

Independent Final Review of the Action

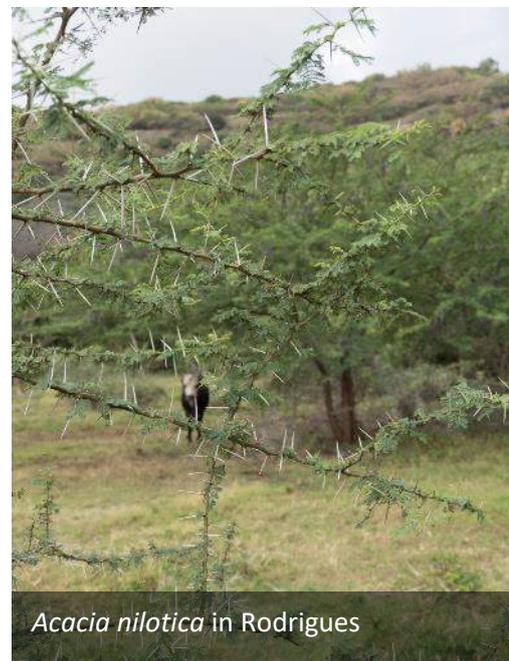
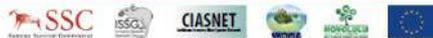
Preparation and testing of a comprehensive model for preventing and managing the spread of invasive species on island ecosystems (the Inva'Ziles Project)

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November 2018



Guidelines for invasive species planning and management on islands



Acacia nilotica in Rodrigues



Clidemia hirta in Grande Comore



Acacia Concinna in Mahé, Seychelles

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Acknowledgements

I have done my best to represent the diverse, rich and thought-provoking input I was given from the 29 individuals who freely gave large chunks of their time to contribute to the Inva'Ziles terminal evaluation process. The interpretation, judgements and recommendations are mine and I take full responsibility for them, so please accept my sincere apologies if I appear to have misrepresented anybody's viewpoint. Evaluation is an exercise in balancing perspectives and inevitably all those consulted did not speak with a single voice. However, there was considerable agreement on many points and even where there were disagreements, either on fundamentals or on details, I always had the impression that those I spoke to sincerely believed in the project objectives and offered their views in an effort to contribute to these objectives.

Those that I met and interviewed, in person, over Skype, by phone and by email are listed in Appendix 4, but I will give especial mention to Alan Tye, former Inva'Ziles Project Manager based in Mauritius, who responded to my every email and gave unstintingly of his time to coordinate this assignment; and Olivier Hasinger, Species Survival Commission Network Coordinator and Inva'Ziles Global Coordinator based in IUCN HQ, who also committed a great deal of his time to maximise the utility of the Terminal Evaluation.

Executive Summary

Abstract

Following its first forty months, during which the Inva'Ziles Project substantially under-performed and under-delivered, the project has impressively rebuilt momentum in its final thirty-one months with most outputs delivered as per the re-formulated logframe. This success has been substantially due to the efforts of the PM who has been consistently supported by IUCN HQ. Communication was improved among the project management team, between the donor and the project management team and between the project management team and project partners. However, time constraints meant that some aspects of the project had to be deprioritised to ensure that key outputs were delivered on time and to the required standard. Notable among these activities was regular communications with project partners who were not directly involved with project implementation, broader engagement with stakeholders, and dissemination activities.

Despite these reservations, Inva'Ziles, through its results such as the Guidelines, WIONIS, pilot projects and the process of creating and reinforcing relationships between practitioners in the Western Indian Ocean (WIO) region, has built a foundation for further action (Inva'Ziles 2) that has the potential to add considerable value to current efforts to manage biological invasions both in the region and in islands throughout the world.

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

The Inva'Ziles project, funded by the European Commission, began on 1st February 2012, was planned for five years but was extended until 31st July 2018. This €2 million project (€1.6 of which million was contributed by the European Union), was formulated to address the Specific Objective of enhancing the systems and strategies in the Small Island Developing States and in particular those in the Western Indian Ocean region, to efficiently prevent and manage biological invasions. The final intended output was a global guidance manual of relevance to main island groups around the world while related capacity building and ecosystem management is carried out in the WIO.

This EC-funded project, being executed by IUCN, planned to achieve the Specific Objective by undertaking activities under four complementary results: knowledge, partnerships, management and strategies.

- 1) Increased Knowledge, awareness and expertise on the successful prevention and management of the spread of biological invasions on islands.
- 2) Partnerships to enhance collaborative management of biological invasions in islands established and/or strengthened between countries, governments and non-governmental bodies.
- 3) Prevention and Management of biological invasions improved in selected pilot sites as indicators of general practice.
- 4) Strategies to strengthen national, regional and global policies and actions to better prevent and manage biological invasions on islands developed and agreed upon.

The Final Evaluation Process

The project was scheduled to have an independent terminal evaluation upon project closure (31st July 2018). The objectives of this TE are as follows:

- i. Assess the extent to which the project has delivered against intended actions and results.
- ii. Identify critical lessons learnt from the project – including key factors contributing to successes and challenges;
- iii. Based on the above, review plans for an Inva'Ziles Phase 2 Project 'Inva'Ziles 2) and provide concrete recommendations for additions or improvements.

The evaluation was designed to assess the projects relevance, effectiveness, efficiency, sustainability and adaptive capacity by answering the following questions:

- To what extent was the Inva'Ziles project appropriate in the context of its environment, and aligned with and contributed to the priorities of its key stakeholders?
- To what extent has the Inva'Ziles project met its objectives?
- To what extent has the Inva'Ziles project used its resources cost-effectively?

- To what extent has the project made progress towards its higher level results and the overall intended goal? Have there been any unintended results or impacts (positive or negative)?
- To what extent will the activities and outputs be maintained after the project ends? Based on this evaluation, what are the best strategic options for a possible Inva'Ziles Phase 2 project (e.g. no phase 2 or scale down, replicate or scale-up, same approach or major changes to approach)?
- To what extent has the Inva'Ziles project applied strong adaptive management practice to ensure continued relevance, strong performance, and learning?

The questions were addressed using a questionnaire with a 6-point preference scale and related questions with free responses, supported by semi-structured interviews based on the questionnaire. Key informants were chosen from those who have been involved in project activities in management, technical support, as donors, as international institutional partners and as national partners. 25 people completed a total of 19 questionnaires and a total of 22 interviews were performed. In all 29 people participated in the survey. Face to face interviews took place in Mauritius, Rodrigues, Seychelles and Comoros, and over the telephone/VoIP, and via email exchanges.

Survey results were compiled and categorised according to the evaluation questions. These results were the basis for the evaluation findings upon which the conclusions, lessons learnt, and recommendations were based.

Evaluation Findings

In brief, the project has unfolded in three stages:

- Phase 1, pre-MTR (February 2012 – May 2015), during which the project achieved very little;
- Phase 2, the MTR process (May 2015 – January 2016) during which those responsible (the IUCN Project Team, EU and the Project Steering Committee - PSC) devised a process for turning the project around;
- Phase 3, post-MTR (January 2016 – July 2018), during which the project has been turned around to the point where it has achieved very encouraging results in terms of relevance, effectiveness, efficiency, outcomes toward impact and sustainability.

Considering the fact that Phase 3 ('the productive phase') only comprised of thirty-one months out of a total project duration of seventy-eight months (about 40%), it is understandable that the project could not fully deliver with respect to all activities, outputs and outcomes. This caveat needs to be borne in mind throughout. Nevertheless, the project's achievements represent an impressive outcome for all those responsible for delivery. Project implementation was highly adaptive. Three major mechanisms facilitated this adaptation – the MTR and the willingness of IUCN and EU to accept its recommendations, extensive consultations with national stakeholders, and the willingness of the Project Manager (Alan Tye – AT) and the new IUCN Project Management Team (PMT) to manage adaptively to ensure that deliverables were achieved and aligned with priorities at all levels.

Project Effectiveness

Effectiveness in terms of overall extent of project delivery was generally considered to be high in contrast with the situation at mid-term.

Result 1: Knowledge. Most planned actions were considered to have been mostly delivered. These include: the Guidelines for Invasive Species Planning and Management on Islands ('Guidelines'), which were adjudged to be highly useful at any scale from local to regional; reports on building a knowledge base to inform decision-making in the prevention of introduction of alien and potentially invasive species and the management of biological invasions, a review of national and island plans for the management of invasive species in the WIO region, and the costs and benefits of selected invasions and their management; and the development of the WIONIS network as a platform for information exchange for those interested in invasive species and their management in the WIO region. Formal training activities were not as extensive as they could had it not been for time constraints and communication and dissemination activities had to be very focused on key deliverables so could not reach a wide range of stakeholders beyond those working directly on invasive species issues.

Result 2: Partnerships. Most respondents who expressed an opinion gave high scores but there were many who did not express an opinion so the planned actions can be considered to have been delivered to some extent. Stakeholder planning workshops were convened to ensure a shared understanding of the project strategy, roles and responsibilities and project

structures, and to carry out joint prioritisation and planning for invasives management in the WIO. This was achieved mainly through PSC meetings which became increasingly participatory during Phase 3 as the project gained momentum. There were also many one to one meetings held between AT and project partners. WIONIS provided the basis for a formal regional network but several respondents felt that the potential of WIONIS had not been fully utilised. Respondents agreed that considerable efforts had been made to establish some sustainable mechanisms for WIONIS, but Phase 3 was too short to establish sustainable mechanisms for regular communication. Informal networking took place under the project, but this was primarily among those who were already sensitised to the invasive species issue. New groups and institutions, for example those from agriculture or the private sector, had hardly been engaged. The development of information exchange and compatibility of systems between the WIO region and other island regions was beyond the competence of this project given the time available for Phase 3 and the project's main priorities.

Result 3: Management. Most respondents who expressed an opinion gave high scores while most of those who did not express an opinion were not directly involved in pilot site work, so the planned actions can be considered to have been delivered to some extent. Preliminary technical missions to scope levels of biological invasions and assess capacity needs of key stakeholders were conducted; criteria for selection of pilot interventions were defined and agreed on though not all stakeholder consulted were fully aware of this; planning meetings involving key stakeholders willing to engage in pilot interventions were convened; WIO island pilot intervention coordinators and other practitioners and relevant people were provided with training and mentoring; and pilot intervention plans, including plans for monitoring were developed and implemented. However, it was too early to assess the degree to which there has been learning from progress and performance of pilot interventions as pilot interventions were ongoing at the time of the evaluation mission (August 2018). Lessons learnt have been disseminated to some extent but could not be incorporated into the Guidelines because of the tight timelines.

Result 4: Strategies. Most respondents who expressed an opinion gave high scores but there were many who did not express an opinion so the planned actions can be considered to have been delivered to some extent. The gap analysis (review of national and island plans for the management of invasive species in the WIO region) was generally deemed to be useful. However, a major constraint (which was understood in advance) was that the inquiry only looked at the plans and not the extent of their implementation. Recommendations to address gaps in strategies, with appropriate indicators for monitoring and evaluation of strategies and management actions went beyond the strict findings of the gap analysis by incorporating stakeholders' knowledge on the extent to which NISAPs have been applied. The recommendations in the Guidelines have already been applied in a number of situations to support the invasive species management planning processes including Comoros (under Inva'Ziles) the Galapagos, and UK Overseas Territories.

Effectiveness in terms of outcomes was generally considered to be high in contrast with the situation at mid-term where there were no substantive outcomes. There were a total of fifteen outcomes (behavioural change). Three of these were classified as overall project outcomes, two related to the Comoros pilot project, one was for Seychelles at national level, four related to the PCA pilot project, three related to the SIF pilot project, and two related to the Rodrigues pilot project. In addition, there were 23 project results contributed by stakeholders. This category includes project outputs rather than outcomes (behavioural change or changes in state), knowledge and attitude changes (precursors to changes in state) or possible outcomes that were unverifiable. Most results were considered to be positive in terms of project objectives, but one project result was considered negative and are labelled accordingly. All outcomes had the potential to be sustained but external resources would be required to achieve this long term impact in many instances.

Levels of **effectiveness in terms of coordination and communication within and between the implementation team** was not known by many respondents but most of those who responded gave positive answers. The equivalent question was not asked in the MTR. However, it is evident that there was a considerable improvement from Phase 1. Since the MTR, the project team has expanded and have regularly and effectively communicated. AT has always responded promptly and usefully to those involved in project activities. AT has received strong support from Olivier Hasinger (OH) (SSC Network Coordinator and Inva'Ziles Global Coordinator), who has helped ensure that project management rules and best practices have been respected while not delaying any project activities. AT and OH have been actively supported by technical staff and senior management at IUCN HQ. The physical location of the project within IOC has, provided access to those working on project addressing similar themes, such as the IOC Biodiversity and Coastal Zone Management Project. This has facilitated an exchange of views on the topic of invasive species but with little tangible benefit in terms of project implementation.

There were more responses than for **coordination and communication within and between the implementation team** and these responses, though mostly positive, were more mixed. There was extremely positive feedback from all those involved in pilot project work and most PSC members but less positive responses from PSC members from Mauritius Island that were not directly involved in project activities.

For **coordination and communication within and between the implementation team**, relatively few respondents knew about the effectiveness of communication between implementation team and donors. For those that responded, the responses were mixed. Once more, it is evident that there was a considerable improvement from Phase 1. Since the MTR the communication between the project implementation team and the donor has improved. At the national levels, effective communication with EU staff based in Mauritius helped those working on pilot projects to navigate EU reporting templates. However, guidance provided by the donor office was at times felt to be somewhat inconsistent which led to a number of administrative challenges, in particular in relation to the pilot projects.

Project cost effectiveness, in line with other measures of effectiveness, was considerably improved. Relevant measures by which the project addressed cost-effectiveness include employing a new project manager who had had the relevant technical, managerial and networking skills, the streamlining of project management mechanisms within IUCN, the efforts made to link with other projects, institutions and initiatives (though not optimised because of time-constraints), and value for money in Comoros in particular but also for other pilot interventions which received tangible co-finance contributions. The undertaking of cost-benefit analysis (CBA) of pilot interventions is not in itself an example of cost-effectiveness but it has the potential to contribute to cost-effectiveness in the long term by demonstrating the advantages of mitigation programme in the long term to practitioners and decision-makers at multiple levels.

Sustainability in terms of support for follow-up action

Level of commitment to continue project activities and outputs: Most respondents were not sure about levels of commitment at the local level. These responses are somewhat skewed as those from Comoros (n=3) deemed this to be not applicable to them as the pilot project work was conducted nationally. Local was defined as the pilot site levels for Seychelles and Rodrigues. Taking the Comoros responses into account, it appears that local and national commitment to continue project activities was relatively high, as was commitment at the national level while regional commitment was adjudged to be lower.

Supportive external factors and project responses. Most respondents were not sure about supportive external factors at all levels. The low response levels mean that these results should be interpreted with caution. However, it did appear that those that did offer a viewpoint felt that there were more supportive factors at local and national levels than at the regional level. Most respondents did not know to what extent the project had taken measures to maximise responsiveness to positive external factors but those that did offer a viewpoint felt that there were more measures taken at local and national levels than at the regional level.

Supportive factor	Project measures to maximise responsiveness to supportive factor
Regional including factors common to all countries	
Positive personal interactions	The project has been very active in stimulating and maintaining stakeholder support.
Institutional will.	PMT has worked hard to generate support for a follow-up project, Inva’Ziles 2.
Widespread recognition among the technical people of impact of invasives.	Inva’Ziles has produced many useful outputs that can be used by technicians to raise awareness.
Existing regional collaboration.	The project engaged with interventions in the region.
The reluctance many project stakeholders to accept the project as implemented in Phase 1.	The project was substantially reformulated following the MTR and this process involved project partners.

Supportive factor	Project measures to maximise responsiveness to supportive factor
Comoros	
High levels of support for work on invasive species in Comoros among many stakeholders.	The project has been very active in stimulating and maintaining stakeholder support.
Increased awareness of problem plant invaders as a consequence of Inva'Ziles.	Support provided for the pilot project and the promotion of Inva'Ziles 2.
Mauritius/Rodrigues	
Cabinet commitment to the NBSAP and agreement on National Target 9.	Inva'Ziles outputs are resources to help Mauritius reach National Target 9.
An increasingly active invasive species committee.	Inva'Ziles outputs can be used as resources to help the National IAS Committee.
Pest and disease problems have increased helped to push the biosecurity agenda.	Inva'Ziles did little to directly address biosecurity issues in Mauritius.
People in Mauritius are seeing Rodrigues as a champion of Environmental protection.	The pilot project in Rodrigues helped to raise the profile of initiatives on the island.
Seychelles	
The public in Seychelles are increasingly aware of the risks of invasive species.	Inva'Ziles did little to directly address biosecurity issues in Seychelles.
The public can now engage government entities directly via social media.	Inva'Ziles outputs can be used as resources to help the Seychelles authorities respond to queries and requests.

Unsupportive external factors and project responses. Most respondents were not sure about unsupportive external factors at all levels. The low response levels mean that these scores should be interpreted with caution. However, it did appear that those that did offer a viewpoint felt that there were more unsupportive factors at local and national levels than at the regional level. Most respondents did not know to what extent the project had taken measures to maximise responsiveness to negative external factors and the responses of those that did offer a viewpoint were variable at all levels.

Unsupportive factor	Project measures to maximise responsiveness to unsupportive factors
Regional including factors common to all countries	
The IOC does not effectively respond to regional/country needs in terms of invasive species management.	This issue was very difficult to address at the level of a project. IOC and IUCN signed a memorandum of understanding in 2018 for IUCN to act as an advisor to IOC on a range of issues including invasive species, but it does not specify tangible joint actions to be developed.
Regional heterogeneity including language	Inva'Ziles activities, especially pilot projects, were tailored to be appropriate to the local context. The PMT made a constant effort to communicate in either English, French or both as appropriate.
Dependence on projects	The pilot projects generated a degree of ownership and activities, and, at least in Rodrigues and Seychelles (SIF), are being supported

Unsupportive factor	Project measures to maximise responsiveness to unsupportive factors
	through other sources, but many activities continue to be dependent on outside funding.
Overwhelm: Invasive species management is such a huge problem that it is difficult to know where and how to start so it is tempting for some people to become apathetic and think that all action is futile.	<p>The Guidelines provide an organised framework for systematic action.</p> <p>The PMT was readily available to support project partners by providing technical or administrative/procedure support.</p>
Lack of awareness	All of the pilots included awareness aspects in their plans.
Lack of high level political will	Key decision-makers in Comoros, Rodrigues and Seychelles were met during the project but their engagement levels were not as high in Seychelles and were low in Mauritius.
Continuing high rate of introduction of new species	Foundational issues like these were not directly addressed in Inva'Ziles although these issues are covered in the Guidelines.
Fear of biological control	<p>As a result of the cost-benefit work, there was a broad consensus on the benefits of biocontrol in Comoros.</p> <p>Inva'Ziles funded participation in the école with the theme of biological control and invasive species.</p> <p>Anecdotal evidence from TE respondents suggests that project interactions are changing the opinions on biocontrol of those working on the Rodrigues pilot project.</p>
Concern over agrochemical use	Pilot projects included trials looking at ways of minimising herbicide use and applying best practice for pesticide use.
Planned collaboration with the IOC Biodiversity Project was problematic.	The IOC Biodiversity Project was supposed to finance and implement one of the cost-benefit analysis for Rodrigues. However they were unable to deliver on this commitment.
Quality of national project focal points and staff continuity.	<p>The project addressed this issue in Phase 3 by opening and maintaining all possible communication channels.</p> <p>The issue of national staff continuity was beyond the project's direct control.</p>
Priority given to short term economic development considerations.	<p>Inva'Ziles outputs can be used to support sustainable development considerations.</p> <p>National stakeholders and decision-makers can consult the cost-benefit analyses, and use the knowledge generated through the project to support decision making processes.</p>
Comoros	
Costs are greater for travel to and from Comoros than for Mauritius and Seychelles.	High international travel costs were more than balanced by lower operating costs.

Unsupportive factor	Project measures to maximise responsiveness to unsupportive factors
Mauritius/Rodrigues	
National institutions blocking the participation of technical people in international meetings.	No action taken by Inva'Ziles. This issue was beyond the scope of the project.
Seychelles	
Obtaining equipment and consumables	Systematic planning using the Guidelines can aid planning, but the issue is systemic and difficult to resolve.
PCA: Permissions from landowners to work on their land.	There was some suspicion at first but PCA, with the support of MoE, received all permissions.
PCA: Unsupportive contractors:	Contractors have been changed. However, the contracting system continues to be a challenge.
SIF: Lack of expertise.	Inva'Ziles provided formal and informal training which can be utilised and built upon. However, time constraints precluded capacity building before the project.

Adaptive Capacity

Extent to which steps were taken to ensure regular reflection on efficiency, effectiveness, and impact by the project team and partners: Nearly half the respondents were not sure about the steps that were taken to ensure regular reflection on efficiency, effectiveness, and impact by the project team and partners while those who did offer a viewpoint were mostly positive. In Phase 3, there were constant interactions within the PMT. The other main formal mechanism for reflection was the PSC. This process of reflection and adaptation was highly effective when selecting and administering the pilot projects. The information that was generated by the project (mainly in Phase 3) could not be optimally utilised while the project was being implemented because time and resource constraints limited dissemination and uptake.

Extent to which steps MTR findings/recommendations have been used to support project implementation: Half of those who surveyed did not have sufficient knowledge of the MTR and its findings/recommendations to make a judgement. All 8 who offered a viewpoint were PSC members and gave high scores. The MTR has been instrumental in supporting the turnaround in project implementation. It was helpful in casting a spotlight on the views of project stakeholders, identifying issues of concern and proposing relevant and useful recommendations. This provided the project team with the basis for redesigning the project. This redesign was very effective given the limited time available in Phase 3. Most of the recommendations of MTR have been taken on board and a proper response to the MTR recommendations was developed.

Use of monitoring findings: Most of the respondents were not sure about the extent to which monitoring information has been used to support project implementation. Only four people offered a viewpoint and these four scores were distributed in three categories. Therefore, it is not possible to draw any firm conclusions. For the project as a whole, monitoring on a formal level was mostly done through the annual reporting process of which PSC meetings were a part. Monitoring at the informal level was done through regular contact with partners. Formal monitoring at the pilot project level has been variable. PCA needed inputs from external experts before it could develop its own formal monitoring activities in June 2018 (approaching project closure), though observational information has been valuable. SIF adapted its monitoring protocols for yellow crazy ants based on results and adapted its rat trapping process based on the results of monitoring. The work in Comoros, being new to those taking part and dependent upon discussions with outside experts, had to be very adaptable. Changes were not based on formal monitoring but on advice from outside expert and individual and group reflections. Simple monitoring protocols have been adopted for the *Acacia nilotica* work in Rodrigues. However, data had yet to be formally analysed at the time of the evaluation visit (August 2018).

Conclusions

The title of this section as per the ToR (Appendix 1) was “Conclusions and lessons learnt”. However, lessons learnt, as well as recommendations, have been incorporated into Section 5 (Inva’Ziles 2) so this section focuses on exclusively on conclusions, which are summarised below and provide a basis for lessons learnt/recommendations.

1. The Inva’Ziles project has been turned around in Phase 3
2. Time constraints have focused prioritisation leading to some inevitable shortfalls
3. Effective communication has been critical in the project’s turnaround
4. Personal qualities and relationships have been critical in the project’s turnaround
5. Sustainability and impact is not guaranteed, and a follow-up project is required

Inva’Ziles 2: Support, Prospects and Lessons to apply from Inva’Ziles

Support for Inva’Ziles 2: All of those who were asked, supported the idea of a follow-up project.

Inva’Ziles 2 – Prospects for GEF funding: Despite their support for a follow-up project, respondents did not all agree that such a project would be likely to be funded under GEF 7. In Comoros the prospects were deemed to be good. The Seychelles MoE is supportive of Inva’Ziles 2 as is the Rodrigues Commissioner for Agriculture and the Environment. However, support from the Government of the Republic of Mauritius is unlikely and they are the ultimate decision-maker for GEF projects involving Rodrigues. If Rodrigues wanted to directly participate in Inva’Ziles 2, it might be possible to find an alternative source of funding.

Lessons learnt from Inva’Ziles to apply to Inva’Ziles 2 / Recommendations

Project Steering Committee members brainstormed on the priorities for a possible Inva’Ziles 2 at the PSC meeting of May 2018. This exercise was the basis for the production of a document stating preliminary priorities. To support this prioritisation process, the stakeholders interviewed for the TE were asked to list lessons learnt from Inva’Ziles that can be used to improve effectiveness of a possible Inva’Ziles Phase 2 project. The results of these interviews are summarised below along with recommendations based on evidence from the project outputs, stakeholder consultations and expert interpretations. This section, therefore, englobes the traditional recommendations section in view of the fact that all recommendations concern next steps, and the most important next step with regard to Inva’Ziles is Inva’Ziles 2.

6. Focus a project around the operationalisation of the Global Guidelines
7. A regional approach must consider national specificities
8. Plan for a long project
9. Plan for long-term sustainability
10. Define realistic goals
11. Build robust institutional arrangements
12. Build in a comprehensive project inception phase
13. Develop participatory adaptive management systems
14. The appointment of suitable personnel is critical
15. Cultivating good relationships is critical
16. Intensively cultivate links with relevant initiatives and broaden stakeholder reach
17. Implement a programme of exchange visits as part of a systematic information-sharing process
18. Systematically build in scientific, technical and policy support
19. Build a bridge between Inva’Ziles 1 and Inva’Ziles 2

The Inva’Ziles project has achieved a great deal despite the slow start. It has generated tangible momentum and the demand for a continuation. However, project development is often a slow process and this momentum can be lost. It can, of course, be rebuilt but this takes time. It is recommended that IUCN and IOC discuss ways in which the momentum can be maintained during the period between major projects by the implementation of low cost but high visibility “bridging activities”. Possible activities include national events to launch the guidelines, the publication and dissemination of booklets summarising Inva’Ziles achievements, and webinars/webinar series on how to apply the guidelines at local, national and regional levels.

List of Abbreviations and Acronyms

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

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

Table of Contents

EXECUTIVE SUMMARY	III
List of Abbreviations and Acronyms	xi
Table of Contents	13
1. INTRODUCTION	16
1.1. Project background and objective	16
1.2. Project context	16
1.3. Purposes and specific objectives of the evaluation	18
1.4. Evaluation users and uses	18
2. METHODOLOGY	18
2.1. Evaluation design	18
2.2.1. Outcome Harvesting	22
2.2. Evaluation schedule/timetable	22
2.3. Organisation, analysis and interpretation of information	23
3. FINDINGS	24
3.1. Project Relevance	24
3.1.1. Relevance of project design	24
3.2.1. Relevance of project outputs	25
3.2.2. Adaptation of project design to strengthen relevance	26
3.2. Project Effectiveness: Extent of project delivery	27
3.2.3. Result 1: Knowledge	27
3.2.1. Result 2: Partnerships	31
3.2.4. Result 3: Management	33
3.2.5. Result 4: Strategies	37
3.3. Project Effectiveness: Outcomes and other results	38
3.3.1. Overall project outcomes	38
The Inva'Ziles Steering Committee has evolved into an effective working group	38
WIO network developed for collaboration and exchange on invasive species	39
Follow-up "Inva'Ziles 2" project is being promoted in Rodrigues, Comoros and Seychelles	39
3.3.2. Comoros outcomes	39
Process for constitution of a National Invasive Species Committee and development of a NIASAP in Comoros initiated	39
Scientific institutions collaborate to work on invasive species in Comoros	39
3.3.3. Seychelles overall outcomes	40
Guidelines used as a basis for planning, monitoring and evaluation of relevant interventions	40
3.3.4. Seychelles: PCA	40
PCA now has improved capacity to tackle invasive plant eradication/management activities	40
<i>Acacia concinna</i> eradication site converted into a field	40
Adventist Church approaches PCA for the management of <i>Acacia concinna</i>	40
Improved access to homes because of clearance of <i>Acacia concinna</i>	40
3.3.5. Seychelles: SIF	41
SIF has moved to a multi-species approach to invasive species management in Vallée de Mai	41
Invasive species as a whole are now integrated into the Vallée de Mai Management Plan	41
SIF adopts improved monitoring for black parrot populations	41

3.3.6.	Rodrigues	41
	People have been given the right to cut down <i>Acacia nilotica</i> in Rodrigues	41
	Land infested with <i>Acacia nilotica</i> offered for lease for agroforestry projects	42
3.3.7.	Results contributed by stakeholders – not at the level of outcomes	42
3.4.	Extent to which project activities have contributed to outcomes	43
3.5.	Project Effectiveness: project coordination and communication	43
3.5.1.	Coordination and communication within and between the implementation team	43
3.5.2.	Coordination and communication between implementation team and stakeholders	44
3.5.3.	Coordination and communication between implementation team and donors	44
3.6.	Project cost-effectiveness	45
3.7.	Sustainability	46
3.7.1.	Level of commitment to continue project activities and outputs	46
	Comoros	46
	Mauritius (Rodrigues)	46
	Mauritius (Mauritius Island)	46
	Seychelles	47
	Regional	47
3.7.2.	Supportive external factors and project responses	47
3.7.3.	Unsupportive external factors and project responses	50
3.7.4.	Extent to which negative social/environmental impacts were avoided or mitigated	55
3.8.	Adaptive Capacity	55
3.8.1.	Reflection on efficiency, effectiveness, and impact	55
3.8.2.	Use of MTR findings	56
3.8.3.	Use of monitoring findings	56
4.	CONCLUSIONS	57
4.1.	The Inva'Ziles project has been turned around in Phase 3	57
4.2.	Time constraints have focused prioritisation leading to some inevitable shortfalls	57
4.3.	Effective communication has been critical in the project's turnaround	57
4.4.	Personal qualities and relationships have been critical in the project's turnaround	57
4.5.	Sustainability and impact is not guaranteed, and a follow-up project is required	58
5.	INVA'ZILES 2: SUPPORT, PROSPECTS AND LESSONS TO APPLY FROM INVA'ZILES	58
5.1.	Support for Inva'Ziles 2	58
5.2.	Inva'Ziles 2 – Prospects for GEF funding	58
5.3.	Lessons learnt from Inva'Ziles to apply to Inva'Ziles 2 / Recommendations	58
5.3.1.	Focus a project around the operationalisation of the Global Guidelines	58
5.3.2.	A regional approach must consider national specificities	59
5.3.3.	Plan for a long project	59
5.3.4.	Plan for long-term sustainability	59
5.3.5.	Define realistic goals	59
5.3.6.	Build robust institutional arrangements	59
5.3.7.	Build in a comprehensive project inception phase	60
5.3.8.	Develop participatory adaptive management systems	60
5.3.9.	The appointment of suitable personnel is critical	60
5.3.10.	Cultivating good relationships is critical	60

5.3.11.	Intensively cultivate links with relevant initiatives and broaden stakeholder reach	60
5.3.12.	Implement a programme of exchange visits as part of a systematic information-sharing process	61
5.3.13.	Systematically build in scientific, technical and policy support	61
5.3.14.	Build a bridge between Inva'Ziles 1 and Inva'Ziles 2	61
APPENDICES		62
Appendix 1: Evaluation terms of reference		62
Appendix 2: Documents consulted		72
Appendix 3: Evaluation Questionnaire		75
Appendix 4: List of people met/interviewed		82
Appendix 5: Evaluation schedule/timetable		84
Appendix 6: Inva'Ziles Phase 2 – preliminary priorities		86

1. INTRODUCTION

The following sections on project background and objective, project context and the purpose of the evaluation are adapted from the evaluation terms of reference which is provided in full as Appendix 1.

1.1. Project background and objective

This EC-funded IUCN Project *Preparation and testing of a comprehensive model for preventing and managing the spread of invasive species on island ecosystems* (henceforth Inva'Ziles) has been formulated to address the need for a set of globally-relevant guidance for the prevention and management of invasive alien species (IAS) on islands around the world. The project aimed to build on the work carried out by programmes and projects around the world over the last two decades on prevention, containment, eradication and strategic management of invading species as well as legal and policy formulations and apply this to the Western Indian Ocean (WIO) islands.

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

The Specific Objective of the project was **to enhance the systems and strategies in the Small Island Developing States and in particular those in the Western Indian Ocean region, to efficiently prevent and manage biological invasions.** One of the final intended outcomes is a global guidance manual of relevance to main island groups around the world, the other being enhanced capacity for ecosystem and invasive species management in the WIO.

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

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

Result 2: **Partnerships** – Partnerships developed, established or strengthened to enhance collaborative management of biological invasions on islands and island states between countries, governments and non-governmental bodies

Result 3: **Management** – Prevention and managed of biological invasions improved in selected pilot sites as indicators of good general practice

Result 4: **Strategies** – Strategies to strengthen national, regional and global policies and actions to better prevent and manage biological invasions on islands developed and agreed upon.

1.2. Project context

The primary target areas for this project include the islands and islets in Mauritius, Seychelles, and Comoros. Within these target islands, the pre-project situation varied from extremely serious invasions by alien plants and several domestic and wild vertebrates and micro-organisms to lower levels of the same – all with some impacts on local livelihoods. In some cases, there are islands and islets that are not permanently occupied by people where the impacts of biological invasions are mainly upon wild biodiversity (and occasionally on infrastructure or non-resident horticulture). While the situation varies greatly from one island to another, few are without invasive species and many without adequate prevention and management capacity and resources for addressing invasions.

The basic problems to be addressed in the project are those of biological invasions on the terrestrial aspects of island living and island biodiversity. This involves alien plants, animals and micro-organisms that have entered island ecosystems through intentional or unintentional activities of people and have resulted in negative impacts on the livelihoods of island residents and on native island biodiversity – which is often endemic and threatened in the first place. The practical problem is the absence in many island states, islands and islets of information, experience, capacity and infrastructure for managing existing deleterious invasions and to prevent new ones. In the Pacific area, a great deal of awareness of these problems has been generated through formal and informal networks. Near to the SIDS (Small Island Developing States) of this Pacific region are New Zealand and Australia with, arguably, the World's most sophisticated and well-funded biosecurity systems. Both have contributed to the level and spread of technology and information to address these same problems on islands.

This action sought to use these decades of experience to develop a comprehensive model to address the same problems in other island systems and to test this in a group of SIDS and, in doing so, build capacity for prevention and management of invasions. It also sought to improve the model through new experiences. It was intended that the new and ongoing similar initiatives in the larger islands of Seychelles and Mauritius, as well as the Indian Ocean Commission (IOC), and other island states in WIO would benefit from this action through enabling cross learning and knowledge sharing. Further, this action sought to address this issue from the perspective of the process of biological invasion as the source of the problem, rather than one of the species that are invading – so that solutions are more applicable no matter what the species involved.

This project built upon the activities and experience of the regional invasive species partnerships – the Pacific Invasive Partnership (PIP) including the Pacific Invasive Initiative (PII) and Pacific Invasive Learning Network (PILN); Global Islands Partnership (GLISPA); IUCN Oceania and others in the Pacific as well as the information collected and made available by the IUCN SSC (Species Survival Commission) Invasive Species Specialist Group (ISSG) and the Secretariat of the Pacific Regional Environmental Programme (SPREP).

The original design of the project was in line with the principles of the Association of the Overseas Countries and Territories of the European Union (OCTA) in relation to sustainable development and the reduction of poverty in the territories and countries. It was also aligned to the Island Biodiversity Programme of Work of the Convention on Biological Diversity (CBD) which addresses many common issues faced by islands regardless of location or size and that these challenges need to build from the experience of other islands in order to succeed. Invasive Species and the damage they cause to species and ecosystems are clearly identified in the CBD Island Biodiversity Programme of Work as one of the most important threats to island biodiversity. It was expected that the guidance resulting from the project will promote the development of National Invasive Species Strategies and Action Plans (as recommended by the CBD and other international bodies) and that these will be associated with the second round of National Biodiversity Strategies and Action Plans (NBSAPs) as they have been in some other pilot countries and regions.

This €2 million project (€1.6 of which million was contributed by the European Union) was initiated on the 1st February 2012 and was scheduled to run for 5 years. However, for its first 3.5 years it suffered delays and insufficient involvement of stakeholders at all levels, notably the non-initiation of pilot projects to test best practices, and the development of a global guidance document on the prevention and management of biological invasions on islands with minimal consultation. 2015 was a year of transition, with Olivier Hasinger taking charge of overall coordination in March, the completion of a project mid-term review (MTR) in July and a complementary Result Oriented Mission (ROM) commissioned by the European Commission in September, and the recruitment of Dr Alan Tye as the new project manager in November. Following the recommendations of the MTR and the ROM report, an in-depth revision of the Description of the Action was initiated in 2015, including the revision of the project logframe, budget and workplan. The resulting addendum to the project was submitted to the EC delegation in January 2016, requesting a no-cost extension to the project of 18 months (to 31 July 2018), and including a detailed table compiling the response to the MTR recommendations. In January 2016, Kevin Smith was hired as IUCN Invasive Species Programme Officer and he has supported the global coordination of the project since then. The day to day financial and administrative support has been ensured by IUCN's East and Southern Africa Regional Office (ESARO, Nairobi) for the entire life of the project.

Project activities were relaunched from the beginning of 2016, providing 31 months to implement planned activities including many that had been scheduled to take place during the previous four years.

1.3. Purposes and specific objectives of the evaluation

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

To that end, the specific objectives of this independent final external evaluation are to:

- i. Assess the extent to which the project has delivered against intended actions and results.
- ii. Identify critical lessons learnt from the project – including key factors contributing to successes and challenges;
- iii. Based on the above, review plans for an Inva'Ziles Phase 2 project, and provide concrete recommendations for additions or improvements.

1.4. Evaluation users and uses

The main users of the final external evaluation are: The European Union; the Inva'Ziles Project Implementation Team (PMT); the Inva'Ziles Project Steering Committee (PSC); the Inva'Ziles implementing partners; and the Indian Ocean Commission (IOC). The main uses of the evaluation are contained in the purpose statement and specific objectives. The evaluation was supervised by the IUCN Planning, Monitoring, Evaluation and Risk Unit (PMER Unit).

2. METHODOLOGY

2.1. Evaluation design

The following information gathering activities were carried out:

- 1) Consultation of project literature to assess the degree of progress reported by the project executing agency (IUCN). The literature consulted is listed in Appendix 2.
- 2) The administration of a questionnaire to key stakeholders from those listed in the Evaluation ToRs as key informants who have been involved in project activities, in project management, the provision of technical support, as donors, as international institutional partners and as national partners. The questionnaire comprised of Likert scale responses and related questions for clarification with free responses. The blank questionnaire is provided as Appendix 3. The questionnaire was very extensive and not all respondents were able to answer all questions. Therefore, some questions were omitted for some respondents. For this reason, the number of responses is usually less than 19 despite the fact that 19 questionnaires were returned.
- 3) Semi-structured interviews to deepen the information received from the questionnaire by phone or VoIP or face to face. These interviews were based on the questionnaire but with sufficient flexibility to extract responses that related to the interviewee's relevant areas of knowledge and interest in order to maximise the useful information extracted. All stakeholders consulted are listed in Appendix 4

The format of the evaluation is summarised in the evaluation matrix below which lists the evaluation criteria and corresponding key evaluation questions (as outlined in the Introduction), sub-questions, indicators of the project's success in addressing the question and the data sources/methods.

Table 2.1 The Evaluation Matrix

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

EVALUATION CRITERIA	KEY EVALUATION QUESTIONS	SUBQUESTIONS	INDICATORS	DATA SOURCES / METHODS
<p>Relevance</p>	<p>To what extent was the Inva’Ziles project appropriate in its context and aligned with and contributing to the priorities of its key stakeholders?</p>	<p>1. Has the Inva’Ziles project focused on high priority invasive species issues?</p>	<p>1.a. Extent to which the project design aligns with existing invasive species priorities at local, national and regional level. 1.b. Extent to which the project outputs align with existing invasive species priorities at local, national and regional level. 1.c. Extent to which the project outcomes align with existing invasive species priorities at local, national and regional level.</p>	<p>Project reports Questionnaire Semi-structured interviews</p>
		<p>2. In what ways could an Inva’Ziles Phase 2 project increase its relevance to current challenges being faced by the WIO Islands with regard to invasive species?</p>	<p>2.b. Ways in which the project’s design could be adapted to strengthen its relevance to the local, national and regional level priorities.</p>	
<p>Effectiveness</p>	<p>To what extent has the Inva’Ziles project met its objectives and performed well?</p>	<p>1. What have been the key factors influencing successes and challenges?</p>	<p>1.a. Extent to which the project has delivered on planned actions per Project Result: Knowledge, Partnerships, Management, and Strategies. 1.b. Extent to which the project has been implicated in outcomes (planned and unplanned, positive and negative) per Project Result¹. 1.c. Extent to which project activities have contributed to outcomes and extent to which outcomes would have happened under a “no project” scenario (counterfactual).</p>	<p>Project reports Questionnaire - Checklist of intended actions Semi-structured interviews</p>
		<p>2. To what extent have coordination and communication been effective within and between the implementation team, stakeholders, partners and participants, as well as donor offices?</p>	<p>2.a. Effectiveness of coordination and communication effective within and between the implementation team, stakeholders, partners and participants, as well as donor offices.</p>	

¹ The Outcome Harvesting methodology whereby this information was collected is outlined in this section.

EVALUATION CRITERIA	KEY EVALUATION QUESTIONS	SUBQUESTIONS	INDICATORS	DATA SOURCES / METHODS
		3. What lessons learnt can be applied to improve effectiveness of a possible Inva'Ziles Phase 2 project?	3.a. Extent of lessons learnt 3.b. Extent to which lessons learnt can be applied improve effectiveness of a possible Inva'Ziles Phase 2 project.	
Efficiency	To what extent has the Inva'Ziles project used its resources cost-effectively? ²	1. Does the quality and quantity of results achieved justify the resources invested?	1.a. Extent of inclusion of pre-existing initiatives and institutions 1.b. Comparative cost-effectiveness of project outputs.	Project reports Questionnaire Semi-structured interviews
		2. Are there more cost-effective methods of achieving the same results?	2. Measures that can be taken to improve cost-effectiveness.	
		3. Have appropriate administrative and financial management policies and practices been followed?	3.a. Level of compliance with project financial and administrative planning. 3.b. Number of cases of irregularities reported.	
Sustainability	Is the policy and institutional environment within which the project has operated supportive to its continuity?	1. To what extent will the activities and outputs be maintained after the project ends?	1.a. Level of commitment, indicated by formal agreements, recommendations, declarations, of key stakeholders to continue project activities and outputs at the local, national and regional level.	Project reports Questionnaire Semi-structured interviews
		2. What external factors might be likely to support or undo or undermine the future sustainability of Inva'Ziles project's positive impacts?	2.a. Key external factors positively or negatively impacting project benefits at local, national or regional levels.	
		3. Within its contextual limits, has the Inva'Ziles project adequately anticipated and taken measures to ensure resilience to these, and what more needs to be done to improve long-term sustainability?	3.a. Measures that have been taken to maximise responsiveness to positive and negative external factors at the local, national or regional levels. 3.b. Measures needed to improve long-term sustainability at the local, national or regional levels.	Analysis of overall data set
		4. Based upon existing plans and observations made during this evaluation, what are the key stra-	4.a. Ways in which the project results could be built upon to strengthen the probability of longer term sustainability at the local, national or regional scales.	

² Question were administered to an agreed subset of participants. Most respondents did not have enough background to give an informed response to all questions

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

2.2.1. Outcome Harvesting

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

The backbone of Outcome Harvesting is a set of “Outcome Statements” – short text comprising of: outcome (who changed what, when, and where); contribution (how the intervention under evaluation contributed to the outcome) and significance (how important the change was for achieving the overall goals of the intervention). Please note, contribution does not equal attribution and the contribution statement does not generally list all other contributing actors and factors.

Respondents were asked to recall any outcomes to which the Inva’Ziles project had contributed and to rate each outcome in terms of the extent to which it would have happened even if there had been no project on a 1-5 scale with 1 signifying that the outcome would have happened within the project timeframe with or without the project and 5 signifying that the outcome would not have happening at all without the project within the project timeframe. The responses were then classified as outcomes if they fulfilled the IDRC definition. Other results contributed by respondents that did not meet the IDRC definition were defined as *results not at the level of outcomes*. This category includes project outputs rather than outcomes, knowledge and attitude changes (precursors to changes in behaviour or changes in state) or possible outcomes that were unverifiable.

2.2. Evaluation schedule/timetable

The TE contract for the evaluation was signed on 11th June 2018 and the evaluation finalised on ?? November 2018.

The evaluation schedule is summarised in the table below. A detailed breakdown of activities is given in Appendix 5.

Table 2.2 Activity Schedule

Date	Activity
11 June	Signature of TE contract
12 June	Agreement on the outline activity schedule for the consultancy
1 – 6 July	Review of the background literature provided by IUCN
12 July	Finalisation of TE inception report including proposed methodology
6 August – 15 October	Interviews – face to face, VoIP, telephone and questionnaire submission by email
13 – 26 August	Interviews and site visits in Seychelles, Mauritius/Rodrigues, and Comoros
3 – 19 October	Data analysis and report writing
22 October	Submission of pre-draft report to IUCN
26 October	Provision of feedback from IUCN
5 November	Submission of draft report to IUCN & EC
?? November	Provision of feedback from IUCN & EC
?? November	Finalisation of evaluation report

The questionnaire and an accompanying email requesting an interview were sent to 39 stakeholders. The responses were as follows:

- 10 did not complete the questionnaire or answer specific questions despite reminder emails.

- 25 were interviewed and completed the questionnaire³.
- 4 were interviewed but did not complete the questionnaire.

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

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

2.3. Organisation, analysis and interpretation of information

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

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

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

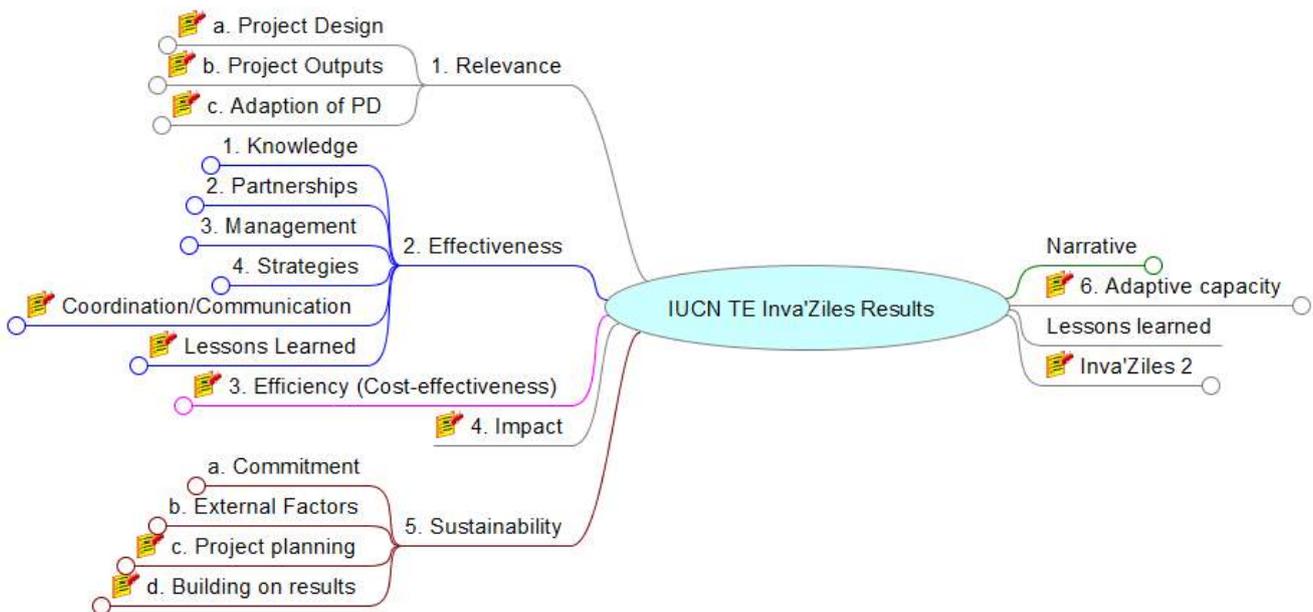


Figure 1: Mind map format used to categorise interview responses

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

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

³ The number of completed questionnaires was only 19 as three of the questionnaires were completed jointly.

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

3. Findings

In brief, the project has unfolded in three stages:

- Phase 1, pre-MTR (February 2012 – May 2015), during which the project achieved very little;
- Phase 2, the MTR process (May 2015 – January 2016) during which those responsible (the IUCN Project Team, EU and the Project Steering Committee - PSC) devised a process for turning the project around;
- Phase 3, post-MTR (January 2016 – July 2018), during which the project has been turned around to the point where it has achieved very encouraging results in terms of relevance, effectiveness, efficiency, outcomes toward impact and sustainability.

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

3.1. Project Relevance

3.1.1. Relevance of project design

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

Extent to which the project design is aligned with existing priorities

	Don’t know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
Local	3	0	0	1	3	2	9
National	4	0	1	2	6	3	16
Regional	1	0	1	2	7	2	13

As was the case with MTR, most responses were positive. Upon first examination, it appears that there was relatively more ambiguity about the relevance of the project design at the local level. However, the reason for this is that the question was deemed to be not applicable by those from Comoros (n=3) as the Comoros pilot site work was national in scope.

The four different components contribute to Invasive species priorities at different levels. This allowed the project as a whole to be highly aligned with priorities at all levels, from local to regional. However, reservations were expressed, not about the design itself, but about the lack of national consultation during project design. This was probably due to the proposal being rushed because it was developed in response to a call for proposals with a tight deadline. This issue could have been tackled through a comprehensive inception phase during which some form of situation analysis could have been undertaken and the project design could have been finalised in a participatory manner (see Section 4.1).

Broken down by project result, all four are relevant to existing priorities:

Knowledge: People say that they need more information on what species are where and better information on what is being done and not done in the region.

Partnerships: The WIONIS Network (Western Indian Ocean Network on Invasive Species) was requested by the region at the beginning of the project.

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

Strategies: There were two elements to this – national and regional. National strategies have been addressed in all countries to an extent, and in particular in Comoros. However, despite the expressed need, little in terms of strategy has been attempted at the regional level. This issue is discussed further in Section 3.7.3.

3.2.1. Relevance of project outputs

Extent to which the project outputs are aligned with existing priorities

	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
Local	5	0	0	1	2	3	11
National	3	0	1	3	5	2	14
Regional	3	0	0	3	6	1	13

Most responses were positive. Although the questions on this topic did not directly correspond to those posed in the MTR, it is clear that the perception of relevance of project outputs was much higher than at mid-term.

Examples of relevant project outputs that addressed local, national and regional priorities cited by respondents are given below.

Comoros

- Assistance with national strategic planning, in particular for Comoros which resulted in the following:
 - Progress (from a baseline of zero) in the production of its first NISSAP
 - Identification of invasive plant species, information on costs and benefits and on introduction pathways.
 - Relevant input into the NBSAP including information on major invasive plant species and introduction pathways.

Mauritius

- The synergies provided between the Inva'Ziles pilot projects and local initiatives in Rodrigues.
- The project sites were developed and implemented by local partners, based on their own priorities in close consultation with the PM through remote interactions and field missions.

Seychelles

- Pilot projects were considered relevant, useful and a national priority, although some reservations were expressed about the precise choice of the pilot actions vis-à-vis possible alternatives (See Activity 3.2).

Regional

- The *Guidelines for Invasive Species Planning and Management on Islands* (henceforth: Guidelines) (IUCN 2018) have been conceptualised and developed to be useful at any scale from local to regional.
- Compilation and publication of national data on legislation, institutions, alien and invasive alien species presence at the country, island and site levels, and pathways/vectors.
- The review of national and island plans for the management of invasive species.
- The cost-benefit study undertaken in Comoros and Seychelles.
- WIONIS (a regional mechanism, but in response to national priorities).
- Pilot projects - all of them responding to nationally identified priorities.
- Project training activities, mostly undertaken at the pilot site level.

3.2.2. Adaptation of project design to strengthen relevance

Extent to which project design was adapted to strengthen its relevance to existing priorities

	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
Local	4	0	0	2	4	1	11
National	2	0	2	2	7	1	14
Regional	5	0	0	3	5	1	14

Most responses were positive. No comparison can be made with the situation at mid-term as the equivalent question was not posed.

Evidence from project outputs and interview responses is that project implementation was highly adaptive. Three major mechanisms facilitated this adaptation – the MTR and the willingness of IUCN and EU to accept its recommendations, consultations with national stakeholders through the annual PSC and other consultations in person or remotely, and the willingness of the Project Manager (Alan Tye – AT) and the new IUCN Project Management Team (PMT) to manage adaptively to ensure that project deliverables were achieved and aligned with priorities at all levels, e.g. through the selection of project sites, and through engagement with regional and global invasive species communities. It was widely stated that the new employees within IUCN re-energised activities and engagement with national and local partners.

Examples of project adaptations to strengthen relevance cited by respondents are given below.

Comoros

- The work has been particularly adaptable and responsive in Comoros, as it was not possible to rigidly specify activities and outcomes in advance. There have been responses to the findings of the cost-benefit study (Brown 2018) and the invasive plant inventories in terms of understanding which species to prioritise and possible management options. The inventory methodology has been adapted in response to expert feedback (Guézou 2017). It was not known with certainty how far the country could proceed with its National Invasive Strategy and Action Plan (NISAP) given time, resource and capacity constraints but a draft NISSAP has been produced (Union des Comores 2018).

Mauritius

- Monitoring protocols were modified in response to feedback from AT.

Seychelles

- PCA (Plant Conservation Action Group): Support from outside experts helped them adapt their herbicide trials and monitoring methods.
- PCA: control site choices were modified through consideration of site factors such as degree of access, presence of water courses and proximity to populated areas.
- PCA: AT was very responsive and in assisting technically and administratively.
- SIF (Seychelles Islands Foundation): Yellow crazy ant work and rat trapping was modified based on preliminary pilot project results.

Regional

- The Guidelines have been strongly refocused following consultations both at the regional and at the global level to address the strong need for guidance on IAS planning at all levels.
- The different studies commissioned (state of knowledge, gap analysis, and cost benefit analysis) within component 1 – Knowledge – have been refined through very clear ToRs to be more relevant and deliver on existing national and regional IAS priorities, especially following the MTR and its recommendations, and thanks to the long experience and strong expertise on IAS planning and management on Islands from the Project manager.

3.2. Project Effectiveness: Extent of project delivery

There was a massive improvement in project delivery following the MTR. Findings on the extent to which the project delivered is organised in the following section per result and activity as outlined in the project description.

3.2.3. Result 1: Knowledge

Increased knowledge, awareness and expertise on the successful prevention and management of the spread of biological invasions on islands

Activity 1.1: Identify and synthesise information and experiences in the South Western Pacific Islands and other relevant islands areas and incorporate into a draft guidance manual

Extent to which the project has delivered the planned actions in Activity 1.1.

	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
Activity 1.1	1	0	0	0	7	4	12

Most respondents gave high scores. This report, *building a knowledge base to inform decision-making in the prevention of introduction of alien and potentially invasive species and the management of biological invasions* (Pagad 2017) along with the gap analysis - *review of national and island plans for the management of invasive species in the Western Indian Ocean region* (Boudjelas 2017), are currently going through the IUCN Publications Committee process. Given the limitation of the method (remote consultation via email), which was the only practical approach given available resources, the information collected was undoubtedly incomplete. For example, there was limited information on introduction pathways but that does not mean that the information does not exist. The information collected was not incorporated into the Guidelines for two reasons – timelines were too tight and even if time had permitted, this information could only have been incorporated in a summary form as it was important to keep the guidelines short and succinct. However, this information will be readily available through its separate publication in electronic format. This form is appropriate as most of the information is in spreadsheets and does not readily transfer into print.

Most respondents were positive about the potential utility of the output. In fact, this report, along with review of national and island plans for the management of invasive species in the Western Indian Ocean region, is being used in Seychelles to identify gaps that could be addressed in its NBSAP and NISAP (see Activity 4.1). Other respondents unsure about the extent to which this report and other project outputs would be used. This speaks to the need for a process of active dissemination which was limited under Inva'Ziles because of time constraints.

Activity 1.2: Identify methods, institutional arrangements, capacities, regulations and policies that were most successful in the SW Pacific islands and transferrable to the WIO region

Extent to which the project has delivered the planned actions in Activity 1.2.

	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
Activity 1.2	2	0	3	1	5	2	13

Most respondents gave high scores, although overall scores were somewhat lower than for Activity 1.1. This may have been because whilst acknowledging the role of the SW Pacific as leaders in invasives management, several stakeholders also felt that the WIO Region could contribute its own good practice examples, e.g. the White Grub Protocol between Mauritius and Réunion, mainland and islet ecosystem restoration in Mauritius and Seychelles, and the book on invasive species in Seychelles (Rocamora and Henriette 2015). As per Activity 1.1., the information collected was extensive given the methodological constraints. However, unlike the results from 1.1., the information collected in this activity did feed directly into the Guidelines. A useful benefit of conducting this activity has been that it has helped to further cultivate links between those working in the SW Pacific and the WIO, as well as fostering links with South African experts though it

was stated that cross-fertilisation through the IAS networks of experts in the different ocean regions could be strengthened. There was also some scepticism expressed about whether what works in the SW Pacific would necessarily work in the WIO Region.

Activity 1.3: Document the costs and benefits of selected invasions and their management, including pilot interventions, and incorporate into a draft guidance manual

Extent to which the project has delivered the planned actions in Activity 1.3.

	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
Activity 1.3	2	1	1	5	3	1	13

Respondents gave lower scores than for 1.1. and 1.2. which did not mean that the activity and its outputs were not appreciated but there were limitations.

On the plus side, studies were carried out in Seychelles and Comoros and accompanying training was carried out. Both were appreciated by those who participated. Those from Comoros, including the Director of the Institut National de Recherche pour l'Agriculture, la Pêche et l'Environnement (INRAPE), felt that the work could form a powerful justification for pursuing a biocontrol project (using the links established with Landcare) as part of an integrated management of *Clidemia hirta* involving classical biological control. Those from the Seychelles Island Foundation (SIF) working in the Vallée de Mai felt that this work provided a useful introduction to economic terms to ecologists and the work was applied appropriately to the (relatively) information-poor Seychelles context. This was felt to be helpful for traditionally-trained scientists with no socio-economic background who could translate their work into common concepts to provide feedback for decision-makers. This has rarely been the case up to now. In Seychelles, this work is being supported by the Ministry of Environment (MoE) who plan to develop further training based on that delivered in Inva'Ziles.

On the minus side, the work planned for Rodrigues did not take place. It was agreed at the PSC meeting in April 2017, that the IOC Biodiversity Project would fund the cost-benefit work in Rodrigues, but funding failed to materialise. The IOC made a last ditch effort to work with Landcare directly, but time and budget was not sufficient. Some stakeholders felt that this work could have been done by a local agency, but no competent agency was cited. Others expressed disappointment that the results of the studies were not included in the Guidelines – again implicitly highlighting the time issue but also the trade-off between brevity and comprehensiveness. Other respondents were unaware of the results of the study. This is understandable, because at the time of writing (end of October 2018), the report had not yet been uploaded to the WIONIS web site. When it is information will be circulated through WIONIS to draw attention to it. A problem for Comoros was the fact that the studies were in English only – an issue that also applied to the outputs of Activities 1.1. and 1.2.

Activity 1.4: Conduct qualitative assessments of the effectiveness of institutional arrangements, policies and regulations pertaining to invasion prevention and management in the WIO region, and incorporate into a draft guidance manual

Extent to which the project has delivered the planned actions in Activity 1.4.

	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
Activity 1.4	4	1	0	1	6	1	13

This was the WIO equivalent of Activity 1.2. and the scores were mostly high and comparable. There was an analysis of what the institutional arrangements were but not their effectiveness which would have required more resources. Like 1.2, it was constrained by the method (enquiry at a distance). Several respondents claimed that they were not consulted and others that they had not received the results. This can often be an issue where consultation is done via email. As per 1.2, Most respondents were positive about the potential utility of the output but were unsure about the extent to which it would be utilised.

Activity 1.5: Utilize knowledge gained to develop training plans for technical staff and other stakeholders, including decision-makers, and apply to build capacity

Extent to which the project has delivered the planned actions in Activity 1.5.

	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
Activity 1.5	4	0	1	7	1	0	13

Most respondents who expressed an opinion gave relatively low scores with ‘somewhat (medium)’ being the most common. This was reflected in the interview responses. It was acknowledged that the project had delivered some training, most of which took place in Phase 3 and was associated with the pilot projects. People were brought in, for example Pike Brown from Landcare (New Zealand) to train people in Comoros and Seychelles on cost-benefit analysis and Arne Witt from CABI (Kenya) to train those from PCA Seychelles in invasive plant management and monitoring. Training was also provided by Alan Tye, for example, in monitoring of *Acacia nilotica* management trials in Rodrigues. The project also contributed to bringing people into training contributed by others, e.g. University of Réunion through its école thématique on biological invasions (three summer schools were supported, with a total of ten participants funded by Inva’Ziles). Locally, there was a lot of learning by doing but this learning has not been systematically captured and disseminated during project implementation. Several respondents appreciated the learning function of PSC meetings and expressed regret that the project did not organise regional exchange visits. This was mostly because of time constraints rather than budget availability. If there had been more time, the project would have most probably organized meetings of the WIONIS network and other regional meetings. AT had been trying hard to join force with CIRAD to organise two regional planning workshops to identify and promote action on shared regional invasives priorities, but it hasn’t really happened, except the Inva’Ziles Phase 2 planning organised following the PSC meeting (See Section 4 and Appendix 6). There was also an acknowledgement that systematic training plans had not been developed and that no progress had been made towards training decision-makers.

Activity 1.6: Develop and implement a communications strategy for the project

Extent to which the project has delivered the planned actions in Activity 1.6.

	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
Activity 1.6	2	2	0	6	3	1	14

The scores were fairly evenly distributed. This might partly reflect the fact that the project never produced a formal Communication Strategy. There was no clear idea of how this would be used and also the time constraints in Phase 3 could have meant that the opportunity cost of producing a CS would have been too great. Nonetheless, communications activities were, of course, undertaken. Communications activities comprised of three major strands: 1) WIONIS (Activity 1.7); 2) communications centred around producing and distributing the Guidelines; 3) Communications between the Project Manager and project actors – donor offices; the Project Management Team within IUCN, project national stakeholders, and project consultants. All these activities consumed a lot of AT’s time. Others working on the project also invested a lot of time was in communications. IUCN staff distributed news stories from IUCN HQ and newsletters both on the IUCN and WIONIS websites, communicated in major international congresses (IUCN World Conservation Congress, and the Dundee Conference on IAS on island invasives) and policy fora (CBD CoP and SBSTTA meetings). Project partners communicated through annual reports and pilot project reports, articles in the national newspapers (e.g. Gazette des Comoros), and on radio and TV programmes within the targeted countries. The establishment of the WIONIS network is a major achievement and critical to addressing invasive species at the regional level (as demonstrated by similar forums in other island regions) – however its long term support remains to be secured.

Time constraints meant that communications activities were not always optimised. The results of pilot projects have not been widely disseminated, as in most cases these results were only documented towards the close of the project. In Comoros there was a plan for information dissemination through print media, TV, radio, posters, and leaflets but there was not enough time for full implementation and some the budget had to be reallocated. There was acknowledgement from pilot project implementers that they would need to do their own post-project communication to maximise the visibility of the pilot work, but these intentions often fall by the wayside once external funding ceases. An example of an effective dissemination activity that stemmed from Inva’Ziles was the IAS Forum organised by SIF that involved 11 organisations.

Organised and driven by the practitioners, this forum provided an opportunity to share preliminary results and challenges of the pilot action. It was a one-off event but could become something regular if the necessary resources could be secured. SIF also developed a Trello forum for information sharing about the project and awareness raising brochures.

The perspective on the effectiveness of communication from the PM and PMT sharply contrasted between partners in countries/islands that hosted pilot projects (Comoros, Seychelles, and Rodrigues island) and Mauritius Island (also discussed in Section 3.5.2. - *Coordination and communication between implementation team and stakeholders*). All those met in the former group praised AT as somebody who communicated very effectively – being proactive and always available to resolve issues either in person or remotely. In contrast, those in Mauritius Island felt that the AT’s communication was less effective with little information circulated on project activities between annual PSC meetings. There was a feeling in Mauritius Island that Inva’Ziles was doing a lot in Phase 3, but the details were not being disseminated adequately. Stakeholders from Mauritius Island also felt that they were not being asked to contribute information including details of relevant activities that they were carrying out. They felt in this way that Inva’Ziles lacked visibility and had missed an opportunity to act as a dissemination hub for invasive species-related activities in the region.

Activity 1.7: Share knowledge and experiences through networks, electronic media (websites and emails) and at relevant forums and other meetings

Extent to which the project has delivered the planned actions in Activity 1.7.

	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
Activity 1.7	0	1	1	3	5	4	14

The scores here are higher than those for Activity 1.6. This is probably mainly because of WIONIS, which was a very visible project output, but also because of some of the other information-sharing opportunities that Inva’Ziles has utilised. WIONIS was one of the few activities that was tangibly initiated in Phase 1 of the project. However, it has increased in reach during Phase 3 and has built foundations for potential sustainability. When Alan Tye began as PM in November 2015 WIONIS had a membership of 60. At project close it had almost 360 members in Australia, Comoros, Kenya, Madagascar, Mauritius, Mayotte, Réunion, Rodrigues, Seychelles, Socotra, South Africa, the Terres australes et antarctiques françaises (TAAF) and Zanzibar, and in 18 other countries outside the Indian Ocean region.

AT has done his best to establish conditions for WIONIS’s sustainability with the new WIONIS web site being hosted on CIRAD’s Bio-Agri site, and the former WIONIS site was dismantled, and by stating that he will probably continue to be actively involved in circulating information to members as an individual member and one of the moderators of the list after project closure. Nonetheless, several respondents expressed a fear that without AT’s daily involvement the network may lose its dynamism. It was also pointed out that although WIONIS membership is extensive, postings are dominated by a handful of individuals. In total, only 29 messages were distributed via the network during the first 6 months of 2018. Therefore, as things stand, WIONIS is still a fledging network which will need active support if it is to mature into a dynamic, vibrant entity in the coming years. The long-term hosting of the website by CIRAD is an important step towards the sustainability of WIONIS, as is the long-term commitment to maintain the WIO-IAS list server by ISSG. However, unfortunately a network coordinator in the WIO has yet to be identified.

In addition to WIONIS, Inva’Ziles has actively shared knowledge and experience through the development of its website, publication of newsletters, and activities of project staff and partners at various national, regional and international forums. However, to repeat a recurrent theme, more could have been done to share knowledge and experience, but this could have detracted from other activities.

Activity 1.8: Convene a consultative process, including participation from a range of regions and WIO islands, to review, develop and finalise the draft guidance manual

Extent to which the project has delivered the planned actions in Activity 1.8.

	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
Activity 1.8	3	1	1	1	3	5	14

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

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

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

	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
Activity 1.9	4	0	0	0	1	9	14

Most respondents who expressed an opinion gave even higher scores than for Activity 1.8. Things have gone further than expected with a Spanish version being produced in addition to the planned English and French versions. According to respondents from IUCN, the dissemination of hard copies has gone far beyond that of recent IUCN publications. As of August 2018, 3,000 of the 4,000 hard copies of the English version had been distributed. 1,000 French copies have been printed and all will be distributed. The Spanish version will be made available digitally during 2018 and funds are being sought to print and distribute 1,500 hard copies.

Activity 1.10: Officially launch and publicize the guidance manual

Extent to which the project has delivered the planned actions in Activity 1.10.

	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
Activity 1.10	8	1	0	1	0	4	14

Scores among those who expressed an opinion were much lower than for Activities 1.8 and 1.9, which reflected a lack of awareness about the official launch on the part of most national stakeholders. The Guidelines were actually launched at the Convention on Biological Diversity's SBSTTA meeting, in July 2018, as part of a joint IUCN, Invasive Species Specialist Group (ISSG), Global Island Partnership (GLIPSA) and Island Conservation side event called *Showcasing actions to protect island biodiversity from invasive alien species*. This launch was publicised as a news item from IUCN through its usual channels and through all relevant email lists (including, of course, WIONIS) and social media posts. The fact that such a large proportion of those surveyed were not aware of the launch indicates, as previously stated, that WIONIS is not being fully used, and that multiple dissemination pathways are required including, in this instance, some local/national events that were not implemented under Inva'Ziles.

3.2.1. Result 2: Partnerships

Partnerships to enhance collaborative management of biological invasions in islands and island states established and/or strengthened between countries, governments and non-governmental bodies

Activity 2.1: Convene stakeholder planning workshops to ensure a shared understanding of the project strategy, roles & responsibilities and project structures, and to carry out joint prioritisation and planning for invasives management in the WIO

Extent to which the project has delivered the planned actions in Activity 2.1.

	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
Activity 2.1	4	0	0	3	3	4	14

Most respondents who expressed an opinion gave high scores. A wide range of actions could be narrated under this heading, including the many one to one meetings held between AT and project partners, but most interview responses referred to Project Steering Committee and pilot site planning meetings. The latter responses are summarised under Activity 3.3., while the current section focuses mainly on issues related to the PSC.

There were no formal project meetings at the national level apart from in Comoros, although SIF did organise a workshop in Seychelles (see Activity 1.6). Such meetings could have provided opportunities for disseminating information on invasive species at national level and for highlighting the achievements of Inva'Ziles.

The PSC meetings were the principal opportunity to get people from islands together to talk about things they had in common. Each PSC meeting discussed the draft annual project report before finalisation. This has been the main means to stimulate planning discussions and management decisions. The PSC notably helped to provide the project with timely and effective guidance on implementation activities and management decisions in relation to the MTR findings.

Respondents indicated that the PSC meetings were not highly participatory during Phase 1 of the project and that national representatives on the PSC became increasingly engaged during Phase 3 as the project gained momentum. A contributory factor to a more engaged PSC may have been its changing balance. In 2016, island representation was not much over 50% (8 of 15 participants) while in 2017 (6 of 7 participants) and 2018 (12 of 19 participants) it was a large majority. SIDS representatives can be quite quiet if too many people from international agencies are present. More national representation can help get to the bottom of potentially contentious issues such as challenges of working with IOC (Section 3.7.3). In 2018 stakeholders from Madagascar participated with a view to their involvement in a potential Inva'Ziles 2 Project.

Some stakeholders felt that the PSC could have achieved more. Suggestions for ways in which its effectiveness could have been improved were the formulation of clear ToRs from the outset, a clearly stated rationale for the inclusion of each individual member – as things stood, regular attendees were a mixture of national focal points, technical experts and a single politician. Several respondents observed that there was little communication with PSC members (other than those concerned with pilot projects) between annual PSC meetings. This could have been remedied by measures such as regular conference calls, email updates or the use of a web-based information sharing platform.

It was also pointed out that the project could have done more to engage high level decision-makers as outlined under Activity 1.5.

Activity 2.2: Establish a network (initially of technical experts, then involving other relevant projects and institutions)

Extent to which the project has delivered the planned actions in Activity 2.2.

	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
Activity 2.2	4	0	1	2	4	4	15

The majority of respondents who expressed an opinion gave high scores. Most comments referred to the establishment of WIONIS which is summarised under Activity 1.7. In addition to WIONIS, the PSC provided networking opportunities as did project activities, but these channels did not constitute formal network of technical experts.

Several respondents felt that the potential of WIONIS was not being fully utilised. Some people felt intimidated from sharing due to a lack of technical expertise and the fact that results of several relevant endeavours (for example Inva'Ziles pilot interventions) were provisional. In many cases, sharing information on network is not something that is done routinely so further work would need to be done to encourage networking. This lack of dissemination is often the case for government organisations, for example in Mauritius, who are subject to a complex bureaucratic process before being granted permission to disseminate information through outside channels.

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

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

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

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

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

Activity 2.4: Develop information exchange and compatibility of systems between the WIO region and other island regions

Extent to which the project has delivered the planned actions in Activity 2.4.

	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
Activity 2.4	12	0	1	0	2	0	15

Only three respondents expressed an opinion, so little can be gleaned by the scores. The issue is that there are too many ISSG databases and they need to be rationalised. This was beyond the competence of this project given the time available for Phase 3 and the project’s main priorities.

3.2.4. Result 3: Management

Prevention and management of biological invasions improved in selected pilot sites as indicators of general practice

Activity 3.1: Conduct preliminary technical missions to scope levels of biological invasions and assess capacity needs of key stakeholders

Extent to which the project has delivered the planned actions in Activity 3.1.

	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
Activity 3.1	5	0	0	3	4	1	13

The responses were mixed but were medium or above for all those who expressed an opinion. Work on this activity was undertaken in Phase 1 with some progress in Rodrigues (intervention agreed upon but not the details had yet to be determined) , and in Seychelles (proposals produced but not accepted), and very little progress in Comoros (interventions only

vaguely identified). Some respondents stated that in the case of the Seychelles at least, the project’s focus appeared to be exclusively on plants in Phase 1, and that a discussion of invasive species as a whole was not really possible. This may have been because Seychelles has traditionally been relatively stronger on vertebrate control than on plant control, but those national stakeholders spoken to stated that no explicit rationale was given. Phase 2 also advanced the scoping process through the MTR findings on pilot sites. National factors also played a part in the slow progress during Phase 1 in some instances. For example, up to 2016 the Seychelles Ministry of Environment did very little to advance the project. This changed with the appointment of a new Project National Focal Point in MoE. This process of scoping continued early in 2016 in conjunction with Activity 3.2.

Activity 3.2: Define and agree on criteria for selection of pilot interventions

Extent to which the project has delivered the planned actions in Activity 3.2.

	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
Activity 3.2	6	0	0	2	1	4	13

The responses were similar to 3.1 but a little more positive. In Phase 3, the original six selection criteria were distilled to the following three: whether or not the proposed actions were innovative, visible and feasible. Respondent comments are summarised per pilot project.

Comoros

The visits from AT were very helpful, involved a range of key participants and addressed issues that were national priorities.

Rodrigues

The visits both in Phase 1 and Phase 3 were very helpful.

Seychelles

There was little overt enthusiasm for the pilot interventions in Seychelles during Phase 1, to some extent because of the lack of engagement of the National Focal Point in place at the time. This changed in Phase 3 with a new National Focal Point and a clear call for proposals format from Inva’Ziles. The result was a long list of potential pilot projects to meet the requirements of the call.

Seychelles: PCA

Some PCA members felt that the specific intervention was somewhat selected for them, although they were happy to take it on. From planning discussions, it was evident that the only project PCA might have come up with that did meet the new criteria was this one. The priority of eradicating *Acacia concinna* was identified in a previous project and those consulted felt that ideally, an updated priority-setting process should have been put in place though they understood that time was a major constraint. This speaks to the recurrent theme that things had to be somewhat rushed because of the limited duration of Phase 3.

Seychelles: SIF

SIF representatives felt that there was an over-emphasis on novelty rather than doing more of the existing and proven management actions, which they felt impacted on relevance. Their initial proposal, based on using a combination of management methods and timing which was submitted in Phase 1, was not accepted. Despite the fact that the initial criteria for pilot project selection was available in Annex 1 of the original project proposal, it appeared that not all of those within SIF were aware of these criteria. This illustrates the importance of maintaining close contact with stakeholders and not assuming that they have read and understood all project literature.

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

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

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

Most respondents who expressed an opinion gave high scores. There had been meetings in Phase 1, but nothing had been decided except in Rodrigues, and even there the details had yet to be determined. There were a lot of meetings in each country, not just one. These included group meetings and many one on one meetings. Many of these meetings were held at field sites which helped people assess what could realistically be achieved on the ground. Meetings were a particularly important aspect of the pilot work in Comoros. These comprised of discussions with all partners (including CNDRS, INRAPE, the National Herbarium, and NGOs), field visits, visits to Anjouan and Mohéli, and workshops. Meetings also sometimes involved outside experts who could provide additional perspectives/expertise on specific issues. The feedback from respondents was that a lot of thought had gone into planning these project meetings so that they addressed clear objectives. There was an impression that the focus in Phase 1 was principally on plants but in Phase 3 the focus was broadened, though in many instances invasive plants were still the entry point to discuss the issue as a whole. Stakeholders from Seychelles discussed several animal projects, but no-one completed proposals for them except for SIF whose project included both plant and animal work. Animal eradication project ideas from Seychelles were dropped by the proposer owing to uncertainties over their feasibility.

Activity 3.4: Train and mentor WIO island pilot intervention coordinators and other practitioners and relevant people

Extent to which the project has delivered the planned actions in Activity 3.4.

	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
Activity 3.4	7	0	0	1	3	1	12

This activity was not applicable to many of the respondents, but it was deemed to be delivered by those who worked at pilot project levels. This result is supported by respondents' comments. Relevant activities – mostly on the job discussions and planning, were more akin to mentoring than formal training and they enabled the pilot project teams to improve the effectiveness of their practices. For example, Anne Guézou of the Charles Darwin Foundation (Galapagos) visited Comoros to train the team in aspects of plant surveys to look for invasives, rather than the manner they had been used to, i.e. formal botanical surveys, Christophe Lavergne visited Comoros three times and helped on invasive plant inventories, Arne Witt of CABI (Kenya) visited Seychelles to work with PCA on *Acacia* management on how to set up trials and operate and monitor them effectively, and Pike Brown of Landcare (New Zealand) worked in Comoros and Seychelles and helped practitioners undertake simple invasive species cost-benefit studies. A lot of informal on the job training and mentoring was also undertaken by AT. The balance between mentoring and formal courses was selected to maximise effectiveness.

Once again, more could have been done but for time and logistical constraints. For example, Souad Boudjelas of the IUCN Invasive Species Specialist Group (ISSG) was going to visit Comoros to work with them on NISAP planning but the dates did not work out, so she ended up working with them from a distance. Formal training took place at University of Réunion through three écoles thématiques on biological invasions and their management.

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

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

	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
Activity 3.5	5	0	1	2	1	4	13

Most respondents who expressed an opinion gave high scores. Partners had to develop plans before they received funding and AT helped them put draft the plans for each pilot. Implementation has been variable and is discussed below for each pilot.

Comoros

The objectives for Comoros were highly ambitious - a fully-fledged National Invasives Committee and NISAP before project closure. However, they have come close with a draft NISAP formulated and the formation of a stakeholder group to execute the pilot project that could form the basis of a future invasive species committee. Delivery has exceeded expectations, given the low overall baseline and lack of progress in Phase 1. The coordination undertaken by Yahaya Ibrahim was singled out as a major contributory factor.

Rodrigues

The project in Rodrigues progressed well with trials performed at three sites. The team what they expected in terms of activities in the field but monitoring results were still to be analysed at the time of writing .

Seychelles: PCA

The ambitions to eradicate *Acacia concinna* within the project period was believed to be unrealistic by most experts before project execution. Rather, the project offered an opportunity to begin the process of *Acacia* eradication within the project period. Thanks to this pilot intervention, PCA now has a much clearer view of what is needed to eradicate this species and other nascent plant invasions. The visit of Arne Witt in particular, helped them to focus their approach in terms of herbicide compounds chosen, application methods, monitoring and site prioritisation. It is still possible to eradicate *Acacia concinna*, but a great deal remains to be done.

Seychelles: SIF

SIF did what they planned to do and given the short time available a lot of value was added. Standard Operating Procedures (SOPs) for control and monitoring were developed and adapted to context of the Vallée de Mai. The control work on yellow crazy ants, the use of herbicides to control plants, and the use of Goodnature self-resetting rat traps were all new practices for SIF and the project has helped the staff to develop their capacity. Results are still being analysed so it is not possible to draw definitive conclusions on successes, challenges and lessons learnt but “half lessons” were disseminated at the IAS forum organised by SIF. The Trello platform for information sharing about the project has been very useful for engendering an ongoing discussion. Overall, the pilot work was very valuable and is helping SIF move from invasive species management in Vallée de Mai based on single species approaches to a more integrated approach. The work will be continued but its intensity and speed of progress will depend on the available resources.

Activity 3.6: Learn from progress and performance of pilot interventions and disseminate the lessons learnt (through the WIONIS network and guidance manual)

Extent to which the project has delivered the planned actions in Activity 3.6.

	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
Activity 3.6	8	0	2	1	1	0	12

Only four respondents expressed an opinion, so little can be gleaned by the scores. It was certainly not possible to disseminate lessons learnt through the WIONIS network and guidance manual, and it is too early to draw firm conclusions given that pilot interventions were ongoing at the time of the evaluation mission (August 2018). The original plan was for the pilot projects to start in Year 2. If this had been the case, the WIONIS network could have been used to disseminate lessons learnt from the pilot projects. Below is a summary of relevant observations rather than fully fledged lessons learnt which would require detailed analysis, reflection and discussion.

Comoros

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

Rodrigues

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

Seychelles: PCA

NGOs such as PCA can be helpful in an invasive species eradication programme, but they need to be part of a wider programme that is led by the state authorities (in the case of Seychelles this would be the Ministry of Environment). There may be the possibility of developing a species eradication task force as part of the upcoming GEF 6 project on ecosystem-based adaptation. Ultimately such work needs to be funded from a core budget and not through projects. Using contractors for such activities can work but they need very clear terms of reference. Producing such ToRs can be a challenge when the work is experimental, reactive and adaptive. Ultimately, mainstreaming eradication activities into existing programmes with long-term financial support such as refuse management might be a path to follow. Reporting was a challenge (MoE had to regularly chase PCA for reports) and this process needs to be streamlined, for example through the use of easy to use templates. However, the best management systems rely on individuals to implement them and sometimes a lack of reporting can be due to character of individuals as well as systemic weaknesses.

Seychelles: SIF

It would have been valuable to have had a clear shared understanding of the pilot project selection criteria (As stated in Annex 1 of the project proposal) from the first year of implementation (Activity 3.2). This could have saved a lot of time in the medium and long term. A two year project would have allowed the team to act upon lessons from Year 1. The yellow crazy ant work in particular would have benefitted from this fine-tuning though it will, in reality, take several more years to further develop effective approaches for this species. Equipment and supplies are an issue and efficient importation requires that the authorities are educated on some of the issues. For example, there were problems in getting permission for the importation of boric acid from customs as "it is acid." Human resources and capacity constraints were also issues (Section 3.7.3) which were exacerbated by the 14-month duration of the project. Finance is always a constraint and while SIF is continuing the work initiated in the pilot, progress may be impeded by a lack of resources. The 2018 IAS forum and the Trello platform have been useful ways of sharing preliminary results and challenges.

3.2.5. Result 4: Strategies

Strategies to strengthen national, regional and global policies and actions to better prevent and manage biological invasions on islands developed and agreed upon

Activity 4.1: Assess strengths and weaknesses of national and regional strategies and their implementation in the WIO islands

Extent to which the project has delivered the planned actions in Activity 4.1.

	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
Activity 4.1	7	0	1	0	5	2	15

Most respondents who expressed an opinion gave high scores. The gap analysis (review of national and island plans for the management of invasive species in the Western Indian Ocean region - Boudjelas 2017) was generally deemed to be useful as somebody from outside was able to evaluate the status of national and regional strategies in the global context. However, a major constraint (which was understood in advance) was that the inquiry only looked at the plans and not the extent of their implementation. The limitations of the methodology are made clear in the report which will be published

as an IUCN digital only publication and promoted in a similar way to the Guidelines. This report, along with the report on building a knowledge base to inform decision-making in the prevention of introduction of alien and potentially invasive species and the management of biological invasions (Pagad 2017) (See Activity 1.1) are currently going through the IUCN Publications Committee process). Both reports are being used in Seychelles to identify gaps that could be addressed in the NBSAP and NISAP. The project countries contributed data for invasive species status to the Global Register of Introduced and Invasive Species (GRIIS) developed through the Secretariat of the CBD within the framework of the Global Invasive Alien Species Information Partnership (GIASIPartnership) as part of this activity. This illustrates the practical linkages provided by Inva'Ziles between initiatives at the local, national, regional and global levels.

Several stakeholders suggested that it would have been useful for the project to have organised national or regional workshops in which the findings of this and other project outputs could have been discussed. This was not possible because of time constraints. This dissemination work would have most likely been achieved had the project been managed as effectively in Phase 1 as in it was in Phase 3.

Activity 4.2: Provide relevant recommendations to address gaps in strategies, with appropriate indicators for monitoring and evaluation of strategies and management actions

Extent to which the project has delivered the planned actions in Activity 4.2.

	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
Activity 4.2	7	0	0	0	5	2	14

Most respondents who expressed an opinion gave high scores. The recommendations went beyond the strict findings of the gap analysis by incorporating stakeholders' knowledge on the extent to which NISAPs have been applied to make recommendations. The recommendations in the Guidelines have already been applied in a number of situations to support the invasive species management planning processes including Comoros (under Inva'Ziles) the Galapagos, and UK Overseas Territories.

3.3. Project Effectiveness: Outcomes and other results

The Outcome Harvesting results are given in this section, for the project as a whole and for pilot projects. There were a total of fifteen outcomes (behavioural change). Three of these were classified as overall project outcomes, two related to the Comoros pilot project, one was for Seychelles at national level, four related to the PCA pilot project, three related to the SIF pilot project, and two related to the Rodrigues pilot project. In addition, there were 23 *project results* contributed by stakeholders. This category includes project outputs rather than outcomes (behavioural change or changes in state), knowledge and attitude changes (precursors to changes in state) or possible outcomes that were unverifiable. Most results were considered to be positive in terms of project objectives, but one project result was considered negative and are labelled accordingly. The degree to which Inva'Ziles contributed to the project is represented on the 1-5 Likert scale used throughout. No score is given in cases for which respondents did not provide a contribution score. All outcomes had the potential to be sustained but external resources would be required to achieve this long term impact in many instances.

3.3.1. Overall project outcomes

The Inva'Ziles Steering Committee has evolved into an effective working group

Outcome: Since 2016, members of the Inva'Ziles Steering Committee have been working together to develop a regional joint action approach for management of invasive species in the WIO region and to bring in external actors to help them to a greater extent than has been the case so far.

Contribution: Inva'Ziles brought together stakeholders from Mauritius (including Rodrigues), Seychelles and Comoros for the annual steering committee meeting (and from Madagascar for the final meeting held in May 2018) to provide a forum for exchange in the WIO that had previously not existed (contribution score: 5).

Significance: Until now there has been some sharing of knowledge and experience of invasive species management in the region but it has almost exclusively been between Mauritius, Seychelles and Réunion and often on an informal and ad hoc

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

WIO network developed for collaboration and exchange on invasive species

Outcome: From 2014, the WIONIS (Western Indian Ocean Network on Invasive Species) has become established as a platform for information exchange for anyone interested in any aspect of invasive species and their management in the Western Indian Ocean region. As of July 2018, WIONIS had more than 350 members in 31 islands and countries, a website, and an average of five new postings per month (results from Jan-Jun 2018). The coordination was initiated through Inva'Ziles, but it has now been taken over by CIRAD to ensure sustainability.

Contribution: WIONIS was established under Inva'Ziles (contribution score: 5).

Significance: WIONIS is the first invasive species network to be established in WIO. Its long term significance in terms of the promotion of collaboration, and establishing links between those in need of information, expertise, technical assistance, training, funding, staff, volunteers, etc. will become apparent in the coming years.

Follow-up "Inva'Ziles 2" project is being promoted in Rodrigues, Comoros and Seychelles

Outcome: From 2018, the development of a follow-up project ("Inva'Ziles 2"), for potential funding from GEF, African Development Bank and/or other donors, is being actively promoted by authorities in Rodrigues (Rodrigues Regional Assembly), Comoros (INRAPE) and Seychelles (Ministry of Environment).

Contribution: The Inva'Ziles Project Team has promoted the value of "Inva'Ziles 2" and since 2016 there has been an increase in appreciation of the importance of Inva'Ziles as a contribution to invasive species management by stakeholders as the project has progressed (contribution score: 5).

Significance: A follow-up project is a high priority. The gains made through Inva'Ziles are tangible but, in many instances, they are unlikely to be sustained or built upon in the absence of a follow-up project.

3.3.2. Comoros outcomes

Process for constitution of a National Invasive Species Committee and development of a NIASAP in Comoros initiated

Outcome: Since 2016, an informal National Invasive Species Committee has been developed in Comoros and it is in the process of being formalised; and a draft NISAP has been produced. Before Inva'Ziles neither processes had begun.

Contribution: The process of constituting a National Invasive Species Committee and developing a NISAP has been the focus of the Inva'Ziles pilot intervention in Comoros (contribution score: 5).

Significance: Though there is not yet any significant practical management of invasives in Comoros, the baseline work carried out under Inva'Ziles has gone a long way to establishing the mechanisms that could be used to implement practical action.

Scientific institutions collaborate to work on invasive species in Comoros

Outcome: From 2016, the following scientific institutions collaborated to work on invasive species for the first time: (Centre National de Documentation et de Recherche Scientifique des Comores (CNDRS), Institut Nationale de Recherche pour l'Agriculture, la Pêche et l'Environnement (INRAPE), Herbarium National des Comores (Université des Comores), Parc Naturel de Mohéli, and the following NGOs - Ulanga Ngazidja, Dahari, and ARAF.

Contribution: The pilot project and its coordinators in Comoros and international collaborators helped to bring the institutions together (contribution score: 5).

Significance: This collaboration was adjudged to be very effective and provides a sound foundation for future projects of this nature.

3.3.3. Seychelles overall outcomes

Guidelines used as a basis for planning, monitoring and evaluation of relevant interventions

Outcome: From 2018, the Ministry of Environment, Energy and Climate Change (Seychelles) has been using the *Guidelines for Invasive Species Planning and Management on Islands* as a tool to assess the results of invasive species projects and it will be used as a resource for planning projects and for budget submissions.

Contribution: The Global Guidance Document was produced by Inva'Ziles and has been judged to be very useful by MoE (contribution score: 5).

Significance: The use of the Global Guidance Document as a planning tool is in complete alignment with the purpose of the document: *to assist anyone planning and programming the management of invasive species on islands, with the aim of reducing the negative impacts of invasives on islands' rich and fragile natural heritage, communities and livelihoods.*

3.3.4. Seychelles: PCA

PCA now has improved capacity to tackle invasive plant eradication/management activities

Outcome: From mid-2018, PCA staff are now able to plan invasive plant eradication and management initiatives with a relatively realistic understanding of what is required in terms of techniques, management, monitoring and resources

Contribution: The activities carried out under the Inva'Ziles pilot intervention to eradicate *Acacia concinna* contributed to PCA capacity building in invasive plant eradication/management (contribution score: 4).

Significance: Invasive plant eradication had never been attempted on any of the large Seychelles islands before and capacity to systematically undertake this process was lacking.

Acacia concinna eradication site converted into a field

Outcome: From December 2018, a farmer at the Takamaka site will be using the area cleared of *Acacia concinna* for fruit and vegetable production.

Contribution: The site was cleared under the Inva'Ziles pilot intervention to eradicate *Acacia concinna* (contribution score: 5).

Significance: The use of the site as a field is a practical way to maintain an invasive plant to zero density in some instances. This conversion has no significant intrinsic biodiversity value. It does, however, minimise follow-up management costs and helps to prevent the site from becoming a focus for future invasion.

Adventist Church approaches PCA for the management of *Acacia concinna*

Outcome: On 21st May 2018, members of the Seventh Day Adventist Church approached PCA to help them control *Acacia concinna* in a site close to the Jardin du Roi.

Contribution: The work done by PCA alerted the members of the Seventh Day Adventist Church to the fact that it was possible to control *Acacia concinna* (contribution score: 5).

Significance: The work undertaken under the pilot project has led to an increased awareness that it is possible to eradicate certain invasive plant species.

Improved access to homes because of clearance of *Acacia concinna*

Outcome: Since May 2018, householders living close to the *Acacia concinna* at Takamaka have been able to access their houses from the main road via a path through the cleared site which was formerly inaccessible, thus saving appreciable time and effort.

Contribution: The site was cleared under the Inva'Ziles pilot intervention to eradicate *Acacia concinna* (contribution score: 5).

Significance: Access limitation is one of the consequences of plant invasion. Reestablishment of access in this instance has been positive for most people, though not for the landowner of the cleared area who does not want people to cross his land.

3.3.5. Seychelles: SIF

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

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

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

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

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

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

Contribution: The pilot work under Inva'Ziles (*Pioneering a holistic approach in managing invasive species in protected areas and testing it in the Vallée de Mai UNESCO World Heritage site*) has allowed SIF to work on a wider range of species, develop SoPs, an invasive species database, and to learn effective techniques for invasives' management and for the monitoring of the effects of this management (contribution score: 4).

Significance: Until Inva'Ziles, SIF's invasive species management work had been restricted to invasive plants. The intention was always to manage a wider range of species and Inva'Ziles provided a catalyst to make this transition.

SIF adopts improved monitoring for black parrot populations

Outcome: From 2018, SIF have initiated more robust census protocols for black parrots (a key conservation target), in order to understand the effects of management practices on the population, by comprehensively reviewing the protocol and including the experience of the last five monitoring seasons.

Contribution: The limitations of prevailing census methods were pointed out when monitoring the pilot site work and this led to the adoption of new protocols (contribution score: 3).

Significance: Improved monitoring will help to optimise evidence-based species and habitat management.

3.3.6. Rodrigues

People have been given the right to cut down *Acacia nilotica* in Rodrigues

Outcome: Over the past few years, the public in Rodrigues have been encouraged to remove *Acacia nilotica* without the fear of receiving a sanction. The tree is still considered to be a forest product under the law and people need to apply to the Forestry Service for permission to cut it. However, the Forestry Services is readily granting permission to cut it given the fact that *Acacia nilotica* is invasive.

Contribution: Inva'Ziles has contributed to this outcome through its pilot site work on *Acacia nilotica* and its status as an international project – IUCN is perceived to be a credible international organisation. There has also been lobbying to cut *Acacia* from those making charcoal. This process was already underway before the pilot project commenced but the project has given the process additional momentum (contribution score: 2).

Significance: This change represents an acknowledgement at government level that *Acacia nilotica* is a harmful plant. This is a significant shift in mindset for many people who have tended to consider that "all that is green is good".

Land infested with *Acacia nilotica* offered for lease for agroforestry projects

Outcome: From October 2017, the Rodrigues Regional Assembly has agreed to grant leases for agro-forestry projects growing non-invasive fruit trees and native species in areas currently infested with *Acacia nilotica*. As of August 2018, 142 individuals had submitted agroforestry project applications for approval of which 32 have been retained.

Contribution: The Inva'Ziles pilot project has helped to increase people's confidence that *Acacia nilotica* is manageable. It has also helped to raise awareness of the extent of the problem and has simulated discussion on different ways in which the problem can be addressed (contribution score: 3).

Significance: This scheme represents one way in which *Acacia nilotica* management can be upscaled and rendered sustainable.

3.3.7. Results contributed by stakeholders – not at the level of outcomes

Results contributed by Alan Tye

- **Publications** will be available for the future and will make a difference (Guidelines, cost-benefit analysis, review of national and island plans for the management of invasive species in the Western Indian Ocean region and Building a knowledge base to inform decision-making in the prevention of introduction of alien and potentially invasive species and the management of biological invasions). Score 5.
- **Knowledge:** identifying the gaps has helped to clarify priorities related to invasive species knowledge management in the region. It is now clear which knowledge areas are strong and which are poor. Score 4.
- **Overall:** A lot more people are thinking more broadly and strategically than before the project. Score 3.
- **Rodrigues:** The pilot project help more people to think more ambitiously of whole island restoration instead of just a few pilot sites. They would need external help to do this which is why the PMT were originally thinking of a GEF or AfD project centred on Rodrigues. Score 3.

Comoros: Results contributed by Ramadhoina Islam

- Awareness has been built about the fact that invasive species is an issue and cause problems. This awareness has grown among those affected and the media. Score 5.
- Technical experts have taken ownership of the invasive plant species list. Score 5.
- The project has shown that there are conflicts of interest among farmers with some seeing certain species as problems while others are not. The project initiated attempts to overcome it, through the Landcare work.

Comoros: Results contributed by Yahaya Ibrahim

- A lot of information about invasive species was not known to most stakeholders and the results of meetings with landowners were useful for policy makers and technicians
- The project implementers found out what people thought about different species and their importance. For example, most people were happy with guava (*Psidium cattleianum*) because of its fruit and wood.
- The project implementers have begun to involve decision-makers in invasive species issues and they are beginning to understand the danger.

Comoros: Results contributed by Hachime Abdenemane

- More people are becoming aware that certain species are invasive and are ready to engage in a solution although it is early in the process.
- Fewer people are requesting to bring in species from abroad when traveling from other countries.
- The field team did a lot of work to describe the levels of plant invasion in the country and they now know the most invasive species.

Seychelles: Results contributed by PCA

- There is an increased awareness of invasive plant impact and management among those doing the work and among the communities they are working with.
- Contractors are becoming increasingly aware of invasive plant species, for example aquatic weeds.
- Several project sites once cleared have been exposed as dumping sites. This has helped people to become more aware of the issue of illegal dumping.
- Politicians in the pilot site areas have been broadly supportive of the work after contact has been made by PCA.
- The pilot project demanded that contractors measure things like time spent on tasks, cost of fuel, etc. This contributes toward rigor which is under discussion in Seychelles as contracts are now being opened up to competition and contractors are increasingly being held accountable for their actions.
- Negative outcome: Contractors may spread the plants they are managing.

Seychelles: Results contributed by SIF

- Invasive species awareness levels have increased at the site and board level - before the focus was mostly plants but now people are considering other groups as well.
- The project has helped SIF improve its ability to import supplies and equipment through a better understanding of the importation process and an increased knowledge of the suppliers.
- Because of the activities conducted under Inva’Ziles, SIF have found it easier to leverage other funds. This has led to an increase in cofinancing to much greater levels than those reported (once the agreed threshold was reached they did not do further precise calculations).
- Public awareness has been raised significantly due to innovative ways of engaging with students at a national level that was only possible because of Inva’Ziles. These comprised of a song and poem competition at secondary school level and the winners were awarded the prize of producing a professional video of the winning song and poem. This professional video is now used nationally and will be soon on YouTube.

3.4. Extent to which project activities have contributed to outcomes

The previous section provides some indication of the degree to which project activities have contributed to outcomes and other results. In some cases it is clear that significant changes have been 100% attributable to Inva’Ziles; for example, the production of the Guidelines and their use as a basis for planning, monitoring and evaluation of relevant interventions, the initiation of the process for constitution of a National Invasive Species Committee and development of a NIASAP in Comoros, and the collaboration of scientific institutions in Comoros to work on invasive species in Comoros. For other results, Inva’Ziles was one among several contributory factors or the results may have happened anyway but Inva’Ziles accelerated their achievement. Examples include, the improved capacity of PCA to tackle invasive plant eradication/management activities, the change in SIF to a multi-species approach to invasive species management in Vallée de Mai, and the offering of land infested with *Acacia nilotica* for lease for agroforestry projects.

3.5. Project Effectiveness: project coordination and communication

3.5.1. Coordination and communication within and between the implementation team

Within & between the implementation team	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
	10	0	0	1	3	2	16

Unsurprisingly, many respondents did not know about the effectiveness of coordination and communication within and between the implementation team but most of those who responded gave positive answers. The equivalent question was not asked in the MTR. However, it is evident that this represents a considerable improvement from Phase 1.

Since the MTR, the project team has expanded and have regularly and effectively communicated through conference calls and emails. Alan Tye has been excellent, always responding promptly and usefully to those involved in project activities, notably at pilot site level and in support of specific project outputs. AT has received excellent support from Olivier

Hasinger (SSC Network Coordinator and Inva'Ziles Global Coordinator), who has worked to ensure that that all conditions/rules/project management best practices have been respected while not delaying any project activities because of bureaucracy. Specifically OH has contributed to: the production of annual financial and narrative reports, the organisation of PSC meetings, communication with the donor, production of the Guidelines and all the other project studies, dissemination of the guidelines and communication on the projects results, liaising with the high-level manager in IUCN HQ and facilitating decision-making in IUCN HQ to support implementation of project activities, and managing the MTR and Final terminal evaluation.

Jane Smart (Director, Global Species Programme) has also supported the project when needed. Examples include, her participation in Inva'Ziles Steering Committee meetings to ensure representation of IUCN high-level management, and internal and external political support to maintain invasive species as a major strategic area of work of IUCN and maintain IUCN staff to work on invasive species issues with the IUCN secretariat.

Kevin Smith (Invasive Species Programme Officer) has been involved in the development of a possible Inva'Ziles 2, has contributed to the production of the Guidelines and their launch at CBD SBSTTA (Activity 1.10), has been involved in SC meetings, and has contributed to disseminating the results of the project.

A slightly weak link in the project implementation team has been the IUCN East and Southern Africa Regional Office (ESARO). Luther Bois Anukur (ESARO Director) expresses interest and responds very supportively when needed, and there is efficient and effective accounts support and communication. However, there is nobody in ESARO with significant invasive species expertise and interest.

The physical location of the project within IOC has, provided access to those working on project addressing similar themes, such as the IOC Biodiversity and Coastal Zone Management Project. This has facilitated an exchange of views on the topic of invasive species but has had little tangible benefit in terms of project implementation.

3.5.2. Coordination and communication between implementation team and stakeholders

Between the implementation team & stakeholders	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
	4	0	1	3	4	4	16

There were more responses than for coordination and communication within and between the implementation team and these responses, though mostly positive, were more mixed. There was extremely positive feedback from all those involved in pilot project work and most PSC members but less positive responses from PSC members from Mauritius Island. This parallels the pattern of responses for Activity 1.7 ('communication strategy').

Regarding pilot project partners who participated in the final PSC meeting, all thanked AT very sincerely for his support (on all fronts: technical and administrative) throughout the project and they said: "we need Alan (or another Alan) for an Inva'Ziles phase 2". AT has effectively communicated with many national and local stakeholders both remotely through email, and critically in person through visiting islands including the project sites and supporting and running workshops in the region. This represented a vast improvement compared to the situation in Phase 1, with several respondents stating that they would have given a score of 1 for the latter. Other positive comments were given for the communications between pilot site implementation teams and national and local stakeholders as discussed under Activity 1.7. Dialogue and sharing of experience between project teams based at the IOC has helped to better understand the EU procedures and expectations.

However, there was criticism of the perceived lack of communication with those stakeholders that were not directly involved in project activities. This group included those who have an interest in invasive species but not working in non-focal point ministries, those from NGOs not working directly with Inva'Ziles, people working in some relevant projects and high level decision-makers.

3.5.3. Coordination and communication between implementation team and donors

Between the implementation team & donors	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
	9	0	2	2	3	0	16

Similarly for coordination and communication within and between the implementation team, relatively few respondents knew about the effectiveness of communication between implementation team and donors. For those that responded, the responses were mixed. Once more, it is evident that there was a considerable improvement from Phase 1. Since the MTR the communication between the project implementation team and the donor has improved, through emails, meetings and the annual steering committee meetings. At the national levels, effective communication with EU staff based in Mauritius helped those working on pilot projects to navigate EU reporting templates.

However, guidance provided by the donor office was at times felt to be somewhat inconsistent which led to a number of administrative challenges, in particular in relation to the pilot projects.

3.6. Project cost-effectiveness

The project is cost-effective at the conceptual level, in the sense that the action builds upon the activities and experience of the regional invasive species partnerships - the Pacific Invasives Partnership (PIP) including the Pacific Invasives Initiative (PII) and Pacific Invasives Learning Network (PILN); Global Islands Partnership (GLISPA); IUCN Oceania and others in the S-W Pacific as well as the information collected and made available by the ISSG and SPREP.

However, in practice, the project was not cost-effective in Phase 1. Although relatively little budget had been spent, very little was achieved. In Phase 3, cost-effectiveness, in line with other measures of effectiveness, was considerably improved. Relevant measures by which the project addressed cost-effectiveness are detailed below.

A new project manager was hired and based on site in Mauritius. Unlike the arrangement in Phase 1 where the project manager was not a technical expert, AT had the relevant technical, managerial and networking skills. This provided project partners with a single point of contact for all communication concerning technical and administrative issues.

The project management mechanisms within IUCN were streamlined and improved with overall management being centralised to IUCN HQ, the oversight provided by IUCN top management, and the recruitment of a new Global Coordinator for the IUCN Global Invasive Species Initiative who could situate Inva'Ziles activities and outputs in the wider IUCN portfolio and in the global invasive species landscape.

Links with other projects, institutions and initiatives had been realised during Phase 1, and efforts in this direction were continued in Phase 3. Links with the IOC Biodiversity Project were pursued but they did not result in tangible joint activities (Section 3.7.3). More effective than formal links was the utilisation of IUCN's extensive contacts in the invasive species community to provide services for the project. Landcare (New Zealand) for example provided consultancy services for the cost-benefit analysis work, The Charles Darwin Foundation and the Conservatoire Botanique de Mascarin provided consultancy services for invasive species activities in Comoros and CIRAD has provided and continues to provide support for the WIONIS network. Formal linkages can take considerable time to establish and this was one of those aspects of the project that was deprioritised given the time constraints in Phase 3.

The undertaking of cost-benefit analysis (CBA) of pilot interventions is not in itself an example of cost-effectiveness but it has the potential to contribute to cost-effectiveness in the long term by demonstrating the advantages of mitigation programme in the long term to practitioners and decision-makers at multiple levels.

In terms of pilot site interventions, the work in Comoros was particularly cost-effective during the project period in terms of financial outlay (approximately €125,000) for the production of an invasive plant inventory, a draft NISAP, a cost-benefit study, information products, and the basis of a national invasive species committee. Similar outputs have cost many times more in comparable projects. Cost-effectiveness of all pilot interventions was helped by substantial national in-kind contributions of staff and volunteer time. A focus on value for money made it possible to implement two pilot projects in Seychelles rather than one as originally planned.

The long term cost-effectiveness of the intervention, however, will depend upon the degree to which the Inva'Ziles interventions are sustained. The following section outlines prospects for sustainability.

3.7. Sustainability

3.7.1. Level of commitment to continue project activities and outputs

Level of commitment, indicated by formal and informal agreements, recommendations, declarations, of key stakeholders to continue project activities and outputs (e.g. policies, funding agreements, project development, etc.

	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
Local	10	0	1	0	3	2	16
National	3	1	0	0	7	4	15
Regional	4	1	0	5	4	1	15

Most respondents were not sure about levels of commitment at the local level. These responses are somewhat skewed as those from Comoros (n=3) deemed this to be not applicable to them as the pilot project work was conducted nationally. Local was defined as the pilot site levels for Seychelles and Rodrigues. Taking the Comoros responses into account, it appears that local and national commitment to continue project activities was relatively high while regional commitment was adjudged to be lower.

Comoros

Inva'Ziles has facilitated considerable progress in Comoros. The Minister of Environment supports the NISAP and is supportive of an Inva'Ziles 2 project. A lot depends upon whether and when the draft NISAP gets cabinet and parliamentary approval. These processes can be quick (less than one year) or long drawn out depending upon the political will at the highest levels. The road map has clear recommendations, including the establishment of a formal committee, the basis for which has been formed under Inva'Ziles (Section 3.3.2). Thanks to the project, the support for invasive species management appears to have increased among stakeholders at the technical level and within farming communities.

Mauritius (Rodrigues)

In terms of pilot interventions, the work on *Acacia nilotica* in Rodrigues will continue whether there is a follow-up project or not, but a follow-up project would certainly help for many reasons including funding, capacity building and knowledge sharing. The government is putting funding into restoring invaded areas for agriculture, forestry and biodiversity conservation (Section 3.3.6) but finances are still insufficient. There is a great willingness to do this work which is being expedited through various processes. Octopus fishers have been working on forest restoration in the closed fishing season, community forest restoration has been expanding, and people appreciate the value of volunteering. The latter is something that has been promoted through the Ministry of Culture project called 'I love Rodrigues' which aims to promote the island's unique values. In terms of the management of biological invasions as a whole, the Rodrigues Regional Assembly is developing regulations to control the introduction of invasive through declaring Port Mathurin and Sir Gaëtan Duval Airport as national ports of entry with full biosecurity functions. There is broad support for such measures as the general public is aware of the dangers of invasive species due to issues such as the *Acacia nilotica* invasion and the recent foot and mouth outbreaks in Rodrigues and Mauritius Island (Hamuth-Lauloo et al. 2016).

Mauritius (Mauritius Island)

There was a strongly held opinion that the project had done little to advance invasive species work on Mauritius Island. The decision to focus the pilot project on Rodrigues was made in Phase 1, partly because the PAN Project⁴ was doing a great deal in Mauritius. The Guidelines were considered to be valuable to those working in both Mauritius and Rodrigues Islands but the degree to which they would be used was thought to be uncertain in the absence of activities to disseminate them and promote their use. This could be done under a follow-up project or under the pending GEF 6 Project for the Republic of Mauritius: 'Mainstreaming IAS Prevention, Control and Management'. In an ideal world it would not need a project to adopt and adapt the Guidelines, but the reality is that invasive species management activity in Mauritius, in common with many other islands, has often been project-led.

⁴ The PAN Project (Expanding Coverage and Strengthening Management Effectiveness of the Terrestrial Protected Area Network on the Island of Mauritius) was a UNDP-GEF project (2010 - 2018) contained a substantial invasive species management component.

Seychelles

The prospects for the eradication of *Acacia concinna* and other plant eradications in Seychelles are mixed. PCA has developed its capacity to manage such work and the possibility of mainland plant eradication now features more prominently on the government's radar. Landowners are very positive about the work, and all have granted access to their land. They are, however, looking to PCA to lead the eradication work despite the fact that the organisation does not have core funding. While PCA can be a valuable stakeholder, the work needs to be spearheaded by the government to ensure sustainability. So far, there are no formal agreements to continue the work. There has, however, been a high level of support for the Inva'Ziles pilot projects from the Ministry of Environment. In the absence of formal agreements, such support is very dependent on relationships with the individuals in post. There is no guarantee such support will continue given the high staff turnover in government positions in Seychelles.

SIF is very committed to carrying on and expanding the work that was initiated in the pilot project. This commitment has been exemplified in many ways including updates made to the Vallée de Mai Management Plan and the allocation of financial resources. Details are provided under Activity 3.5 and in Section 3.3.

At the national level, MoE is using the Guidelines to inform its work (Section 3.3.3), utilising the cost-benefit work in conjunction with SIF and will be pushing for some GEF STAR Cycle for invasive species work, whether regional or not.

At the national level, biosecurity challenges still remain, despite the existence of a Biosecurity Law, a Biosecurity Agency and a Biosecurity Committee. The agency lacks sufficient capacity and is understaffed. There have been many recent incursions including lemurs, bush babies, bats and trees with soil in the small subset of containers that are searched. If present trends continue, biosecurity threats will increase with the proposed enlargement of the port to take 2-3 times more traffic than at present.

Regional

Despite some reservations about the perceived commitment at the regional level to a regional approach to invasive species management, commitment of those who have been involved in Inva'Ziles is high. This is exemplified by the universal support expressed by respondents for the concept of an Inva'Ziles 2 project. This reflects discussions held at the final PSC meeting in which the guidelines were used to discuss and identify priorities for a follow-up project. The stakeholders also included representatives from Madagascar (not surveyed in this TE). project activities, outputs, and outcomes have provided a platform for future regional action. These include the Guidelines, project reports, WIONIS, and the pilot interventions as discussed elsewhere. All the data including the national invasive species checklists, project reports and the guidance document, are being made available on IUCN's website and invasive species databases and will therefore be accessible and updated in the future.

Respondents discussed the need to involve Madagascar in any future regional initiatives, both for its intrinsic importance in terms of biodiversity and for its status as a regional hub for biological invasions.

A recurrent theme was the importance of actively involving IOC in the management of invasive species at the regional level and the challenges to achieving this. This issue is discussed in Section 3.7.3.

In terms of regional actions on invasive species (other than those that are also agricultural pests), there is none outside Inva'Ziles, nor is there a sign of any in the near future outside of those who have implemented this project. A follow-up project, therefore, is a high priority for regional action on invasive species. Prospects for a possible follow-up project are discussed in detail in Section 4.

3.7.2. Supportive external factors and project responses

Extent to which external factors have positively impacted project benefits at local, national or regional levels (e.g. government policies, socio-economic conditions, environmental factors such as climate change)?

	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
Local	11	0	0	0	2	2	15
National	7	0	1	0	5	1	14
Regional	9	1	0	4	2	0	16

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

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

	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
Local	10	0	0	1	2	2	15
National	7	2	1	1	2	2	15
Regional	8	1	0	3	1	1	14

Most respondents did not know to what extent the project had taken measures to maximise responsiveness to positive external factors but those that did offer a viewpoint felt that there were more measures taken at local and national levels than at the regional level.

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

Regional including factors common to all countries

Supportive factor	Project measures to maximise responsiveness to supportive factor
<ul style="list-style-type: none"> Personal interactions: People from the region get on well when they get together which can be seen at international meetings including the PSC. They have a lot in common, quickly gel and readily share experience. 	<ul style="list-style-type: none"> The project has been very active in stimulating and maintaining stakeholder support but there is no institution to sustain this regional collaboration process.
<ul style="list-style-type: none"> Institutional will: Institutions in Comoros, Seychelles and Rodrigues have stated their commitment to execute project activities and have their willingness to build upon these kinds of activity after project closure. Though less positive about Inva'Ziles, Mauritian respondents were also committed to invasive species management. 	<ul style="list-style-type: none"> The IUCN PMT has worked hard to generate support for a follow-up project, Inva'Ziles 2, to be funded through GEF and/or other international funding mechanisms (Section 4).
<ul style="list-style-type: none"> Widespread recognition among the technical people of impact of invasives. However, this awareness has not always reached the broader public who in many instances do not recognise invasive species as an issue. Knowledge and awareness levels are variable across the region, with relatively high levels in Rodrigues and Seychelles, and among farmers in Comoros (they understand invasiveness but not necessarily that their problem species are introduced and that that is one of the reasons why they are invasive). 	<ul style="list-style-type: none"> Inva'Ziles has produced many useful outputs that can be used by technicians to raise awareness about the importance of invasive species among other stakeholder groups.
<ul style="list-style-type: none"> Existing regional collaboration: For example, Mauritius has regional cooperation and bilateral agreements with Réunion, notably in the agricultural sector. Arrangements with other regional partners are enshrined in international agreements, e.g. WTO SPSS, IPPC, OIE, etc. 	<ul style="list-style-type: none"> The project engaged with interventions in Réunion; notably with the University of Réunion through its écoles thématiques on biological invasions, the commitment of CIRAD for the long-term hosting of the WIONIS website, and the inputs to the Comoros invasive plant inventory by the Conservatoire Botanique de Mascarin.

Supportive factor	Project measures to maximise responsiveness to supportive factor
<ul style="list-style-type: none"> The reluctance many project stakeholders to accept the project as it was implemented in Phase 1. This can be interpreted as either positive or negative. The positive interpretation is that stakeholders cared enough about the issue to not merely accept something as it was originally presented and were prepared to work to change things. 	<ul style="list-style-type: none"> The project was substantially reformulated following the MTR and this process involved local and national partners through the project's decision-making processes, including the PSC and on the ground at the project sites. This helped to ensure that the project was aligned with local, national and regional priorities, and that Phase 3 implementation received considerable support from stakeholders.

Comoros

Supportive factor	Project measures to maximise responsiveness to supportive factor
<ul style="list-style-type: none"> High levels of support for work on invasive species in Comoros among many stakeholders. For example, the DG of MoE as is supportive, as are those who have worked on the pilot project. Other stakeholders such as the PAN authorities are interested in the invasive plant species list and in learning how to perform an invasive species inventory. 	<ul style="list-style-type: none"> The project has been very active in stimulating and maintaining stakeholder support. The project has laid the ground work for the revision of legislation, policy and institutions.
<ul style="list-style-type: none"> Increased knowledge and awareness of the principal problem plant invaders as a consequence of Inva'Ziles. People are starting to become aware of the invasive species issue and are becoming more vigilant. 	<ul style="list-style-type: none"> Support provided for the pilot project. The promotion of Inva'Ziles 2.

Mauritius/Rodrigues

Supportive factor	Project measures to maximise responsiveness to supportive factor
<ul style="list-style-type: none"> Cabinet commitment to the NBSAP and agreement on National Target 9: <i>We recognise this issue. By 2025, the NIASSAP is revised and fully implemented through adequate financial and human resources commensurate to the existing challenges and the impacts caused by invasive species are minimised.</i> 	<ul style="list-style-type: none"> Inva'Ziles outputs are resources to help Mauritius reach National Target 9.
<ul style="list-style-type: none"> An increasingly active invasive species committee: Requests for import of alien species are being increasingly submitted to the National IAS Committee for their advice and their views are being increasingly accepted. For example, a 2018 request to import bent grass for golf courses was refused after consulting the committee. Other applications, such as that for using <i>Arundo donax</i> as a biofuel feedstock, have been accepted despite the committee's recommendations but conditions have been imposed. 	<ul style="list-style-type: none"> Inva'Ziles outputs can be used as resources to help the National IAS Committee.

Supportive factor	Project measures to maximise responsiveness to supportive factor
<ul style="list-style-type: none"> Pest and disease problems have increased helped to push the biosecurity agenda. This has helped to reinvigorate the IAS Committee (as outlined above). A. Donax seems more and more at the Ministry's level we are very wary and understood that it should not go ahead. Now we need to see if it will go through. From where we have started we have reached quite far as it is a risk at many levels – water, agriculture, biodiversity, etc. Starting to make people think and make the process more difficult. 	<ul style="list-style-type: none"> Inva'Ziles did little to directly address biosecurity issues in Mauritius.
<ul style="list-style-type: none"> People in Mauritius, including the Prime Minister and President are seeing Rodrigues as a champion of Environmental protection. Examples such as the banning of plastic bags, the seasonal closure of the octopus fishing and the drive to make Rodrigues 100% energy self-sufficient by 2030 are attracting interest in Mauritius and many are urging Mauritius to follow suit. 	<ul style="list-style-type: none"> The pilot project in Rodrigues helped to raise the profile of initiatives on the island.

Seychelles

Supportive factor	Project measures to maximise responsiveness to supportive factor
<ul style="list-style-type: none"> The public in Seychelles are increasingly aware of the risks of invasive species (since the caterpillar, gnats and tomato issues) and the need for biosecurity. Linked to this, there is also an awareness of the importance of native species and side effects of treatment methods. For example, MoE now rarely gets calls to fog because of spiders. People are appreciating that their actions have consequences. 	<ul style="list-style-type: none"> Inva'Ziles did little to directly address biosecurity issues in Seychelles.
<ul style="list-style-type: none"> The public can now engage government entities directly via social media. For example, MoE now have FB pages and they answer people directly, use WhatsApp. The level of activity is encouraging and indicates public engagement. 	<ul style="list-style-type: none"> Inva'Ziles outputs can be used as resources to help the Seychelles authorities respond to people's queries and requests.

3.7.3. Unsupportive external factors and project responses

Extent to which external factors have positively impacted project benefits at local, national or regional levels (e.g. government policies, socio-economic conditions, environmental factors such as climate change)?

	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
Local	11	0	0	0	2	2	15
National	7	0	1	0	5	1	14
Regional	9	1	0	4	2	0	16

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

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

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

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

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

Regional including factors common to all countries

Unsupportive factor	Project measures to maximise responsiveness to unsupportive factors
<p>The IOC does not effectively respond to regional/country needs in terms of invasive species management.</p> <ul style="list-style-type: none"> • IOC implements regional projects but does not have long-term (non-project funded) technical staff. • Invasive species is not yet formally on IOC's agenda so does not form part of its work programme. • IOC is over-dependent on French institutions. This can contribute to an insufficient focus on global good practice and an uncritical adoption of sub-optimal methods. 	<p>This issue was very difficult to address at the level of a project. IOC and IUCN have signed a memorandum of understanding in 2018 for IUCN to act as an advisor to IOC on a range of issues including invasive species, but it does not specify tangible joint actions to be developed. The project was unable to implement any measures to address the issues raised. However, these issues were extensively discussed, and the following suggestions were made among others:</p> <ul style="list-style-type: none"> • The IOC should incorporate invasive species into its work programme. • The IOC should form an invasive species secretariat with dedicated staff to facilitate regional action on invasives. • The IOC should encourage links with global leaders in invasive species to ensure that the region benefits from advances in global good practice.
<ul style="list-style-type: none"> • Regional heterogeneity: Seychelles and Mauritius are medium income countries and Comoros and Madagascar are LCDs. Even within countries there are many disparities. For example, the Rodrigues economy is land-based while Mauritius island is more urbanised. In terms of invasive species management, Mauritius and Seychelles have some examples of global good practice, e.g. islet restoration and rare species recovery, while work on invasive species in Comoros has barely begun. • Language can also be a challenge. In terms of European languages (which dominate in the invasive species world), Mauritius is French-English bilingual, 	<ul style="list-style-type: none"> • Inva'Ziles activities, especially pilot projects, were tailored to be appropriate to the local context with the work in Comoros dealing with foundational issues while those in Seychelles and Rodrigues looked to advance good practice. • The PMT made a constant effort to communicate in either English, French or both as appropriate. For example, AT's communications to WIONIS were in both English and French as were project newsletters, and the simultaneous translation from French to English was provided at the final PSC meeting. The Guidelines were in English and French (and also in Spanish) but

Unsupportive factor	Project measures to maximise responsiveness to unsupportive factors
<p>Comoros is practically monolingual French, while Seychelles works mainly in English with variable proficiency in French.</p>	<p>other project reports including PSC minutes were in English only.</p>
<ul style="list-style-type: none"> • Dependence on projects: This is an issue for all project countries/islands. 	<ul style="list-style-type: none"> • The pilot projects generated a degree of ownership and activities, and, at least in Rodrigues and Seychelles (SIF), are being supported through other sources, but many activities continue to be dependent on outside funding.
<ul style="list-style-type: none"> • Overwhelm: Invasive species management is such a huge problem that it is difficult to know where and how to start so it is tempting for some people to become apathetic and think that all action is futile. 	<ul style="list-style-type: none"> • Organisation is the antidote to overwhelm. The guidelines provide an organised framework for systematic action. • The PMT was readily available to support project partners by providing technical or administrative/procedure support. They always tried to be encouraging and motivating. to quote the guidelines “Don’t be dismayed – start small!”
<ul style="list-style-type: none"> • Lack of awareness of the local communities about invasive species as a threat to biodiversity and sustainable development. 	<ul style="list-style-type: none"> • All of the pilots included awareness aspects in their plans - Comoros via the press and radio-TV, PCA similarly, and SIF through a wide variety of media, and Rodrigues through their schools’ programme.
<ul style="list-style-type: none"> • Lack of high level political will: Despite implications for sustainable development, invasive species management is not high on the agenda of decision-makers in WIO islands. 	<ul style="list-style-type: none"> • Key decision-makers in Comoros, Rodrigues and Seychelles were met during the project but their engagement levels were not as high in Seychelles and were low in Mauritius.
<ul style="list-style-type: none"> • Continuing high rate of introduction of new species: This is happening everywhere, even in Seychelles which despite the biosecurity project do not have an effective biosecurity system. • In some instances this increase is trade-related. In this respect, challenges exist with WTO as policies and laws that potentially affect trade can be opposed as disguised barriers to trade. • The expansion of the port in Seychelles (Section 3.71) • Importation of ornamental plants – in Comoros there is currently no control. • The importation of exotic species for pets (birds, aquarium fish and even snakes) tends to expand with development and is known to be a problem in Mauritius and Seychelles. Madagascar has a critical role to play as it can be a hub for this trade. 	<ul style="list-style-type: none"> • Foundational issues like these were not directly addressed in Inva’Ziles although these issues are covered in the Guidelines.
<ul style="list-style-type: none"> • Fear of biological control: Biocontrol can be one of the most effective tools in the invasive species integrated management toolbox and has been used extensively, effectively and safely in the countries that lead the world in invasive species management such 	<ul style="list-style-type: none"> • Landcare investigated the costs and benefits of management in Seychelles and Comoros (Brown 2018). As a result of this work, there was a broad consensus on the benefits of biocontrol in Comoros.

Unsupportive factor	Project measures to maximise responsiveness to unsupportive factors
<p>as Australia, New Zealand and South Africa. The fear of biocontrol stems from a legacy of introductions of non-specific natural enemies in non-conformity with host-specificity testing and other screening processes.</p>	<ul style="list-style-type: none"> Inva'Ziles funded the participation of four people in the Réunion école thématique on biological invasions with the theme of biological control and invasive species held in June 2014 in the University of Reunion. Anecdotal evidence from TE respondents suggests that project interactions are changing the opinions on biocontrol of those working on the Rodrigues pilot project.
<ul style="list-style-type: none"> Concern over agrochemical use: Widespread and poorly regulated use of agrochemicals is a legitimate concern worldwide. Rodrigues, for example, has worked diligently on its status as an “ecological island” and chronic exposure to herbicides such as glyphosate has well-documented adverse health impacts (Samsel and Seneff 2016). However, targeted and safe application of agrochemicals is possible and is an important tool in the invasive species integrated management toolbox. 	<ul style="list-style-type: none"> Pilot projects included trials looking at ways of minimising herbicide use. Herbicide/pesticide use is not a priori a barrier in Seychelles. SIF consistently applied best practice for pesticide use. The project has consistently applied IUCN pest management guidelines to the Inva'Ziles project and its pilot projects (IUCN 2017). A desire to avoid herbicides in Rodrigues may not be a limitation for <i>Acacia nilotica</i> management but could be a limitation for managing other species effectively. No substantial progress was made on this specific issue during the project.
<ul style="list-style-type: none"> Planned collaboration with the IOC Biodiversity Project was problematic because the Biodiversity Project had many administrative issues such as loss of key personnel, delayed approval of work plans and difficulties in disbursement of funds. 	<ul style="list-style-type: none"> The IOC Biodiversity Project was supposed to finance and implement one of the cost-benefit analysis for Rodrigues. However they were unable to deliver on this commitment.
<ul style="list-style-type: none"> Quality of national project focal points and staff continuity: National focal points were mainly supportive of project objectives and activities but in some instances, there was apathy which hindered progress. Continuity could also be a problem. 	<ul style="list-style-type: none"> The project addressed this issue in Phase 3 by opening and maintaining all possible communication channels. The issue of national staff continuity was beyond the project's direct control.
<ul style="list-style-type: none"> Priority given to short term economic development considerations: This is the case for all countries in the region. There is a gap between talking about sustainable development and doing sustainable development and understanding that there may be a short term cost to pay for sustainable development which is difficult for policy makers to consider as they are highly dependent on electoral cycles. Politicians are also under pressure from the private sector and other strong lobbies. 	<ul style="list-style-type: none"> This issue was not dealt with at a macro scale but Inva'Ziles outputs can be used to support sustainable development considerations. National stakeholders and decision-makers can consult the cost-benefit analyses, and use the data and knowledge generated through the project to support their resource allocation and other decision making processes.

Comoros

Unsupportive factor	Project measures to maximise responsiveness to un-supportive factors
<ul style="list-style-type: none"> Costs are greater for travel to and from Comoros than for Mauritius and Seychelles. 	<ul style="list-style-type: none"> International travel costs to and from Comoros are relatively high but this was balanced by lower operating costs. In fact, because of these lower operational costs, more can often be achieved in Comoros than in other islands where living costs are higher.

Mauritius/Rodrigues

Unsupportive factor	Project measures to maximise responsiveness to un-supportive factors
<ul style="list-style-type: none"> National institutions blocking the participation of technical people in international meetings. Several invitations to Mauritian representatives have been refused at the ministry level with no reason given. 	<ul style="list-style-type: none"> No action taken by Inva'Ziles. This issue was beyond the scope of the project.

Seychelles

Unsupportive factor	Project measures to maximise responsiveness to un-supportive factors
<ul style="list-style-type: none"> Obtaining equipment and consumables is often a challenge in SIDS. An example is the importation of herbicides for the PCA pilot project. The importation of herbicides is the purview of the Seychelles Pesticides Board, and decision-making authority seemed to rest with one person when PCA. Because that person was travelling when they applied, it took over 3 months to approve their application. 	<ul style="list-style-type: none"> Systematic planning using the Guidelines can aid planning, but the issue is systemic and difficult to resolve.
<ul style="list-style-type: none"> PCA: Permissions from landowners to work on their land. 	<ul style="list-style-type: none"> There was some suspicion at first but PCA, with the support of MoE, sought all permissions, which were received.
<ul style="list-style-type: none"> PCA: Unsupportive contractors: Despite the efforts of PCA, several of the contractors with whom they worked were reluctant to undertake systematic trials and do the required monitoring. 	<ul style="list-style-type: none"> Contractors have been changed. However, the contracting system continues to be a challenge. Clear ToRs were not produced from the outset which was an oversight.
<ul style="list-style-type: none"> SIF: Lack of expertise: Given lack of capacity, tight deadlines and high staff turnover, the organisation often ends up being dependent upon expatriates which is challenging for sustainability. 	<ul style="list-style-type: none"> Inva'Ziles provided formal and informal training which can be utilised and built upon. However, time constraints precluded capacity building before the project.

3.7.4. Extent to which negative social/environmental impacts were avoided or mitigated

Extent to which any negative environmental and social impacts were adequately mitigated or avoided

Extent of mitigation/avoidance	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
	10	0	0	0	3	1	14

Most respondents were not sure about extent to which negative social/environmental impacts were avoided or mitigated, but those who did offer a viewpoint gave high scores. The Comoros work did not involve management interventions at the field level so there was no environmental impacts to avoid or mitigate. The social impacts were positive – interactions with local communities when undertaking surveys about impacts of invasive species on livelihoods. No negative impacts were reported for Rodrigues. There were potential negative social interactions for PCA as the target species was mostly on private land, but all landowners agreed to allow access (Section 3.7.3). The project's actions to minimise concern over agrochemical use are also detailed in Section 3.7.3.

3.8. Adaptive Capacity

3.8.1. Reflection on efficiency, effectiveness, and impact

Extent to which steps were taken to ensure regular reflection on efficiency, effectiveness, and impact by the project team and partners

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

Nearly half the respondents were not sure about the steps that were taken to ensure regular reflection on efficiency, effectiveness, and impact by the project team and partners while those who did offer a viewpoint were mostly positive.

In Phase 3, the PMT had regular conference calls to discuss all aspects of project implementation and identify challenges and solutions. There was constant interactions within the PMT through emails on a daily basis and in a weekly Skype for Business calls to discuss all aspects of Inva'Ziles - technical and administrative to maintain a focus on efficiency, effectiveness and ultimately impact.

The other main formal mechanism for reflection was the PSC. PSC functions, strengths and weaknesses are summarised in under Activity 2.1.

This process of reflection and adaptation was highly effective when selecting and administering the pilot projects. For example, it was originally planned to have one pilot project in Seychelles but there was sufficient budget for two, and an external expert (Arne Witt from CABI) was brought in when it was clear that PCA was having challenges in designing management efficiency trials.

The information that was generated by the project (mainly in Phase 3) could not be optimally utilised while the project was being implemented because time and resource constraints limited dissemination and uptake.

3.8.2. Use of MTR findings

Extent to which steps MTR findings/recommendations have been used to support project implementation

Extent of mitigation/avoidance	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
	8	0	0	0	3	5	16

Half of those who surveyed did not have sufficient knowledge of the MTR and its findings/recommendations to make a judgement. All 8 who offered a viewpoint were PSC members and gave high scores.

The MTR has been instrumental in supporting the turnaround in project implementation. It was helpful in casting a spotlight on the views of project stakeholders, identifying issues of concern and proposing relevant and useful recommendations. This provided the project team with the basis for redesigning the project. This redesign was very effective given the limited time available in Phase 3. Most of the recommendations of MTR have been taken on board and a proper response to the MTR recommendations was developed, resulting in a revised project and a logframe which was comprehensively implemented. The MTR process and findings were taken extremely seriously by the implementation team at all levels as evidenced by the participation of Jane Smart and Kevin Smith in PSC meetings. Since the MTR, new staff have been employed by IUCN, a new management structure was adopted, and communications have improved considerably at all levels.

3.8.3. Use of monitoring findings

Extent to which monitoring information has been used to support project implementation

Extent of mitigation/avoidance	Don't know/not applicable	Not at all (none)	A little (low)	Somewhat (medium)	Mostly (high)	Completely /near completely	Total responses
	9	0	0	1	2	1	13

Most of the respondents were not sure about the extent to which monitoring information has been used to support project implementation. Only four people offered a viewpoint and these four scores were distributed in three categories. Therefore, it is not possible to draw any firm conclusions.

For the project as a whole, monitoring on a formal level was mostly done through the annual reporting process of which PSC meetings were a part (Section 3.5.2). Monitoring at the informal level was done through regular contact with partners. Project implementation in Phase 3 has been very consultative with frequent interactions between AT and those responsible for delivering project outputs (Section 3.5.1). Partners have mostly been very collaborative, although sometimes individuals do not answer emails in which case phone contact has been frequently required. There have been regular interactions within the PMT at IUCN as detailed in Section 3.5.1. These personal interactions have been supported by “work compass”, an online staff management system, which has been operational since 2016. The system helps to manage an employee’s workplan against a clear set of annual objectives, targets and milestones, thus providing an easy way to monitor delivery at the employee level. This, in turn has supported project efficiency and effectiveness.

Formal monitoring at the pilot project level has been variable. PCA needed inputs from external experts before it could develop its own formal monitoring activities in June 2018 (approaching project closure), though observational information has been valuable. Contractors appeared to be generally disinterested in monitoring (Section 3.7.3). Working with external contractors is often a challenge, but the lack of written terms of reference with details of monitoring requirements exacerbated this challenge. SIF adapted its monitoring protocols for yellow crazy ants based on results and adapted its rat trapping process based on the results of monitoring. Unfortunately, the monitoring data kept was not especially useful in the cost-benefit work. The work in Comoros, being new to those taking part and dependent upon discussions with outside experts, had to be very adaptable. Changes were not based on formal monitoring but on advice from outside expert and individual and group reflections. Simple monitoring protocols have been adopted for the *Acacia nilotica* work in Rodrigues. However, data had yet to be formally analysed at the time of the evaluation visit (August 2018).

4. Conclusions

The title of this section as per the ToR (Appendix 1) was “Conclusions and lessons learnt”. However, lessons learnt, as well as recommendations, have been incorporated into Section 5 (Inva’Ziles 2) so this section focuses on exclusively on conclusions, which are summarised below and provide a basis for lessons learnt/recommendations.

4.1. The Inva’Ziles project has been turned around in Phase 3

One hundred percent of stakeholders who were asked supported the concept of an Inva’Ziles 2 project. This is a testimony to turnaround in the project’s status since January 2016, when the revised logframe budget and workplan were submitted to the EC delegation. During this 31 month period (‘Phase 3’) the project has achieved very encouraging results in terms of relevance, effectiveness, efficiency, outcomes toward impact and sustainability. At project closure, significant project outputs included: the production of the widely praised global guidance document on the prevention and management of biological invasions on islands; reviews of national and island plans for the management of invasive species in the Western Indian Ocean region, the development of approaches for invasive species cost-benefit analysis in Comoros and Seychelles, the establishment of WIONIS, the production of a draft NISAP in Comoros, the development of management approaches for ecosystems affected by multiple invaders in Seychelles, the improvement of management protocols for Rodrigues number one priority invasive plant, and progress towards a systematic approach to plant eradication in Seychelles. Significant outcomes towards impact include: the development of the WIO network for collaboration and exchange on invasive species; the promotion of a follow-up “Inva’Ziles 2” project by authorities in Rodrigues, Comoros and Seychelles; the initiation of a process for constitution of a National Invasive Species Committee and development of a NIASAP in Comoros; and the use of the Guidelines as a basis for planning, monitoring and evaluation of relevant interventions in Seychelles. The project outputs and outcomes provide a foundation or achievement upon which to build a follow-up project.

4.2. Time constraints have focused prioritisation leading to some inevitable short-falls

Unless a project is extremely unambitious, it is not practical to cram nearly 60 months of activities into only 31 months. The short time available in Phase 3 has meant that some activities, outputs and outcomes have had to be deprioritised, but this has been justified by the quality of the outputs produced, the outcomes achieved and the potential for long-term impact. The project had to reduce the focus on dissemination of outputs and reflection on lessons learnt, regional exchanges and meetings with those stakeholders that were not directly connected with the implementation of project activities. This meant that the project had less reach than could have been the case if more time had been available. A greater level of reach/sphere of influence is needed if the project outputs and outcomes are to be translated into long-term impact in most cases.

4.3. Effective communication has been critical in the project’s turnaround

Phase 1 of the project proceeded with little consultation which resulted in low levels of local ownership. Although there was plenty of project-associated documentation produced in Phase 1 project partners were only dimly aware of its existence. This changed in Phase 3 with much higher levels of communication which was particularly associated with the implementation of pilot projects. Those project partners who were not responsible for pilot project implementation did not feel as positive about communications from the PMT. This might be due in part to the need to deprioritise wider communications to focus on core activities as discussed above.

4.4. Personal qualities and relationships have been critical in the project’s turnaround

The experience and personal qualities of the PM have been critical for the project as has been the support given by IUCN HQ and the willingness of national stakeholders to collaborate and move forward after the project’s slow start. Such qualities cannot be guaranteed by sound planning, clear terms of reference, transparent and timely monitoring, and regular

reflection. However, these good management practices help in the timely detection of problems in that manifest themselves as a consequence of personal qualities and relationships and can facilitate remedial action. The project was left to drift for too long in Phase 1 and good planning, monitoring and evaluation practice as adopted in Phase 3 can help to avoid such a fate in future.

4.5. Sustainability and impact is not guaranteed, and a follow-up project is required

The outcomes harvested, and other results are positive steps towards impact. However, none are guarantees that impact will ensue. For example, of the four outcomes highlighted above (4.1), only one (*the use of the Guidelines as a basis for planning, monitoring and evaluation of relevant interventions in Seychelles*) is sustainable through locally available resources. The *further development of the WIO network for collaboration and exchange on invasive species* can theoretically be sustainable from local resources but the results of this evaluation indicate that further promotion and capacity building is needed if the network is to maximise its effectiveness. The *promotion of a follow-up “Inva’Ziles 2” project by authorities in Rodrigues, Comoros and Seychelles* can only result in impact if outside funding is obtained. And, the *initiation of a process for constitution of a National Invasive Species Committee and development of a NIASAP in Comoros* represents impressive progress but is only a step, albeit an important one, towards impact at the ecosystem level. Given Comoros’ status as an LDC, outside support is imperative if the country is to take the necessary steps to convert intention into action. Sustainability was never very likely to accrue as a result of Inva’Ziles 1, given the baseline of invasive species work in the region, the magnitude and scope of the project, and the duration of Phase 3. This fact reinforces the need to further interventions with external inputs of finance and expertise.

5. Inva’Ziles 2: Support, Prospects and Lessons to apply from Inva’Ziles

5.1. Support for Inva’Ziles 2

One hundred percent (20 of 20) of those who were asked, supported the idea of a follow-up project.

5.2. Inva’Ziles 2 – Prospects for GEF funding

Despite their support for a follow-up project, respondents did not all agree that such a project would be likely to be funded under GEF 7. In Comoros the prospects were deemed to be good. The Inva’Ziles focal point and others have briefed the GEF focal point and they are in the process of discussing the issue with relevant ministers and ministry staff. Though not consulted as part of this evaluation, I was informed that the Director General of the Ministry of Environment in Madagascar is supportive of Inva’Ziles 2. The Seychelles MoE is supportive of Inva’Ziles 2 as is the Rodrigues Commissioner for Agriculture and the Environment. However, support from the Government of the Republic of Mauritius is unlikely and they are the ultimate decision-maker for GEF projects involving Rodrigues. Mauritius has submitted a proposal for a 72 month GEF project on invasives with a GEF allocation of USD 3.9 million, so it is highly unlikely that they will prioritise invasives under GEF 7. However, this national project has potential synergies with Inva’Ziles 2 and the execution of the two projects could collaborate and synergise to some extent. If Rodrigues wanted to directly participate in Inva’Ziles 2, it might be possible to find an alternative source of funding.

5.3. Lessons learnt from Inva’Ziles to apply to Inva’Ziles 2 / Recommendations

Project Steering Committee members brainstormed on the priorities for a possible Inva’Ziles 2 at the PSC meeting of May 2018. This exercise was the basis for the production of a document stating preliminary priorities (Appendix 6). To support this prioritisation process, the stakeholders interviewed for the TE were asked to list lessons learnt from Inva’Ziles that can be used to improve effectiveness of a possible Inva’Ziles Phase 2 project. The results of these interviews are summarised below along with recommendations based on evidence from the project outputs, stakeholder consultations and expert interpretations. This section, therefore, englobes the traditional recommendations section in view of the fact that all recommendations concern next steps, and the most important next step with regard to Inva’Ziles is Inva’Ziles 2.

5.3.1. Focus a project around the operationalisation of the Global Guidelines

The Global Guidelines for Invasive Species Planning and Management on Islands (IUCN 2018) were universally appreciated for their potential utility. Indeed, they are already being used in some countries and islands to assist planning as outlined under Activity 4.2. Some doubt was expressed about how extensively the Guidelines would be used if this use was

not actively promoted. Inva'Ziles 2 offers the ideal opportunity to operationalise the Guidelines, and monitor and evaluate, and learn from this process. Other Inva'Ziles outputs can also be used to inform project activities. These include the cost-benefit analysis and the gap analysis. IUCN and Inva'Ziles partners have already been using the draft guidelines during the Inva'Ziles phase 2 planning meeting to identify national and regional priorities for an Inva'Ziles Phase 2 project (Appendix 6). They have been using the *Checklist section* (the 10 thematic areas gathered under the three overall themes of the checklist: Foundations, Information and prioritisation, Management action) to ensure that all essential components of comprehensive and effective Inva'Ziles phase 2 project are included, and the *How to* section to inspire themselves on how to best engage and build momentum and support for an Inva'Ziles Phase 2 project. By considering carefully each aspects of the guidelines, the project development team aims to capitalise on the lessons learnt compiled into this guidance document.

5.3.2. A regional approach must consider national specificities

Some stakeholders, particularly in Mauritius, were concerned that a regional approach could result in a one-size fits all project and a lowest common denominator approach in which things are designed around the weakest member. This fear should be unfounded if the project is developed in full consultation with national partners, and the principle of subsidiarity is followed - that issues should be dealt with at the most immediate (or local) level that is consistent with their resolution. This potential liability can be turned into an asset as those who are more advanced in particular aspects of invasive species management can assist others in the region. In some instances this assistance can be in-kind, but this should not always be the case or this support could become a drain on the resources of those partners with greater capacity.

5.3.3. Plan for a long project

Regional projects and invasive species issues are complex with multiple interacting actors and factors, different perspectives and different levels of agreement on problems and solutions. Given these realities it would be sensible to develop a long project. For instance, the upcoming Mauritius GEF 6 invasive species project will be executed over a 72 month period. Out of this time, it must be recognised that concrete actions are only likely to be implemented in year 2. It is recommended that Inva'Ziles 2 is a 72 month project.

5.3.4. Plan for long-term sustainability

The major means of building sustainability for the results of Inva'Ziles is to secure further project funding. This is not necessarily a negative thing as the project was the first of its kind in the region, had a relatively modest budget relative to comparable projects (e.g. the GEF 6 invasives project for Mauritius has a GEF allocation of USD 3.9 million), and was trialling pilot approaches. However, now that Inva'Ziles has advanced the thinking at the regional level, there is an opportunity for Inva'Ziles 2 to establish the conditions for long-term sustainability. Activities that could be included in this process are those associated with revenue raising and cost recovery and mainstreaming invasive species into relevant sectorial strategies, plans and policies.

5.3.5. Define realistic goals

Even with a larger budget than Inva'Ziles, a follow-up project cannot do everything. The Preliminary Phase 2 Priorities as developed in May 2018 are very extensive and may end up being over-ambitious. Management interventions can be particularly costly, so any such activity must have very focused objectives that can contribute to wider goals. Over-ambitious targets can propel a project into constant catch-up mode. This was the case for Inva'Ziles to some extent, although AT very effectively focused on key project targets. It is recommended that the project development team for Inva'Ziles 2 utilises the Guidelines, together with national partners, to realistically prioritise actions that will have the maximum long term impact. Under GEF, this process can be undertaken as part of the project development phase. The project objective is likely to be something like safeguarding globally important biodiversity and the immediate objective could be to establish a financially and institutionally sustainable invasive species programme for WIO islands. A focus on operationalising the Guidelines, and a clear, concrete and shared immediate objective can help to focus the prioritisation process.

5.3.6. Build robust institutional arrangements

Inva'Ziles suffered from the limitations in institutional arrangements at the regional level, notably in terms of the role of IOC (Section 3.7.3). IOC is a key regional player but, as it is currently constituted, it cannot drive a regional invasive species programme. Therefore, there needs to be a rethink of how the project is institutionalised at the regional level. In theory, IUCN can act as the regional coordination body, but it lacks IOC's presence in the WIO. The precise institutional arrangements need to be discussed and agreed upon by IUCN, IOC and national partners.

5.3.7. Build in a comprehensive project inception phase

Inva'Ziles was planned as a sixty month project and ended up being a seventy-eight month project of which about thirty-one months (January 2016-August 2018) was highly productive. Considerable time could have been saved and efficiency and effectiveness enhanced if there had a comprehensive inception phase. This phase could have been used to establish the following: a situation analysis to provide a basis for project actions, finalisation of project design in a participatory manner to ensure national ownership, and development of agreed terms of reference for project actors and management/governance structures (national and regional steering committees, technical sub-committees, etc.) to ensure transparency and clarity on roles and responsibilities.

5.3.8. Develop participatory adaptive management systems

Inva'Ziles Phase 1 highlighted the weakness of a top-down project implementation approach in terms of lack of ownership and unresponsive management. A participatory adaptive planning, monitoring, evaluation and learning system is required to help build this ownership from the onset to ensure that timely corrective actions are undertaken. Such a system can be developed as part of the project's inception phase.

5.3.9. The appointment of suitable personnel is critical

The poor progress achieved during Phase 1, and the impressive recovery in Phase 3 was, in no small measure, due to the change in personnel within the IUCN management team. To help ensure that suitable staff are recruited, clear terms of reference must be produced for all project personnel to as part of a thorough recruitment process. The PM needs to have considerable experience in invasive species management in the context of SIDS, good working knowledge of English and French and good communication and interpersonal skills. S/he must be committed to facilitating a participatory approach to project implementation. The project may also require a dedicated communications officer because expecting the PM to combine so many roles – including but not limited to project management, technical support and social marketing – is very demanding for a single individual. The project overall executing agency cannot have such control over the recruitment of national focal points and other national project positions, but detailed ToRs can at least help in recruitment and in performance monitoring.

5.3.10. Cultivating good relationships is critical

To quote the leadership and management expert Gervaise Bushe "Change, like most things, gets managed through relationships and strong relationships can overcome bad designs and plans while good designs and plans usually can't overcome bad relationships." Strong relationships need to be cultivated and this takes commitment, time and resources. Under Inva'Ziles, strong relationships were built among those tasked with the execution of project activities, notably pilot projects. Relationships were not as strong with other project stakeholders. Comprehensive stakeholder engagement, which is required for effective mainstreaming and sustainability, needs broader stakeholder engagement which must be explicitly built into project design if it is to be prioritised. Communications activities should be organised as part of a simple and practical communication strategy that is developed by in a participative manner. Several ways of cultivating good relationships with a broader group of stakeholders as a means towards achieving diverse outcomes are outlined below.

5.3.11. Intensively cultivate links with relevant initiatives and broaden stakeholder reach

Inva'Ziles has developed links with other initiatives to some extent (Section 3.6) but it was one of those aspects of the project that was deprioritised given the time constraints in Phase 3. A longer project that is well organised from the start holds the prospect of maximising synergies so that Inva'Ziles 2 can serve as the regional invasive species hub in a network of associated projects and programmes. This can provide many win-win situations and considerably increase the reach of Inva'Ziles 2 in comparison with Inva'Ziles in which interactions were restricted to a relatively narrow group of stakeholders – those who have direct invasive species interest, expertise and mandates. Developing such synergies takes time so this activity needs to be accompanied by a resource allocation, clear activities, concrete deliverables and milestones. Interactions with other initiatives features in most project documents but it is often just a box ticking exercise. Much more than this is required for a regional project working on such a cross-cutting topic.

One area that was repeatedly cited as critical to the long term success in managing invasive species was the need to have the support of high level decision-makers. Systematic efforts to cultivate this support should be prioritised under Inva'Ziles 2. These efforts could include concerted and proactive lobbying, production and dissemination of appropriate knowledge products, high level meetings, and high visibility media events.

5.3.12. Implement a programme of exchange visits as part of a systematic information-sharing process

Many national stakeholders voiced their appreciation for the opportunity that Inva'Ziles offered to meet colleagues in the region. However, these meetings were mostly restricted to the PSC level, which provided only limited opportunities for site visits, hands-on experience and the possibility to learn from actions on the ground. A more comprehensive programme of exchange visits would enable practitioners to learn from others in the WIO and beyond. A lot can be learned from a distance, but nothing can substitute for direct experience. With very few exceptions, all people working at the highest levels in invasive species management internationally have directly experienced management practices in diverse global settings. Many nationals in WIO, notably in Comoros, lack this experience. As long as this situation persists it is difficult for these individuals to gain a global perspective on the issue. A comprehensive exchange programme has resource implications but if well planned there are many creative options for resource sharing and cash and in-kind cofinancing.

Several respondents commented on the fact that information flow in Inva'Ziles was mainly from the Pacific to the WIO region while there was less emphasis on sharing within the region. Improved networking within the region should be more strongly emphasised in Inva'Ziles 2 and can information flow from WIO to the Pacific. An exchange programme will help, and this can be part of a package which includes the development of WIONIS, and other means of information exchange such as knowledge sharing platforms, webinars and formal training via in person and eLearning.

5.3.13. Systematically build in scientific, technical and policy support

IUCN, with its extensive invasive species and policy expertise is in an excellent position to offer ongoing scientific, technical and policy support to those involved in all aspects of invasive species management. However, this support has to be planned and budgeted for and cannot be assumed to automatically flow from IUCN's status as a global conservation leader. Only taxonomic support was explicitly flagged in the Inva'Ziles project design. Fortunately AT could provide considerable technical support and expertise could be brought in from his contacts and from IUCN's network, but such support could be made available in a more coordinated manner, perhaps through something like a technical advisory group or a technical group within WIONIS. Some of this support can be offered as a contribution in kind but voluntary support is generally not sufficient when people require more concerted and regular interaction from experts, who are usually busy and in demand.

5.3.14. Build a bridge between Inva'Ziles 1 and Inva'Ziles 2

As emphasised throughout this report, the Inva'Ziles project has achieved a great deal despite the slow start. It has generated tangible momentum and the demand for a continuation. However, project development is often a slow process and this momentum can be lost. It can, of course, be rebuilt but this takes time. It is recommended that IUCN and IOC discuss ways in which the momentum can be maintained during the period between major projects by the implementation of low cost but high visibility "bridging activities". Possible activities include national events to launch the guidelines, the publication and dissemination of booklets summarising Inva'Ziles achievements, and webinars/webinar series on how to apply the guidelines at local, national and regional levels.

Appendices

Appendix 1: Evaluation terms of reference

Independent final external evaluation of the action:

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

(“Inva’Ziles Project”)

Terms of Reference (ToR)

11th of April 2018

A. Background of the action

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

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

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

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

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

Result 2: ***Partnerships*** – Partnerships developed, established or strengthened to enhance collaborative management of biological invasions on islands and island states between countries, governments and non-governmental bodies

Result 3: ***Management*** – Prevention and management of biological invasions improved in selected pilot sites as indicators of good general practice

Result 4: ***Strategies*** – Strategies to strengthen national, regional and global policies and actions to better prevent and manage biological invasions on islands developed and agreed upon.

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

B. Purposes and specific objectives of the evaluation

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

To that end, the specific objectives of this independent final external evaluation are to:

- i. Assess the extent to which the project has delivered against intended actions and results.
- ii. Identify critical lessons learnt from the project – including key factors contributing to successes and challenges;
- iii. Based on the above, review plans for an Inva'Ziles Phase 2 project, and provide concrete recommendations for additions or improvements.

In relation to the intended objectives above, the key evaluation questions are:

- i. **Relevance and Quality of Design**– To what extent was the Inva'Ziles project appropriate in the context of its environment, and aligned with and contributed to the priorities of its key stakeholders?
- ii. **Effectiveness (of delivery of intermediate results and outcomes)** – To what extent has the Inva'Ziles project met its objectives?
- iii. **Efficiency (of delivery of outputs)** – To what extent has the Inva'Ziles project used its resources cost-effectively?
- iv. **Impact and results (plus any unintended effects)** –To what extent has the project made progress towards its higher level results and the overall intended goal? Have there been any unintended results or impacts (positive or negative)?
- v. **Sustainability (of progress, benefits, and impact realised)** –To what extent will the activities and outputs be maintained after the project ends? Based on this evaluation, what are the best strategic options for a possible Inva'Ziles Phase 2 project (e.g. no phase 2 or scale down, replicate or scale-up, same approach or major changes to approach)?
- vi. **Adaptive Capacity (monitoring, evaluation, adaptation, and learning):** To what extent has the Inva'Ziles project applied strong adaptive management practice to ensure continued relevance, strong performance, and learning?

Sub-questions for each of these are given in the draft evaluation matrix in Annex 3. The independent evaluator will be required to refine the sub-questions and identify the indicators and data sources as part of the proposed methodology to be presented in the inception report.

C. Audience and intended use

As an independent final external evaluation assessing performance, outcomes and impacts from the Inva'Ziles project, the evaluation findings will be used as a neutral judgement on the quality of the design, actual and potential impacts and their sustainability, and the efficiency and effectiveness of the approaches implemented during the project. In addition, the evaluation findings and recommendations should provide a sound basis for identifying

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

The main users of the final external evaluation are:

- The European Union, represented by the European Commission (EC), EuropeAid Development and Co-operation DG , and EU Delegation, Mauritius;
- The Inva'Ziles Project Implementation Team (IUCN Global Species & Key Biodiversity Areas Programme, IUCN Eastern and Southern Africa Regional Office, IUCN European Regional Office);
- The Inva'Ziles Project Steering Committee;
- The Inva'Ziles Implementing Partners; and
- The Indian Ocean Commission.

The evaluation will be supervised by the Planning, Monitoring, Evaluation and Risk Unit (PMER Unit), including the approval of the inception report and final evaluation report. Support to access documents, stakeholders and for logistics will come from the Inva'Ziles Project Implementation Team (Dr Alan Tye, Inva'Ziles Project Manager, and Olivier Hasinger, SSC Network Coordinator). The final report will need to be approved by the IUCN.

D. Evaluation Stakeholders

To the extent possible, all key stakeholders of the Inva'Ziles project should be consulted, through interviews, or survey, or other methods identified by the evaluator. These include:

- The EC Delegation, Mauritius
- IUCN – The Inva'Ziles Project Implementation Team (IUCN Global Species & Key Biodiversity Areas Programme, IUCN Eastern and Southern Africa Regional Office, IUCN European Regional Office)
- The IUCN SSC Invasive Species Specialist Group (as Biodiversity Data Management Ltd, Auckland, New Zealand; formerly known as Auckland Uniservices) – A formal partner involved in the delivery of the Inva'Ziles project.
- Individual members of the Inva'Ziles Steering Committee (many of whom are representatives of the implementing partner institutions listed below)
- The Inva'Ziles Implementing Partners :
 - Rodrigues Commission for the Environment, Forestry, Marine Parks and Fisheries (Mauritius)
 - Rodrigues Forestry Services
 - National Parks and Conservation Services, Mauritius
 - Mauritian Wildlife Foundation
 - Ministry of Environment Energy and Climate Change, Seychelles
 - Plant Conservation Action Group (PCA), Seychelles
 - Seychelles Islands Foundation (SIF), Seychelles
 - Centre National de Documentation et de Recherche Scientifique (CNDRS), Union des Comores
- Partners in La Reunion, particularly CIRAD who is the long-term host institution for the WIONIS web site.
- Commission de l'Océan Indien (IOC)
- Other relevant organizations in the Islands, such as the Durrell Conservation Academy.

E. Methodology

In further developing the methodology and approach, the evaluator should refer to and ensure adherence to the minimum standards of the IUCN Monitoring and Evaluation Policy (Annex 4).

The evaluator is encouraged to use the following methods and suggest other means of data collection, analysis and sense-making:

- Document and literature review;

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

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

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

F. Qualifications of the evaluator

The independent evaluator will meet the following qualifications:

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

G. Deliverables and Schedule

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

Milestone / deliverable	Timeframe
Finalise appointment of evaluator	2 July 2018
Preliminary literature review	9 July
Inception report (including final proposed methodology, final complete evaluation matrix, list of stakeholders to contact, interview questions and survey design, and other data collection tools if used).	16 July
Interviews & site visits; further literature review.	6 August
Presentation and telephone discussions of draft initial findings and recommendations with the Inva’Ziles Project Implementation team and the EU delegation in Mauritius.	10 August
Draft report	14 August
Finalization of report	24 August

H. Costs

The project will be responsible for all costs related to this evaluation including:

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

I. Final Evaluation Report

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

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

*The following must be provided in appendices: Evaluation terms of reference; Data collection instruments; Evaluation schedule/timetable (including field visits); List of people met/interviewed; list of documents consulted.

Annex 1: General Context of the action

The primary target areas for this project include the island countries of Mauritius, Seychelles, Comoros in the WIO region. Prior to the project, all of these suffered from extremely serious invasions by alien plants and several domestic and wild vertebrates and micro-organisms, all suffered impacts on local livelihoods, and the local capacity to deal with these invasions varied from inadequate to non-existent. Few islands are without invasive species and most lack adequate prevention and management capacity and resources for addressing invasions.

The project attempted to address primarily the impacts of invasives on the terrestrial aspects of island living and island biodiversity. The main challenge was the absence in many of the WIO island states and islands of information, experience, capacity and infrastructure for managing existing deleterious invasions and preventing new ones. In the Pacific there had been greater action on these problems through formal and informal networks, and by using the expertise of New Zealand and Australia with their sophisticated and well-funded biosecurity systems.

This action sought to use these decades of experience in the Pacific, the WIO and elsewhere to develop a comprehensive model to address invasive species problems in island systems and to test this in a group of SIDS in the WIO – and, in doing so, build their capacity for prevention and management. It also sought to improve the model through new experiences. It was intended that existing initiatives in Seychelles and Mauritius, as well as the other island states in WIO and the Commission de l'Océan Indien (IOC) would be enabled to benefit from this action by cross learning and knowledge sharing. Further, this action sought to address this issue from the general perspective of managing the process of biological invasion, so that solutions are broadly applicable no matter the invading species involved.

This project builds upon the activities and experience of the Pacific invasive species partnerships – the Pacific Invasive Partnership (PIP) and Pacific Invasive Learning Network (PILN) – and the regional support organisation the Pacific Invasive Initiative (PII), as well as the Global Islands Partnership (GLISPA), IUCN Oceania and others, and the information collected and made available by the IUCN SSC Invasive Species Specialist Group (ISSG) and the Secretariat of the Pacific Regional Environmental Programme (SPREP).

The original design of the project was in line with the principles of the Association of European OCTs in relation to sustainable development and the reduction of poverty in the territories and countries. It was also aligned to the Island Biodiversity Programme of Work of the CBD which addresses many common issues faced by islands regardless of location or size and recognises that meeting these challenges successfully requires building on the experience of other islands. Invasive Species are clearly identified in the CBD Island Biodiversity Programme of Work as one of the most important threats to island biodiversity. It is expected that the guidance resulting from the project will promote the development of National Invasive Species Strategies and Action Plans (as recommended by the CBD and other international bodies) and that these will be associated with the second round of National Biodiversity Strategies and Action Plans (NBSAPs) as they have been in some other pilot countries and regions.

Annex 2: Specific Context of the action

The project was initiated on the 1st of February 2012 but suffered delays during its first 3.5 years of implementation. A major delay during those first years concerned the planned testing of best practices and approaches in pilot projects, which were not initiated for a number of reasons. This impacted on the project methodology, progress and expected results and objectives.

The project management team changed in 2015, with overall coordination taken over by Olivier Hasinger. Discussions were held between IUCN and the EU Delegation in March 2015, at which IUCN was requested to carry out a mid-term review of the project. To this end, an external consultant, Dr John Mauremootoo, was hired for two months (mid-May to mid-July 2015) to conduct the MTR. Complementary to the MTR, a Result Oriented Mission (ROM) was commissioned by the European Commission and carried out in September 2015 by Dr Ruth Malleson, an independent consultant. Following the recommendations of the MTR and the ROM report, an in-depth revision of the Description of the Action was initiated in 2015, including the revision of the project logframe, budget and workplan.

So 2015 was a year of transition for the project's management and therefore limited progress was achieved that year. Dr Alan Tye was then hired in November 2015 as the new project manager and technical advisor based in Mauritius and working full-time on the project. In January 2016, Kevin Smith was hired as IUCN Invasive Species Programme Officer and he has supported the global coordination of the project since then. The day to day financial and administrative support has been ensured by IUCN's East and Southern Africa Regional Office (ESARO, Nairobi) for the entire life of the project.

Re-initiation of all project activities that had been in abeyance since the departure of the previous project management team took place from the beginning of 2016 and since then the new project implementation team attempted to catch up on the delays accumulated during the first years of the project implementation.

Annex 3: Evaluation Matrix

EVALUATION CRITERIA	KEY EVALUATION QUESTIONS	SUBQUESTIONS	INDICATORS ⁵	DATA SOURCES / METHODS ⁶
Relevance	To what extent was the Inva'Ziles project appropriate in its context and aligned with and contributing to the priorities of its key stakeholders?	<ol style="list-style-type: none"> 1. Has the Inva'Ziles project focused on and does it remain relevant to invasive species issues of high priority? 2. In what ways could an Inva'Ziles Phase 2 project increase its relevance to current challenges being faced by the WIO Islands with regard to invasive species? 	<ol style="list-style-type: none"> 1. 2. 3. 	
Effectiveness	To what extent has the Inva'Ziles project met its objectives and performed well?	<ol style="list-style-type: none"> 1. What have been the key factors influencing successes and challenges? 2. To what extent have coordination and communication been effective within and between the implementation team, stakeholders, partners and participants, as well as donor offices? 3. What lessons learnt can be applied to improve effectiveness of a possible Inva'Ziles Phase 2 project? 	<ol style="list-style-type: none"> 1. 2. 3. 	
Efficiency	To what extent has the Inva'Ziles project used its resources cost-effectively?	<ol style="list-style-type: none"> 1. Does the quality and quantity of results achieved justify the resources invested? 2. Are there more cost-effective methods of achieving the same results? 3. Have appropriate administrative and financial management policies and practices been followed? 	<ol style="list-style-type: none"> 1. 2. 3. 	
Sustainability	Is the policy and institutional environment within which the project has operated supportive to its continuity?	<ol style="list-style-type: none"> 1. To what extent will the activities and outputs be maintained after the project ends? 	<ol style="list-style-type: none"> 1. 2. 3. 	

⁵ Multiple indicators for the sub-questions – to be defined by the evaluator.

⁶ To be filled in by the evaluator as part of the proposed methodology & process

		<p>2. What external factors might be likely to undo or undermine the future sustainability of Inva'Ziles project's positive impacts?</p> <p>3. Within its contextual limits, has the Inva'Ziles project adequately anticipated and taken measures to ensure resilience to these, and what more needs to be done to improve long-term continuity?</p> <p>4. Based upon existing plans and observations made during this evaluation, what are the key strategic options for a possible Inva'Ziles Phase 2 project (e.g. no project, scale down, replicate, scale-up, same approach or major changes to approach)?</p>		
Impact	<p>What are the positive, negative, short-term and long-term effects of the project - directly or indirectly, intended or unintended?</p>	<p>1. To what extent has the project made progress towards its higher level results and overall intended goal?</p> <p>2. Have there been any unintended results or impacts (positive or negative)?</p> <p>3. Were negative environmental and social impacts adequately mitigated or avoided?</p> <p>4. Has the counterfactual (= no project took place) been examined, (at the very least by asking stakeholders to estimate the "no project" scenario)?</p>	<p>1.</p> <p>2.</p> <p>3.</p>	
Adaptive Capacity	<p>To what extent has the Inva'Ziles project applied strong adaptive management practice to ensure continued relevance, strong performance, and learning?</p>	<p>1. Were adequate steps taken to ensure regular reflection on efficiency, effectiveness, and impact by the project team and partners?</p> <p>2. Have monitoring information and MTR findings and recommendations being used to support regular adaptation of the approach?</p>	<p>1.</p> <p>2.</p> <p>3.</p>	

Annex 4: [IUCN monitoring and evaluation policy 2015](#) (click on the annex to access the document)

PART 3 – THE EVALUATION MODEL

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

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

PART 4 – INFORMATION TO BE PROVIDED BY PROPOSERS

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

This Part details all the information Proposers are required to provide to IUCN. Submitted information will be used in the evaluation of Proposals. Proposers are discouraged from sending additional information, such as sales brochures, that are not specifically requested.

4.1. Declaration

Please read and sign the Declaration in **Annex 3** and include this in your proposal.

4.2 Technical information/Service Proposal

Each proposal should be a maximum of two (2) pages and should address the following elements and questions:

- Proposal to address the Terms of Reference including methodological approach and how data collected will be triangulated and analyzed. (Up to two (2) pages, *excluding* the items below).
- Cost and budget preparation: overall proposed budget (consultancy costs up to a total value of €15,000 and travel costs up to €10'000). (Budget should be no longer than one (1) page).
- Brief summary of evaluator suitability for the assignment, highlighting qualifications and experience in evaluation and the relevant technical background– see Evaluation ToR, “Qualifications of the Evaluator” (Half (1/2) page max.). Attach a CV.
- A writing sample of an evaluation conducted and written by the consultant, if possible on a related topic, is required. Proposals that do not submit a suitable writing sample will not be considered. Each evaluator is also required to submit a relevant CV.

Appendix 2: Documents consulted

Boudjelas, S. (2017). A review of national and island plans for the management of invasive species in the Western Indian Ocean region. Gland, Switzerland: IUCN.

Brown, P. (2018). Costs and benefits of managing selected invasive alien species in the Western Indian Ocean countries of Seychelles and Comoros.

CBD (2002). Sixth Conference of the Parties, The Hague, the Netherlands, 7-19 April 2002: Decision VI/23: Alien species that threaten ecosystems, habitats or species to which is annexed Guiding principles for the prevention, introduction and mitigation of impacts of alien species that threaten ecosystems, habitats or species (available at www.biodiv.org).

CNDRS (2016). Plan du projet pilote: Contribution à la collecte des données écologiques et à la mise en place des mécanismes nationaux pour la gestion des espèces envahissantes aux Comores.

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Deloitte (2013). Inva'Ziles Audit Report for the Period 1 February 2012 to 31 January 2013 (Year 1).

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Guézou, A. (2017). Technical assistance to pilot project "Contribution à la collecte des données écologiques et à la mise en place des mécanismes nationaux pour la gestion des espèces envahissantes aux Comores".

Government of Seychelles (2014). Animal and Plant Biosecurity Act (Act 10 of 2014).

Hamuth-Lauloo, S. B. A., Sibartie, D., and André, A. A., 2016. Report of the Fact Finding Committee on the Outbreak of Foot and Mouth Disease.

Inva'Ziles (2014). Compte rendu de l'atelier réseau sur les espèces envahissantes de la région ouest de l'océan indien. Ebène, Ile Maurice, 24 au 26 Mars 2014.

Inva'Ziles (2014). Newsletter No. 1, Mars-Avril 2014. Ebène, Ile Maurice.

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IUCN (2011). Preparation and testing of a comprehensive model for preventing and managing the spread of invasive species on island ecosystems. Description of Action.

IUCN (2013). The IUCN Monitoring and Evaluation Policy. Gland, Switzerland.

IUCN (2013). Inva'Ziles Project Interim Narrative Report - Year One.

IUCN (2014). Inva'Ziles Project Interim Narrative Report - Year Two.

IUCN (2015). Inva'Ziles Project Interim Narrative Report - Year Three.

IUCN (2016). Inva'Ziles Project Interim Narrative Report - Year Four.

IUCN (2017). Inva'Ziles Project Interim Narrative Report - Year Five.

- IUCN (2017). Guidance Note for Pest Management Planning. Environmental & Social Management System [online]. Gland, Switzerland: IUCN. Available from: www.iucn.org/sites/dev/files/iucn_esms_pest_management_guidance_note.pdf.
- IUCN (2017). Report of the Inva'Ziles Steering Committee Meeting (24 – 27 April 2017). Seychelles Islands Foundation meeting room, Mont Fleuri, Mahé.
- IUCN and CNDRS (2017). Compte Rendu: Atelier de planification, Projet pilote aux Comores dans le cadre du Projet Inva'Ziles. Hotel Retaj, Moroni.
- IUCN (2018). Inva'Ziles Project Interim Narrative Report - Year Six.
- IUCN (2018). Guidelines for invasive species planning and management on islands [online]. 1st ed. Cambridge, UK and Gland, Switzerland: IUCN, International Union for Conservation of Nature. Available from: <https://portals.iucn.org/library/node/47764> [Accessed 21 Oct 2018].
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- Rocamora, G. and Henriette, E., 2015. Invasive alien species in Seychelles: why and how to eliminate them? : identification and management of priority species. Mèze; Paris: Biotope ; Muséum national d'histoire naturelle.
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Soubeyran, Y., Meyer, J., Lebouvier, M, De Thoisy, B., Lavergne, C., Urtizbera, F. and F. Kirchner (2014). Dealing with invasive alien species in the French overseas territories: results and benefits of a 7-year Initiative. *Biological invasions* 17, 545-554.

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

Union des Comores (2018). Stratégie Nationale et Plan d'action Opérationnel des Espèces Exotiques Envahissantes en Union des Comores (Draft 1).

Veitch, C. R.; Clout, M. N. and Towns, D. R. (eds.) 2011. *Island Invasives: Eradication and Management*. Proceedings of the International Conference on Island Invasives. Gland, Switzerland: IUCN and Auckland, New Zealand: CBB. xii + 542pp.

Wilson-Grau, R. and Britt, H., 2012. Outcome harvesting [online]. Cairo. Available from: http://www.managing-forimpact.org/sites/default/files/resource/outome_harvesting_brief_final_2012-05-2-1.pdf.

Appendix 3: Evaluation Questionnaire

Inva'Ziles Terminal Evaluation: Master list of interview questions⁷

Preamble

You have been selected as a key stakeholder in the EC-funded Inva'Ziles project which is being implemented by IUCN. The project is undergoing its terminal review which is assessing project performance with regard to the following criteria: **relevance, effectiveness, efficiency, sustainability, likelihood of impact, and adaptive capacity**. In order to assist in this effort we would be very grateful if you thoroughly read this questionnaire which will serve as a guide for an interview which will be conducted by the independent evaluator Dr. John Mauremootoo. The questionnaire is a mixture of numerical and descriptive responses. All numerical responses use the following scale.

0	Don't know/not applicable	1	Not at all (none)	2	A little (low)	3	Somewhat (medium)	4	Mostly (high)	5	Completely or near completely
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YOU ARE NOT REQUIRED TO COMPLETE THE QUESTIONNAIRE BEFORE THE INTERVIEW. NEITHER ARE YOU EXPECTED TO ANSWER EVERY QUESTION. ONLY ANSWER QUESTIONS YOU FEEL COMPETENT TO ANSWER.

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

1. Relevance

a. To what extent did the project design align with existing invasive species priorities at local, national and regional level?

Please provide information/examples to support your numerical response.

Local:

National:

Regional:

1.b. To what extent did the project outputs (as listed in the description of action) align with existing invasive species priorities at local, national and regional level?

Please provide information/examples to support your response.

Local:

National:

Regional:

1.c. To what extent were the project's design adapted to strengthen its relevance to local, national and regional level priorities?

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

Local:

National:

Regional:

⁷ Blank spaces in the questionnaire provided for responses have been minimised to reduce the size of this document.

2. Effectiveness: *a. To what extent has the project delivered on planned actions per Project Result?***Knowledge:**

Activity	Extent delivery (0-5)	Explanation/further information
Activity 1.1: Identify and synthesise information and experiences in the South-West Pacific Islands, WIO Islands and other relevant island areas and incorporate into a draft guidance manual		
Activity 1.2: Identify methods, institutional arrangements, capacities, regulations and policies that were most successful in the SW Pacific islands and transferrable to the WIO region		
Activity 1.3: Document the costs and benefits of selected invasions and their management, including pilot interventions, and incorporate into a draft guidance manual		
Activity 1.4: Conduct qualitative assessments of the effectiveness of institutional arrangements, policies and regulations pertaining to invasion prevention and management in the WIO region, and incorporate into a draft guidance manual		
Activity 1.5: Utilize knowledge gained to develop training plans for technical staff and other stakeholders, including decision-makers, and apply to build capacity		
Activity 1.6: Develop and implement a communications strategy for the project		
Activity 1.7: Share knowledge and experiences through networks, electronic media (websites and emails) and at relevant forums and other meetings		
Activity 1.8: Convene a consultative process, including participation from a range of regions and WIO islands, to review, develop and finalise the draft guidance manual.		
Activity 1.9: Finalize, translate, publish and disseminate the guidance manual		
Activity 1.10: Officially launch and publicize the guidance manual		

Partnerships:

Activity	Extent delivery (0-5)	Explanation/further information
Activity 2.1: Convene stakeholder planning workshops to ensure a shared understanding of the project strategy, roles & responsibilities and project structures, and to carry out joint prioritisation and planning for invasives management in the WIO		
Activity 2.2: Establish a network (initially of technical experts, then involving other relevant projects and institutions)		
Activity 2.3: Establish and implement mechanisms to ensure regular communication within the network during and after the project		
Activity 2.4: Develop information exchange and compatibility of systems between the WIO region and other island regions		

Management:

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

Strategies:

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

2.b. To what extent has the project delivered on planned outcomes per Project Result?

Please recall any outcomes to which the Inva'Ziles project has contributed. For the purposes of this exercise, an outcome is defined as: a change in the behaviour, relationships, activities and actions of people or groups. To qualify as an outcome, the change has to have been influenced in a small or large way, directly or indirectly, intentionally or not by the activities of the Inva'Ziles project.

An outcome statement comprises of three parts: Short statements: consisting of a one or two sentence description of a positive or negative Inva'Ziles outcome (who or what changed, when and where), a one or two sentence description of the project's contribution to this change, and a short description the outcome's significance, i.e. why it is important. An example outcome statement from another project is provided in the Box below.

Outcome statement example from the IOC ReCoMaP Project (IOC Regional Programme for the Sustainable Management of the Coastal Zones of the Indian Ocean)
<u>Outcome:</u> As of June 2014, there were close to 145 farmers in four villages with whom Blue Ventures works who are getting direct benefit from sea cucumber farming. At the beginning of ReCoMaP it was about 64.
<u>Contribution:</u> The ReCoMaP-funded projects conducted activities relating to community organising, establishment of community mariculture facilities, technical support and training in small business practices.
<u>Significance:</u> The sea cucumber farming practices promoted by Blue Ventures are environmentally sustainable, provide additional income for local people and build support for coastal zone conservation.

There is no limit on the number of outcomes that can be provided.

For each Inva'Ziles-related outcome, rate the extent to which extent it would have happened even if there had been no project?

0	Don't know/not applicable	1	Completely happened	2	Mostly happened	3	Happened somewhat	4	Mostly not happened	5	Not happened at all
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2.c. To what extent has project coordination and communication been effective within and between the implementation team, stakeholders, partners and participants, as well as donor offices?

0	Don't know/not applicable	1	Not at all (none)	2	A little (low)	3	Somewhat (medium)	4	Mostly (high)	5	Completely or near completely
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Please provide information/examples to support your numerical response.

Within the implementation team

Between the implementation team & stakeholders

Between the implementation team & donor offices

2.d. List lessons learnt that can be used to improve effectiveness of a possible Inva'Ziles Phase 2 project?

3. Sustainability

3a. What is the level of commitment, indicated by formal and informal agreements, recommendations, declarations, of key stakeholders to continue project activities and outputs (e.g. policies, funding agreements, project development, etc.)?

Please provide information/examples to support your numerical response.

Local:

--

National:

--

Regional:

--

3b. To what extent have key external factors positively or negatively impact project benefits at local, national or regional levels (e.g. government policies, socio-economic conditions, environmental factors such as climate change)?

Please provide information/examples to support your numerical response.

Positive factors

Local:

--

National:

--

Regional:

--

Negative factors

Local:	
National:	
Regional:	

3.c. To what extent has the project taken planning and implementation measures to maximise responsiveness to positive and negative external factors at the local, national or regional levels?

Please provide information/examples to support your numerical response.

Project measures to maximise responsiveness to positive external factors

Local:	
National:	
Regional:	

Project measures to maximise responsiveness to negative external factors

Local:	
National:	
Regional:	

3.d. In what ways can the project results be built upon to strengthen the probability of longer term sustainability at the local, national or regional scales?

Local

National

Regional

4. Negative impacts

a. To what extent were any negative environmental and social impacts adequately mitigated or avoided?

0	Don't know/not applicable	1	Not at all (none)	2	A little (low)	3	Somewhat (medium)	4	Mostly (high)	5	Completely or near completely
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Please provide information/examples to support your numerical response.

5. Adaptive Capacity

a. To what extent were steps taken to ensure regular reflection on efficiency, effectiveness, and impact by the project team and partners?

Please provide information/examples to support your numerical response.

b. To what extent have MTR findings and recommendations have been used to support project implementation?

Please provide information/examples to support your numerical response.

c. To what extent has monitoring information been used to support project implementation, e.g. achievements, lessons learnt and recommendations?

Please provide information/examples to support your numerical response.

Appendix 4: List of people met/interviewed

Name	Designation	Stakeholder group	Consultation format
Abdenemane, Hachime (Mr)	Association Ulanga Ngazidja, Comoros	Partner - Comoros	Questionnaire & interview
Abdou Azali, Hamza (Dr)	Director General, Institut National de Recherche en Agriculture, Pêche et Environnement (INRAPE), Comoros	Partner - Comoros	Interview
Anukur, Luther (Mr)	Director, East and Southern Africa Regional Office, IUCN	Project Team	Interview
Bachraz, Vishnu (Mr)	Former Director, National Parks & Conservation Services, Mauritius	Partner - Mauritius Island	Questionnaire & interview
Beaver, Katy (Ms)	Plant Conservation Action Group, Seychelles	Partner - Seychelles	Questionnaire & interview
Bonne, Gina (Ms)	Officer in Charge of the Development Area, Indian Ocean Commission	Indian Ocean Commission	Questionnaire
Brown, Pike (Dr)	Landcare, New Zealand	Project consultant	Questionnaire
Bunbury, Nancy (Dr)	Director of Research and Conservation, Seychelles Island Foundation	Partner - Seychelles	Questionnaire & interview
Charlette, Ian (Mr)	Pilot project manager, Consultant for Plant Conservation Action Group, Seychelles	Partner - Seychelles	Questionnaire & interview
Chong Seng, Lindsay (Mr)	Chair, Plant Conservation Action Group, Seychelles	Partner - Seychelles	Questionnaire & interview
Fleischer-Dogley, Frauke (Dr)	Chief Executive Officer, Seychelles Islands Foundation, Seychelles	Partner - Seychelles	Questionnaire & interview
Hasinger, Olivier (Dr)	IUCN Species Survival Commission Network Coordinator	Project Team	Questionnaire
Hassane, Kamasia (Ms)	Charge de mission biodiversité côtière (INRAPE), Assistante Technique du Projet Inva'Ziles	Partner - Comoros	Interview
Hassani, Issa Akze (Dr)	INRAPE Researcher, Entomologist, agroecologist	Partner - Comoros	Interview
Islam, Ramadhoina (Ms)	University of Comoros, officer in charge of the national herbarium	Partner - Comoros	Questionnaire & interview
Jeremie-Muzungaile, Marie-May (Ms)	Ministry of Environment, Energy and Climate Change, Seychelles	Partner - Seychelles	Questionnaire & interview
Leitão, Gonçalo (Mr)	Attaché, Delegation of the European Commission	Donor	Questionnaire
Padayachy, Tarah (Ms)	Secretary, Plant Conservation Action Group, Seychelles	Partner - Seychelles	Questionnaire & interview
Pagad, Shyama (Dr)	IUCN SSC Invasive Species Specialist Group	Project consultant	Questionnaire
Payendee, Richard (Mr)	Commissioner for the Environment, Forestry, Tourism, Marine Parks and Fisheries, Rodrigues	Partner - Rodrigues	Questionnaire & interview
Perrine, Alain (Mr)	Forestry Services Rodrigues	Partner - Rodrigues	Interview

Name	Designation	Stakeholder group	Consultation format
Raguain, Jeremy (Mr)	Seychelles Island Foundation	Partner - Seychelles	Questionnaire & interview
Ruhomaun, Kevin (Mr)	Director, National Parks & Conservation Services, Mauritius	Partner - Mauritius Island	Questionnaire
Smart, Jane (Dr)	Director, IUCN Global Species Programme	Project Team	Questionnaire
Smith, Kevin (Dr)	IUCN Invasive Species Programme Officer	Project Team	Questionnaire
Tatayah, Vikash (Dr)	Conservation Director, Mauritian Wildlife Foundation, Mauritius	Partner - Mauritius Island	Questionnaire & interview
Tye, Alan (Dr)	Inva'Ziles Project Coordinator, IUCN	Project Team	Questionnaire & interview
Yahaya, Ibrahim (Mr)	Centre national de documentation et de recherches scientifiques, Comores and representative of the pilot project: collection of data and creation of national mechanisms for management of invasives (Comoros Islands)	Partner - Comoros	Questionnaire & interview

Appendix 5: Evaluation schedule/timetable

Date	Activity
11 June	Signature of TE contract
12 June	Agreement on the outline activity schedule for the consultancy
1 – 6 July	Review of the background literature provided by IUCN
12 July	Finalisation of TE inception report including proposed methodology
6 – 7 Aug	Skype interview with Alan Tye (Inva'Ziles Project Manager)
13 Aug	Interview via email of Olivier Hasinger (IUCN Species Survival Commission Network Coordinator and Overall Project Coordinator of the Inva'Ziles Project)
14 Aug	Arrival in Seychelles
15 Aug	Meetings & site visits with Plant Conservation Action Group (PCA) staff: <ul style="list-style-type: none"> • Ian Charlette (Pilot Project Manager) • Lindsay Chong Seng (PCA Chair) • Katy Beaver (PCA)
16 Aug	Meeting with PCA staff: <ul style="list-style-type: none"> • Ms. Tarah Padayachy (PCA Secretary) • Ian Charlette • Lindsay Chong Seng • Katy Beaver Meeting with Marie-May Jeremie-Muzungaile (Ministry of Environment, Energy and Climate Change) Meeting with Seychelles Island Foundation (SIF) staff: <ul style="list-style-type: none"> • Frauke Dogley (Director) • Jeremy Raguain (Pilot Project Manager) • Nancy Bunbury - via Skype (Director of Research and Conservation)
17 Aug	Arrival in Mauritius
18 Aug	Arrival in Rodrigues Meetings & site visits with Alain Perrine (Pilot Project Manager) to look at <i>Acacia nilotica</i> work in Baie Malgache and Graviers
19 Aug	Unaccompanied site visit to Fond La Digue/Mt Fanal pilot site Meeting with Richard Payendee (Rodrigues Regional Assembly Commissioner for Environment and Agriculture) Arrival in Mauritius
20 Aug	Meeting with Vikash Tatayah (Conservation Director, Mauritian Wildlife Foundation)
21 Aug	Meeting with Vishnu Bachraz (former Director of the National Parks and Conservation Service) Meeting with Alan Tye (Inva'Ziles Project Manager) Meeting with Kevin Ruhomaun (Acting Director of the National Parks and Conservation Service)
22 Aug	Arrival in Comoros
23 Aug	Meeting with Yahaya Ibrahim (CNDRS) Meeting with Ramadhoina Islam (University of Comoros and National Herbarium) Meeting with Hachine Abdenemane Ulanga Ngazidja

Date	Activity
	Meeting with Dr Issa Alze Hassani - INRAPE Researcher
25 Aug	Meeting with Kamasia Hassane – INRAPE and TA to Inva'Ziles Meeting with Dr Hamsa A Azali - DG INRAPE Journey to UK
25 Aug – 4 Nov	Further interviews/questions via VoIP and email
3 – 19 Oct	Data analysis and report writing
22 Oct	Submission of pre-draft report to IUCN
26 Oct	Provision of feedback from IUCN
5 Nov	Submission of draft report to IUCN & EC
?? Nov	Provision of feedback from IUCN & EC
?? Nov	Finalisation of evaluation report

Appendix 6: Inva'Ziles Phase 2 – preliminary priorities

Outputs from the Inva'Ziles 2 preparatory meeting, 17-18 May 2018, Mauritius

General principles and regional priorities

There is a need to capitalise as quickly as possible on what was achieved through **Inva'Ziles 1 and strengthen and sustain the actions commenced, and to use the Guidelines and gap analysis of national plans to identify key areas for action. This need was expressed by Comoros, Mauritius (Rodrigues) and Seychelles. In particular, more and larger management projects are needed. All four countries also expressed the need to implement National Invasive Species Strategies and Action Plans (NISSAPs), and that actions under a Phase 2 project should contribute to achieving NBSAP goals.** A new project should also attempt to ensure the sustainability of WIONIS (the regional invasives network), establish regional joint planning and programming, and secure a permanent regional coordinator position.

Attempt to ensure the collaboration of regional partners such as France (Reunion, Mayotte, TAAF) and South Africa, some of which are not eligible for GEF funding.

Regional or multinational priorities

Include elements that were not the primary focus on Inva'Ziles 1, including especially:

- Environmental education in schools
- A feasibility study for regional regulations and standards, e.g. covering harmonised risk assessment and risk management process.
- National legislation review, improvement and harmonisation in key areas
- Early detection reporting system – supported by a regional rapid eradication capacity
- Biosecurity, including pathway analysis and inter-island controls.
- Jointly selected target species for priority eradication (e.g. Indian Crow) and management (e.g. by bio-control)

A1. Planning and decision making

Comoros

Institutionalise and strengthen national mechanisms for invasive species management, particularly the National Invasive Species Committee and first NISSAP. Incorporate invasive species planning and management into Protected Area management plans and programmes.

Madagascar

A priority is to **create a multi-stakeholder, cross-sectoral national invasive species committee and then by 2020, develop a National Strategy for the Fight against Invasive Species that complements their current NBSAP.**

Mauritius

Many actions are to be undertaken through a GEF 6 'mainstreaming' project. One aspect that isn't being addressed (though may be identified as a priority through the new NISSAP being developed through GEF 6) and needs to be is **the use of modelling, pathways analysis and risk assessments to identify priority actions, this will need increased technical capacity and mobilisation of data to be achieved.**

Seychelles

Already have the National Biosecurity committee which has been established under legislation (Animal and Plant Biosecurity Act 2014). A priority would be to **fully engage the National Biosecurity Agency in the Regional aspects of the project** (networking, data sharing, joint capacity building etc.), they should be the lead agency for the Seychelles. The current NISSAP is now out of date (2010-2015). A priority would be to **review the NISSAP**

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

A2. Generating support

Comoros

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

Madagascar

Building awareness with political decision makers is critical to mobilise support for implementing any actions that come out of the NISSAP.

Mauritius

A priority for Mauritius is the **need to develop effective public awareness and key message campaigns, and improved engagement with the formal education sector particularly for island of Mauritius** (these aspects not being addressed through the GEF 6 project). In addition, while the NBSAP provided a case study on costs of IAS to water provision, **more capacity is needed to undertake research on the economic costs of potential and established IAS in particular to key ecosystem services, and cost-benefit analysis for management actions.** Identification of funding sources is also needed, especially for the NGO/civil society. **Building long-term private sector and community participation is required**, however in Rodrigues local communities are already well engaged, and there is much smaller private sector.

Seychelles

Development of an educational awareness programme (incl. materials) to support community engagement – this should be action oriented, e.g. inclusion of bounties. To support the development of the new NISSAP, **an economic assessment of the impacts of current and potential IAS needs to be undertaken** – particularly upon the tourism sector [this could be done at the national or regional level]. More **mainstreaming of IAS actions into other relevant sectors** needs to be undertaken, particularly with port management, agriculture and tourism. Mapping IAS to the SDGs could support this process.

A3. Building capacity

Comoros

Develop and strengthen links to sources of technical advice and expertise. Build institutional capacity for managing invasives, especially staffing and skills, and establish training programmes. Produce a development plan for invasives management facilities and infrastructure (including biosecurity). Establish a national invasives database. At a regional level, an early detection alert system supported by an information exchange network is needed.

Madagascar

Capacity building is needed to support the prioritisation of IAS and management measures, but also to implement biosecurity at-border, and rapid eradication (which could be provided through building regional capacity that could be shared across the WIO region).

Mauritius

Building networks and co-operation needs to be institutionalised across different sectors. At a regional level, the IOC needs permanent IAS capacity to drive network forward. In Mauritius, **additional capacity is needed on technical, scientific and taxonomic support.** National and inter-island infrastructure and facilities should be addressed through the GEF 6 project, but **there is a need to improve capacity at a regional scale. Additional resources on best practice for management measures (control/eradication/prevention) is needed.**

Seychelles

There is a **need for ongoing capacity building programmes**, in particular to support the mainstreaming objective. An IAS levy upon trade/shipping could be used to fund various capacity issues, incl. databases and app. There is a **need for shipping container cleaning technology**, and the **National Biosecurity Agency in general needs additional capacity**. New information resources are needed, along with innovative education and awareness programmes, that target specific stakeholder groups, using positive messaging (what you can do) to generate behaviour change and garner political support. The **production of an App** that can support stakeholders in the identification of IAS, record new sightings, and link to global databases (e.g. GISD/EICAT) – this will help address limited capacity issues for many key stakeholder groups.

A4. Legislation, policy, and protocols

Comoros

Review and rationalise legislation relevant to invasive species. **Develop regulations to implement the existing Law that prohibits introductions**. Revise the National Biosecurity Framework.

Madagascar

The development of national legislation and policies on IAS is needed, in particular to mandate biosecurity measures and pathway management.

Mauritius

Most actions will be undertaken through the GEF 6 'mainstreaming' project.

Seychelles

National legislation is already in place, but there are provisions for additional regulations. **A priority would be the provision of capacity for enforcement activities.**

B1. Baseline and monitoring change

Comoros

Carry out priority surveys and populate a national invasives database. Document introduction pathways. Participate in regional marine invasives programmes (surveys and management).

Madagascar

A national IAS checklist is needed, along with pathway of introduction analysis.

Mauritius

Information on **IAS checklists and GIS data is a priority for Rodrigues**, but less so for Mauritius. The **identification of key pathways of introduction, and species surveys at sensitive sites is also needed**. A **horizon scan is also urgently needed** to identify potential IAS threats to Mauritius and Rodrigues.

B2. Prioritisation

Comoros

Carry out a pathway analysis and implement risk assessment for biosecurity purposes.

Madagascar

Development of risk assessments and risk management protocols is urgently needed. A horizon scan is also needed to identify future potential IAS.

Mauritius

Development of **risk assessments and prioritisation processes** may come out of GEF 6 project (need to check). They are a priority, and need to be inter-island specific as risks could be different.

Seychelles

Existing risk assessment process needs to be reviewed, and the development of a Western Indian Ocean regional standard for undertaking RAs is also needed. A review of existing risk assessment processes is needed, and a regional approach to developing standards would be beneficial.

B3. Research on priorities

Comoros

Develop an **invasive species research plan, based on objective prioritisation of the national list.**

Madagascar

A priority is to conduct **invasive species surveys** (animals and plants), construct the **list of IAS to guide management actions**, and also **define priority control methods** (biological, chemical, physical etc.) for target species.

Mauritius

One aspect that is a priority and not part of the GEF 6 project is the need to undertake research on IAS ecology, and their impacts. A review of management techniques is also needed e.g. Opuntia in Rodrigues, Tibouchina in Mauritius), **including on bio-control**, however some have already been done under the PAN project.

Seychelles

There is a need for research on some of the country's priority species.

C1. Biosecurity

Comoros

Capacity and facilities for animal and plant quarantine services are needed for at-border controls. Develop and incorporate a risk assessment and positive list (white-list) process into import controls, supporting the existing law. Implement existing agreements such as ballast water management. Develop an early detection and rapid response service, either nationally or regionally.

Madagascar

Capacity and facilities are needed to be developed to put in place at-border controls. By 2025, a major priority for Madagascar is to ensure that management measures are in place to prevent the introduction, management of pathways for the introduction of alien and invasive species.

Mauritius

Most actions will be undertaken through the GEF 6 'mainstreaming' project. However these need to look **at inter-island aspects** (between Rodrigues and Mauritius), if this isn't addressed it will be a priority. The strategic planning of measures for **pre-border, at-border, and post-border control** will be done through the GEF 6 project, a **priority for future projects will be the implementation of these measures.**

Seychelles

While biosecurity exists through border control and quarantine facilities, **capacity building is needed** to increase effectiveness. In addition, an **early detection and rapid response capability is needed** to support eradication of incursions. At the regional or international level, **the establishment of a rapid response fund** to provide funds and capacity quickly to undertake eradications before IAS become established is needed. The trade/shipping sector, possibly through a levy system, could support the funding of such a fund.

C2. Management of established invasives

Comoros

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

Mauritius

A priority is the **need to assess feasibility and cost management options for key species and habitats**. There are also priority management and eradication measures needed, in particular National (and regional) **crow prevention and eradication programme** – (eradication Mauritius, Madagascar); **Eradication and restoration of St Brandon** – a group of islands (rats/cats/mice etc.) and protocols for prevention; A request from minister of agriculture was the need for a **control programme for crab-eating macaque** is a big problem in forests (barrier – animal welfare; religious Hindu implications; export for medical testing though this on decline); **Eradication and restoration of Acacia and other species (e.g. *Syzygium jambos*) from key sites in Rodrigues** – control in others; *Opuntia* control (potential biocontrol).

Seychelles

A standardised **method that will help identify the best (cost-effective and feasible) management option is needed** – a critical risk management process that will support risk assessments.

C3. Post management restoration

Comoros

Ensure that all management programmes are accompanied by monitoring and evaluation of outcomes, for planning restoration interventions.

Seychelles

Additional capacity is required for restoration work, and the **development of long-term monitoring and evaluation** of restoration projects is needed.