus reducing fees for the training courses and promoting international exchange. The opportunity proved popular amongst volunteer lecturers and the programme had many CVs from which to select individual lecturers. In a number of cases, volunteer lecturers have maintained an ongoing communication with students. The trainees interviewed indicated that they valued highly the international exchange brought about from this model.

In terms of the core activity, the field courses carried out formal evaluations by trainees at the end of the courses which showed a high level of satisfaction with the training courses. The project focus was collecting significant data both ecological and social. The courses were recognised by the University and students received credits for them, as well as their projects being marked by lecturers.

Databases have been established and much of this data is now contributing to ongoing conservation programmes.

Institutionally, the Steppe Forward Programme is well integrated into the National University of Mongolia, and ZSL and the NUM have a formal Memorandum of Understanding. The steering committee is made up of members of the Faculty of Biology, and several were interviewed during this evaluation. The DI project initiated the programme, but it has managed to raise significant other funding from multilateral agencies such as the World Bank.

The main challenge of the project has been the difficulty of gaining the participation, in the field courses, of the teaching staff from within the faculty, and this is a possible weakness in the original design. The lack of participation does not reflect a lack of interest or support for the programme by the teaching staff. They, in fact, felt the knowledge gained by the students was very significant. The underlying causes of low level of lecturer participation in the Steppe Forward field courses included: the short period of the Mongolian field season, the NUM official field course which they are involved in for the first three weeks of the summer vacation, the demands of their own research programmes, and the economic realities regarding alternative paid consulting work during the summer months. The teaching staff felt that the courses would benefit most junior members of staff coming into the faculty, that some elements of the courses might be incorporated into the NUM field course and that the participation of high level expertise from outside of Mongolia would be the most attractive to lecturers.

The overall financial input from DI into the Steppe Forward Programme was £187,921, being an annual investment of just under £63,000 per year. The results that have been achieved appear very good value for money.

2.4 Effectiveness

To what extent the project outputs were achieved and to what extent they contributed to achieving the project purpose. In other words what difference the project has made in practice with the intended beneficiaries?

Overall the project outputs were well delivered and the Project has had a number of significant outcomes that include the following:

- The establishment of the Steppe Forward Programme as a functioning unit in the National University of Mongolia.
- Establishing a regular field course programme in ecology for undergraduates and rangers.
- Significant numbers of students and National Park rangers able to design, implement and monitor conservation programmes in Mongolia.
- The development of a cadre of motivated young conservation professionals trained in field methodologies. Eighty percent of the 127 students trained now have employment within conservation or are engaged in MSc studies.
- The development of an active student conservation club that embraces 14 institutions of higher education in Ulaanbaatar.
- Community awareness of ecology and conservation needs has increased with a number of ongoing activities. This is mainly at the community site is Small Gobi Strictly Protected Area.

- NUM students and rangers are able to train local herders as para-ecologists collecting biodiversity data.
- The initiation and publishing of the English language Mongolian Journal of Biological Sciences.

A number of these are described in more detail below.

Steppe Forward Programme

The Steppe Forward Programme is one of the project outputs. It still operates as a unit within the Biology Faculty of the NUM. The unit head, Jamsranjav Jargal, the host country counterpart from early in the project, continues to be a member of staff of ZSL during a transition phase to alternative institutional and financial arrangements. The programme maintains the biodiversity databases, and has received significant further funding for ongoing activities. For example, the Mongolian red lists and conservation action plans for mammals, reptiles & amphibians and fish are now published. These publications built on the original work of the DI project and through training courses coordinated the date of many of interested stakeholders (over seventy people in the case of mammals). The ongoing programme includes the following:

- Training of students in field ecology;
- Publishing of field guides;
- Maintaining biodiversity and other databases;
- Maintaining links with and supporting the para-ecologists, called the Eco Herder programme;
- Supporting the Mongolian Journal of Biological Sciences;
- Regular networking both via the internet and monthly informal talks.

The Steppe Forward Programme, as well as an active involvement in biodiversity conservation issues, is also engaged in resource management issues such as water utilisation.

The Ecology and Erdem Club (EEC)

Founded by students under the DI project, but now completely independent and self funding, the Ecology and Erdem Club has rapidly established itself as an active player in conservation action in Mongolia. It now has a membership of 500 students drawn from 14 institutions of higher education in Mongolia (Box 1), and has moved beyond ecological to social and economic institutions.

Erdem means 'knowledge' in Mongolian, and the Club has a focus on activities that have improved ecological knowledge and awareness. Objectives include helping students with their own research, as well as including stakeholder participation in conservation efforts.

Activities include:

- Annual Workshop on 'Conservation in the 21st Century'. Attended by over 600 students and lecturers, it addresses topics relevant to conservation issues in Mongolia. In 2003 it was addressed by the President of Mongolia, Nambaryn Enkhbayar. The President is a committed conservationist and is aware of the Darwin Initiative contribution.
- Weekly youth radio environment and music programme, hosted by the national radio station since January 2007. Includes dialogue with individuals and communities across Mongolia.

Box 1 Some institutes contributing members to the Ecology and Erdem Club

National University of Mongolia
 University of Agriculture
 Medical University
 Buddhist University
 University of Science and Technology
 University of Economy

- National television programme over 4 months.
- Eco-tours of Bogd Khan Strictly Protected Area to raise awareness of air pollution from Ulaanbaatar.
- Regular trainings and lectures in many kinds of subjects related to conservation and ecology.
- 15 summer camps with the Alliance for Religion and Conservation (ARC) across Ulaanbaatar giving environmental activities for 2,000 children.
- Nationwide eco-tour also with (ARC) for the cleaning of 2000 Ovo (shrines) of litter including talks, culture and dance events with many communities across the country.
- Tree planting activities in Ulaanbaatar to celebrate the 60th anniversary of UNDP.
- Fundraising including book and plant sales.
- Publicity including newspaper articles.

The Club has been very successful in securing funds from other sources. It has received support from Mongolian rock stars who have written songs about nature, and in 2005 received the award for the best National University of Mongolia student club.

Eco Herder Programme

One of the innovative elements of the project has been working with nomadic pastoralist communities. This has led to a number of mutual benefits and behavioural changes from people that live in daily contact with wildlife. These include:

- Maintaining wildlife records. A number of herders maintain wildlife record books. Some record charismatic species, such as wolves, others particularly younger men, are keen to record a wide range of things, while women tend to focus on medicinal and other plant resources.
- Identification and demarcation of community and nationally protected areas, for example they erected signs to show the boundary of the Small Gobi Strictly Protected Area.
- Improved management of communal resources.
- Engagement in national programmes.

Social research has informed this programme through the use of participatory rural appraisal. This component received matching funds from the Whitley Conservation Awards. In the words of the last Project Leader "like the Ecology and Erdem Club, the Eco-Herder component took on a life of its own. It caught the imagination of local people in the Small Gobi and produced some very beneficial effects".

Mongolian Journal of Biological Sciences

The Mongolian Journal of Biological Sciences is the first English language journal of its kind in Mongolia. It has raised the profile of Mongolian research work and provides a vehicle for the many external researchers to repatriate data. It has improved the standing of the Faculty of Biology and engendered a sense of pride. It has significant support from within the University which has taken over its production and funding.

The project benefited from the UK project leader being stationed in Mongolia full time. There were three different Project Leaders during the three years of the project and this delayed the delivery of some of the outputs especially during staff changeovers. The fact that the host country counterpart remained the same, provided continuity and reduced any negative effects of staff changes.

2.5 Impact

To what extent the project purpose was achieved and thus contributed to the overall project goal (ie to work with local partners in countries rich in biodiversity but poor in resources to achieve the conservation of biological diversity, the sustainable use of its components, and the fair and equitable sharing of the benefits arising out of the utilisation of genetic resources).

Direct biodiversity Impact:

Project staff reported that there have been some direct impacts on biodiversity; this is particularly through the interaction with herder communities and the Eco Herder programme. Communities have demarcated and signposted community and national protected areas and this has led to some reduction of hunting pressure, assisted by increased awareness and increased reporting of poaching activities.

The management of water sources has reduced conflict between wildlife and livestock, with herding communities camping less close to water sources and allowing rare species access.

Sustainable Use Impact:

Sustainable use has been promoted by the better management of rangelands and the engagement and the mutual learning from and by herder communities.

Equity impact:

The project has engaged a wide range of social groups from academic institutions to nomadic communities and built synergies between them. The engagement of the pastoralists in conservation activities is important and project staff report an increased engagement and sense of pride in their resources and wildlife. A community fund has been established and a number of income generating projects been established, although the extent and scale of these could not be ascertained.

2.6 Sustainability

Extent to which the outcomes of the projects, at either output or purpose level, have continued on after the end of the project.

The Darwin Initiative project has now been closed for 17 months. The Steppe Forward Programme remains active and has a number of ongoing projects. It is in a transition stage as it adapts to new staffing, and seeks new funding sources. For the three years of the DI project, UK personnel were full time in Mongolia, working alongside Mongolian counterparts. The programme has successfully made the transition to all host country staffing. Institutionally it is a unit within the Biology Faculty of the NUM and receives ongoing support from ZSL. It will be supported by a UK volunteer later in the year. ZSL did express concern over the financial sustainability of the project and emphasised the limitations of the project funding approach. Funding DI projects over longer timeframes would assist with putting more secure funding in place.

The field training courses probably present the greatest challenge to the sustainability of activities. There remains a high commitment to running the courses but none were carried out in 2007. Efforts in 2006 and 2007 to open the courses to fee paying foreign students to help finance the courses, has not been particularly successful, with insufficient uptake to make the courses viable. This is in contrast to the interest from volunteer lecturers.

The Mongolian Journal of Biological Sciences has been taken on by the Biology Faculty. One volume has been published since the project closed.

3. Conclusions and Lessons Learned

This appears to have been a successful project and the evidence that many of the outputs have continued since project closure gives confidence that some of the elements of the work will continue under the new host country teams, leading to the likelihood of a recognisable legacy.

During the evaluation it was clear that certain lessons could be identified from this project. These include:

- The use of UK professional ecologists as volunteer lecturers was a cost effective way of reducing fees and promoting international exchange which may be transferable to other situations.
- The project benefited from the UK project leader being based in-country full-time.
- The timeframe of the project constrained how much could be achieved and it was suggested that a longer project timeframe would assist with securing longer-term funding to continue the work started under the DI project.

Financing the ongoing work and Mongolia's rapid changes and development pressures, however, remain significant challenges.

Annex 1 Terms of Reference for the ECP

Post Project Evaluation	Evaluation of Closed Darwin Initiative Projects located in Mongolia	
Project No's.	11-025	12-029
UK Institution and Project Leader/Contact	University of Sheffield Bryan Wheeler/Sue Shaw (Main)	ZSL Sarah King
Partner Institution(s)/ Contact(s) per project	Hovd State University H Tsedev	Mongolian National University B Bayartogtokh
	Altai Botanical Gardens, Leninogorsk, Kazakhstan.	Steppe Forward Programme Manager in Mongolia - Jargal Jamsranjav Other people involved to talk to: Kate Oddie: Nigel Barton: Volunteer: Lucy Simpson: Coordinator: Oyuna:
	Tomsk State University, Russia A Pyak, A Zverev, A Ebel	
Website	www.ecos.tsu.ru/altai	www.steppeforward.com
Project Grant Values/project	£180,781	£187,921
Project's Start / End Date:	July 2002 – Dec 2006	May 2003 – Apr 2006
Reviewer	Rob Wild, LTS International	

INTRODUCTION

The Darwin Initiative seeks to help the safeguard of the World's biodiversity by drawing on UK biodiversity expertise to work with local partners in countries that are rich in biodiversity but poor in financial resources. Particular emphasis is placed on:

- Conserving biological diversity within the context of the Convention on Biological Diversity, including sustainable use and the fair and equitable sharing of benefits arising out of the utilisation of genetic resources;
- Improving collaboration with host country/ies and strengthening their capacity to carry forward Darwin funded initiatives;
- Enhancing the overall legacy of Darwin projects.

The Darwin Initiative supports projects led by UK institutions, in partnership with host country institutions, which support biodiversity conservation over a range of ecosystems and locations. Five priority areas for Darwin funding include:

- Institutional capacity building.
- Training
- Research
- Work to implement the Convention on Biological Diversity
- Environmental education and awareness

In order to provide information on the impact and legacy of the Darwin Initiative, the Darwin ECTF Monitoring and Evaluation component is commissioning evaluations of projects that previously received funding from the Darwin Initiative (ie “closed” Darwin projects). Issues of sustainability are also integral components in the analysis of impact and legacy.

The approach applied by the Darwin Initiative M&E component is to select *clusters* of “closed” projects based on either a country, theme or eco-region. Such missions shall be undertaken in close consultation with UK based and host country institutions, and involve relevant in-country beneficiaries and stakeholders.

Objectives for the Evaluation of Closed Darwin Initiative Projects

The Evaluation of Closed Projects (ECP) is primarily intended to provide an external perspective on the legacy and impact of Darwin Projects, and to draw out innovations, lessons learned and best practices that account for positive legacy and impact.

Legacy and impact shall be accessed at different levels:

- At the **project level** – in terms of host country institutions and local partners and beneficiaries, and in terms of conservation achievements.
- At the **national & eco-region level** – in terms of host country policies and programmes, and if relevant at cross-boundary and eco-region level.
- At the **international level** – in terms of emerging best practices, and the CBD itself.
- At the **UK level** – in terms of legacy and impact within UK institutions.

Within the context of the above, the evaluation shall comment on how the clusters of projects evaluated have contributed towards achieving Darwin Initiative objectives. Comments shall include how later projects have built on earlier projects or been mutually supportive of each other.

Background of Projects to be evaluated

Mongolia has been the focus of two Darwin projects. These completed projects present an opportunity to evaluate the long-term impact and legacy of Darwin projects in Mongolia.

Project No.	Title	Purpose
11-025	Cross-border conservation strategies in the Altai Mountains	To bring together for the first time information from Russia, Kazakhstan and Mongolia on the distribution and habitats of the rare and endemic flora of the whole of the Altai region, and identify threats to their preservation, in order to develop strategic, cross-border approaches to biodiversity conservation.
12-029	The Steppe Forward Programme: Training conservationists for Mongolia's future	The Steppe Forward Programme aims to empower Mongolians to create and manage conservation programmes by providing them with the tools necessary to design and monitor their own conservation initiatives, assess wildlife populations and design ecological studies.

Issues to be evaluated

The Evaluation of Closed Projects (ECP) shall review outcomes of Darwin Initiative funded projects against the original logical framework and Darwin proposal, Project reports and products, and through the following evaluation criteria:

Relevance: The extent to which the project outcomes correctly addressed identified problems and needs at the time of design, and whether these problems and needs were addressed as a result of the project. Guiding issues include:

- Appropriateness of the project design to the identified problems and towards supporting the implementation of the CBD.
- Complementarity and coherence with other related programmes and activities at national or local levels.
- Overall design strengths and weakness as reflected in the original logical framework.
- Extent of participation by host country institution and beneficiaries in initial consultations, and identification of problems and needs.

Efficiency: An assessment of how well the projects transformed their available resources into intended outputs in terms of quantity, quality and timeliness. Guiding issues include:

- Appropriateness and suitability of the technical methodology applied by the project and overall delivery of the technical assistance
- Review of project costs and value for money.
- Level of Partner country contributions in the project
- Extent of monitoring systems to assess progress and impact.
- Extent of the project's ability to adapt its programme and approach in response to changing assumptions and risks.

Effectiveness: To what extent the project outputs were achieved and to what extent they contributed to achieving the project purpose. In other words what difference the project has made in practice with the intended beneficiaries. Guiding issues include

- Extent of the technical advances made by the project.
- Extent of institutional change within beneficiary institutions as a result of the project outputs and purpose.
- Validity of the assumptions and risks of the project at the purpose level, and how did these change during the course of the project
- Extent of the project's ability to adapt its programme and approach during the course of implementation in response to changing assumptions and risks.

Impact: To what extent the project purpose was achieved and thus contributed to the overall project goal (ie to work with local partners in countries rich in biodiversity but poor in resources to achieve the conservation of biological diversity, the sustainable use of its components, and the fair and equitable sharing of the benefits arising out of the utilisation of genetic resources.). Guiding issues include:

- To what extent has conservation of biological diversity benefited (or expected to benefit) from the achievements of the projects.
- Have there been unplanned impact resulting from the projects and what have been their consequences.
- Have there been gender-related or poverty related impacts rising from the project.
- Have there been impacts on host country ability to implement the Convention on Biological Diversity.

Sustainability: Extent to which the outcomes of the projects, at either output or purpose level, have continued on after the end of the project. Guiding issues include:

- Extent of the ownership of the project purpose and achievements, and means for ensuring this ownership.
- Extent of the policy environment being in support of the project purpose and achievements.
- Extent of the institution capacity of host country and beneficiary institutions to carry forward project outcomes post project support, at the level of scientific, technological and financial considerations
- Extent of the socio-cultural factors being in support of project outcomes, and whether the project outcomes are well grounded.
 - Innovations, lessons learned and best practice:
 - Report on any innovations developed by the project.
 - What lessons do the project implementers report.
 - Is the project implementing best practices, has it any indicators that it will do so?

Methodology

The ECP shall be undertaken in close collaboration with Darwin Project Leaders and host country institutions, and engage with project stakeholders and beneficiaries. Wherever possible, ECP consultants should consult with National CBD focal points.

The ECP consultant shall ensure that the ECP is informed through consultative and participatory work sessions and semi-structured interviews with project team members, project beneficiaries and other project stakeholders. Use of participatory assessment tools should be used where ever possible (eg timelines, mapping, stakeholder analysis)

Timetable

The ECP in Mongolia shall be undertaken according to the following schedule:

Preparation and review of documentation – 0.5 day

Field mission - 1 day

Report preparation – 0.5 day

Reporting and Feedback

No later than two weeks after the end of the field mission, the ECP consultant shall submit a **draft report** to the Project Leaders and the Darwin Programme Director. Thereafter, the Project Leader, host country institution(s) and the Darwin Programme Director shall have up to two weeks to submit comments to the ECP consultant. The ECP consultant shall finalise the ECP report no later than one week after receiving comments on the draft report and will submit the report, and the Completion Summary, to the Darwin Programme Director, who will forward it to the PL and Defra.

As a guide, the ECP draft and final report should be no more than 15 pages (excluding annexes) and reflect the following outline.

- *Executive Summary:* A free-standing executive summary covering the key purpose and issues arising from the ECP; an outline of the main analytical points and the main conclusions, lessons learned, best practice and recommendations. It should be no more than two pages.

- *Main Text*. Should start with an introduction describing the projects being reviewed, collective context and the evaluation objectives. The body of the report should follow with a project by project description the review criteria described in the methodology describing the facts and interpreting them in accordance with key questions for the review.
- *Conclusions and Recommendations* according to partnerships, relevance, efficiency, effectiveness, impact and sustainability criteria.
- *Innovations, lessons learned and best practice* of the projects individually and collectively as well as the Darwin Initiative programme.
- *Advice on communications*: the ECP Consultant's views on how key messages about the project should be communicated and to which audience (eg press release in the UK or briefing to local FCO staff)
- Annexes should include:
 - the TORs for the ECP
 - the Logical Framework of the project indicating original intended purpose and outputs, actual achievements by the end of the project, and outcomes at the time of the ECP
 - A map of the project areas if relevant
 - A list of persons/organisation consulted
 - Documentation consulted (ie bibliography)
 - Other relevant annexes as appropriate.

The *Completion Summary* should be a one page checklist of key issues from the ECP, pulling together the recommendations, lessons learned, best practice and the advice on communications. A template will be provided by the Darwin Programme Director.

Timetable for ECP

June/July 07	Shortlist of clusters identified and sent to Defra for approval
+ 2 weeks from submission	Confirmation from Defra of ECPs to be undertaken. PLs contacted and initial arrangements made for ECP
+ 10+ weeks from confirmation	Field visit carried out
+ 2 weeks	Draft report sent out to PLs, host institutions and DPD
+ 2 weeks	Comments received from PLs, host institutions and DPD
+ 1 week	Final report and Completion Summary submitted to DPD
+ 1 week	Final report accepted by DPD and submitted to Defra for approval
+ 2 weeks	Final report accepted by Defra and circulated to PLs by DPD