

CEBioS
Capacities for Biodiversity and Sustainable Development
Mid-term evaluation

Final report - December 2017

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List of acronyms

ABS	Access and benefit sharing
ACODEV	Federation of development cooperation NGOs (French and German speaking)
BELSPO	Belgian Science Policy
BGM	Botanic Garden Meise
BTC	Belgian Technical Cooperation
CBD	Convention on Biological Diversity
CEBioS	Capacities for Biodiversity and Sustainable Development programme
CHM	Clearing House Mechanism
COHERENS	Coupled hydrodynamic Ecological Model for Regional Shelf Seas
COP	Conference of the Parties
DAC	Development Assistance Committee
DGD	General Directorate for Development (Belgian development cooperation)
DRC	Democratic Republic of Congo
ET	Evaluation team
GTI	Global Taxonomy Initiative
IPBES	Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services
LFM	Logical Framework matrix
MB	Meriem Bouamrane
MRV	Measuring, Reporting and Verification
NGO	Non-Governmental Organisation
NP	Nagoya Protocol
PIC	indicative cooperation programme
PPVK	Peter Paul Van Kempen
OECD	Organisation for economic cooperation and development
RBINS	Royal Belgian Institute of Natural Sciences
SO	Specific objective
SVC	Saskia Van Crugten
TOR	Terms of Reference
VLIR	Vlaams Interuniversiteit Raad - Flemish Interuniversity Council

Executive summary based on the OECD DAC evaluation criteria

The midterm evaluation of CEBioS, the DGD-RBINS programme, has been conducted during the third quarter of 2017 (43-45 months of the total implementation period of 60 months). The evaluation process conducted by three external evaluators has involved the consultation through written questionnaires, face-to-face interviews, skype meetings and focus group, all together of fifty resource persons (from CEBioS team, RBINS senior management, DGD 2.4 (recently become MD8), BELSPO, partners South, partners North, Belgian embassies in partner countries, and other key informants from development cooperation sector). [Chapter 1](#) presents a recap of key methodological aspects of the evaluation process).

The assessment made by the evaluation team is structured around the different specific objectives (SO) that are shaping CEBioS intervention strategy, but also per evaluation question as listed in the terms of reference of the mission. The detailed assessment is presented in [chapter 2](#) of the midterm evaluation report, but a brief summary assessment based on the five OECD-DAC evaluation criteria is presented here below as a synthesis of the evaluation team perception of the implementation and results of CEBioS programme so far.

Table 1 : Summary assessment of CEBIOS programme based on the OECD-DAC evaluation criteria

OECD-DAC evaluation criteria ¹	Summary assessment of CEBioS (Excellent, very good, good, fair, poor)
<p>Relevance <i>The extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor.</i></p>	<p>EXCELLENT CEBioS answers to the needs of partner countries of Belgian development cooperation and is particularly relevant to the scientific community of researchers and authorities in these countries. CEBioS offers support and services in capacity development related to biodiversity and ecosystem services that is quite unique and key to long term capacity in the South to deal with biodiversity challenges. CEBioS strategy contributes bridging the gap between science and development policy, in that sense it answers also the need of Belgium in supporting the fulfilment of its international commitments with respect to biodiversity. The outputs and outcomes planned by CEBioS are in line with its overall objective of contributing to poverty reduction and sustainable development through capacity development on biodiversity and ecosystem services.</p>
<p>Effectiveness <i>A measure of the extent to which an aid activity attains its objectives.</i></p>	<p>GOOD CEBioS effectiveness is quite difficult to approach because of performance indicators being mainly process & output based. The very high quality of CEBioS team is certainly an asset for effectiveness, but the results seem uneven and vary a lot between the different components of CEBioS intervention strategy. SO1 dealing with the knowledge base seems quite successful as is the SO2 dealing with CHM (even though its impact is not obvious). The SO3 dealing with awareness seems promising but still very limited in connecting with development actors. SO4 dealing with mainstreaming seems effective in global biodiversity fora, but limited in the Belgian development sector and policy sectors of partner countries as</p>

¹ The criteria are standards of evaluation practitioners and were first laid out in the [DAC Principles for Evaluation of Development Assistance](#) and later defined in the [Glossary of Key Terms in Evaluation and Results Based Management](#)

OECD-DAC evaluation criteria ¹	Summary assessment of CEBioS (Excellent, very good, good, fair, poor)
	<p>CEBioS appears to be too limited to science spheres. SO5 dealing with MRV seems promising as well but did not reach a lot of results yet since it is for CEBioS itself a learning process that is emerging. SO6 dealing with Nagoya protocol seems stuck because of Belgium delays in ratifying it.</p> <p>At this stage, CEBioS could still improve SO3 and SO4 by adopting a vigorous and proactive attitude, changing drastically its approach to the target audience, but time is running.</p>
<p>Efficiency <i>Efficiency measures the outputs -- qualitative and quantitative -- in relation to the inputs.</i></p>	<p>VERY GOOD</p> <p>Looking budget wise and comparing to similar activities conducted by other actors like UN organisations, CEBioS is clearly demonstrating a very good efficiency. A lot has been done with deliverables of excellent quality at very reasonable costs, management and monitoring tools are in place to plan and follow up closely the activities and expenditures. Human resource costs represent an important part of the budget, but this is normal considering it is a capacity development support programme for which the human capital is the main asset. In addition, these human resource costs are not excessive considering the level of expertise present in CEBioS permanent team. CEBioS efficiency could be even better rated if RBINS financial and contractual procedures (and the different layers made of these with those of DGD and BELSPO) would allow for more flexibility and reactivity in CEBioS implementation.</p>
<p>Impact <i>The positive and negative changes produced by a development intervention on its wider environment, directly or indirectly, intended or unintended.</i></p>	<p>FAIR</p> <p>The impact is so far difficult to assess and the measurement mechanisms are not in place yet in CEBioS implementation arrangement to approach the impact dimension. One could however say that some impact in term of development can be perceived, notably through dissemination and awareness raising activities in partner countries done by CEBioS alumni, as well as training of ecoguards, and marine modelling support. The impact of the CHM component seems quite uncertain, but this component correspond to an international commitment that CEBioS cannot really change. All in all, one could say that CEBioS carries a development impact potential anyway on the very long term, but its piloting is mainly activity/output oriented and does not focus enough on poverty reduction and sustainable development changes.</p>
<p>Sustainability <i>Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn</i></p>	<p>VERY GOOD</p> <p>The sustainability strategy of CEBioS is so far uneven. Capacity development is based on a sustainability concern, but CEBioS has different streams of work, with individuals and with institutions. The latter carries an intrinsic sustainability that can be easily verified (even if influenced a lot by local context and local political choices), the first is more uncertain. CEBioS pays attention to the selection of individuals benefitting from its support and some of them are already showing the transfer and transmission of their capacity and knowledge to other actors and fora of their country, they are becoming long term expert for their country. However this is not yet verifiable through a midterm fact-checking exercise, we should thus rather talk about a very good potential sustainability of CEBioS programme.</p>

The main recommendations made by the evaluation team and detailed in [chapter 3](#) are concerning first of all the reality of the change CEBioS is supposed to push for looking both at biodiversity and development challenges. A clearer vision of the change process, the drivers for change and a better connection with development cooperation spheres and actors are necessary. This is part of a shift needed from an activity-oriented management to a result-oriented management of CEBioS. To increase its results and impacts, the ET recommends CEBioS to continue working with long term institutional partnerships and to develop even more an approach that offers the whole package of CEBioS services to partner countries. In line with the recommendations above, a real communication strategy is needed to give CEBioS more visibility and a better targeted communication. With respect to management, the ET urges for solutions to secure CEBioS human resources, both on contractual and team building aspects. Management tools (logframes, indicators, reports, organigramme...) should be improved on the short run to reflect a better result-oriented management and on the long run to prepare CEBioS phase II, rationalising the strategic and operational division of the programme into its different components. In preparing for phase II, the ET recommends to envisage a configuration that would give CEBioS more flexibility and reactivity in finance management as well as a securing of its longer term existence and financing if likely to be envisaged in current Belgian political context.

This being said, the evaluation team acknowledges the overall quality of CEBioS programme and encourages its steering committee, host and funding agencies to continue their support to this very unique development cooperation programme.

1 Objective, scope and methodology of the mid-term evaluation

1.1 Objective

In the terms of reference (ToR) presented in [annex](#), the goals of the mid-term evaluation are presented as followed:

- *“Assess the capacities of the CEBioS team at the RBINS to meet its objectives mentioned in the 5 years’ plan (2014-2018);*
- *Assess the pertinence of the envisaged and implemented methods and modalities of CEBioS team to implement the 10 year strategy;*
- *Formulate recommendations that*
 - *Can improve the implementation of the current 5-year plan;*
 - *May guide the preparation of the second 5 years’ plan of RBINS (CEBioS 2).”*

Typically 3 kinds of purposes are found in evaluation processes: i) supporting the management of the evaluated project, ii) learning lessons for other projects, iii) ensuring accountability on the project implementation and results.

From the ToR and the initial briefing, it appears that the main purpose of the mid-term evaluation of CEBIOS is supporting the project management within phase I (2014-2018), and particularly feeding the reflection on the future 5 year phase (2019-2023). This is the angle of work taken by the evaluation team in the present report.

1.2 Scope

The scope of an evaluation describes what has to be evaluated and is defined by the different dimensions delineating the boundaries of the evaluation exercise.

In the case of the medium-term evaluation of CEBIOS, the central scope should have covered:

- all activities funded by the DGD financing of CEBIOS programme;
- All activities that have taken place during the first phase of the programme (2014 to mid-2017).

The extended scope of the evaluation, covering areas of secondary interest but connected to the central scope, was expected to be:

- the connection between CEBIOS and the Belgian CBD focal point (as this is linked to the identity and scope of CEBIOS);
- the connection between DGD-funded activities of CEBIOS and its activities financed using other donor sources.

However, given the design of the evaluation that was based in Brussels only and with a limited number of days for interviews and meetings, the activities based in partner countries were difficult to assess with another source than CEBioS progress reports. The real central scope of the evaluation that could be closely evaluated was rather CEBioS team functioning in managing the implementation of CEBioS activities.

1.3 Evaluation questions

The ToR are presenting indicative evaluation questions, very specific for some and very broad for others. Given the time planned for the whole process and particularly the limited time dedicated to interviews, the evaluation faced limitations in answering to all these questions with a sufficient level of information and crosschecking. Each time the evaluation team has judged it necessary, precautions have been taken in the formulation of conclusions that might not be sufficiently grounded.

In the table below, the indicative list of evaluation questions has been crossed with the standard evaluation criteria² to come up with the key evaluation questions the evaluation team has tried to focus on.

Table 2 : Indicative evaluation questions and their links with the standard evaluation criteria

Evaluation questions	DAC evaluation criteria
1) Do the services and deliverables comply with the strategy of CEBioS?	Relevance
2) Are CEBioS services and deliverables related to the 6 CEBioS specific objectives adequate and of good quality?	Relevance, Efficiency, Effectiveness
3) Are the workforce and composition of the staff adequate? (including questioning the structure/governance of CEBIOS itself)	Relevance, Efficiency
4) Are the tools and modalities appropriate to assess the progress towards strategic objectives and the success of its activities?	Relevance, Efficiency
5) How effective and efficient is the RBINS/CEBIO S coordination in its implementation management and monitoring procedure?	Efficiency
6) How effective and efficient is the institutional cooperation with each of the 5 countries Benin, Burundi, DR Congo, Peru and Vietnam?	Efficiency, Effectiveness
7) How effective and efficient is the cooperation in the other partner countries?	Efficiency, Effectiveness
8) How effective are the synergies identified and developed by CEBioS through partnerships with the DGD, the BELSPO activities, the Belgian diplomatic service, the sister Belgian scientific institutions (MRAC and the Meise Botanical Garden), KLIMOS-ACROPOLIS and the Belgian Universities, and NGO's?	Effectiveness
9) How should the CEBioS-programme at RBINS evolve in terms of management and coordination procedures; human resources; financial resources; performance indicators; strategic objectives, contents of the logframe.	Relevance, Efficiency, Effectiveness

Two criteria do not seem to be covered by the evaluation questions: impact and sustainability. It is quite frequent that these are not the focus for a mid-term evaluation, however the evaluation team has tried to approach prospects of impact and sustainability in a second row of priority.

For question 8, the ToR proposed a list of sub-questions to be evaluated, however, given the limited time for information collection during the evaluation process, these questions are difficult to cover with a satisfying level of objectivity. It is proposed to consider them in second row of priority.

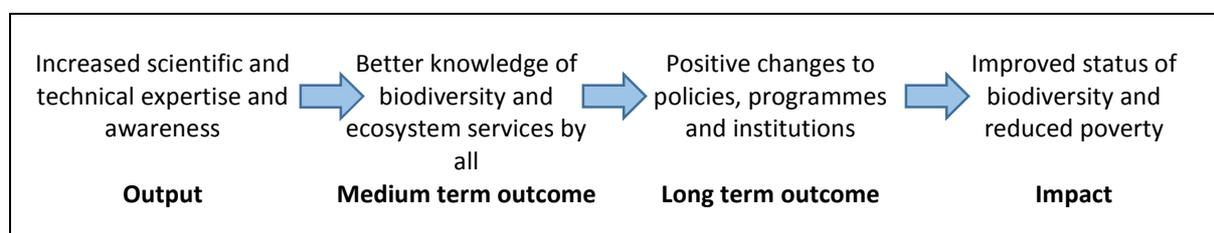
² <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

Table 3 : Evaluation questions kept in a second row of priority

Specific Objective #	Sub-questions 8
Question 8 / SO1 (To strengthen the scientific & technical knowledge base on biodiversity)	<ul style="list-style-type: none"> • Are the taxonomy and monitoring of habitats related training activities appropriate and well designed? • How relevant is the scientific and technical knowledge produced to better understand and manage biodiversity in partner countries? • Are the scientific outputs adequately made accessible to users?
Question 8 / SO2 (To enhance the information base and governance processes)	<ul style="list-style-type: none"> • Are the CHM training activities relevant, appropriate and well designed? • Did the training activities already prove to enhance the flow of information and their use in the policy process?
Question 8 / SO3 (To raise awareness and communicate on the importance of biodiversity)	<ul style="list-style-type: none"> • Are the awareness raising activities in the partner countries and in Belgium relevant and well designed?
Question 8 / SO4 (To improve the mainstreaming of biodiversity and ecosystem services in policy sectors)	<ul style="list-style-type: none"> • Are the training activities organised for the DGD staff and partners relevant, appropriate and well designed? • Have those activities already been proven to enhance the mainstreaming of biodiversity and ecosystem services and their use in the policy process?
Question 8 / SO5 (To improve the knowledge on the measurement, reporting and verification (MRV))	<ul style="list-style-type: none"> • Are the activities about MRV relevant and well designed for capacity building in methodologies to assess progress towards the Aichi targets in the partner countries?
Question 8 / SO6 (To raise awareness and build capacities on the Nagoya Protocol on Access and Benefit Sharing)	<ul style="list-style-type: none"> • Is capacity building on the Nagoya Protocol adequately carried out?

The simplified results chain below, coming from the 2014-2023 RBINS-DGD (CEBIOS) strategy has guided the overall methodology for this mid-term evaluation of CEBIOS programme. The evaluation team has focused on outputs and medium term outcomes and has considered that long term outcome and impact could only be approached through a longer evaluation process that would include a field phase in some partner countries.

Table 4 : Simplified results chain of CEBIOS programme used for structuring the mid-term evaluation methodology



To cope with this challenge in approaching the long term outcome and impact levels, the evaluation team has tried to take advantage of the “Evaluation of the institutional actors policy support, 2016” and of the self-evaluation of the programme conducted by CEBIOS team in 2017.

1.4 Evaluation methodology

The evaluation process has been conducted through different phases from May to December 2017³ by a team of three evaluators with the following fields of expertise:

- **Meriem Bouamrane:** sector of research in biodiversity, international conventions & intergovernmental mechanisms with respect to biodiversity, multi-stakeholder approach on biodiversity agenda, knowledge sharing on biodiversity
- **Saskia Van Crugten:** development sector & development funding, evaluation methodology, project management, logframes & indicators, Belgian (development) context & DGD
- **Peter Paul Van Kempen:** stakeholder perspective in biodiversity & environment, change management, behavior change, awareness raising & communication, capacity building, influencing policy processes

Table 5 : Timing and phases of CEBioS midterm evaluation process

Phase (timing)	Work process	Outputs ⁴
Launch/inception phase (mid-May to mid-July 2017)	During which the structure and methodology of the evaluation has been decided upon.	1 launch note
Desk phase (mid-July to mid-September 2017)	During which an online consultation has been conducted and a review of background documentation has been done.	Filled questionnaires 3 desk notes (as per ToR, expected deliverable per evaluator-)
Interview phase (September 2017)	During which resource persons have been interviewed either through skype, through face to face meetings and/or through a focus group ⁵ in Brussels.	1 ET debriefing note from the interview phase
Synthesis phase (October to November 2017)	During which the experts have synthesized their conclusions and recommendations, the ET coordinator has compiled their respective contribution to produce the evaluation report, evaluation report that has been presented to CEBioS steering committee (23-11-2017).	1 final evaluation report

The evaluation tools used were the following:

- documentation review (based on the documents available on CEBioS website, provided by CEBioS on demand and listed in the ToR);
- written consultation through open questionnaire;
- semi-structured interviews;
- focus group using participatory facilitation methods.

³ The schedule of the evaluation process can be found in [annex](#).

⁴ All these outputs are annexed to the present evaluation report.

⁵ The facilitation scheme developed for the focus group held on September 20 can be found in [annex](#).

The written consultation has been disseminated electronically and has targeted the following resource persons: CEBioS team, RBINS senior management, DGD 2.4/8, BELSPO, partners South, partners North, Belgian embassies in partner countries, and other key informants from development cooperation sector. The different questionnaires developed and all the answers received are available in [Annex 5](#) grouped in an electronic folder.

The limitation of this written consultation is certainly the difficulty to reach out to certain partners in the South, either for technical reasons of communication, either because of their non-answer to repeated reminders and solicitations. A third category was not captured by the evaluators (despite last minute efforts done by CEBioS team and ET when this information gap has been identified), and was not identified in the contact list transmitted by CEBioS in the launch phase: partners in the South with which the collaboration turned to be unfruitful and/or unsatisfactory.

For the interview phase, they were held mainly by the three evaluators jointly from September 18 to September 19. Some complementary interviews were made by S. Van Crugten alone in July and September 2017.

Overall the evaluation team received a good response rate from the persons⁶ consulted during the desk phase and the interview phase:

Table 6 : Response rate of the stakeholder consultation conducted by the evaluation team

#of written answers	44
over a total of questionnaires sent	54
written response rate	81%
#of persons interviewed (skype & face to face)	26
#of written & oral answers	50
over a total of persons contacted	59
overall response rate	86%

The focus group was held on September 20 morning at BELSPO premises with the participation of most CEBioS team members as well as some Steering committee members⁷. The aim was to:

- bring clarification on the evaluation process and mandate,
- appreciate the achievement obtained so far from CEBioS implementation as well as,
- reflect on future improvements to be brought to CEBioS on the short and long run.

This participatory exercise was structured around two topics: assessment of CEBIOS results per Specific objective; and improvements in CEBIOS strategic design and implementation modalities. The facilitation scheme of the focus group can be found in [Annex 4](#) as well as the capture of the outputs of the group discussions (see [annex](#)).

⁶ The list of resource persons consulted can be found in [annex](#). Those interviewed through skype or face-to-face meetings are marked by a bolded name and “*”.

⁷ Luc Janssens de Bisthoven, Han de Koeijer, Maarten Vanhove, Marie-Lucie Susini Ondafe, François Muhashy, Anne-Julie Rochette, Hilde keunen, Katrijn Baetens, Vincent Pinton, Anne-Marie Vander Avort, Aline Van der Werf, Liesbeth Loddewyckx. (& the 3 evaluators)

2 Assessments & conclusions

2.1 Summary assessment from desk phase consultation process

A certain number of strengths, weaknesses and risks occurred several times in the written consultation, these were starting points for guiding the interview phase of the evaluation process.

Table 7 : Strengths weaknesses and risks identified from the written consultation of CEBioS stakeholders

Strengths	Weaknesses	Risks
<ul style="list-style-type: none"> • Participatory approaches that place the partner at the centre (and real understanding in the team of partnership challenges in development cooperation) • Good team spirit • Good relationships with partners (respect, autonomy, ownership...) • Structured management approaches (planning, reporting...) • Having a recurrent dedicated budget for awareness raising activities • Short term funding as a way to develop capacity in project management & external funding, and as a way to prepare/build long term partnership (= live-test before LT institutional cooperation) • policy issues in CEBIOS agenda (and not only scientific issue) 	<ul style="list-style-type: none"> • Insufficient integration of CEBIOS in development cooperation (sectors, policies, processes ...) • Gap between signature and execution period of grant contracts (only 6 months of implementation instead of 12) • Ad hoc/individual support seems to bring less development results than institutional cooperation • Reports are too long, dense and difficult to read • Difficulty to go beyond processes and output to assess programme performance 	<ul style="list-style-type: none"> • Risk of non-completion or low quality in country because of distance monitoring context of CEBIOS • Human resource management seem to bring frustration (salary grid & career evolution, workload & burn out) • The vision seems not totally the same for everyone: is CEBIOS a programme of the RBINS funded by DGD with a few obligations related to CBD OR is CEBIOS a programme implementing for DGD a certain CBD policy and related commitments, hosted in the RBINS (who leads the vision and purpose?) • Risk of tailoring the programme to RBINS offer and available expertise, not to the demand or to the broader philosophy of CEBIOS programme

Analysing stakeholder answers, a consensus could be perceived around a certain number of achievements/results and around certain desirable evolutions to be considered for CEBIOS phase II.

Table 8 : Consensus on achievements and desirable evolution identified from the written consultation of CEBioS stakeholders

Consensus on phase I achievements	Consensus on suggested evolution for phase II
<ul style="list-style-type: none"> • Support to national CHM in Africa (price in COP13, CEBIOS-supported CHM = more than 50% of price winners) • Encouragement of south-south cooperation (particularly in habitat monitoring) • Taxonomy manuals for practitioners (lexica) and scientists (<i>Abc Taxa</i>) • Policy briefs • CEBIOS alumni became experts, professors etc. (sign of impact) • CBD staff recognition of CEBIOS efficiency (small grants but significant results) • Workshop & Training on the spot of field staff in charge of protected area • Succeeded in supporting taxonomists and quality outputs in taxonomy (which is very rare) 	<ul style="list-style-type: none"> • Splitting SO1 (idea Luc: 4 topics: GTI, habitat monitoring, Institutional cooperation, external projects) • Merging SO4 (policy) and SO6 (Nagoya P.) • Replacing Aichi targets by SDG & post-2020 targets • Improving communication & visibility • Improving reporting • More presence in development cooperation fora

2.2 Assessment of CEBIOS 6 specific objectives

Two assessments of the specific objectives have been made during the evaluation process:

- One by the evaluators, certainly partial because of the limited time to cover such a complex and diverse programme as CEBioS. This assessment is synthetized in this chapter.
- Another one by CEBioS team and steering committee members during the focus group exercise. This assessment has been captured under a tabular format and can be found in [Annex 6](#).

Reading both aspects is recommended for having a better picture of the status per SO, this is why both assessments from the focus group exercise and from the evaluation team are presented in this report.

SO1 - To strengthen the scientific and technical knowledge base on biodiversity and on its linkages with ecosystem services and poverty reduction (Knowledge base & GTI)

Background

The SO1 aims at strengthening the scientific and technical knowledge base on biodiversity. This SO benefited from the most important part of the budget in Phase 1. Trainings, GTI, Manuals, *Abc Taxa*, support to habitat monitoring, capacity building in Marine modelling... they are all activities under this SO1, a very diverse and broad activity package. This specific objective aims at making use of RBINS' expertise and offering/disseminating it to partners and individuals offering potential for supporting their efforts towards biodiversity and ecosystem services linked to development.

Strong points

- SO1 is positively evaluated by CEBioS stakeholders in the first phase and results should be consolidated and improved in the second phase.
- The SO1 is indeed contributing to increase knowledge on habitats, species (i.e. mushrooms, insects...), herbarium created, habitats lexicon, leaflets... There are clear success stories such as in Burundi, Ivory Coast, Benin,... This is clearly a strong point of CEBIOS.
- Trainings are also evaluated positively: students and young researchers as well as practitioners such as ecoguards and tradipraticians.
- Marine Modelling component seem to have been very successful and appreciated, with a clear technology transfer and potentials for applications on the short and long term future in partner countries.

Points of attention

- Because of such a broad scope covered by this SO, there is a confusion of what can be perceived from CEBioS action. Overlaps between SOs seem to happen quite easily (policy briefs, awareness activities can for example take place in this SO despite other SO being dedicated to it) and it becomes difficult to understand which activity package leads to which SO.
- Despite its clear technical value and very good success, the marine modelling component appears like an historical add-on coming from a RBINS product to disseminate through CEBioS, with less integration than other CEBioS activities. One could speak about work done in silos, however CEBioS is making efforts to integrate this component even more than before.

- Looking at the expertise required in the North for this SO, it appears that the demand exceeds the offer. The number and diversity of Belgian experts willing to contribute is too limited, particularly because it has been focused so far on RBINS expertise and in a second row on its sister institutions Meise Botanic Garden and Africa Museum of Tervuren.

How to improve?

- Most services offered in SO1 are useful and should be kept, but maybe not organized as they are for the moment. Re-envisaging fundamentally this SO might be necessary to clarify the strategy covered so far by SO1, maybe through the revision of the logframe, or through a division of SO per target audience. Some budget adjustment may be necessary in phase 2 to re-balance the intervention strategy.
- For the time being, an attention should be given in this particular SO to have rather an integrated approach and avoid working in juxtaposed silos. For phase II another structure could be thought (see further recommendations)
- The pool of expertise should be widened to develop more partnerships with a larger number of other institutions, universities etc.

SO2 - To enhance the information base on biodiversity and on its linkages with ecosystem services and poverty reduction and on associated governance processes (CHM)

Background

The CBD's Clearing-House Mechanism (CHM) is a tool for the implementation of biodiversity policy. It aims at strengthening cooperation and networking between stakeholders: governments, civil society, academic institutions, consultants, conservationists and the general public. It is based on the assumption that this will lead to mainstreaming of scientific information into policies. CHM is also a tool which can be used to raise the awareness. The development of networks of websites forms the main pillar of the CHM approach. CEBioS has received the mandate from RBINS and in agreement with DGD (national focal point to the CBD) to implement Belgium commitments to CBD with respect to CHM. CEBioS is thus namely to develop the Belgian CHM and to provide support to the partner countries of the Belgian cooperation for development with respect to CHM. This brings particularity in this SO.

Strong points

- CEBioS has been very successful in implementing CBD's tool, building on a long experience of the RBINS in this field. CHM sites are up and running and are –taking context and support in consideration- of high quality. This performance has been recognized internationally and also awarded. Belgium has built a prominent position in CBD and related international networks. This is acknowledged by the CBD (Montreal) and even opens opportunities for new small grants related to this work in the future (see recommendations).
- The programme has been innovative and an international front runner for the digital development of the tool.
- Development of and support to CHM answers to a real need; CEBioS support is of crucial importance for the performance of CHM in the South.
- Implementing activities leads to capacity building of professionals in the South, getting them better equipped for positions in government and institutions, indirectly opening doors this way to influence policies.

- Trainings and projects to develop and implement CHM are appreciated and lead to interesting and potentially valuable access to information about biodiversity. Relationship building is another effect of the programme.
- Some CHM managers are very active, this contributes to goals like awareness raising and offering information for policy development.
- Because of the front runner position and leading quality level, South-South cooperation for the Clearing-House Mechanism is realized. Partner countries of CEBioS delivered trainings in other countries in their region, even using GEF or national funding for this, thus creating a multiplier effect. Also three-way co-operation, in particular with the countries of the Arab area, are mentioned as a success worth duplicating.

Points of attention

- Available information and knowledge base is not well known and / or not well used by some of the key audiences of CHM like policy makers, academic networks and the general public.
- CHM Managers or national focal points in the South are often imposed and frequently change position, requiring re-investing to build necessary capacities.
- In some partner countries the professionals responsible for CHM are not sufficiently involved, for instance they do not submit projects missing opportunities for funding or they fail to upload new content.
- CHM depends on administrative, network and digital services which are lacking quality and reach in some of the countries or local areas.
- After the systems are established, there is no additional funding for interventions which lead to the use and further implementation of CHM. This is caused partly by lack of political support for CHM. Available funding is mostly focused on projects, while an optimal functioning and implementation of CHM requires structural funding, allocating an annual budget. This is an internationally acknowledged point of attention of CHM.

How to improve?

- Part of the weaknesses identified are inherent to the international context and the procedures of the CHM. These cannot be easily influenced by CEBioS. However, because Belgium has a leading role in CHM and a good relationship with CBD secretariat (Montreal), it is worth exploring how the instrument can be empowered. Identified weaknesses as lack of ownership in partner countries, lack of awareness of its value and potential, lack of appreciation and use of CHM by key audiences and lack of updating and promoting the instrument, can be addressed.
- In cooperation with CBD secretariat, a project can be designed fitting CEBioS expertise to explore which interventions contribute to the strength of CHM. Perhaps CBD's small grant funds could provide opportunities for these kind of projects, otherwise it is worth exploring which other funding opportunities are available.
- Using instruments like financing partner participation in CBD meetings contributes to commitment, capacity building and acknowledgement of the value of CHM.
- Lack of ownership in the South leading to lack of vital financial support for further implementation of CHM can be temporarily softened by financing steering group meetings in the South and offering practical tools like internet access and hardware. One must beware though of creating dependencies, this should only be applied to bridge the period when structural funding from other sources becomes available (e.g. solar panels installed at OBPE in Burundi).

SO3 - To raise awareness and communicate on the importance of biodiversity and ecosystem services for poverty reduction and sustainable development (Awareness)

Background

CEBioS staff and infrastructure/expertise from the RBINS as scientific institution and museum, as well as national focal point for the CBD and CHM, has a good position to raise awareness and communicate on biodiversity and ecosystem services. It has experiences with a wide range of audiences, which include the general public, schools, citizen associations, scientists, policy-makers...

Strong points

- Projects aimed at public awareness supported by CEBioS have received international recognition and are appreciated by partners in the North and the South. The CBD secretariat values the work of CEBioS and the results of the projects. These projects are used as showcases that also small grants can have an impact.
- A wide variety of means is used, ranging from training, symposia, flyers, publications.
- Baseline studies are being conducted. The awareness of partners about the importance of baseline studies is raised and capacity is built for evaluation by follow-up measurements.
- Some partners are also invited in neighbouring countries as experts to use their experience to develop baseline studies on public awareness. CEBioS efforts to develop capacities in partner countries have a multiplier effect in these cases.
- The programme is working to develop synergies with Belgian actors.

Points of attention

- Biodiversity is an abstract concept for part of the audiences. Raising awareness requires a thorough understanding of needs and mind-sets of the people who CEBioS is trying to reach through its partners. CEBioS partners sometimes do not have an in-depth understanding of CEBioS target audiences when they are more focused on scientific development instead of policy influencing.
- Also partner's needs and abilities are an important success factor. Quality of projects submitted is often not sufficient, pointing to lack of expertise on this topic.
- The impression is that CEBioS is sometimes 'jumping to means': not first analysing step by step: who are the target audiences, what are the communication objectives, what are my messages and only after that analysis deciding which means could be effective. When this analysis is missing, outreach tools will not always be effective.
- Means used to raise awareness are mostly using factual communication. Using of state of the art insights from behavioural sciences and psychology, will strengthen CEBioS activities. Methods like storytelling, persuasion, using emotions as drivers of behaviour and design of behaviour change are hardly used so far.
- Baseline studies are not conducted in all countries yet and performance indicators are not enough results oriented.
- Sometimes desired effects are not sufficiently concrete or are determined at the level of the main actors instead of the end audience.
- As funding of a baseline study does not yet include funding of an evaluation study, there is no control of follow up success. Even though the partners involved know that follow up research is needed, lack of funds or time might interfere with good intentions when these measurements are not yet planned and budgeted. Indicators for awareness need to be measured on a regular basis to provide feedback aimed at learning which interventions are effective.

- Tools and surveys used are not always shared, among fellow grantees even though they can be of value in different contexts. Knowledge management is a topic which needs further attention.
- Relevant (potential) network partners in Belgium are not always aware of CEBioS national ambitions and activities in this field. Focus is more on the South, activities in Belgium require attention and strategic thinking since a lot of relevant organisations are already working on awareness raising for decades, and for a lot of them, with DGD funding.

How to improve on the short term

- Efforts are now mainly focused on the South. Capacity of staff is limited. If the programme keeps its national focus as well, CEBioS activities and partnerships in Belgium need to be strengthened, requiring smart relocation of precious resources. From a strategic point of view of the overarching programme, this could be a smart move as these results will lead to a higher familiarity and appreciation of CEBioS in Belgium. This way the programme develops a stronger position on the long term and can have stronger effects by targeting audiences as a joint effort with other institutions. In any case energy should not be spent on target audience already reached out by other development actors.
- Communication and related activities to get attention and support for projects in the South can be intensified, using local partners and involving partners like embassies and ENABEL.
- Improve the description of the awareness objective and its impact (who is targeted, how, there is a need for more measures/indicators of impact of the methods used for raising awareness and need for data, who uses the website? are the policy briefs read? Who consults the CHM: data on impact). Data from Google Analytics are very generic, interviewing key audiences would be more specific (but costly) on user profile and purpose. Baseline and evaluation criteria and tools could be further professionalised. Maybe the recruitment of a communication manager (or of periodic external support on this area of work) will help to address these issues.
- Partners should use structural assessments of which communication strategies, messages, means and activities are effective in specific contexts. An analysis of current capacities in this area and needed capacity building would empower CEBioS. In an ideal world partners would collaborate with independent professionals to do this. In the real world, they would have to be creative to find a feasible way to do this. A possible solution is: Giving more attention to outcomes instead of outputs would raise understanding of CEBioS partners of what works best in their context. A more participatory approach of working (partners teaming up with their audiences and co-creating communication activities) could be more effective for them in the future. People listen best to their peers, communication means are most effective when they are produced with target audiences or even by target audiences if possible. For instance: Let a policy maker prepare a presentation for peer policy makers.

SO4 - To improve the mainstreaming of biodiversity and ecosystem services in policy sectors that have a high relevance for development (Mainstreaming)

Background

This specific objective 4 is presented in CEBioS logframe as very much focused on the Belgian development cooperation, namely the DGD. However CEBioS team seems to perceive it with the broader scope of “the actors of Belgian development cooperation”. It aims at building capacities related to biodiversity and ecosystem services for these Belgian development actors to better integrate

biodiversity in their sector of work, development cooperation processes and actions. This specific objective is clearly a service offered directly to the funders of CEBioS programme.

Strong points

- There is a clear will and a mandate given by Belgium for CEBioS to be involved in development cooperation policy meetings and several attempts were made to contribute in the PIC preparation process for several countries.
- Whenever a demand is made from DGD to comment on a document, present a briefing session or other, CEBioS seems to respond swiftly.
- CEBioS represents an added value for many development actors 1) who do not have a comparable scientific expertise in biodiversity and ecosystem services; 2) who do not have the mandate or sufficient funding for conducting research on biodiversity related topics for which they actually have an action on the field.
- CEBioS coordinator has connections with IPBES steering committee. CEBioS support in the preparation of the IPBES capacity building and assessment exercises is well acknowledged and appreciated by the IPBES focal point.
- CEBioS support in the preparation of the intergovernmental meetings (notably CoPs) and inputs is well acknowledged and appreciated by the IPBES focal point.

Points of attention

- The demand of DGD strategic audience for CEBioS support is quite low, it is part of the problem that should be addressed by this SO in particular. CEBioS together with its DGD steering committee members did not succeed yet in finding a clear entry point for non-biodiversity related units in DGD.
- The reach of CEBioS in Belgium and in partner countries seem to be more focused on research and university actors than on development cooperation actors. In these last fora, CEBioS – which is not a small programme- does not seem to be known, or barely.
- Because some CEBioS staff come from the research sector, it is difficult for them to reach development cooperation sector, the network to establish is not obvious for part of the team.

How to improve on the short term

- This SO is rather a soft component of CEBioS strategy, however it should not be neglected as this is where the scientific knowledge can bridge with development sector and objective (science policy interface).
- In terms of link with DGD, CEBioS should be more pro-active and more creative in its way to communicate and enter in the field of advocacy techniques and means. On DGD sides, some champions for change have to be identified (DGD steering committee members might be the first ones) to serve as entry points and change agents in the institution.
- The direct development cooperation actors are not the only one and CEBioS should explore more the indirect development cooperation actors (NGOs, universities international cooperation programme...). Collaboration with VLIR and ARES already exists, but so far seem often to stem from interpersonal relationship prior to CEBioS (which is not necessarily a bad thing). Some collaboration with VVOB and WWF are developing, however, a wider network should be explored with respect to the link with development, notably to compensate the absence of permanent presence of CEBioS team in partner countries or the limited in-country monitoring budget.
- In future recruitment it could be interesting to have someone with some network and experience in Belgian development cooperation sector. Another option could be to get closer

to the Belgian university NGOs (ADG, FUCID, UNIVERSUD, Louvain cooperation, ULB cooperation for the French speaking one, the equivalent might exist for the Dutch speaking NGOs). Getting closer to ACODEV and NGO federatie platforms would certainly help CEBioS to develop even more the relevant network in Belgian development cooperation sector.

SO5 - To improve the knowledge on the measurement, reporting and verification of policy choices and activities linked to biodiversity and ecosystem services (MRV and Aichi targets)

Background

SO5 aims at improving the knowledge on the measurement, reporting and verification (MRV) through supporting the development of tools and providing advices in Belgium and in partner countries. Supporting partner countries in the South in developing and implementing sets of indicators for their National Biodiversity Strategies is one stream of work that is implemented through call for proposals, trainings and meetings.

Strong points

- The MRV thematic is certainly a crucial one. Supporting the development of expertise in the South is key to promote biodiversity priorities on the long run. When one knows what to measure, he/she knows what the problem is and what would be a positive sign of change.
- Outputs delivered in phase 1 included a list of priority indicators, workshops involving different stakeholders as well as production of policy briefs, articles and publications.
- The results are overall positively assessed by CEBioS actors.

Points of attention

- This component of CEBioS includes grant scheme for awareness raising activities (example: MRV call 2017), production of policy briefs... elements that are also part of other SO in CEBioS intervention strategy and might bring certain confusion between SO considering the way the division is made between component in the current phase I.

How to improve

- It is a promising SO that would need more inputs and time in the second phase and to be coordinated as well with communication (audience, media used) as regards the production of policy briefs (impact of such tools in line with their real tailoring to specific target audience).
- Methods used include participative approaches, which should be supported and reinforced in phase two in line with the target audiences to be clarified.
- In phase II, the awareness raising aspects that go with this MRV component could be considered in the same work package as the other awareness raising component of CEBioS. . Same reflection could be conducted on the production of policy briefs. This is food for thought to be further explored.
- The proximity / complementarity with KLIMOS should probably be further explored in phase 2.
- The inclusion of SDG and 2020 targets should be included in phase 2 design for this component of CEBioS strategy.

SO6 - To raise awareness on, and build capacities for, the implementation of the Nagoya Protocol on Access and Benefit Sharing (Nagoya protocol)

Background

The aim of SO6 is to raise awareness and build capacities on the Nagoya protocol on access and benefit sharing. Methods used include workshops on capacity building to different target audiences (including to the host and the funding agencies of CEBIOS, the RBINS and DGD).

Strong points

- This is evaluated also overall quite positively on the theoretical level as there is a need to understand better the Nagoya protocol and ABS in the partner's countries of the south and there are some success countries such as in Burundi. This is also to be linked to the expertise of CEBIOS on capacity building (see SO1)

Points of attention

- However, and this is clearly said by CEBioS team, there is lack of implementation of this protocol that goes beyond CEBIOS mandate.

How to improve

- Follow up in phase two would include identifying key stakeholders in more detailed manner, maybe be more selective in the target groups and to build or identify tools to communicate on this protocol with support of CBD and NGO's to produce concrete outcomes.
- CEBioS should consider the different spheres where it can influence change on this NP aspect and re-envisage a new design for this component according to what and who is in CEBioS sphere of control, sphere of influence and sphere of interest without being directly touched by the programme.

2.3 Answers to the evaluation questions (EQ)

EQ1: Do the services and deliverables comply with the strategy of CEBioS?

Strong points

CEBioS programme is a relevant development programme. It addresses issues that are not tackled by typical development or research actors. In that sense, it brings an evident added value to other development cooperation mechanisms, building future capacities to deal with biodiversity challenges in developing countries. Generally speaking, CEBioS services and deliverables seem thus to be in line with what was announced in its strategy. The production of scientific knowledge seem to be certainly achieved with a recognized level of quality, the capacity building of researchers from the South is also representing a benefit for the partner countries on the long run. CEBioS is also providing some very specific capacity development services that no one else provides, like the support to CHM in partner countries, the building of capacities in taxonomy, the participative support for habitat monitoring or the support to marine modelling.

Points of attention

However the real question should be “do these services and deliverables serve their intended purpose”. While it is in CEBioS strategy, the link with development is not clear in a medium term perspective. If one can agree that research should not be always conditioned by a short term return on investment, CEBioS financing comes however from development cooperation and the services rendered or deliverables made accessible to development actors is not obvious. There seems to be a poor network in development sphere, with very little integration in key NSA fora in Belgium and in partner countries. . Only limited results can be linked sufficiently with development priorities and poverty reduction. While there is an effort put on publishing communication material (publications, articles, manuals, policy briefs...), disseminating/ implementing/ communicating on results linked to development & poverty reduction seems to be still weak.

How to improve

Some promising results can however be mentioned on which CEBIOS could built further actions.

The work done with some partners on protected areas with respect to manuals on habitats and training of ecoguards is having a very interesting potential in terms both of biodiversity protection and on economic development, CEBioS should build on this positive experience in phase 2.

The work done by some alumni at micro-project scale shows that interesting actions with direct applications of research are possible and with a small budget. This is for example the case for the dissemination activities by a GTI alumni on termites. For this to be not only a positive surprise, CEBioS might have a more strategic piloting of i) the selection of GTI alumni and their research topic; 2) the communication/dissemination actions following the GTI grants.

A poster is not enough for a message to pass, but ensuring this poster is printed and disseminated at larger scale with the right technical advice is possible if some development actors are approached like NGO/ branches/ line ministries etc working in agriculture, rural development, environment... These actors could be amplifiers of CEBioS results.

EQ 2: Are CEBioS services and deliverables related to the 6 CEBioS specific objectives adequate and of good quality?

Strong points

CEBioS team is working in a professional and rigorous manner. Activities are conducted with an efficiency concern and a lot of work is carried on by the team.

The deliverables seem as well of good scientific quality. The outcomes of these services might differ quite a lot from one SO to another⁸, but this could be a positive sign of the programme being flexible enough to move on in certain component even if others are slowing down.

The scientific and capacity building components of CEBIOS are strong and well appreciated by the partners in the South, inside Belgium and by international partner such as the CBD.

Points of attention

What is done with these deliverables in terms of reach and audience seem to not reach all the potential. This is partially due to external factors: piloting of targeted countries by Belgian cooperation, non-ratification of certain international convention by Belgium like for the SO6, assignment of poorly-motivated persons by a partner country to what should be a strategic position (like CHM focal points)... But it does not explain everything, working a lot to produce a good quality deliverable that is not disseminated as it could mean missing the targets for reaching the real expected outcome.

The unbalance and juxtaposition of specific objectives of different weight in CEBioS strategy makes it difficult as well to appreciate the overall picture of the services rendered. Rationalising the strategic vision might help CEBioS added value to become more visible.

In short, CEBioS staff is dedicated to carry out the activities as planned, but sometimes not reflecting enough on the impact of these activities on the overarching goal: social and developmental change via biodiversity protection.

How to improve

CEBioS is based on the assumption that strengthening scientific knowledge and capacity will lead to better valuation of biodiversity and to its protection. This in turn will result in a higher quality of the environment and improve livelihood conditions or even support economic development. Proof of these causal relations is needed and may be re-examined from time to time when choosing to conduct or not an activity, how and with whom.

As identified during the focus group, CEBioS should probably review its different clusters of work. Some would deserve to be better integrated, some would deserve to be expanded, others to be reduced to avoid spending energy and resources... All this depends each time of how enabling or not is the (country) context. In partner countries, CEBioS could envisage working from the start in a more integrated manner with all its components, a full work package, adjusting when and if necessary the type of services delivered.

⁸ See previous chapter for a detailed assessment per SO. See annex 6 for the participatory assessment per SO done by CEBioS team and steering committee members.

EQ 3: Are the workforce and composition of the staff adequate? (including questioning the structure/governance of CEBIOS itself)

Strong points

The CEBioS team is dedicated and highly motivated. Also based on judgements from external respondents, work is of high quality and activities are carried out professionally. CEBioS benefits from a good team, with skills, specific expertise... a team that can offer good partner relationships and good network in scientific spheres. This extend not only to scientific staff but to support staff also with a team of secretary that reflects well over the workload and coordination aspect and an accountant that seems to be the good interface between RBINS central accounting services and CEBioS team. For these last team member, the contact with CEBioS end goals, partners and trainees is precious since it makes their work even more meaningful.

The team is coordinated in a way that values dialogue and team spirit, and a real attention is given to monitoring activities and output for respecting planning and budgetary commitments.

CEBioS benefits as well from a quite supportive steering committee with a constructive flexibility, a consideration for robust management structure and systems as well as a real commitment to CEBioS overarching goals. This steering committee so far left a lot of independence on the content of the work to CEBioS team, and this is probably a strength for the flexible implementation needed for development programmes.

Points of attention

The evaluation team could perceive serious human resource management issues, probably related to RBINS governance and procedures. Unsecure contractual arrangements, temporary status that are extended in time, and a limited perspective in terms of career evolution are factors of frustration and reasons for which some team members are looking for other job opportunities despite their motivation for CEBioS.

Despite the structured management approach, the efforts for building a good team spirit and the practice of having each time a backup person for a given area of work, individuals seem to feel often working in relative isolation. As a consequence, for some team members, their work is not well known and workload not quite perceived by their colleagues.

Burn out has been a reality these last months at CEBioS, apparently mainly on the support staff side. This could be partly explained by the fact that the contribution of their work to CEBioS strategic objectives seems less recognised than the one of the scientific staff, or as well by the fact that they themselves do not relate their work sufficiently with a meaningful goal (as programme manager can do with their thematic work and partners). They also tend to be confronted to several chains of command with conflicting deadlines and priorities. If support staff accepts too much work and solicitations, then their workload during peak times (during Calls for proposals for instance, or end of accounting period) is too high, leading to fatigue, frustration and tensions.

How to improve

Bringing change on the short run to human resource management is essential, notably by the following measures: 1) improve the balance between workload, staff costs and co-financing opportunities (new financing, new project to cover staff costs (...but also additional workload); 2) increase working time dedicated to collective thinking and information sharing (in a straight to the point and concise manner to be compatible with workload).

For building a shared understanding of the different pace of work within CEBioS programme, the solution put in place by the secretariat is a good one that should be systematized: a common calendar (visible both physically and electronically) with all the deadlines and main tasks for each team member, the kind of tool that can be centralized and maintained by the secretariat and used as support tool for team meetings.

Tools or incentives are necessary to find the time to report to each other and communicate better within CEBioS team. This has to follow a structured pace, for example: one stand up meeting⁹ a week; one team retreat a year¹⁰ (2 days during weekdays for team building and working on the next year plan for example). This last teambuilding event is even more important since there is a cultural and linguistic diversity in CEBioS team that is working quite well but could anyway benefit from some more time “off” together.

The staff needs to be acknowledged for their commitment and dedication, contractually speaking and in communication terms.

On the long run, it would be worthwhile to explore how a change in CEBIOS status could allow for a different salary grid and status/career rules. (asbl for disconnecting CEBIOS from RBINS like a spin off? or consortium with another organization that would contract the human resources?). Changing status rules and grid in Federal institutes for a “small” project is not realistic given the current Belgian context and its track records, but the question remains and solutions need to be searched for. A risk analysis has to be conducted on these options. One should avoid anyway a scheme that would lead to losing the 100% cofinancing rate currently applied to CEBioS by DGD. Indeed, the type of institutional profile CEBioS is related to would make it extremely difficult for the programme to generate a contribution in equity.

EQ 4: Are the tools and modalities appropriate to assess the progress towards strategic objectives and the success of its activities?

Strong points

CEBioS programme is equipped with monitoring tools and practices that allow for a precise follow up on activities and deliverables. All activities are captured by a rigorous reporting process, the team, in particular the scientific staff, is used to work in writing for keeping track of their work and reports are particularly exhaustive.

There is already quite a lot of tables in the progress reports by component or per partner institution, using notably logframe format, which makes the reading easier.

The evaluation team never had to wait long for every demand of information or table of indicators they asked for during the evaluation process.

With respect to financial forecast and financial monitoring, the budget is always respected and followed up closely by the team members in charge of it.

⁹ <https://www.blossom.co/blog/3-tips-for-quick-effective-stand-up-meetings>

¹⁰ <https://www.entrepreneur.com/article/274071> and <http://www.innovativeteambuilding.co.uk/10-team-building-tips-take-your-team-from-great-to-extraordinary>

Points of attention

This being said, if good for following up on activities and deliverables, these tools are not optimal for assessing progress towards strategic objectives and results. A first issue is the complexity of the logframe structure and its lack of clarity. In a sense it is a good reflection of the complex architecture of CEBioS implementation. When the evaluation team asked for a monitoring table with result indicators, several indicators were the same under different SO, and this is often the sign of an unclear strategic division of the work.

The fact that the steering committee (and the evaluation team) is asking to clarify the target audience by SO is also a sign that the strategic vision (and the logframe that summarises it) could be improved for a better piloting of the implementation.

The indicators collected are mostly quantitative indicators, too much process and output oriented, and not enough results and impact oriented. Same for the reporting in general. Progress reports look like a juxtaposition of individual progress reports per component/SO, as a consequence, reports are heavy to read, not synthetic enough and make it difficult to assess results.

With respect to financial management, budget planning and monitoring based on the logframe structure, and budget per SO is nearly cast in stone. From what the ET perceived it is the result of a decision taken initially together with DGD for having in return a total flexibility within a single SO budget¹¹. This provides stability and predictability in the budget, but implies that when there is a need to spend more on one SO than planned, it could be considered as falling under another SO budget and the programme could be pushed to report (financially and technically) mixing activities encoded under the biggest budget heading. The risk is to end with having SOs covering very different activities that do no longer correspond exactly to what they are supposed to do. Without being able to have a fact checking of this, the ET could identify the key causality factors being present in CEBioS. If this appears to be happening one day in CEBioS, three coexisting factors should be analysed: a rigid results-based budgeting procedures that is imposed for financial planning and monitoring, an unclear strategic division between SOs allowing for overlaps and a far too unbalanced budget between the different budget headings (that correspond to the different SOs).

How to improve

The overall structure of CEBioS logframe matrix should be reconsidered, preferably following a collaborative workshop on the theory of change envisioned for CEBioS¹². This logframe matrix in its entire and synthetic format should be presented in the progress report (so far it is mentioned as “annex on demand” and is splitted across the different section of the report)

More qualitative indicators would help assessing better results, ownership and sustainability aspects that are key for the upper part of the results chain (specific and overall objectives).

More tabular reporting in the progress reports covering the whole programme would help reading and perceiving the progress at a glance. We could think for example about:

¹¹ This functioning, that has been presented and explained to the evaluation team, contradicts what is explained and presented in page 36-37 of the 2016 progress report. The question remains unsolved for the ET who did not have the time to crosscheck it again or ask for clarification to avoid misunderstanding. However, if this point on budget execution is verified it should be an important point of attention.

¹² A briefly commented logframe matrix of CEBioS can be found in annex to the present report.

- an indicator table for activities and deliverables (target value and current value),
- an indicator table for results and impact (target value if possible –or at least target trend) and current value),
- a table for CEBIOS overall work plan (planned versus actual),
- a table for financial reporting that gives the multiannual perspective (and not only the one of the reporting year as it is currently done) and ratios of budget headings compared to total budget (planned versus actual), ...

This tabular reporting should provide an overall multiannual perspective AND a detailed perspective for the reporting year.

For the work per partner institution / country, some graphic visuals would help to illustrate where is CEBioS. More infographics in CEBioS reports should be achievable given the presence of a graphic designer in the permanent team.

To improve readability, micro-project reporting formats and logframes should be harmonized in their presentation (for example in the reporting by country or in the institutional partnership reporting). Synthetic information should be kept in the main corpus, and the more detailed information should be kept for annexes.

The architecture of titles and chapters should be improved in the progress report, the hierarchy of titles is not always crystal-clear in the page set up and choice of fonts (example on page 139-140 of 2016 progress report).

EQ 5: How effective and efficient is the RBINS/CEBios coordination in its implementation management and monitoring procedure?

Strong points

The efficiency of implementation of capacity building activities is acknowledged from inside and outside CEBioS team. For example the CBD international secretariat is having a very strong positive view of CEBioS effectiveness and efficiency in supporting capacity development in partner countries. CEBioS team is using the flexibility it has to pilot the implementation of the programme.

RBINS, as well as remnant of the steering committee is letting CEBioS team free of recruitment and selection of any new project staff, which is a very positive element for relevant choices to be made in team and skills management.

Points of attention

However, there are some recurrent delays in some projects/contracts notably due to administrative burden, multiple layers of controls within RBINS even for small amount of money committed and different layers of procedures & norms between the funding, hosting and implementing institutions (DGD, BELSPO and RBINS). An example is the control, approval and signature by the RBINS central services and Direction of every small project. For a 5000 euros contract, that is not a priority in RBINS pipeline but is urgent for CEBioS work plan, the delays can be even longer than what is usually the case. This problem has been reported recurrently by CEBioS teams and partners.

Some transparency issues have been brought to the evaluation team with respect to the transparency of budget/grants during some calls for proposals (criteria, preference for certain candidates...). If not clear within CEBioS team, this will certainly not be clearer to external persons and institutions.

How to improve

Given RBINS procedural constraints, CEBioS coordination for operation and finance management is piloting quite well the implementation. One should think about the way RBINS could facilitate commitment and expenditure processes for these small CEBioS activities that need a smooth and swift implementation. The good dialogue within the steering committee should be preserved to find the good ways around the rules and norms of the different institutions to which CEBioS is reporting.

All CEBioS calls for proposals/grants should be published with their respective attribution criteria, scoring grid and weighting system.

The result orientation recommended previously is certainly a major recommendation with respect to this EQ5 (see EQ1, EQ2, and EQ4). CEBioS has already management, monitoring and control mechanisms embedded. This should not be duplicated with the same level of details by RBINS. Controlling the controller and monitoring the monitor has a limit. Each level of the governance structure should deal with a different scope, look at a different level of detail.

EQ 6: How effective and efficient is the institutional cooperation with each of the 5 countries Benin, Burundi, DR Congo, Peru and Vietnam?

EQ 7: How effective and efficient is the cooperation in the other partner countries?

Because the evaluation was not planned having a field phase and was having a very limited time of consultation with stakeholders, these two questions are difficult to answer in a differentiated manner from the one on other partner countries. Both questions will be answered briefly together in the below paragraphs

Strong points

Based on consultation conducted by the ET, it seems that trust was built with some partners and individuals over the last years, both at individuals and institutional levels and that the reputation of CEBIOS is overall positive.

The contribution of CEBioS to support countries towards implementation of CBD, under Belgium commitment to CBD, is high (cf CHM and GTI activities) and is having a real specificity compared to what other countries are doing.

CEBioS institutional cooperation seems to be a promising scale of intervention for addressing the sustainability concern that often goes with capacity development support programmes. This carries the potential of a great multi annual, continuity, a real capacity approach. CEBioS is using opportunities to support network creation and to keep these network alive, there is an intrinsic motivation to do it, and a very positive South-South strategy supported by CEBioS team. There will probably be a positive impact with the network building of young taxonomists and the network of CHM national focal points even if some are still weak, linked to the country's political (and economic) situation.

CEBioS builds scientific and project management capacities. The programme builds institutional partnerships in the South with ministries, universities and research centers and builds their scientific and project management capacities. Capacity building is the key pillar of CEBioS and a diversity of means is used for this purpose. Scientific achievements and work related to international agreements is appreciated, recognized and awarded.

Long term institutional relations ensure quality and continuity. Southern partners are selected carefully, relations developed with purpose and maintained well. Starting small to test capacity to handle projects provides insights of partners abilities and decide if a partner is suitable for a long term relationship. The long term perspective of CEBIOS allows room to develop good working relations and

'working structures'. Short term wins are not a strong driving force, creating space for a strategic approach.

CEBioS Alumni are/will be employed by relevant organizations shaping policies. Students trained by CEBioS are often in a later stage employed by institutions working on themes related to biodiversity and environment. The careers of young professionals is influenced positively by CEBioS projects as well. Some of them became focal point for the Convention on Biological Diversity or member of advisory bodies to the CBD and other Conventions. Others are employed by the ministry responsible for environmental policies. This shows that building scientific capacities eventually can lead to policy change.

Apparently marine modelling component has had its own (successful) life amongst CEBioS services proposed. Initial design driven by RBINS expertise to be offered, technical specificities and applicability of the subject and particular status of CEBioS expert (midterm, not based in CEBioS offices) on the thematic explain this.

Points of attention

The outcomes of these institutional cooperation are diverse according to the following factors

- continuity of cooperation (change in DGD list of priority countries);
- type of work package that CEBioS proposes in the country and with the partner;
- local context more or less enabling (politically driven, culturally challenging...) with interlocutors more or less committed.

Institutional support provided by CEBioS is sometimes too limited to "soft" support and neglects (because budget is not planned and investments are not favoured by the donor) the "hard" component that is necessary to take advantage from the technology or knowledge transfer brought or facilitated by CEBioS. We think here for example about computer powerful enough to run the marine modelling systems disseminated by RBINS/CEBioS, to allow for working on the CHM websites, to perform studies/observation/dissemination at a wider scale in country...

Visibility of CEBioS programme seems not sufficient. CEBioS is, according to the resource persons consulted by the ET, not well known outside the 'inner circle' of partners, whether it is in Belgium or in partner countries.

How to improve

CEBioS seems to envisage a more comprehensive way to develop its institutional partnership in the future, which is probably a good thing to have a real added value and make a perceivable difference on the long run.

If CEBioS resource persons arrive from the start by representing the whole team with all work packages open to the institutional partnership, it allows for more integrated approaches between CEBioS components, synergies and sustainability of CEBioS activities and results. This allows also for more adaptability to the local context (balance of power, sensitivity of certain topics/subsectors, stakeholder mapping, political influence ...). The relatively recent partnership with Benin or with the Centre de Surveillance de la Biodiversité (CSB) in RD Congo is a good lab for this way of working.

To bridge the missing link with social sciences, local and indigenous knowledge to include reflections on human uses and access to biodiversity, CEBioS might connect more with social scientist and include more national (i.e. IPBES methodology and approaches) & south-south partners. Cooperation and communication should be improved to make CEBioS action and services better known.

EQ 8: How effective are the synergies identified and developed by CEBioS through partnerships with Belgian institutions

This question covers in particular partnerships with DGD, BELSPO activities, Belgian diplomatic service, sister Belgian scientific institutions (MRAC and the Meise Botanical Garden), KLIMOS-ACROPOLIS and Belgian Universities and NGOs.

Strong points

CEBioS team members have already a good network in the Belgian scientific community. They are visible in several universities through representation by CEBioS staff, they participate to scientific conferences and they are part of the Belgian actors sent in international fora related to biodiversity.

Other collaborations are those with KLIMOS, VVOB in RDC and Trias in Tanzania. CEBioS is also involved in 5 VLIR-UOS projects, 2 ARES projects, 2 BELSPO projects and the educaid platform and is to sign MoUs with BTC, WWF and is now observing member of Fiabel.

CEBioS is explicitly mentioned in the strategic context analyses of the NGAs for Burundi, Benin, RDC, Vietnam, Peru, Tanzania, Uganda, Niger and Guinea and participates as observing member (due to its statutes) to the strategic dialogues for BU, UG, TZ, RDC, BE and VI.

CEBioS was evaluated by dienst bijzondere evaluatie together with other institutional actors for policy support to DGD and was evaluated positively. CEBioS is also very active in Educaid, a forum of Belgian education actors in Dev. Coop.

Points of attention

A lack of synergy with related programmes and organizations has been perceived by the evaluation team. Collaboration with colleague institutes and programmes in Belgium working on biodiversity and on development goals is sometimes lacking (whoever is responsible of it).

Probably because of the history of CEBioS being very much rooted in RBINS history and expertise, it seems like the programme is tight to a small pool of experts in the North. This is limiting the scope of the services offered to alumni and partners, but it also limits the acknowledgment of CEBioS as a programme carrying a Belgian mandate going beyond RBINS specificities.

The connection of CEBioS with Belgian development actors did not reach its full potential. This is understandable since CEBioS emerged rather from natural science sector than development cooperation sector. However, the rationale for CEBioS existence is the link between those two. It is a concern that CEBioS seems not to be that integrated and known in these development networks, particularly with the NGO sectors. While mentioned in different strategic context analysis done by Belgian NGA, it seems that CEBioS has mainly done document review and annotations in most cases. From the discussion with some resource persons, it seemed like the connection and interrelation was still insufficient.

How to improve

Intensifying cooperation could lead to synergy and higher impact. Relations with development specialists in both Belgian government and civil society could be broadened. CEBioS should be systematically represented (not always as member since it is not an NGO, but this does not prevent collaboration and dialogue) in NSA development cooperation fora in Belgium (NGO Federatie, ACODEV, 11.11.11...) but also in partner countries where there is a long term institutional partnership. We could mention fora of Belgian development actors that have been set up in most partner countries

of Belgium, or participation to ACC and strategic framework exercises done jointly by Belgian actors in partner countries to provide a context analysis and propose orientation for Belgian development cooperation. In these fora, CEBioS intervenes, but not necessarily through sufficient physical presence and its inputs seem still shy, this could be amplified, notably by a planning and budgeting of missions in partner countries for this particular type of purpose and strategic dialogues. Targeting development actors better would help also CEBioS to pass the relay to those who have more means, better rooting or corresponding mandate for performing the necessary dissemination, communication and implementation of biodiversity related knowledge and actions.

There is also a need to fit CEBIOS better into a more national policy organization, organized in a win-win way. If CEBIOS is recognized as “the” capacity building body for biodiversity in Belgium and in priority country, it could improve on the long run the governance and perhaps the funding. (IPBES, focal points, CEBIOS, Belgian platform...).

EQ 9: How should the CEBioS-programme at RBINS evolve in terms of management and coordination

This evaluation question deals with management and coordination procedures namely dealing with human resources; financial resources; performance indicators; strategic objectives, contents of the logframe...

With respect to CEBioS strategy

- The scope of CEBioS programme through its 6 strategic objectives is quite broad. Combined with geographical diversity this implies by nature a limited focus of scarce resources on the biodiversity and development goals. This is why, at the same time the purpose and focus of each SO need more clarity, an approach using a work by package of services might help avoiding scattered impact of the programme. In this work package, CEBioS should fulfil its mandate (CHM etc.) as well as possible, but where the context is not conducive, CEBioS might do just the necessary on the standard CBD activities with the official focal point and then articulate complementary actions, possibly with other actors, more effective and efficient.
- The demonstration of the assumption that knowledge about biodiversity will diminish poverty should be improved with some indicators and stories about benefits for stakeholders. Management and coordination tools should have this focus as well and not only the activity-output perspective (already mentioned in previous EQ).

With respect to planning and monitoring tools

- For the end of phase I: improve the reporting: avoid juxtaposing each SO report. Give a synthetic overview of the programme results, use table, graphs, charts & pictures. Include qualitative indicators for the outcome level, it will be more relevant and operational than purely quantitative indicators for “soft components “ like information and awareness.
- For the end of phase I: Rationalize the logframe in having 1 “master logframe” for CEBIOS and 1 “sub-logframe” by SO (each should not go to more than 2 pages).
- Ideally rethink the logframe when preparing phase II. Conduct a Theory of change workshop with a stakeholder perspective and from that build a new logframe. Use preferably an external facilitator for that to help thinking out of the old structure.

With respect to finance and contract management

- A real grid of contract/financial responsibility with corresponding thresholds should be established to avoid the risk of micromanagement by RBINS central bodies and decrease in efficiency of CEBioS implementation.
- Management systems in accountancy and finances could be improved for avoiding double encoding (for example at least by inserting links between excel files since extra-accountancy work seems unavoidable at present...) and making the work lighter and less subject to mistakes.
- On the long run, RBINS accounting software and its different modules (as well as the internal control procedures that go with it) should be thought through for allowing the necessary flexibility and speed that are necessary in implementing a project like CEBioS.

With respect to CEBioS sustainability

- Considering the evolution of the Belgian political context and the threats of regionalization that might be perceived on federal institutions in place (like BELSPO, the RBINS supervisory administration), CEBioS programme could be (in the long term) exposed to negative consequences of being perceived as too close to RBINS despite the national mandate received with respect to CBD. Even if this is far from a reality yet, it is a parameter that should be considered in the sustainability strategy to be developed by CEBioS. Even though CEBioS (and its ancestors) has benefited from recurrent DGD funding since 1999. A sustainability strategy is crucial to preserve this unique tool, CEBioS, that provides capacity building and policy support on biodiversity with the science-development cooperation interface, but also to preserve the results obtained on partner side so far.
- Belspo could do an exercise of exploring scenarios for the long term future (to prepare during phase II and implement after it) to prepare for the sustainability of CEBIOS missions and services. Several scenarios could be explored using classical tools like Venn diagram, Theory of change, 6 hats and risk analysis,... (for example for a scenario that could be the one of an independent science-policy body that would encompass several of the existing teams currently working on biodiversity under BELSPO umbrella).

3 Recommendations

These recommendations are coming from the more detailed analysis conducted in previous chapter. After a general reflection on CEBioS and its necessary change management, recommendations are listed, addressed to CEBioS team, DGD, BELSPO and RBINS.

3.1 CEBioS and change management

Current theory of change

The theory of change could be better articulated. The CEBioS programme is built on the following assumptions: developing and strengthening scientific knowledge and capacity on biodiversity leads to a better valuation of biodiversity. This in turn will inform decision makers who will develop and adapt policies and actions to protect biodiversity, resulting in improved environmental conditions. Better quality of the environment will have positive impact on development goals: livelihood conditions, health and natural resources will improve. This theory of change can be criticized.

First of all, scientific knowledge and awareness does not necessarily lead to behavior change, more specifically, to the change of policies. Often, policy makers are guided firstly by emotions (how do they feel about an issue) and only in the second place use facts & figures to justify their decisions. It would empower CEBioS if this point of view would be explored: if this is the case, how can partners in the South influence policy makers more effectively? Two way communication is more effective than one way communication, for instance a lunch with a decision maker is often more effective than the distribution of a policy brief. By exploring most effective ways of influencing policy makers, the programme can firstly guard itself to potential future criticism on this aspect. Secondly by using these more effective ways, CEBioS can be a more powerful change agent in the future.

The Three Basic Truths of Change

“Change takes place when the pain of what is now - exceeds the perceived pain to change.”

“Change is an individual and emotional event that depends on collective actions for success.”

“Critical dynamics of change are to understand the nature of resistance to changing behavior and support for meaningful involvement”

Commission on Education and Communication (CEC)

Source: IUCN

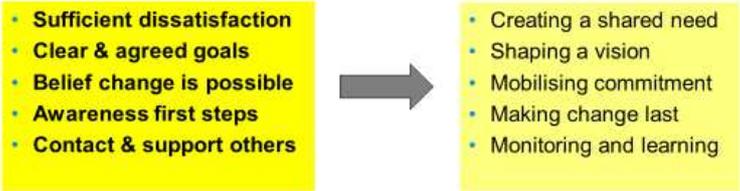
In continuation of this: specific expertise on change processes could be strengthened: behaviour change of specific audiences, mainstreaming and policy influence, storytelling for science communication, social change, community change. Overarching: Strategic communication is a crucial instrument for success looking at the goals and context of the CEBioS programme.

Using Strategic Communication

As CEBioS not only aims to acquire new knowledge, but also to realize change, the role of communication to support this change needs extra attention. Communication is needed to create a

shared need, to shape a vision and to mobilize commitment. These aspects do not get the attention they deserve (looking at ambition and objectives) in the current programme.

Change needs the support of communication



Commission on Education and Communication (CEC)

Source: IUCN

Effective communication is based on demand analysis

CEBioS knowledge development & dissemination and CEBioS communication is for a large part ‘supply oriented’. Through the calls for proposals and CHM, new knowledge is acquired which is then disseminated using different means as web pages, brochures, flyers, policy briefs, symposia and trainings. However, effective communication is based on a demand analysis.

How does new knowledge relate to:



The need for new knowledge is often the result of a gap analysis between current and desired knowledge. When CEBioS sees a need for new knowledge among a professional group, this does not mean that the users in this group automatically feel that they need to update their knowledge. They may think that their current knowledge and practices are perfectly adequate. Demand articulation is the process in which the characteristics of new knowledge and knowledge products that are important from the user perspective. The result of demand articulation is a definition of the appropriate content, the packaging into the right tools, accompanied by the right incentives. It prevents that publications stay on the shelf, that decision makers do not show up for a training or access the CHM to find information. The way to articulate demand is by listening to users (through focus groups, surveys, interviews) or –even better- to work with users and develop the new knowledge products in close collaboration.

Explore the value of using more light and contextual ways of planning

There has been criticism on the logframe approach for development programmes when used in a too technocratic, assuming too linear processes of change. When used as a strait jacket, the logframe approach is not suitable to plan or evaluate the complexity of social change in the development context effectively. It would be good if CEBioS complements its approach by exploring the potential of lighter and more contextual ways of planning and evaluation of the change that CEBIOS is aiming for, and from that build its logframe tools.

3.2 Recommendation to CEBioS implementing team

1. Strengthen team spirit:

- Have a working session about the conclusions of the midterm review and discuss implications. Start with the output of the written consultation and the outputs of the focus group on improving strategy and implementation modality.
- Continue organizing regular staff meeting and stimulate more interactive staff meetings for collective learning and strategic thinking: (ideas such as: weekly stand up meetings, team retreat for annual review and planning, speed talks -3 minutes to share an idea, a lesson learnt...-).
- Work as a team that proposes a package of services and not like a juxtaposition of activity managers. Include in this team all administrative staff, they are as key as scientific staff for the smooth running of the programme.

2. Coordinate a strategic reflection on CEBIOS identity (secretariat/Training center/ expertise center) and communicate clearly on it.

- Based on the results of the Midterm review, organize a strategic thinking exercise jointly with strategic committee members and team on CEBIOS identity (brainstorming, SWOT analysis and Stakeholder mapping exercise).
- Select most important recommendations for change from the midterm review in this light.
- In continuation of this point, discuss with key Belgium stakeholder the desired identity and position of CEBioS for the next phase.

3. Strengthen the link between CEBIOS vision for the future and the team capacities:

- Make current theory of change more explicit and explore with key stakeholders and partners if this theory of change can be strengthened in the light of new knowledge about these kind of change processes.
- Map necessary capacities and know how needed for the ambitions of CEBioS and assess if the capacities for the desired position of the programme are sufficiently available in the current team.
- Define a training programme (notably on awareness and communication) to further strengthen the CEBioS team based on above analysis. This training programme can also be used for team building and stimulating closer cooperation and synergies between different SOs. By involving key partners in the South, the power of the team and programme to realize ambition in the second term will be increased.

4. Strengthen learning and communication strategy of CEBIOS

- Develop an overarching communication strategy for CEBioS that includes reflecting with the communication officer on key messages and key audiences and on options to disseminate and share results and work in Belgium and in partner countries.

- Discuss and prioritize key audiences. Identify the target audience more clearly and specifically for each SO. This will also help to design better clear messages and to communicate better.
- Evaluate communication methods and means so far and explore communication means and methods which are more tailored to audience, development and change.
- Reflect and learn from work done by IPBES on policy briefs (i.e. summarizing key findings and insights, following models of IPBES summary for decision makers) and measurement of their impacts;
- Identify opportunities in the second phase to experiment with new methods (for instance communication based on demand analysis, using strategic communication). Design a learning by doing feedback loop for these new methods to capture lessons and to make sure the programme evolves.

5. Develop more strategically CEBIOS partnerships

- Do a collective mapping exercise to identify the key partners (including social scientists) to engage in phase two to address the weak points identified in the September evaluation 2017 workshop.
- Strengthen existing institutional partnerships in the South to offer a real package of services and have CEBioS representing a critical mass of activities (avoiding scattered impact).
- Expend and diversify partnerships in Belgium with other scientific institutions, keep partnerships with Meise Botanic Garden and MRAC but expand the scope of CEBioS partnerships.
- Explore in a more systematic manner the sector of development cooperation actors – particularly NGOs, both in Belgium and in partner countries. Be more proactive in looking for and proposing synergies rather than waiting for being solicited – also true for the federal cooperation actor (DGD).
- After selecting and prioritizing partners in Belgium: develop a strategy to (further) develop relationships and team up to create synergetic effects.
- Continue to participate in IPBES activities and Belgium Biodiversity Platform to increase synergies and joint actions.
- Make an official request to CBD to share more insights on their communication and awareness strategies and existing tools (i.e. ABS), including to policy makers. Explore possibilities that CBD staff offers training and visiting as part of CEBIOS becoming an official partner.
- Continue and enhance cooperation with other key national actors of biodiversity and ecosystem services (i.e. IPBES, Belgian Biodiversity Platform, national policy makers) by inviting representatives to thematic workshop/ sessions/talks as well as to the CEBIOS steering committee.

6. Strengthen the CHM component:

- Engage in a conversation with CBD about the flaws of CHM and ways to improve the effectiveness of this instrument.
- Explore ways to improve effectiveness of CHM with partners in the South.
- Develop a proposal for the Small Grant facility of CBD aimed at researching (preferably Action Research) ways to improve the effectiveness of CHM.

7. Strengthen management tools:

- Simplify as much as possible the accounting process for giving some flexibility to the implementation. Propose RBINS central services an effective grid of financial responsibility that matches reality of CEBioS budget execution.

- Have a more result oriented reporting and adopt more synthetic/visual/tabular reporting with a multiannual perspective.
- systematic reports to local organisations and communities when research is being carried out.
- Set aside budget for monitoring missions on the impact of key research activities/workshops/training after completion of the activities.
- For phase I: Simplify the “master” logical framework and develop “sub-logframes” per component.
- For phase II: reconsider totally the logframe structure (ideally following a theory of change workshop), preferably with a better balance between component and a reduction of the overlaps between components.
- Include more qualitative indicators (perception indicators, SPICED indicators..., particularly for awareness and mainstreaming component) statistical significance with quantitative data is often difficult to obtain in development cooperation programme, accept to go for more subjectivity but with meaningful information.
- Increase transparency in grant allocation for the different calls for proposals (scoring grid, weighting systems, preference for former alumni...) and out of call for proposals

3.3 Recommendation to the financing and hosting institutions BELSPO and DGD

8. Continue CEBioS programme and encourage its evolution

- Maintain (if not expand) CEBioS budget for the second phase to ensure that staff and outcomes are secured. Human capital is the biggest asset of the programme and real expertise has a cost.
- For phase II (if not possible for phase I) allow for a real multiannual perspective over the total programme budget, including in budget planning and execution (and not only a juxtaposition of a standard annual budget).
- Maintain support to complementary financing with other donor institutions for amplifying CEBioS activities and results.

9. Allow for flexibility in implementation and reporting

- Encourage a real multiannual perspective in planning, implementation and reporting.
- Re-clarify budget execution and budget flexibility rules.
- Allow if judged necessary by CEBioS team a less detailed programming and reporting method allowing room for improvising and for ‘learning by doing’, particularly for the awareness and mainstreaming component.
- Reflect on how CEBioS could report more simply in a way that addresses Belgium’s contribution and international commitment to CBD, IPBES...

10. Explore with CEBioS how mainstreaming biodiversity in development cooperation sector can be further stimulated, based on a joint discussion about efforts so far. (for DGD in particular)

- Don’t be a donor only, be a client as well. Take time to reflect with CEBioS team (and its communication manager/adviser/officer/expert/colleague...however the skills are brought to the programme) on a real communication strategy to mainstream biodiversity in DGD.
- Increase efforts to facilitate CEBioS access to the relevant fora of Belgian development actors.

11. Decide in close collaboration with CEBioS coordinator and RBINS the desired position of CEBioS. (for BELSPO in particular)

- In phase II preparation, provide more inputs on BELSPO positioning and vision with respect to CEBioS programme and the services it delivers.

- Engage in a real exercise of long term projection of CEBioS mission and services
- Envisage different scenarios with a risk analysis and possible steps for an evolution of the programme in the long run.

12. Select partners which should be included and identify which relations should be intensified.

- Further reflect on and encourage the regular (structured) networking of key institutions working on biodiversity and ecosystem services and SDG's such as CEBIOS, IPBES, the Belgian Biodiversity Platform to enhance complementarity, synergies and overall visibility.
- Encourage and support the organization of workshops/events between scientists, development cooperation partners and decision makers to share results and insights from CEBIOS on biodiversity and ecosystem services.
- Steering committee members should be champions within their respective federal institutions to ensure that recommendations from these institutional dialogues are issued and transmitted for strategic actions in their respective institutions (and their strategies).

3.4 Recommendation to the implementing organisation - RBINS

13. Reflect on the required imago to influence policy in Belgium

- Reflect on the required imago for mainstreaming Biodiversity and creating awareness among key audiences.
- Judge if current imago is suitable for the necessary influence.
- Bridge the gap, for instance by giving the offices a look and feel which appeals to key target audience which need to be influenced (policy makers).

14. Increase the efficiency of financial and contractual processes

- Simplify accounting procedures to speed up the budget execution
- Rationalise internal control mechanism to reduce workload and delays on CEBioS team and RBINS central bodies. Adopt a real grid of responsibility delegation for expenditures and contracts.
- Reflect on an accounting software (or complementary module for it) that allows for the integration of several layers of analytical accounts, this would simplify encoding, consultation and reporting of budget execution and would limit extra-accounting work done by CEBioS team to fulfil donor requirements.

15. Improve human resource management

- Solve quickly lasting temporary and precarious work in CEBioS team-
- Have a fair and transparent salary grid for project staff on which dialogue and communication is conducted.
- Consider how the staff of CEBIOS could be further supported, and motivated in their career development to avoid brain drain, burn out and frustration. To be an excellence centre, CEBioS need to be able to keep the best experts.

16. Give more visibility to CEBioS

- If there is a will to mutualise better the different programmes and units implemented by RBINS and search for a better integration and coherence of these different mechanisms, then reflect on how to increase CEBioS visibility and acknowledge its work within the RBINS (and at least mention CEBIOS in the annual report - no mention in the 2016 report).

Annexes

Annex 1: terms of reference for the mid-term evaluation

CEBIO S - MID-TERM EVALUATION

Terms of Reference

I. INTRODUCTION to RBINS and to CEBioS

CEBioS (Capacities for Biodiversity and Sustainable Development, <http://www.biodiv.be/CEBioS2>) is a programme funded by the Belgian federal Directorate General for Development Cooperation (DGD) through a protocol of cooperation between the Belgian (federal) Science Policy Office (BELSPO) and the Federal Department in charge of Foreign Affairs and Cooperation.

The Royal Belgian Institute of Natural Sciences (RBINS, <https://www.naturalsciences.be/>) is one of the federal scientific institutions which fall under the authority of BELSPO. It is an institution which carries out scientific research activities in areas such as biodiversity, climate, geology and the North Sea and it is open to everyone through the Museum of Natural Sciences.

The CEBioS team is part of the staff of the RBINS; they execute the programme CEBioS, based on a 10 year strategy (2014-2023). That strategy is to be implemented through two consecutive 5 years' plans. The first plan (2014-2018) will be subjected to an external mid-term evaluation as stated in the protocol of cooperation (Art 15). The present Terms of Reference concern that evaluation.

Through the programme CEBioS, RBINS carries out capacity building for partners of the Belgian cooperation in the field of biodiversity conservation and sustainable management linked to poverty eradication. It works in the framework of international obligations of Belgium under the [Convention on Biological Diversity \(CBD\)](#), the [EU biodiversity strategy to 2020](#) and the [Belgian biodiversity strategy 2020](#). As such, the CEBioS programme contributes to several of the main Sustainable Development Goals (SDG) recently approved.

RBINS and its programme CEBioS promote research, training, mainstreaming, dissemination of information, awareness-raising, and policy advice. The areas covered by this range of activities are conservation and sustainable use and management of biodiversity, and more specifically ecosystem services with a particular focus on the relevance for development in developing countries. RBINS has developed institutional cooperation mainly with Benin, Burundi, DR Congo, Peru and Vietnam. At the national level, RBINS tries, through CEBioS, to align, as much as possible, with DGD, the Belgian diplomatic service, BELSPO programmes, and with some scientific institutions.

CEBioS aims to contribute to 6 strategic objectives:

1. [To strengthen the scientific & technical knowledge base on biodiversity;](#)
2. [To enhance the information base and governance processes;](#)

3. [To raise awareness and communicate on the importance of biodiversity;](#)
4. [To improve the mainstreaming of biodiversity and ecosystem services in policy sectors;](#)
5. [To improve the knowledge on the measurement, reporting and verification \(MRV\);](#)
6. [To raise awareness and build capacities on the Nagoya Protocol on Access and Benefit Sharing.](#)

II. OBJECTIVES of the CEBioS MID- TERM EVALUATION

The goals of the present evaluation are to:

- Assess the capacities of the CEBioS team at the RBINS to meet its objectives mentioned in the 5 years' plan (2014-2018);
- Assess the pertinence of the envisaged and implemented methods and modalities of CEBioS team to implement the 10 year strategy;
- Formulate recommendations that
 - Can improve the implementation of the current 5-year plan;
 - May guide the preparation of the second 5 years' plan of RBINS (*CEBioS 2*).

III. Implementation of the CEBioS MID-TERM evaluation

A/ Evaluation procedure and timing

General procedure

The evaluation will be carried out by a panel of three independent experts (see also point III B), including one Chairperson to be appointed by BELSPO.

Once the experts accept the mission, an intake meeting will be organised by videoconferencing to ensure experts fully understand the evaluation procedure and what is expected from them.

The evaluation will be a two-phase process:

- An individual remote evaluation by the experts on the basis of background information, including the result of a stakeholders' survey (see section below);
- Interviews by the experts to the CEBioS team, the CEBioS steering committee and to some stakeholders with relevant field knowledge. The interviews will be followed by a panel evaluation meeting.

The evaluation procedure will be conducted in English but some of the documents and discussions with stakeholders may be in French (see also III B). It is to be noted that the ToR of the present evaluation does **not** include an *in situ* physical field assessment of the outcome and impact of the CEBioS programme in developing countries.

Individual evaluation

The first phase of the evaluation is based on background documents, provided by the CEBioS' team through BELSPO (see section III C below). Based on these background documents, each expert is asked to assess the performance of CEBioS' activities from 2014 to begin 2017.

The information for the experts will include the results of an on-line survey. The goal of that survey is to collect the opinions and experiences of stakeholders, in particular of those who are active in the five countries that have an institutional cooperation with RBINS. That survey will be conducted by BELSPO in co-operation with the Chair of the panel.

After the analysis of the received information, each expert is encouraged to ask a series of open questions to CEBioS to be answered in written form.

The whole evaluation, including this phase, is guided by the criteria listed in section D.

During this first phase, each expert is requested to provide the following output:

- Deliver a first impression document of not more than one page to the Chair of the panel;
- Propose questions under the different criteria by sending them to the Chair of the panel.

The Chair will then compile the received information and harmonise the questions before providing them, through BELSPO, to the respondents. All the answers to those questions will be sent by email.

The Chair of the panel will present to BELSPO a short feedback on the Q&A that should highlight some of the points to be further explored in the interviews' phase.

Interviews

In-depth, face-to-face discussions between the panel and some of the persons involved in the CEBioS project will be organised, starting from the main elements highlighted by the remote evaluation. The CEBioS' team, the members of the steering committee (including DGD and BELSPO's representatives) and some stakeholders from the beneficiary countries will be interviewed. The interviews with the stakeholders from the developing countries should provide an opportunity to will be organised via videoconferencing.

Finally, the panel will gather to discuss and agree on the main conclusions and recommendations. BELSPO will chair that final meeting to ensure that the evaluation's results reflect consensus among the three experts and meet the requirements of the ToR.

Evaluation report

A final evaluation report is to be drafted and provided by the Chair to BELSPO within 10 calendar days after the panel meeting. The final report should be a comprehensive and well-elaborated text, including input on all evaluation criteria (section D) and recommendations for the future.

Timing

February 2017	Identification of the experts, selection and contracts
March 2017	Preparation of the stakeholders' survey with the Chair; launch of the survey.
April 2017	Intake meeting about the ToR + Transmission of background information to the experts
May 2017	Written evaluation : submission of experts' questions
June - July 2017	Transmission of the (written) answers to the evaluation panel
end August 2017	Feedback of the Chair based on the conclusions of the first phase of the evaluation
Sept. 2017 (2 full days)	Face-to-face interviews of the evaluation panel with CEBioS, its steering committee and some stakeholders, followed by a final panel meeting.
Begin Oct. 2017	Submission of the final evaluation report to BELSPO

There may be a flexibility of 1-2 weeks, but the entire evaluation cycle should be finalised before the end of 2017.

Workload and payment

Estimated workload per expert: 7 days

- Intake meeting: 0,25
 - Preparatory reading of background documents, and compilation of questions: 2,25 days
 - Preparations for face-to-face meetings: 1 day
 - Meetings in Brussels '(including videoconferences with stakeholders): 2,5 days +1 day travel
- +

Extra workload for the Chairperson of the panel: 3 days

- Phase 1: preparation of the on-line survey with BELSPO; compilation, harmonisation and transmission of the written questions to BELSPO + drafting of the first report: 2 days
- Phase 2: drafting of the final evaluation report: 1 day

Remuneration per expert: 3.500 € + 1.500 € for the Chair

Air/rail travel costs in economy class to and from Belgium + hotel nights will additionally be covered. Hotel arrangements will be made by the organisers and experts will be requested to fill-in a note of credence for reimbursement of air/rail travel expenses. No other costs will be covered.

B/ Composition of the Evaluation Panel

The evaluation is entrusted to a group of 3 independent international experts chosen for their complementary competence in the main RBINS and CEBioS working experiences (capacity building, biodiversity and policy support for sustainable development in developing countries).

One of the experts is assigned the additional role of Chairperson to the evaluation. The Chair is expected to integrate, in a fair and even-handed way, the panel inputs in the final report.

Following profiles are sought:

- **Capacity building**

Expertise in strengthening the skills of local experts and trainers, in designing workshops, in staff exchanges, in developing capacity building tools, in evaluating good practices, and in designing and implementing sustainable business plans.

- **Biodiversity for development**

Expertise required in conservation and sustainable use and management of biodiversity and ecosystem services in developing countries.

- **Policy support and vulgarisation for sustainable development**

Policy support refers to expertise in broadening networks and partnerships and in increasing their impacts, to expertise in streamlining fragmented efforts, in building institutional synergies and bridging gaps between science, practices and policies at National, EU and international levels.

Furthermore, knowledge and/or experience in translation of the scientific data into information comprehensible to the public in general and in awareness raising matters are also required.

All the experts should be capable of working in English and in French.

Additionally, a good knowledge of project cycle management, as well as some knowledge of the Belgian co-operation and of the functioning of the United Nations would be an added value.

C/ Evaluation Resources

Apart from the website (<http://www.biodiv.be/RBINS/CEBioS2>) content and a self-reflection document, the experts will be provided with several administrative and/or management documents. The list of those documents is attached (please see Appendix I).

D/ Evaluation criteria

The evaluators are required to pay special attention to the following issues:

I. General appreciation

- Do the services and deliverables comply with the strategy of CEBioS?
- Are the workforce and composition of the staff adequate?
- Are the tools and modalities appropriate to assess the progress towards strategic objectives and the success of its activities?
- How effective and efficient is the institutional cooperation with each of the 5 countries Benin, Burundi, DR Congo, Peru and Vietnam?
- How effective and efficient is the cooperation in the other partner countries?
- How effective are the synergies identified and developed by CEBioS through partnerships with the DGD, the BELSPO activities, the Belgian diplomatic service, the sister Belgian scientific institutions (MRAC and the Meise Botanical Garden), KLIMOS-ACROPOLIS and the Belgian Universities, and NGO's?

II. Quality of the RBINS/CEBioS' coordination

- Is the coordination procedure and follow-up of activities effective and efficient?

III. Quality and adequacy of the CEBioS services and deliverables related to the 6 CEBioS specific objectives

1. [To strengthen the scientific & technical knowledge base on biodiversity,](#)
 - are the taxonomy and monitoring of habitats related training activities appropriate and well designed ?
 - how relevant is the scientific and technical knowledge produced to better understand and manage biodiversity in partner countries? ?
 - are the scientific outputs adequately made accessible to users?
2. [To enhance the information base and governance processes,](#)
 - are the CHM training activities relevant, appropriate and well designed ?
 - did the training activities already prove to enhance the flow of information and their use in the policy process?
3. [To raise awareness and communicate on the importance of biodiversity,](#)
 - are the awareness raising activities in the partner countries and in Belgium relevant and well designed?
4. [To improve the mainstreaming of biodiversity and ecosystem services in policy sectors,](#)
 - are the training activities organised for the DGD staff and partners relevant, appropriate and well designed?
 - have those activities already been proven to enhance the mainstreaming of biodiversity and ecosystem services and their use in the policy process?
5. [To improve the knowledge on the measurement, reporting and verification \(MRV\),](#)

- are the activities about MRV relevant and well designed for capacity building in methodologies to assess progress towards the Aichi targets in the partner countries?
- 6. [To raise awareness and build capacities on the Nagoya Protocol on Access and Benefit Sharing.](#)
 - Is capacity building on the Nagoya Protocol adequately carried out?

IV. Future prospects

How should the CEBioS-programme at RBINS evolve in terms of...

- management and coordination procedures;
- human resources;
- financial resources : sources of funds, financial needs;
- performance indicators;
- strategic objectives, contents of the log frame.

The panel is allowed to identify any other issue of interest that experts may find important for the requested evaluation.

Annex 2: Actual schedule of the evaluation process

The extraction of information for the evaluation process has been conducted in two main phases: desk phase and interview phase. These two phases have been articulated a bit differently than presented in the ToR since the schedule for the launching of the evaluation has been postponed. As much issues as possible have been covered using the online consultation (with a reasonable length for ensuring a good rate of answer) so that the interview phase could allow for in depth exchanges with CEBIOS stakeholders.

Launch phase & preparation of the on line consultation and interview phase	
15/05	Launch meeting at Belspo (Aline Van der Werf & SVC)
11/07	Intake meeting at Belspo (ET & Luc Janssens de Bisthoven Evaluation team (ET) to share their respective questions ¹³ for the online consultation and related stakeholders ¹⁴ , & the person to meet physically in September
14/07	Introduction meeting at RBINS & Interviews by SVC (CEBioS coordinator & marine modelling component)
18/07	Compilation of question by SVC & sharing among ET
19/07	Comments/greenlight to be sent to SVC
Conducting the online consultation	
21/07-31/07	SVC to send the emails to each of the identified resource person SVC to send the list of person to meet and talk to during the interview phase in September to CEBIOS
31/08	Announced dead line for receiving the written answers
04/09-11/09	SVC to compile & circulate the written answers
Preparing the interview phase	
04/09-15/09	SVC to refine the planning & coordination with CEBIOS for Brussels meetings & interviews
13/09	Based on documentation reading and written answers to the online consultation, each ET members to write and share a page of orientation for the interview phase: issues to be further studied, assumptions to test during the interviews, ideas for the methodology
15/09	Skype call for the ET to decide detailed methodology & interlocutors for the interviews
Conducting the interview phase	
18/09	Am & pm: Face to face interviews with CEBioS team / Partners North / Steering committee –by ET ET debriefing end of the day
19/09	Am: Face to face interviews with DGD/BELSPO/partner North - by ET Pm: Skype interviews with Partners South - by ET ET debriefing end of the day
20/09	Am: focus group with CEBIOS team / Partners North / Steering committee; - by ET. Aim: assessing CEBioS achievements in phase I reflecting on orientations for the future 5y phase (phase II)

¹³ Based on indicative questions proposed by CEBioS Team

¹⁴ The ET wanted to give a particular attention to the « missing » persons in the indicative contact list shared by CEBIOS, but time was too short to succeed in contacting these missing persons (since by definition they were difficult to establish contact with).

	Pm: ET work session to debrief and decide on key conclusions. If needed, complementary interviews on demand.
21/09	Am: face to face interviews with CEBioS support staff (by SVC) Pm: SVC to prepare and share the ToC for the Evaluation report among ET
Synthesis phase	
10/10-26/10	ET to share individual draft conclusions and recommendations (sent by MB & PPVK to SVC)
23/11	Draft final report compiled. Restitution of ET conclusions and recommendations to CEBioS steering committee by SVC
06/12	Deadline for receiving comments on the draft final report
20/12	Official transmission of the evaluation report to Belspo

Annex 3: List of persons interviewed/consulted

Name	Organisation	Title
Jérôme Degreef	Jardin Botanique Meise	
Paul N'lemvo Budiongo	Institut Congolais pour la Conservation de la Nature, RD Congo	Directeur des parcs nationaux
Benoît Nzigidahera*	Office Burundais pour la Protection de l'Environnement, Burundi	Directeur du service de recherche CHM focal point Burundi
Cephas Masumbuko Ndabaga	Université Officielle de Bukavu, RD Congo	Professeur
Marce Houinato	Université d'Abomey-Calavi, Bénin	Professeur
Tran Dinh Lan*	Institute of Marine Environment and Resources (IMER), VIETNAM	Director General
Patrick Martin	Section Invertebrates (Directorate Taxonomy and Phylogeny), RBINS	
Wouter Dekoninck	Section Scientific collections & archives (Scientific Heritage Service), RBINS	
Dr Moïssou Lagnika	Département de zoologie, Faculté des Sciences et Techniques, Université d'Abomey-Calavi, 01BP:4521 Cotonou, Bénin	Dr
Prof Kolo Yeo	Université Nangui Abrogoua, Station d'Ecologie de Lamto, BP 28 N'Douci, Cote d'Ivoire	Prof.
Olivier de Munck *	CBD CHM Montreal	CBD CHM officer
Alexandre Rafalovitch*	CBD CHM Montreal	
Sara Bosman	VVOB, Belgium	
Kristien Smets	VVOB, Belgium	
Hugues Akpona	CHM focal point Burundi	
Sarah Ivory	Biodiversity Indicators Partnership, UNEP-World Conservation Monitoring Centre	
Jean Didier Akpona	Laboratoire de Biomathématiques et d'Estimations Forestières, Université d'Abomey-Calavi	
Bernadette Habonimana	Faculté d'Agronomie et de Bio-Ingénierie, Université du Burundi	
Dudu Akaibe	Centre de Surveillance de la Biodiversité, Université de Kisangani	
Hendrik Segers	RBINS	Belgian Focal point CBD:
Erik Verheyen*	RBINS	collaborateur CEBioS
Bruno Verbist*	KUL	coordinateur KLIMOS
Laura Loko*	UNSTIM-Dassa	Maître assistant des universités
Luc Janssens de Bisthoven*	CEBIOS, Belgium	coordinator
Han de Koeijer*	CEBIOS, Belgium	national focal point CHM
Maarten Vanhove*	CEBIOS, Belgium	
Marie-Lucie Susini Ondafe*	CEBIOS, Belgium	national focal point GTI
François Muhashy*	CEBIOS, Belgium	
Anne-Julie Rochette*	CEBIOS, Belgium	

Name	Organisation	Title
Hilde Keunen*	CEBIOS, Belgium	
Katrijn Baetens*	CEBIOS, Belgium	
Vincent Pinton*	CEBIOS, Belgium	Accountant
Mariam Agarad*	CEBIOS, Belgium	Secretariat
Yassine Loufa*	CEBIOS, Belgium	Secretariat
Kristien Vrancken*	CEBIOS, Belgium	Graphic-design
Camille Pisani*	RBINS	General director
Anne-marie Vander Avort*	DGD D2.4 /8	
VAN DER WERF Aline*	BELSP0	
Durieux Carol	DGD, unit D2.4 /8	
Loddewykx Liesbeth*	DGD, unit D2.4 /8	
Patrick Roose*	RBINS	Director Operational Direction Nature
Kathelyne Craenen & Annelies De Backer	Belgian Embassy in Kinshasa	
Delphine Perremans	Belgian Embassy in Bujumbura	
Carlos Lietar	Belgian Embassy in Kigali	
Joris Beckers en Isabelle Wittoek	Belgian Embassy in Dar es Salaam	
Genia Raad Helou	Belgian Embassy in Jerusalem	
Geert Vansintjan	Belgian Embassy in Hanoi	
Jean-Louis Pont	Belgian Embassy in Cotonou	
Pierre Rouschop*	Plateform for the non governmental development actors of Belgium in Peru	Coordinator
Baudouin Michel*	ERAIFT	Director
Jean-Louis Doucet*	Nature Plus	President

The full list and contact details of resource persons met during the evaluation as well as an indication of date and communication modality (email/skype/interview) can be found in the [excel file in the electronic annexes](#) to the present report.

Agenda and facilitation scheme

10:00-10:15 Introduction of the workshop (aim, agenda, expected outputs)

By the lead facilitator

10:15-11:45 Assessment of CEBIOS results per Specific objective

1 lead facilitator + the other 2 evaluators take notes of the results in real time

- 6 H-Form posters already prepared on the room walls + post it notes
- CEBIOS Logframe handed out,
- We go SO per SO with one H-form exercise per specific objective around the question: “how do you assess the quality of CEBioS services, deliverables and results related to this specific objectives?” (12’ per SO)

11:45-12:00 BREAK

12:00-13:00 improvements in CEBIOS strategic design and implementation modalities

1 evaluator per subgroup observing and taking notes in real time (not participating but facilitating if needed) + leadfacilitator for timekeeping of the session

1. extracting ideas coming from the written consultations (in question #4 on changes in strategic design & question #5 on changes in implementation modalities), putting each bullet point on an individual card
2. dividing participants in 2 subgroups (maybe by language FR/EN, I am not sure everyone is comfortable with English) 5’:
 - group A (more Dutch speaking?): Han, Liesbeth, Vincent, Maarten, Anne-Julie
 - group B (more French speaking ?): Luc, Anne-Marie, Aline, François, Marie-Lucie
3. sharing the cards between sub groups, shuffling options according to:
 - group composition: so that no one has to defend his/her own personal idea
 - topic: 1 group on changes in strategic design, 1 on implementation modalities
4. asking groups to 30’
 - briefly discuss and prioritize the cards into 3 categories: i) urgent before the end of phase I, ii) to include in phase II design, iii) to drop –not realistic, not a priority, too sensitive...-
 - discuss modalities for the cards in ii)
5. putting this all together and debate to come up with ideas of improvements/adaptations going with element of argumentation and ideas of implementation modalities 20’

12:55-13:00 Conclusion of the workshop

Annex 5: Answers to the written consultation conducted during August 2017

Folder of all answers to the written consultation conducted during August 2017

See electronic folder attached to this report for accessing questionnaires per stakeholder and all written answers received by the evaluation team.

Suggestion of improvement in CEBioS coming from partners South and North

Selon vous, comment pourrait être améliorée la collaboration/ le partenariat avec CEBIOS ? (en d'autres termes, si vous étiez au commande de CEBIOS, quelle serait la première chose que vous feriez différemment?)	
Nlemvo RDC	CEBIO S devra évaluer les besoins financiers spécifiques de chaque structure appuyée afin de les adapter aux réalités de terrain propre à chaque entité au lieu d'uniformiser les montants des appuis alloués.
Degreeef JBM	Par l'implication des partenaires dans les orientations des futures activités à mener.
Akpona JD Benin	Faire une évaluation des partenaires efficace et signer un partenariat institutionnel surtout pour les programmes de recherche à long terme.
Martin IRSNB	Ma collaboration avec les partenaires de CEBioS est globalement (très) satisfaisante. Si certains points devaient être améliorés, on pourrait citer : 1) Faire coïncider la période couverte par les projets GTI de type 2 avec l'année civile. Pour l'instant, le délai entre l'appel à projet et l'acceptation officielle du projet est tel qu'un projet ne peut officiellement démarrer que fin mai, voir début juin, alors qu'en théorie, celui-ci devrait être bouclé (rapport financier inclus !) pour fin décembre de la même année. P. ex., l'appel à projets 2018 devrait être bouclé (avec décisions) pour fin 2017 afin que ceux-ci puissent commencer effectivement au 1 ^{er} janvier 2018. 2) Alors que la moitié des pays éligibles par le programme CEBioS sont francophones, je m'étonne que le site web CEBioS soit exclusivement en anglais et pas, au minimum bilingue français-anglais. Si, en théorie, les partenaires des pays francophones peuvent répondre poliment qu'ils peuvent se débrouiller en anglais, en pratique (mon expérience personnelle), ce n'est souvent pas le cas en sorte qu'on peut se demander vers qui le site web CEBioS communique, in fine ? J'encourage fortement CEBioS à produire un site web au minimum bilingue, ce qui était d'ailleurs le cas pour le site dévolu au GTI.
Nzigidahera Burundi	1. Actuellement, le Burundi enregistre des ONGS (Associations nationales de la Société Civile) dans le secteur de l'Environnement. Elles contribuent énormément dans la conservation de la Biodiversité. Ces ONGS ont besoin de renforcement des capacités. Le CEBIO S pourrait alors aussi les inclure et les considérer comme des institutions indépendantes pouvant postuler individuellement ou un groupe pour des bourses et projets disponibles. 2. CEBIO S pourrait également initier des projets d'intégration de la Biodiversité au haut plus niveau décisionnel (Présidence et deuxième vice-présidence) pour s'assurer que les décideurs au plus haut niveau s'impliquent suffisamment 3. CEBIO S pourrait pénétrer en profondeur dans le cadre pour initier des recherches sur les ressources génétiques médicinales avec un cadre de collaboration entre les chercheurs du Nord, les Tradipraticiens et les chercheurs du Sud tout en respectant le Protocole de Nagoya
Dekonink IRSNB	Do a bit more promotion for education by researcher from RBINS in the developing countries. I think it should be possible that more of RBINS scientist undertake such a engagement.
VVOB Bel	More (frequent) technical support and/or support in monitoring/evaluation of CEBIO S supported programs.

Selon vous, comment pourrait être améliorée la collaboration/ le partenariat avec CEBIOS ? (en d'autres termes, si vous étiez au commande de CEBIOS, quelle serait la première chose que vous feriez différemment?)	
VVOB RDC	In case of partnerships with partners whose core business is not directly situated in the domain of biodiversity/ environment/ climate change/etc., it would be interesting to organise a formal training session on Cebios objectives/principles/methods/scope of action/etc.
Houinato Benin	Trois ans de collaboration est insuffisant pour faire de proposition d'amélioration. Toutefois, il serait souhaitable d'envisager dans un cycle de programme de réunion du coordonnateur du sud avec l'IRSNB en Belgique afin de créer de synergie avec les activités des autres pays partenaires
Lagnika Benin	Il s'agit de permettre à des taxonomistes hors de Bruxelles d'encadrer des stagiaires d'autant puisque Bruxelles ne dispose pas de tous spécialistes dont les stagiaires ont besoin. A propos de la durée des stages, j'aurai souhaité qu'après le premier stage d'un mois, la durée des stages suivants soient revues à au moins deux mois.
CBD De Munck	<p>In my view, the CEBIOS is under-funded and a bit limited in its geographical scope. If I were in charge, one of the first thing I would try to do is to get more resources in order to expand the capacity-building activities and provide support to additional developing countries.</p> <p>One way to do so would be to approach the CBD Secretariat and promote CEBIOS as a partner which can implement capacity-building activities with voluntary funding made available to the CBD Secretariat. Administratively, this is possible through small-scale funding agreements (SSFA).</p> <p>Another aspect of CEBIOS that could be improved is its marketing or promotion. Currently, CEBIOS is not well-known. I have a couple of suggestions below, but my main recommendation would be to get professional advice from marketing/promotion experts:</p> <ul style="list-style-type: none"> • Change the name – The "CEBioS" acronym (if it is one) does not match its text (Capacities for Biodiversity and Sustainable Development). Both of them should be carefully thought and improved. In my view they should match, be meaningful, simple and attractive, and include a link to Belgium. My first thoughts include: <ul style="list-style-type: none"> – Belgian Sustainable Development Programme (BSDP) – Belgian Cooperation on Sustainable Development (BCSD) – Belgian Cooperation on Biodiversity and Sustainable Development (BCBSD) – Belgian Cooperation Programme on Sustainable Development (BCPSD) – Belgian Cooperation Programme on Biodiversity and Sustainable Development (BCPBSD) • Create a nice brochure. • Improve the CEBIOS website and change its URL (http://www.biodiv.be/cebios2) to match the acronym (www.[acronym].be). • Send some communications (email, letters, etc) to heads of conventions or agencies, and senior government representative to inform them about CEBIOS and how this programme can help them achieve their own goals.
Habonimana Burundi	Pour le moment, j'approuve la façon dont les choses se sont déroulées. Je donnerais, cependant, plus de temps aux ateliers d'échanges avec les autres intervenants. L'atelier de Belgique a été trop courte : un très grand nombre de personnes ressources sans assez de temps pour nous partager leurs thèmes alors que c'était intéressant. Même remarque avec l'atelier que nous avons eu au Bénin.
Akaibe RDC	Le programme CEBioS soutient les institutions et les individus dans la réalisation de leurs projets. Cependant, le volume budgétaire alloué au programme mérite d'être réajusté à la hausse au regard de la pertinence des activités retenues dans les projets soumis et des réalités des milieux où ces projets sont réalisés.
Madbouhi CHM Marocco	<ul style="list-style-type: none"> • Organiser un événement international qui rassemble les organismes travaillant dans le domaine, ainsi que les pays partenaires et non partenaires pour faire connaître le programme CEBIOS et partager les expériences.

Selon vous, comment pourrait être améliorée la collaboration/ le partenariat avec CEBIOS ? (en d'autres termes, si vous étiez au commande de CEBIOS, quelle serait la première chose que vous feriez différemment?)	
	<ul style="list-style-type: none"> • Faire des partenariats avec d'autres programmes travaillant dans les mêmes thématiques pour augmenter l'impact du renforcement des capacités ressenti par un pays donné. • Proposer aux pays partenaires d'intégrer le programme CEBIOS dans le programme de coopération.
Kolo Ivory coast	Il faut susciter des collaborations presque pérennes pour en faire des références au SUD. Susciter des rencontres des bénéficiaires pour faire le point des activités CEBIOS et recueillir leurs suggestions pour une meilleur efficacité.
Masumbuka RDC	Tout est bien fait.

Annex 6: Capture of the outputs from the focus group organized on September 20, 2017

Assessment of CEBioS performance per Specific objective

Negative judgments (why not putting a 10?)	Question SO1	Positive judgments (why not putting a 0?)
<ul style="list-style-type: none"> • Scale • Sustainability • <i>Abc Taxa</i> • Sensibilisation sur les résultats • SO1 (& SO4 & 3) hebben te weinig resultaten gegeven • Terwijl eind resultaten van al the werk • Faute de pouvoir évaluer les performances • Some delays • Some silos • Trop vaste, trop de sujets différents dans un SO. Difficile de le comprendre dans sa globalité • On ne peut pas offrir chaque expertise demandée • Plus de besoins que de moyens • Nobody is perfect ! • Dépend des individus et experts concernés • Pas toujours bonne compréhension des besoins des stakeholders, pas toujours les outils adaptés • Les résultats ne produisant pas encore d'effets visibles sur la réduction de la pauvreté. C'est un processus à continuer 	How do you assess CEBIOS performance related to SO1 (to strengthen the scientific & technical knowledge base on biodiversity & poverty reduction)?	<ul style="list-style-type: none"> • Taxonomy, monitoring & new projects are very good • Évidente expertise à partager • Connaissance du terrain et adéquation des [activités de] capacity building. • Des progrès importants ont été faits dans certains volets, ils vont en s'amplifiant en produisant des effets multiplicateurs (indicateurs dépassés) • Projets GTI awareness réussis. Mise en relation GTI et CHM • Renforcement des capacités taxonomiques indéniable. • Experts [appuyés par CEBIOS] nommés dans les universités africaines • Grande attraction pour les stages GTI • Lexiques et <i>Abc Taxa</i> = base de connaissance • GTI concept novateur / original et utile ! • Outputs concrets : lexiques, guides, recherches • Renforcement des capacités taxonomiques & autres à une échelle unique • Expertise plutôt unique • C'est 80% du contenu de CEBIS donc c'est très important (plat principal!) • Quality of the science (+ testimonies of students) • Enormous wealth of knowledge generated
	Group Score: 8/10	
	Individual scores: 6, 7, 7, 8, 8, 8, 8, 9, 9,	
Ways this score could be increased in the short future?		
<ul style="list-style-type: none"> • Publication des lexiques : a) sur les habitats, la faune et le feu (Bénin), b) sur les habitats et leur dynamiques dans le parc national du Ruvubu (Burundi) • Renforcement de l'intérêt des experts en taxonomie du Nord pour donner des formations dans le sud • Renforcement sud-sud pour la mobilisation d'experts du sud autour de la thématique de la conservation et de la valorisation des services écosystémiques 		
Negative judgments (why not putting a 10?)	Question SO2	Positive judgments (why not putting a 0?)

<ul style="list-style-type: none"> • Manque la mise à jour des sites • Gestionnaires CHM « mobiles » • Manque d'appropriation • Les CHM des pays partenaires ne sont pas suffisamment impliqués. Certains ne soumettent pas de projets • Difficultés au niveau des institutions (ministères...) • Appropriation / long term ownership • CHM mérite d'être mieux connu dans le monde académique et du grand public • Les projets dépendent du travail des services administratifs qui sont très lents dans les pays. • CHM pas assez utilisés • Manque de suivi des partenaires (mis à jour des CHM nationaux) • Gestionnaires CHM imposés et impossible de changer d'interlocuteur • Parfois difficile de clôturer certains projets mais ça va mieux avec le temps 	<p>How do you assess CEBIOS performance related to SO2 (to enhance the information base and governance processes -CHM)?</p>	<ul style="list-style-type: none"> • Performance reconnue au niveau international et longue expérience du RBINS • Front runner ~ digital for development • Responds to need • International recognition • Le processus CHM nous a permis d'identifier beaucoup de partenaires fiables, structurels • Renforcement de capacités sur une échelle unique • Prix CBD de bronze • Efforts de trouver des répondants plus dynamiques dans les pays du sud • Malgré peu de support financier dans les pays, les résultats sont très positifs • CHM = très bel outil • Belgique a une place de premier plan • Développement / support aux CHM = un VRAI besoin, sinon il n'y aurait pas de CHM dans ces pays • Formation CHM intéressantes et projets intéressants • Les sites existent • Certains gestionnaires sont très actifs
<p>Group Score: 7/10</p>		
<p>Individual scores: 7, 7, 7, 7, 7, 7, 7.5, 8, 9</p>		
<p>Ways this score could be increased in the short future?</p>		
<ul style="list-style-type: none"> • Continue financing partner participation in CBD meetings • Finance steering groups meetings in countries • Offer practical tools like internet & PC 		

Negative judgments (why not putting a 10?)	Question SO3	Positive judgments (why not putting a 0?)
<ul style="list-style-type: none"> • Effets pas suffisamment concrets ou restant très confirmés au niveau des acteurs/animateurs des programmes • Outils outreach pas toujours adaptés. Manque une analyse des besoins et sensibilité des partenaires • Notre domaine n'est pas assez connu • Baseline studies not everywhere, no sharing of tools • Evaluation de baselines est difficile • Diversifier? • Change management? • Indicateurs awareness pas suivis / contrainte difficile pour les autres projets • Activités en Belgique insuffisantes (manque de staff) • On pourrait peut-être développer ce volet pour faire connaître les activités du programme au grand public • Evaluation de l'impact réel très difficile • Très faible qualité des projets soumis (ateliers ?) • Manque d'intérêt des partenaires sud pour les études de base • For some stakeholders relationship between what CEBIOS is doing and poverty reduction remain unclear • Awareness is raised but does not always influence decision making 	<p style="text-align: center;">How do you assess CEBIOS performance related to SO3 (to raise awareness & communicate on the importance of biodiversity & ecosystem services for poverty reduction & sustainable development)?</p> <hr/> <p style="text-align: center;">Group Score: 7/10</p> <hr/> <p style="text-align: center;">Individual scores: 6, 6, 6.5, 6.5, 7, 7, 7, 7, 9</p>	<ul style="list-style-type: none"> • Interventions des medias et flyers • Portfolio des activités important et varié • Très bons échos, au sud et au nord, sur les activités sous cet objectif spécifique • Sensibilisation sur le besoin de sensibilisation • Symposium was top ! • Policy brief of good quality • Example of international recognition that with little funding much can be done • Quelques pays ont des résultats probants • Facteur humain très important (changement de mentalité) • Le stand CEBIOS • Tentative récente de synergies avec d'autres acteurs belges (IDAY)
Ways this score could be increased in the short future?		
<ul style="list-style-type: none"> • Actions de CEBIOS sur la Belgique : renforcer ou supprimer • Ateliers pour accompagner et renforcer les projets (avec implication des ambassades et d'ENABEL) • Revoir le critère de baseline 		

Negative judgments (why not putting a 10?)	Question SO4	Positive judgments (why not putting a 0?)
<ul style="list-style-type: none"> • Uptake • Complicated, changing processes, coming in the right time • Pas assez de demande de visibilité ; en même temps, manque d'effectifs s'il y avait plus de demandes • Approches adaptées aux échelles et aux secteurs ne sont pas optimales • Lourdeurs administratives dans les pays partenaires • Changements fréquents d'acteurs • Pas d'intérêt pour la biodiversité dans les PIC (programmes indicatif pour les pays) • Très peu d'intérêts pour la biodiversité des cabinets et d'autres unités que la DGD 2.4 • Pour moi en tant que comptable, je vois peu de mouvements sur ce volet. Volet peu dynamique ? • Peu d'activités au niveau belge. Manque d'intérêt ? • Très vaste ! • Difficile d'évaluer l'impact • Except for CBD things, we are very weak 	<p style="text-align: center;">How do you assess CEBIOS performance related to SO4 (to improve the mainstreaming of biodiversity and ecosystem services in policy sectors)?</p> <hr/> <p style="text-align: center;">Group Score: 6/10</p> <hr/> <p style="text-align: center;">Individual scores: 5, 5, 5, 5.5, 6, 6, 6, 6, 8</p>	<ul style="list-style-type: none"> • Conseils politiques de haute qualité • Rôle important dans des plateformes internationales et nationales • Contributions à des efforts internationaux et nationaux louables • Insights of CEBIOS valued +++ • Implications des universités, espoir que via les étudiants il y aura plus d'implications encore • Ce volet donne peu de travail (comptable) • Evaluation positive de l'appui à la DGD (rapports) et des policy briefs • Rôle et expertise de premier plan dans la participation au CBD • Les ONG commencent à nous voir comme partenaire • Internationally, the views of Belgium are well defended
<p>Ways this score could be increased in the short future?</p>		
<ul style="list-style-type: none"> • Renforcer SO4 dans le colloque de mai 2018 • Revoir/adapter/préciser les indicateurs et les dépenses • Augmenter les interactions CEBIOS-DGD, CEBIOS-ENABEL, CEBIOS-ACNG/ONG pour la formulation des PIC et pour des formations 		

Negative judgments (why not putting a 10?)	Question SO5	Positive judgments (why not putting a 0?)
<ul style="list-style-type: none"> • Usage des policy briefs ? Impacts ? • Wide range of scales of action • Bad indicators • Visibilité des résultats? • Activités non continues tout au long de l'année • Sujets sélectionnés trop vastes • Appui existant ailleurs • MRV à renforcer et à étendre vers d'autres indicateurs (SDG...) • Très lent à démarrer à cause de retard administratif pour engager • Pas assez de pays impliqués • Le programme est jeune • Besoin de plus d'experts impliqués au nord et au sud • Financement sur une échelle trop petite • Suivi technique à distance pas toujours évident • Thématique abordées encore vastes → capacités techniques à développer 	<p data-bbox="907 308 1276 531">How do you assess CEBIOS performance related to SO5 (to improve the knowledge on the measurement, reporting and verification (MRV) ?</p> <p data-bbox="936 539 1247 579">Group Score: 7.5/10</p> <p data-bbox="920 587 1263 675">Individual scores: 7, 7, 7, 7, 7.5, 7.5, 8, 8,</p>	<ul style="list-style-type: none"> • En 2106, nous avons attribué beaucoup de petites bourses à des chercheurs du sud pour différents projets • Approche intéressante et prometteuse • Entraînements des acteurs sud aux réflexions sur les indicateurs • Concept novateur intéressant. De nouveaux contacts → visibilité & nouvelles collaborations • Policy briefs • Bringing together scientists & other actors • Développement des Policy briefs • Real need and opportunity • Attention for MRV is high (SDG) • Échos positifs des collègues, partenaires • Relativement visible après que 3 ans • Science – policy interface • Intérêt des pays pour le faire. Policy briefs !
<p data-bbox="85 882 898 914">Ways this score could be increased in the short future?</p>		
<ul style="list-style-type: none"> • Stratégie de dissémination des outputs + évaluation d'impact dans les pays partenaires • Continuer à restreindre les thématiques • Faciliter l'accès à l'expertise existante 		

Negative judgments (why not putting a 10?)	Question SO6	Positive judgments (why not putting a 0?)
<ul style="list-style-type: none"> • Difficile de sensibiliser les acteurs (ONG, DGD, ...) • On en a un peu peur nous-mêmes • On attend le cadre légal belge • Lenteur au niveau belge. • Pas d’outil Lenteur au niveau belge. Pas d’outil « pratique » • La Belgique doit établir la loi qui règle le protocole de Nagoya • Peu ou pas de capacités du côté des partenaires pour appliquer la législation Nagoya et la mise en pratique est déficitaire • Communiquer mieux sur ce que CEBIOS fait dans ce domaine • Pas encore assez d’activités/ communication (des outputs concrets intéresseraient beaucoup de monde) 	<p style="text-align: center;">How do you assess CEBIOS performance related to SO6 (to raise awareness & build capacities on the implementation of Nagoya protocol & ABS) ?</p> <p style="text-align: center;">Group Score: 9/10</p> <p style="text-align: center;">Individual scores: 7, 8, 8, 8, 8, 8.5, 9, 9, 10</p>	<ul style="list-style-type: none"> • Belle contribution et efforts de CEBIOS en matière ABS • Very good workshop: target audience was interested and engaged – “aware” of “urgency” • Répond à une énorme demande ! • Peu d’autre expertise existante • Accroissement de la demande des pays du sud pour être aidés • Notre expertise est plutôt unique et très voulue • Atelier + RBINS, Meise, DGD • Mission RDC • Burundi ++ • FWI très bien au courant • Exemple du Burundi : pas de financement GEF mais plus loin que les autres !
<p>Ways this score could be increased in the short future?</p>		
<ul style="list-style-type: none"> • Raise awareness of VLIR & ARES on Nagoya Protocol • Meilleurs systèmes de suivi pour être en règle • Impliquer les ONG belges 		

Measures to be taken on the short and medium term for improving CEBioS strategic design and implementation modalities

Here below the ideas suggested by CEBioS staff, steering committee and partners, collected through the written consultation done by the evaluation team. These suggestions have been sorted out through a participatory workshop facilitated by the evaluation team in September 2017 (see methodology in annex 4. The element highlighted in yellow have been produced by the each subgroup (one French speaking working on changes to be brought to implementation modalities, one Deutch speaking working on changes to be brought in strategic design).

Prioritising ideas of improvement for CEBIOS programme : work in subgroups

CHANGES TO BE BROUGHT IN IMPLEMENTATION MODALITIES		
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<ul style="list-style-type: none"> Results-based reporting: (annual) reports should be more concise, clear and readable for decision-makers; progress towards results and objectives should be more clearly articulated → (Déterminer Formart +structuré et court à discuter son équipe (GT)? There is a need to have someone who is responsible for the communication aspects in the team. Indeed, communication is currently implemented by scientists. I personally was involved in several aspects of communication (website, event organization, awareness raising with booths, leaflets creation, videos, policy briefs design...), I learnt a lot and enjoyed it but as it is not our specialty, we lose a lot of time with these activities and they would be better done by communication experts. I can see that it is not manageable anymore to combine this with our other core activities. This would also enable better communicating on our plans, reports (see last 	<ul style="list-style-type: none"> I think CEBioS should retain its ‘hybrid’ constellation of being at the same time: a) A secretariat receiving allocated funds from DGD and distributing part of the funding in a competitive way through a system of project calls to the best candidate (in North and South); b) A training center providing training to civil servants and researchers in North and South about CBD, Aichi targets, governance, Nagoya P., CHM, conservation, habitat monitoring etc...; Cooperation with Klimos proved successful as well.; c) An (emerging) expertise center performing/supporting research on capacity building linked to stakeholder engagement, conservation and ecosystem services. I do hope CEBioS can further connect as an ‘excellence center’ on biodiversity and development to universities and KLIMOS through VLIR and ARES projects, but also through the new FEDtWIN programme which will hopefully start in 2018-2019, see info on the KU Leuven site: https://set.kuleuven.be/onderzoek/fedtwinn . CEBioS should also go for EU funding (e.g. Biodiversa, Eklipse, Horizon 2020). La mise à jour continue de connaissances scientifiques devrait être promue et prévue au sein de l'équipe afin de pouvoir faire du capacity building sur base de connaissances réelles, chacun dans son domaine... Cela rendrait les renforcements de capacité plus techniques et ciblés et permettrait l'épanouissement des scientifiques en tant que scientifiques, et non 	<ul style="list-style-type: none"> Maintain the degree of independence within the RBINS as it currently is, though the institutional context is changing so rapidly nowadays that this issue deserves constant monitoring by all of us The follow-up of the projects is sometimes difficult with the distance (see answer 1b) and should be reinforced if we do not want to only act as funder, but really accompany the projects with capacity building. The communication, participation and interest of our partners are great during trainings and workshops and might decrease a lot when we only have long distance communication. When financing the projects that needs technical support such as the MRV projects (SO5), more staff to

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<p>point of question 4): they could be more synthetic, more visual. →(New staff in November)</p> <ul style="list-style-type: none"> • Allow some more institutional flexibility in certain logistic aspects, needed to fairly and efficiently deal with African partners: advance payments to African interns unable to prefinance their own internal travel, insurance for certain forms of air transport... • To continue to explore strengthening the group e.g. by sharing resources, expertise, common targets, shared actions etc.. • To continue to enhance the interaction between the different teams • To ensure an efficient interaction with the other actors within the directorate and the RBINS • I would make the tasks of the support staff more clear. What can and what cannot be asked of them. →(Liste commune des tâches) • Demander aux scientifiques de CEBioS de responsabiliser beaucoup plus leurs partenaires du Sud au fait que tous les fonds qui leur sont envoyés doivent être dûment justifiés à temps et à heure par des pièces justificatives originales, acquittées et conformes. →(être + sévère) • Standardize the selection procedures of individuals who benefit from our support for all SOs. Set up evaluation and reporting methods that are the same for all funding beneficiaries. →(partager docs d'évaluation et suivi) 	<p>uniquement d'organiseurs d'ateliers... Cela peut se faire soit en laissant une certaine liberté de suivre des formations/assister à des conférences scientifiques, soit en participant à des projets externes à caractères plus scientifiques. C'est déjà un peu le cas mais ça n'a pas de place officielle dans le programme.</p> <ul style="list-style-type: none"> • The representation / visibility of CEBioS in our partner countries is something that is missing. We are often known by our direct partners as universities or CBD focal points, but communication with other development partners, especially Belgian actors, could be reinforced. Synergies are important to enhance the efficiency of the actors on the field. CEBioS being based in Brussels with only some field missions per year in some partner countries, the other development actors active in the area sometimes have difficulties to understand our activities. It also makes it difficult to align with other Belgian cooperation funded projects and priorities, as we are not in the countries to participate to the meetings. Having a kind of local 'ambassador' representing CEBioS in that kind of events could be an option, at least in the countries where we have a structural collaboration. Inclusion of CEBioS in strategic dialogues of the Belgian development actors should also be promoted. • Communication on link between cebios programme and development outcomes: more clear, audience specific. • Alignment / synergy with Belgian bilateral programmes and other actors • Expand the number of available staff scientists (if necessary through in-kind collaboration with other employers or through externally acquired competitive funding) in response to the ever-increasing demand of specific expertise (including the need for internal capacity building, together with the limited extent to which researchers in the North are available to provide capacity building). 	<p>follow-up the projects during their whole duration (and not only at opening and/or closing workshop) or local ambassadors could help increasing the efficiency of the scientific support we provide.</p> <ul style="list-style-type: none"> • Looking at the 3 “functions” of CEBIOS (a) A secretariat managing project; b) A training center ; c) An (emerging) expertise center): ...From the 8 scientists on the CEBioS payroll (including myself), 4 staff members belong as 'programme officer' to a., 4-5 to b. and 3 to c (2 senior, 1 junior), whereby some staff members belong to several categories. I wish point c. can be more consolidated with a strong environmental-social scientist. It has to be noted that all scientists perform administrative tasks as well, as 'programme officers'. This sometimes creates some tensions. The administrative-technical staff would benefit from further consolidation as well, if the budget remains at the level of 1,2 M/year or increases.

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<ul style="list-style-type: none"> • More attention to PR: business cards, newsletters, mainstreaming in Development cooperation circles by being present during debates and seminars, coordinating visits to embassies, organizing debates etc... • See to it that all 100% CEBioS articles have the chart • I believe that the implementation modalities are quite well working at this moment after several years of improving them in collaboration with the Institute and the partner countries. The signing of contracts following calls could be a bit faster as it is quite time consuming and frustrating the project managers. • Clear and written procedures, so that in case of absence/sickness the rest of the group will not be affected. <p>→(Chercher des infos + recours possible + stratégie)</p> <ul style="list-style-type: none"> • Find ways to develop scientific staff career (advancement) because it is neither fair nor motivating to be stuck at the same level for your whole career... • Rendre possible l’avancement en grade pour le personnel du CEBIOS : Pour le moment la situation professionnelle de chacun d’entre nous est figée quelle que soit l’ancienneté (10 ans et plus, etc.) et les expériences ! 	<p>→(Réflexion commune en début de programme) →(Consulter les gens lors de tâches imprévues et en priorité les activités CEBIOS) !</p> <ul style="list-style-type: none"> • The support staff has had several burn-outs in the last three years, it should be seen how this can be avoided and if additional support staff is needed or can be called up on that can fill in gaps during certain periods of the year • Stick to the number of staff originally planned to work on the project. Temporary short contracts should remain temporary and not become recurrent (unless paid with external funding). • • add formulation workshops to better design our call and activities (It is foreseen in some SOs but not systematically and would be useful for MRVs for example). <p>→(Formation en interne):</p> <ul style="list-style-type: none"> • However the follow-up of the projects could be better as many project coordinators aren’t using all the available tools and templates to their full potential. • Internal quality control could be strengthened, the challenge is to find a formal review process that doesn’t weight too much on the agenda • Mieux susciter des effets multiplicateurs : Privilégier la continuation des actions réussies, dont peuvent découler d’autres contribue à amplifier et pérenniser les résultats du projet. • Développer d’avantage des activités à l’échelle régionale pour les raisons suivantes : 1) Les écosystèmes visés par le projet sont transfrontaliers, 	<ul style="list-style-type: none"> • I would ask that each colleague gives on oral presentations of the closure report of each mission, the work will be more visible and it will be easier to refer to the colleagues work. • Some parts of the programme are better placed for the project managers to assist partners in writing scientific articles, others more in policy briefs or vulgarization materials. It should be decided how much time each project manager can dedicate to this work and not use it as an excuse to leave administrative work to others. • Some members of the scientific staff are partly being paid for by external projects. This is a good development and should be stimulated to avoid being only depended on DGD funding. However it would be good to ensure time writing tools to be incorporated in our functioning such as those that are already being used by other sections of OD Nature. • Assign the implementation of call for grants and fellowships to Belspo. This would reduce the administrative

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<ul style="list-style-type: none"> Enable career development for CEBioS scientific staff through their employment as senior scientists (when desired by the employee and if normal selection criteria are met) (for which it is my understanding the budget is to an extent even agreed upon by DGD). Capacity development and the science-policy interface require a specific know-how and expertise; within a scientific institution, they should hence be regarded as a discipline meriting valorization in their own regard. This also includes the search for stable funding for currently non-permanent scientific staff. 	<p>partagent les mêmes conditions naturelles et subissent des influences socio-économiques similaires ; les institutions chargées de gérer les APs (ICCN, OBPE, ...) interagissent déjà à travers des programmes régionaux de conservation, par exemple le « Greater Virunga Transboundary Collaboration” pour l’ensemble du Rift Albertin. 2) Les activités régionales permettront à chacun des groupes d’acteurs impliqués de bénéficier des expériences de ses pairs. → (Budget adapté dans le nouveau programme)</p> <ul style="list-style-type: none"> One concern is what to do with habitat monitoring in RDC, once Dr. F. Muhashy retires (in period August 2020-2022), as it is very specific work, difficult to be replaced by another person. Another concern is to keep two good staff members, Anne-Julie Rochette (now on Evamab), and Hilde Keunen (now temporally on MRV and CSB). I would invest a substantial amount of time in the graphical chart. Namely gatering all CEBioS output and see where and how the needs of the chart meet reality. More time to explore the needs of the South, graphically and on content. 	<p>burden of the CEBIOS' team, make the programme benefit from the expertise of BELSPO in organising calls and evaluations and avoid any risk of conflict of interest (RBINS being at the same time payer and service provider).</p> <ul style="list-style-type: none"> Internal organisation : by pooling support functions e.g. graphics, communication, administration, between Cebios and other Biopols teams (or other) we could better prevent the effects of absences (illness, maternity leaves, dismissals...) or peak activities in all these teams Enlarge the CEBioS steering committee with representatives of Belgian privileged partners I would make the team meetings more mandatory and the time more transparent.

CHANGES TO BE BROUGHT IN THE STRATEGIC DESIGN		
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<p>→ Formulatie fase 2 + management response</p> <p>→ VLIR/ARES informeren voor sensibilisatie uniefs</p> <ul style="list-style-type: none"> • Generate more attention for the awareness about the CHM system in the partner countries since the system (web sites) are barely known and their potential for the distribution and archiving of information is extremely poorly understood. This is a pity as the websites are extremely useful for anyone interested in biodiversity information about a certain country. → (CHM policy brief) • Develop the next 5 years plan on basis of outcomes of a mapping exercise and of the analysis of the capacity building needs of the partners' countries (including the survey launched for the present evaluation). Facilitate uptake of outcomes from recent assessments produced by IPBES, IUCN, GBO, IPCC... and develop appropriate tools and initiatives accordingly. Make the next plan flexible enough to adapt to the evolution of the political context (in the North and the South). → (+ biobridge) 	<p>→ Problemen van mankracht</p> <ul style="list-style-type: none"> • The different SOs are unevenly balanced. A SO like SO6 about Nagoya refers to specific activities addressing one protocol in particular, while SO1 covers so many various subjects, it makes it difficult to see the relevance of working by SO. The structure and content of the SOs should be reorganized. • SO1 outbalances the other objectives both in actions and budget. The logframe could be reconsidered with this in mind. → (stuurgroepen + CEBIOS meetings over fase 2) • Some small harmonisations between SOs, some of which now are rather broad and include relatively comparable activities (e.g. MRV spread over two SOs), others of which are very specifically formulated and small and hence less visible than they deserve (e.g. strongly policy-related SOs 4 and 6)... I do not think this currently negatively impacts the functioning of the programme, but some recalibration may perhaps facilitate communication to the outside world about how diverse the program is. → (stuurgroepen + CEBIOS meetings over fase 2) • SO4 and SO6 may be merged, as the support to the implementation of the Nagoya protocol mainly targets policy makers • Optimise the logframe of the CEBioS programme for 2019-2023: SO1 represents now >1/2 of interventions and budget, compared with SO2-6. I would merge SO4 and SO6 (P. Nagoya is part of policy work). I would suggest something like splitting SO1 into several (sub?)SOs : (1) GTI work, (2) habitat monitoring, (3) institutional cooperation and (4) external projects. The exact modalities need further to be discussed with team and external experts. • Identify impact indicators of CEBioS activities on Development policy as a prerequisite of the next 5 years plan. . These indicators would be developed in a way to directly feed the 	<ul style="list-style-type: none"> • Augmenter le nombre de formation en Belgique et au Sud et diminuer le nombre de contrats de prestation de service où l'on envoie de l'argent au Sud et où ils gèrent eux-mêmes le projet. J'ai le sentiment que les stages et formations sont plus productifs que le fait d'envoyer de l'argent. • If DGD permits to do so, l'd concentrate efforts on max 4-5 countries because, with all the policy work some of our team are involved, man power is short. → (Geen volledige beperking maar versnippering vermijden) • Focus more intensively on institutional cooperation (meaning research institutes and universities), always in collaboration with national authorities. In my experience this tends to be more effective to invest for a longer period in one and the same group than to produce smaller, one-shot, efforts with different groups or with individuals.

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<ul style="list-style-type: none"> Set up a communication strategy and prepare good communication products with professionals to better advertise our work and our outcomes both in Belgium and at an international level (North and South). →(recruterig vervanging Kristien) SO4 should be better used by the DGD and Ministry of Foreign affairs to ensure that biodiversity is a transversal aspect of foreign policies. →(kabinets medewerkers uitnodigen op colloquium) SO6 should use the momentum once the Belgian legislation is in place to ensure that Belgium is compliant to the Nagoya Protocol as well as assist partner countries to maintain information systems to facilitate the compliance in Belgium as well as in the partner countries to the NP. More information exchange and awareness raising with Belgian scientists, embassy staff as well as NP focal points in partner countries should take place to ensure that the genetic resources coming into Belgium are NP compliant. →(policy brief zo gauw belgische wet) I think that more efforts should be made to present annual plans and reports that are more synthetic, more organized, so that 	<p>reporting progress towards the SDG. The SDG 15 in particular but also the SDG 12, 6 and 14. Strengthen the MRV objective in this perspective.</p> <ul style="list-style-type: none"> to also include decision makers on the higher policy level in the Cebios awareness raising target group. Clearly identify the intended targets of the SO's and adapt the actions were appropriate I would better specify some indicators and the targets for the next 5 years. To include or take into account the SDGs in the execution of the programme I would eliminate some Intermediate Results in the logframe, such as e.g. SO1.3., which belongs to SO5. I would better formulate other IRs. We should now explicitly connect to the SDGs and the post-2020 new targets replacing the Aichi targets. In the coming years the Sustainable development goals are to be integrated and used as guidelines for the CBD as well as for the Belgian Development Cooperation. CEBioS should ensure that its strategic design takes into account some of the SDGs as well as the post 2020 goals of the CBD. SO1 might have to change its orientation a little bit to encompass the SDGs and give scientific tools to indicators for partner countries. MRV as well as SO3-1 should also take the SDGs into account and have a strategic vision on the best ways to use the experiences from one partner country also in other partner countries →(post 2020 in jaarplan vanaf 2021) Increase the coherence between the different SO's on 'micro'-level. For instance, use the mycologists network in sensitising activities; involve ex- grantees in the MRV program (prepare them for MRV work while in Belgium) , prepare for staff missions in team in order to meet with the needs of the different SO's for a country, when organising training session in a partner country, consider adding extra subjects in order to involve local partners for other SO's (cfr series of workshops in Kisangani at the end of September), ... I would think, but the exercise would have to be done, this would allow us to achieve more with the same budget and at the same time to enhance South-South cooperation. →(oppassen met fragiele staten) 	<p>It would also allow for CEBioS to use those local institutions as a 'hub' to roll out the activities of the different SO's in the entire partner country. After some time, if our coordinated efforts are always directed to the same institution, all necessary expertise and knowledge should be locally present to execute most CEBioS-activities. Doing so would in the end free up time of the CEBioS-team. At first intensive training of the local partners on several levels might be required, as well as a financial compensation for the local project/program managers. →(interessante elementen maar analyse onvolledig)</p> <ul style="list-style-type: none"> We lack a clear definition of who is targeted by each objective. The current structure is based on the “offer” (what the RBINS can bring), that offer is clearly planned and analysed per country, but I miss a well thought mapping of the targeted stakeholders (students, professionals (and which ones),

CHANGES TO BE BROUGHT IN THE STRATEGIC DESIGN		
Urgent – to include before end of phase I	Important, include in Phase II	Kept aside: to drop, not realistic, not a priority, too “sensitive” to be judged rapidly...
<p>people not knowing us could explore them without being lost. It is an important strategic issue according to me, which is also reflected in the need for a communication expert, as cited in question 5. →(landenfiches)</p>	<ul style="list-style-type: none"> The strategy is not ment to change during the current periode (2014-2018) and neither should the strategic objectives. The only changes that are currently acceptable would be in the way the SO’s are translated into actions and objectives i.e. adaptation within the logframe. More calibration with similar programs in other institutions, and, in general, with institutions and ministries with similar fields of interest and activities. In my opinion, the current funding situation in Belgium (and its regions/communities) entails the risk for mismatches between the activities (research or capacity building) that can be funded, and the expertise of staff actually available to provide this research c.q. capacity building. →(meer KMMA + Meise: vraag + aanbod mappen) Define a balance between ad hoc South demand and the structural aspects of a multi-year program. This is not to say that I disagree with our current balance; I merely intend to say that continuously changing priorities in the South (and North) necessitate adaptable answers. →(budget oprijrollen voor nieuwe noden) put CEBioS staff in a position to identify and initiate more, sufficiently big, joint projects with external research groups (Belgian and others, also South partners) to enhance CEBioS’ (read: biodiversity) impact in development-projects and reinforce our work force in quality and numbers which then may lead to the set-up of CEBioS as an implementation platform for biodiversity-related issues in development cooperation, possibly with memberships or something similar, in order to stimulate and retain the attention for biodiversity related issues in other development-programs <p>→(samenwerking met andere actoren en hun institutionele capaciteit):</p> <ul style="list-style-type: none"> Do not set new objectives/ take new responsibilities that cannot be realistically achieved without new external funding since we work with constant budget (and even perhaps future financial cuts...). For example: more and more responsibilities regarding the CSB in Kisangani, DR Congo, but no extra-money received for that... It is not sustainable. 	<p>administration, policy makers...) →(better uitleggen)</p> <ul style="list-style-type: none"> Within the strategy, SO1 overarches many activities and uses a large part of means. It is worth considering its internal consistency, and whether or not it should be splitted in several objectives. In the latter case it could help to follow on in a more appropriate way

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	<ul style="list-style-type: none"> • it could be useful to investigate a piste for educating the scientific methodology, with classes of logics, programming, basic computer skills, deduction, practical applications and so on. However, CEBIoS is not entirely the correct platform for that, though both are strongly connected. • Build a structural collaboration between RBINS and the other Belgian privileged partners: ACROPOLIS (KLIMOS), VLIR-UOS, ARES, BTC-CTB, several Belgian NGOs, RMCA and Botanical garden. Such collaborations already exist but on an ad-hoc way. The programme would benefit from a structured network managed and coordinated by DGD. 	

[Annex 7: Commented logframe matrix of CEBioS programme](#)

The comments and recommendations on CEBioS current logframe that are made in the present annex have to be considered as food for thought but should not be taken as is without a collective reflection on CEBioS theory of change and CEBioS management & reporting arrangements. This is particularly true for the recommendations linked to the reorganisation of current specific objectives.

See electronic files for the following annexes:

- Commented CEBioS logical framework matrix including recommendations of improvements
- Commented table of indicators for CEBioS 2014-2017 period of implementation

[Annex 8: Launch notes and desk phase notes from the evaluation process](#)

See electronic files for the following annexes:

- 1 launch note, output of the kick off meetings held in Brussels in July 2017. This document proposes a structure for the evaluation methodology.
- 3 desk phase notes (1/evaluator), outputs of the written consultation process and the documentation review conducted from mid-July to mid-September 2017. These documents are supposed to briefly present the evaluators' first assessment based on the written consultation process as well as to provide a methodological orientation for the interview phase with an indicative list of questions to shape the semi-structured interviews that were planned for September 2017.