



GLOBAL SUPPORT  
PROGRAMME

## Terminal Review of the UNDP-UNEP-GEF Project

### Global Support Programme for Preparation of National Communications and Biennial Update Re- ports of Non-Annex I Parties under the UNFCCC (GSP)

GEF ID #: 5141

2015 – 2021



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## ACKNOWLEDGEMENTS

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The reviewer would like to express their gratitude to all persons met and who contributed to this review, as listed in Annex II.

The review team would like to thank the project team and in particular Ms. Tania Daccarett, Project Specialist Affiliate, for her contribution and collaboration throughout the review process. Sincere appreciation is also expressed to Ms. Eva Huttova, Programme Analyst, and Ms. Fatima-Zahra Taibi, Coordinator, who took time to provide comments to the draft report. The evaluator(s) would also like to thank the UNFCCC Secretariat, BUR/NC/GHG Inventory National Focal Points, partners/MRV Group of Friends members, and staff of UNEP, UNDP and the UNEP Climate Change Centre.

Special acknowledgements to Mr. Damiano Borgogno and Mr. Stanford Mwakasonda, former managers of GSP.

The review consultant(s) hopes that the findings, conclusions and recommendations will contribute to the successful finalisation of the current project, formulation of a next phase and to the continuous improvement of similar projects.

## BRIEF CONSULTANT BIOGRAPHY

Kris B. Prasada Rao holds an MSc in Human Geography and has more than 20 years of professional experience in climate change, natural resource management, environment, rural development, agriculture, and livelihoods. He has expertise in different aspects of climate change, including governance under the UNFCCC framework, adaptation and resilience, mitigation, and mainstreaming across sectors. He has worked in 42 countries for a broad range of multilateral institutions including UNEP, UNDP, FAO, and the European Union, bilateral donors, and NGOs. Kris B. Prasada Rao is a specialist in evaluation and has carried out numerous evaluations and reviews including complex strategic evaluations, global and regional multi-country programme evaluations, and in-country project evaluations. Moreover, he has hands-on programme and project implementation, management and oversight experience from positions with the Danish Committee for Aid to Afghan Refugees (DACAAR), Oxfam America, and IFAD. He has since 2011 been a partner and board member at PEMconsult.

### ***Review team***

Kris B. Prasada Rao – Principal Reviewer

## ABOUT THE REVIEW

**Joint Review:** Yes

**Report Language(s):** English

**Review Type:** Terminal Review

**Brief Description:** This report is a Terminal Review of a UNEP/UNDP/GEF *Global Support Programme for Preparation of National Communications and Biennial Update Re-ports of Non-Annex I Parties under the UNFCCC* (GSP) project implemented between 2015 and 2021. The project's overall development goal was to enable Non-Annex I Parties to prepare and submit in a timely manner quality NCs and BURs to the UNFCCC. The review sought to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The review has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, UNEP CCC, UNDP, the GEF, the UNFCCC Secretariat, Non-Annex I Parties to the UNFCCC, and members of the MRV Group of Friends.

**Key words:** Climate Change; UNFCCC; National Communication; NC; Biennial Update Report; BUR; MRV; Greenhouse Gas Inventory, GHG Inventory, Peer Learning; Capacity Building; Capacity Development; Online; Workshop; Governance; Project Evaluation; Climate Change; Terminal Review; TR; GEF; GEF Project.

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## LIST OF ACRONYMS

BSP	Bali Strategic Plan for Technology Support and Capacity Building
BTR	Biennial Transparency Report
BUR	Biennial Update Report
CBIT	Capacity Building Initiative for Transparency
CC	Climate Change
CCM	Climate Change Mitigation
CGE	Consultative Group of Experts (UNFCCC)
CIS	Commonwealth of Independent States
COP	Conference of the Parties (UNFCCC)
DTU	Technical University of Denmark
GCP	Global Coordination Platform
GEF	Global Environment Facility
GHG	Greenhouse Gas
GHGMI	Greenhouse Gas Management Institute
GSP	Global Support Programme for National Communications and Biennial Update Reports
ICAT	Initiative for Climate Action Transparency
IGES	Institute for Global Environmental Strategies
INDC	Intended Nationally Determined Contribution
IPCC	Intergovernmental Panel on Climate Change
LDC	Least Developed Country
LECB	Low Emission Capacity Building Programme
MRV	Measurement, Reporting, and Verification
MTR	Mid-term Review
MTS	Medium Term Strategy
NC	National Communication
NDC	Nationally Determined Contribution
NGO	Non-Governmental Organisation
PAC	Project Advisory Committee
PIR	Project Implementation Review
POW	Programme of Work
PRC	Project Review Committee
S-SC	South-South Cooperation
SDG	Sustainable Development Goal
SIDS	Small Island Development State
ToC	Theory of Change
ToR	Terms of Reference
TR	Terminal Review
UNDP	United Nations Development Programme

UNEP	United Nations Environment Programme
UNEP CCC	UNEP Climate Change Centre (formerly UNEP DTU Partnership)
UNFCCC	United Nations Framework Convention on Climate Change
UNOPS	United Nations Office for Project Services

## PROJECT IDENTIFICATION TABLE

Table 1. Project Summary

<b>UNEP Sub-programme:</b>	Climate Change	<b>UNEP Division/Branch:</b>	Economy Division, Energy and Climate branch, Climate Change Mitigation Unit
<b>Expected Accomplishment(s):</b>	2016-2017 Expected accomplishment (b): Energy efficiency is improved and the use of renewable energy is increased in partner countries to help reduce greenhouse gas emissions and other pollutants as part of their low-emission development	<b>Programme of Work Output(s):</b>	2016-2017 6. Technical support provided to countries to address Framework Convention on Climate Change obligations, including monitoring and reporting requirements, and to mainstream their results into national development planning processes in collaboration with United Nations Country Teams and partners (Partners: UNFCCC Secretariat)
<b>SDG(s) and indicator(s)</b>	13 – Climate Action 13.2 Integrate climate change measures into national policies, strategies and planning 13.2.1 Number of countries with nationally determined contributions, long-term strategies, national adaptation plans and adaptation communications, as reported to the secretariat of the United Nations Framework Convention on Climate Change		
<b>GEF Core Indicator Targets</b>	Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment		
<b>Dates of previous project phases:</b>	N/A	<b>Status of future project phases:</b>	The second phase of this project has been split in two: Phase II A will mainly focus on merging GSP and CBIT Global Coordination websites and Phase II B will continue country support broadening the scope to cover for Enhanced Transparency Framework requirements

<b>Project Title:</b>	Global Support Programme for Preparation of National Communications and Biennial Up-date Reports of Non-Annex I Parties under the UNFCCC (GSP)
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<b>Executing Agency:</b>	UNDP, Istanbul Regional Hub for Europe and the CIS UNEP, Global Climate Action Unit
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<b>Project partners:</b>	UNFCCC Secretariat and Consultative Group of Experts (CGE), national governments UNEP CCC (UNEP DTU Partnership) (partially executing UNEP activities)
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<b>Geographical Scope:</b>	Global
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<b>Participating Countries:</b>	Non-Annex I Parties to UNFCCC
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<b>GEF project ID:</b>	5141	<b>IMIS number:</b>	N/A
<b>UNDP ID</b>	UNDP PIMS+ number: 5164 UNDP Atlas Award ID: 00088409 UNDP Atlas Output ID: 00095090		
<b>Focal Area(s):</b>	Climate change	<b>GEF OP #:</b>	GEF-5 Climate Change
<b>GEF Strategic Priority/Objective:</b>	Climate Change Mitigation (CCM-6)	<b>GEF approval date:</b>	30 Jun. 2014
<b>UNEP and UNDP approval dates:</b>	UNEP: 15 Sep. 2014 UNDP: 1 May 2015	<b>Date of first disbursement*:</b>	UNEP: 16 Apr. 2015 UNDP: 24 Aug. 2015
<b>Actual start date:</b>	UNEP: 1 Sep. 2015 UNDP: 2 May 2015	<b>Planned duration:</b>	60 months
<b>Intended completion date*:</b>	UNEP: Aug. 2020 UNDP: 1 May 2020	<b>Actual or Expected completion date:</b>	30 Sep. 2021
<b>Project Type:</b>	Full Size Project	<b>GEF Allocation:</b>	USD 7,150,000
<b>PPG GEF cost:</b>	N/A	<b>PPG co-financing:</b>	N/A
<b>Expected MSP/FSP Co-financing:</b>	USD 1,800,000	<b>Total Cost:</b>	USD 8,950,000
<b>Mid-term Review/Evaluation (planned date):</b>	Sep. 2018	<b>Terminal Review (planned date):</b>	Sep. 2021
<b>Mid-term Review/Evaluation (actual date):</b>	5 Sep. 2018	<b>No. of revisions*:</b>	UNEP: 5 UNDP: 5
<b>Date of last Steering Committee meeting:</b>	15 Dec. 2020	<b>Date of last Revision*:</b>	UNEP: 11 May 2021 UNDP: 17 Dec. 2020
<b>Disbursement as of 30 June 2022:</b>	UNEP: USD 3,567,877.05 UNDP: USD 3,548,170.42 <b>Total: USD 7,116,047.47</b>	<b>Date of planned financial closure:</b>	Sep. 2022
<b>Date of planned completion*:</b>	September 2021	<b>Actual expenditures reported as of 30 June 2022:</b>	UNEP: USD 3,567,877.05 UNDP: USD 3,548,170.42 <b>Total: USD 7,116,047.47</b>
<b>Total co-financing realized as of 31 December 2021</b>	UNEP: USD 499,784 UNDP: USD 385,000 Countries: USD 102,737 <b>Total: USD 1,014,332</b>	<b>Actual expenditures entered in IMIS as of 31 December 2021:</b>	UNEP: USD 3,536,506.72

<b>Leveraged financing:</b>	UNFCCC Secretariat, GIZ, PATPA, FAO, ICAT, MOEJ, IGES, Australia: USD 601,927		
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## EXECUTIVE SUMMARY

### Project background

1. Implemented September 2015 – September 2021, the Global Support Programme for Preparation of National Communications and Biennial Update Re-ports of Non-Annex I Parties under the UNFCCC (GSP) funded under the GEF climate change sub-programme. UNEP and UNDP both had the dual roles as GEF Implementing Agencies (IA) (strategic oversight) and Executing Agencies (EA) (day-to-day implementation), each being responsible for its own share of the budget and activities. In UNEP, the executing function is with the Energy Unit under the Economy Division, and the implementing function with the Climate Change Mitigation Unit under the Economy Division. In UNDP, the implementing function was with the Bureau for Policy & Programme Support, and the executing function with the Istanbul Regional Hub for Europe and the CIS.
2. GSP was a global project and participation was open to all Non-Annex I Parties, providing support to enable them to prepare quality National Communications (NCs) and Biennial Update Reports (BURs) and greenhouse gas (GHG) inventories for the United Nations Framework Convention on Climate Change (UNFCCC). It built on the support provided under its predecessor, the National Communications Support Programme (NCSP). GSP had three components: 1) strengthening operational, institutional arrangements for the preparations of NCs and BURs, 2) technical backstopping to national teams for the preparation of NCs, BURs, and nationally determined contributions, and 3) knowledge management, communication, and outreach
3. The total budget was USD 8.95 million, comprising a USD 7.15 million grant from the GEF and in-kind co-financing of USD 450,000 from UNEP, USD 450,000 from UNDP, USD 65,000 from participating countries, USD 127,700 from the UNFCCC Secretariat, and USD 474,000 from international partners. A second phase is under development and anticipated to commence in mid-2022; this phase will be implemented by UNEP and executed by the UNEP Climate Change Centre (UNEP CCC) hosted by UNOPS.

### This Review

4. This terminal review (TR) is the second review made of GSP; a mid-term review (MTR) was carried out in 2018. The TR covers the first phase of GSP. It was carried out in accordance with the provisions of the UNEP Evaluation Policy and the UNEP Programme Manual. The TR provides an assessment of the performance and results (outcomes and impacts) of GSP, and the sustainability of the results, as well as forward-looking and practicable recommendations vis-à-vis the planned next phases of GSP.

### Key findings

1. Strategic relevance: The project was fully aligned with UNEP's Medium-term strategy, UNDP's Strategic Plan, the Bali Strategic Plan for Technology Support and Capacity-building, and UNEP's policies for South-South cooperation. Moreover, it was fully aligned with the GEF's climate change mitigation objectives, and responded directly to the UNFCCC, the Paris Agreement, and Sustainable Development Goal 13 (Climate Action). Synergies, cooperation and

partnerships with other initiatives were proactively sought. Rating: highly satisfactory.

2. Quality of project design: the project design was based on a clear analysis and stakeholder identification. The Theory of Change and results framework were coherent, albeit with some shortcomings, including insufficient assumptions. The project was in practice set up as two largely separate projects implemented by UNDP and UNEP. Rating: moderately satisfactory.
3. Nature of external context: COVID-19 significantly impacted GSP implementation in 2020-2021. No other major global constraints affected the project. Rating: moderately favourable context.
4. Effectiveness: GSP delivered a large number of outputs, reaching a very large number of countries, which consistently rated the outputs as being useful or very useful. GSP contributed (often significantly) to the intended outcomes, which can be regarded as achieved. The intended objective of improved quality and timely submission of NCS and BURs and more widely use of these in national planning and climate negotiations was partly achieved. GSP has contributed to this. However, countries still face capacity and financial barriers, also due to the new Biennial Transparency Report (BTR) reporting requirements. Rating: satisfactory.
5. Financial management: No evidence was found of non-adherence or shortcomings or delays in disbursements. Budget revisions were timely and minor. The financial status was clear to relevant UNEP and UNDP staff. The introduction of the UMOJA financial management system in UNEP created challenges and delays in the early years. Rating: satisfactory.
6. Efficiency: While there was low initial spending, spending picked up in the latter years, and the budget was fully executed at project completion. However, UNEP implementation was rushed towards the end of the project. A very effective use of partnerships made GSP very cost-effective. Rating: satisfactory.
7. Monitoring and reporting: Progress on outcomes, outputs and activities were reported on, but the monitoring of outcome indicators was not fully sufficient. The budget for monitoring was insufficient, but there were adequate resources for the mid-term review (MTR) and the terminal evaluation (TE)/ terminal review (TR). Network effectiveness assessment were carried out. Country needs were monitored and this informed both GSP and others about country gaps and needs and contributed to the design of GSP activities. Rating: moderately satisfactory.
8. Sustainability: The global attention, UNFCCC commitments, and the prospect of attracting climate finance are an incentive to invest in monitoring of climate action and reporting to UNFCCC. However, Non-Annex I Parties still depend on financial support for MRV, and GSP's networking services are unlikely to be funded by countries. Countries still face institutional and capacity constraints, and staff turnover necessitates future training. GEF funding has been secured for a second phase of GSP, which has commenced and UNDP will support two networks outside GSP. The GEF enabling activities and other development partners also support countries in MRV work. Rating: sustainability moderately likely.
9. Factors affecting performance: The project start and recruitment of the project team was delayed. The Programme Advisory Committee (PAC) met regularly and GSP had strong links to the Enabling Activities implemented by UNEP and UNDP at country level. The project execution worked well with large number of activities, strategic use

of partnerships, flexibility, very good outreach to countries. and responsiveness to opportunities and country requests and needs. Countries view of GSP as being responsive and providing a useful contribution to national systems promoted ownership. However, there was limited synergy between UNEP and UNDP. There was a proactive engagement in integrating gender issues in the Western Balkans region (piloting), but less so in other regions. Little attention was given to human rights, but GSP contributed to “access to information”. Rating: satisfactory.

## Conclusions

10. **Strengths:** GSP addressed Non-Annex I Parties capacity constraints vis-à-vis meeting reporting requirements under UNFCCC. GSP responded to countries’ requests for support and engaged with countries to identify their needs to inform the design of capacity development interventions.
11. With limited financial resources and no in-country presence, GSP had an impressive outreach, reaching 131 out of a total of 154 Non-Annex I Parties, including most LDCs and SIDS. GSP delivered a large number of activities and outputs, which benefitting countries widely found useful and of good quality. This was possible due to a strategic use of partnerships for joint activities, a close cooperation with the enabling activities’ teams, dialogue with countries, and a regional network approach, which over time became the backbone of GSP delivery. The global GSP team was both proactive and responsive to country needs, driving partnerships, responding to requests, and providing quality technical advice.
12. Benefitting countries widely reported that GSP made a tangible, and often significant, contribution to improving the quality of their GHG inventories and NC/BUR reporting to the UNFCCC. GSP also promoted an understanding of the value of these as tools for evidence-based decision-making, and countries increasingly use NC, BUR and GHG inventory information in development plans and sector plans.
13. Countries were particularly interested in learning from other countries and GSP and the supported regional networks provided opportunities for this. The more mature networks contributed to building communities of practices, where countries would share experiences among themselves.
14. Gender was a major area of focus in GSP activities in the Western Balkans.
15. GSP was significantly affected by the COVID-19 related restrictions but successfully adapted by using virtual means, such as online workshops and trainings. As a result, GSP was able to maintain momentum, and the virtual approach also enabled GSP to reach a larger number of beneficiaries at the country level.
16. **Weaknesses:** Without an in-country presence and a focus on short-term activities, the participation of countries was predominantly ad-hoc in nature, many countries only participated in a few GSP activities, some were not reached at all, and there was somewhat limited awareness among countries of the GSP website. The sustainability of the results achieved, and the continued use of the skills imparted depends entirely on national factors over which GSP had no control.
17. The network approach was most readily applied in regions, where several countries advanced on MRV and/or had a shared language but was more challenging in regions with a large number of LDCs, SIDS and/or several languages. Some networks were too young to become communities of practices, also due to the COVID-19 induced inability to meet in person. Countries were mainly interested in

learning from countries which had advanced on MRV, even if not from their own region.

18. GSP was largely set up as two separate projects, where each agency had its own budget and separate implementation teams in different locations carrying out their activities and establishing their own partnerships. There was with limited cooperation, synergy or learning between the two agencies, although the project managers from both agencies were in regular contact to coordinate.
19. The second phase was delayed due to a) the need to set up new implementation arrangements to ensure joint implementation as a single project (following the recommendations of the MTR), b) the COVID-19 pandemic, c) the institutional change process that UNEP CCC underwent following the withdrawal of the Danish Technical University (DTU), and the subsequent withdrawal of UNDP, since DTU could not as foreseen be executing agency. This gave a nine-month gap period, where momentum was lost, and a number of networks and partnerships will need to be rebuilt. It may prove a challenge for UNEP and UNEP CCC to link to countries for which UNDP is the implementing agency for enabling activities and take over UNDP's partnerships and UNDP-supported networks. UNEP and UNEP CCC are investing in taking over the networks and partnerships from UNDP.
20. Human rights were not addressed by GSP, despite the fact that MRV contribute to transparency and access to information. Gender was not a significant area of engagement in other regions than the Western Balkans, but UNEP and UNEP CCC plan to replicate the experience in other regions in the recently started second phase.

### Lessons Learned

21. Lesson 1: Dividing resources and management favours parallel implementation at the expense of interagency cooperation and synergy
22. Lesson 2: Regional networks can be an effective and efficient means of delivering capacity development to a large number of countries and promoting South-South learning
23. Lesson 3: It is easier to use regional networks to promote peer learning and South-South cooperation, when a) the region contains countries that have made good progress and advances that other can learn from, and b) the countries in the region have a shared language they can communicate in
24. Lesson 4: Virtual/online courses, workshops and advice can be effective for capacity development and add value but cannot fully substitute physical/in-person capacity development
25. Lesson 5: Strategic use of partnerships, in-house and with external partners, can significantly enhance the outreach and results of a small project

### Recommendations

26. Recommendation 1: Establish clear and formalised arrangements for coordination and cooperation with UNDP
27. Recommendation 2: Reach out directly to the 23 non-Annex I Parties, that have not participated in GSP, identify their needs and make them aware of the availability of support from GSP

28. Recommendation 3: Implement measures that promote inter-network sharing, learning and cooperation
29. Recommendation 4: Develop a strategy/model for combining in-person and virtual means to ensure effective capacity development and outreach to relevant national beneficiaries
30. Recommendation 5: Engage government agencies/staff from Annex I Parties to share their experience with Non-Annex I Parties, vis-à-vis the application of the 2006 IPCC guidelines
31. Recommendation 6: Further develop and implement initiatives for enhanced and deeper peer learning between countries
32. Recommendation 7: Upscale the gender approach applied by GSP in the western Balkans to the other regional networks and develop and roll out approaches to promote the integration of human rights in MRV

## I. INTRODUCTION

33. Implemented September 2015 – September 2021, the Global Support Programme for Preparation of National Communications and Biennial Update Re-ports of Non-Annex I Parties under the UNFCCC (GSP) funded under the GEF climate change sub-programme and implemented by UNEP and UNDP.
34. UNEP and UNDP both had the dual roles as GEF Implementing Agencies (IA) (strategic oversight) and Executing Agencies (EA) (day-to-day implementation), each being responsible for its own share of the budget and activities. UNDP had the overall coordinating responsibility for GSP, but UNEP was fully autonomous in the management of its own activities and budget and reported financially directly to the GEF Secretariat. In UNEP, the executing function was with the Energy Unit under the Economy Division (Nairobi), and the implementing function with the Climate Change Mitigation Unit under the Economy Division (Paris). In UNDP, the implementing function was with the Bureau for Policy & Programme Support (New York), and the executing function with the Istanbul Regional Hub for Europe and the CIS.
35. In UNEP, GSP fell under the 2014-2017 and the 2018-2021 Medium Term Strategies, aiming to contribute to the following expected accomplishments of the latter:
  - Sub-programme 1 – climate change. Expected accomplishments: Reduced vulnerability to adverse climate change impacts and maintained climate-resilient development trajectories: *Countries increasingly advance their national adaptation plans, which integrate ecosystem-based adaptation*; and Reduced emissions consistent with a 1.5/2°C stabilization pathway: *Countries increasingly adopt and/or implement low greenhouse gas emission development strategies and invest in clean technologies.*
  - Sub-programme 7 – environment under review. Expected accomplishment: Evidence-based policymaking informed by robust data and assessments fully integrates the environmental dimension of sustainable development, resulting in shared prosperity for all within the ecological limits of the planet: *governments and other stakeholders use quality open environmental data, analyses and participatory processes that strengthen the science-policy interface to generate evidence-based environmental assessments, identify emerging issues and foster policy action.*
36. In UNDP, GSP fell under the 2014-2017 and the 2018-2021 Strategic Plans, aiming to contribute to the following expected accomplishments of the latter: Key area b – addressing climate change. Support forms: B: Accelerate structural transformations for sustainable development; and C: Build resilience to shocks and crises.
37. GSP was a global project and participation was open to all Non-Annex I Parties. It provided support to Non-Annex I Parties to enable them to prepare quality NCs and BURs that are submitted to the UNFCCC in a timely manner. Furthermore, GSP provided technical guidance and assistance to Non-Annex I Parties for the development of the NCs, BURs and greenhouse gas (GHG) inventories, as well as in the identification of priority areas of support for the implementation of NDCs. It built on previous support provided by UNDP and UNEP, e.g. under the two phases of its predecessor, the National Communications Support Programme (NCSP).

<b>Intended completion date*:</b>	Aug. 2020 (UNEP)	<b>Actual or expected completion date:</b>	30 Sep. 2021
	1 May 2020 (UNDP)		

38. GSP was endorsed by the GEF's Chief Executive Officer (CEO) on 30 June 2014 and approved by UNEP on 15 September 2014 and UNDP on 1 May 2015. Execution commenced on 1 September 2015 for UNEP and 2 May 2015 for UNDP and was initially scheduled to complete on 31 August 2020 for UNEP and 1 May 2020 for UNDP. However, the project was extended, in part due to the travel restrictions and social distance precautions related to the COVID-19 pandemic response and completed implementation on 30 September 2021. The total budget was USD 8.95 million, comprising a USD 7.15 million grant from the GEF and in-kind co-financing of USD 450,000 from UNEP, USD 450,000 from UNDP (support from the Low Emission Capacity Building (LECB) Programme), USD 65,000 from participating countries, USD 127,700 from the UNFCCC Secretariat, and USD 474,000 from international partners for joint activities with GSP. A second phase is under development and anticipated to commence in mid-2022; this phase will be implemented by UNEP and executed by the UNEP Climate Change Centre (UNEP CCC) hosted by UNOPS. The second phase is not a standalone GSP project, as GSP and the Capacity Building Initiative for Transparency (CBIT) Global Coordination Platform (GCP) have been merged into a single programme.
39. This terminal review (TR) is the second review made of GSP; a mid-term review (MTR) was carried out in 2018. The TR covers the first phase of GSP. It was carried out in accordance with the provisions of the UNEP Evaluation Policy and the UNEP Programme Manual. As specified in the terms of reference (ToR), the TR provides an assessment of the performance and results (outcomes and impacts) of GSP, and the sustainability of the results, as well as forward-looking and practicable recommendations vis-à-vis the planned next phases of GSP. It has two purposes: a) to provide evidence of results to meet accountability requirements, and b) to promote operational improvement, learning and knowledge sharing through results and lessons learned among project partners and key stakeholders. The key target audience of the TR is staff from UNEP, UNEP CCC, UNDP and partners and stakeholders with a direct involvement/role in relation to GSP. Moreover, the TR is available to the general public, including participating countries and donors to the GEF.

## II. REVIEW METHODS

40. The TR adheres to UNEP/GEF TR guidelines. It is based on a combination of direct consultations with stakeholders and secondary sources, i.e. project documentation and data provided by UNEP and UNDP. A combination of methods was used to gather information in order to triangulate information/data and thereby ensure their solidity and reduce information gaps.
41. **Document review:** Available project documentation was reviewed, including: the CEO Endorsement Request, PIRs (project implementation review reports), work plans, project budget, website traffic information, publications, workshop outputs, and the GEF tracking tool. The assessment of results (outcomes) utilised the project's own indicators and monitoring data as much as possible/appropriate. See Annex III for a full list of the documents reviewed.
42. **Stakeholder consultations:** Remote interviews were carried out with key staff at UNEP, UNDP, UNEP CCC, the UNFCCC Secretariat, and partner organisations. At the national level, distance interviews were carried out with government representatives from Non-Annex I Parties/countries, and UNDP national project staff, selected on the basis of having participated significantly in GSP activities in order to ensure informed responses and reflections on the project, identified based on advice from UNEP and UNDP. A total of 32 (18 women, 14 men) people were interviewed. See Annex II for a list of interviewees.
43. A brief online survey with National Focal Points was conducted to get wider and quantitative information on value added of GSP and the benefits participation provided to national NC, BUR/BTR and GHG inventory processes. All Non-Annex I Parties were invited to participate in the survey, 39 respondents from 37 countries out of a total of 154 non-Annex I Parties (24 percent response rate). To ensure a good response rate, follow-up reminders were sent to National Focal Points by UNEP and the deadline extended by one week.
44. **Analysis:** The data analysis was an iterative process throughout the TR, where initial findings and recommendations were discussed and tested with stakeholders as the TR progressed, to ensure their validity and appropriateness, as well as stakeholder participation and ownership. Due to the networking, peer learning and capacity development nature of GSP, most information and data were qualitative, with the exception of survey responses (multiple choice), data on participants in/users (number of persons and countries) of a number of activities, and financial data. Hence, the data was mainly analysed through a qualitative assessment.
45. The ToR provided a comprehensive set of topics to be covered by the review, (see annex VII). These were further crystallised in to review questions with indicators.
46. Performance ratings were assessed and calculated using the standard UNEP rating method, criteria and calculation tool.
47. **Ethics and human rights:** Throughout this evaluation process and in the compilation of the evaluation report, efforts have been made to represent the views of all stakeholders. Data were collected with respect to ethics and human rights issues. All information was gathered after prior informed consent from people, all discussions and survey responses remained anonymous and all information was collected according to the UN Standards of Conduct.

48. **Limitations:** Due to budget and time limitations, stakeholder consultations were exclusively in the form of distance consultation. It was not feasible to interview representatives from all countries participating in GSP, but only a sample of those. Considering the very diverse contexts and specificities of each country, the general picture obtained by the TR consultant may not be fully applicable for all countries and regions. The online survey was a tool to mitigate this limitation and enabled broader participation.
49. The TR consultant could not visit the supported Non-Annex I Parties, and was thus not be able to make a detailed assessment/verification of the application of the skills and capacities gained at the national level and the perspectives of a broader selection of stakeholders in the national NC, BUR and GHG inventory processes, nor was the TR able to make an in-depth assessment of factors promoting or inhibiting the application of the skills and capacities at the country level.
50. The available monitoring data and information mainly Non-Annex I Parties to participate on a voluntary basis in project activities. However, the extent to which the participation in these led to results, in terms of improved monitoring reporting, hinged on a number of factors at the national level, over which GSP had little control or influence, and as such, changes at the national level, or the absence of results, cannot be attributed specifically to GSP.

### III. THE PROJECT

#### A. Context

51. Parties to the UN Framework Convention on Climate Change (UNFCCC) have commitments to periodically submit reports aimed at measuring and reporting on a) GHG emissions, mitigation, and adaptation measures and programmes; and b) finance, technology and capacity building needs. For Non-Annex I Parties (i.e. least developed countries (LDCs), small island development states (SIDS), and mid-income countries), the preparation of such reports is also important for their ability to attract new climate financing, e.g. from the Green Climate fund (GCF). However, while such reports have been prepared for many years, most non-Annex I Parties still face significant capacity constraints vis-à-vis the preparation and submission of quality reports on a regular basis. Many countries have as a result relied on (international) consultants for the preparation of the reports, with limited scope for strengthening national reporting capacities and building up national structures and repositories for storing data series, e.g. on GHG emissions. Moreover, the reporting requirements under UNFCCC have become more sophisticated and comprehensive over the years, with National Communications (NCs), Biennial Update Reports (BURs), National Adaptation Plans (NAPs), and National Adaptation Programmes of Action (NAPAs), and Nationally Determined Contributions (NDCs) (since 2020). Moreover, signatories to the Paris Agreement will be required to submit their first Biennial Transparency Reports (BTRs) no later than 31 December 2024.
52. Many Non-Annex I Parties have established institutional frameworks for handling reporting to UNFCCC, but are still faced with several challenges vis-à-vis the compliance with current and future reporting requirements, such as:
- A need to consolidate the institutional structures established and overcome the current dependency on donor-funded project financing
  - Technical capacity constraints
  - Staff shortages and staff turnover
  - Insufficient coordination across ministries, agencies and sectors
  - Lack of data and insufficient data generation

**Table 2: Reports under UNFCCC – Non-Annex I Parties**

<b>Compulsory reports:</b>
<b>NCs:</b> Provide information on GHG inventories, measures to mitigate emission and to facilitate adaptation, and other information relevant to the achievement of the objective of UNFCCC.
<b>NDCs:</b> Nationally determined contributions to reducing GHG emissions that each country intends to achieve through mitigation measures as well as adaptation measures.
<b>BURs:</b> Updates on national GHG inventories, incl. a national inventory report and information on mitigation actions, support needs and support received (using 1996 IPCC Guidelines). Provide updates on actions undertaken to implement UNFCCC, incl. actions to reduce GHG emissions status and increase removals by GHG sinks.
<b>BTRs (end 2024):</b> Replace BURs for signatories to the Paris Agreement (non-signatories will continue with BURs), with additional requirements vis-à-vis using a more comprehensive methodology (using 2006 IPCC Guidelines) and presenting a more comprehensive set of data.
<b>Voluntary reports:</b>

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**NAMAs:** NAMAs (National Appropriate Mitigation Actions) are government initiatives that reduce emissions in developing countries. They can be policies within an economic sector, or actions across sectors. NAMAs are supported and enabled by technology, financing, and capacity-building. NAMAs can both be national level formal submissions of Parties declaring intended emission mitigation and detailed individual mitigation actions.

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**NAPs:** Identify medium- and long-term adaptation needs and strategies and programmes to address those needs

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**NAPAs:** Identify priority activities responding to urgent and immediate needs with regard to climate change adaptation.

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**TNAs:** Technology Needs Assessments of countries' technology needs vis-à-vis the implementation of mitigation and adaptation projects.

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Source: *unfccc.int*

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## **B. Objectives and components**

53. GSP provided support to Non-Annex I Parties to enable them to prepare quality NCs and BURs and submit them to the UNFCCC in a timely manner. The programme sought to assist countries in:

- Setting up institutional arrangements for the reporting to UNFCCC, establishing structures for data collection and sharing across ministries and government institutions
- Improve report elaboration capacities
- Improve knowledge management, communication, and sharing of experiences

54. The programme's objective was to *"Improve the quality of Non-Annex I Parties' National Communications (NCs) and Biennial Update Reports (BURs), so they are more widely used for national development planning, climate negotiations, and for funding low emission, climate resilient development projects, while they are also submitted to the UNFCCC in a timely manner"*.<sup>1</sup>

55. The programme comprised three main components:

- Component 1: Broaden and make more robust and operational, institutional arrangements for the preparations of NCs and BURs
- Component 2: Provide technical backstopping to national teams for the preparation of NCs, BURs, and nationally determined contributions to the 2015 agreement including the preparation and dissemination of technical and policy-relevant guidance materials, methodologies and tools.
- Component 3: Enhance knowledge management, best practice, communication and outreach

56. The programme had four intended outcomes:

- Outcome 1.1. Sustainable national institutional arrangements for climate change reporting established in Non-Annex I Parties

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<sup>1</sup> CEO Endorsement. GEF Council Notification on Amended Project, 18 June 2014

- Outcome 1.2. NC and BUR data and analyses available and used by a greater number of government ministries and provincial resources managers for planning purposes
- Outcome 2.1. National Teams are better able to apply UNFCCC reporting guidelines for the preparation of National Communications and Biennial Update Reports and countries are equipped with the understanding, technical basis and information needed to identify, prepare, consult and communicate nationally determined contributions to the UNFCCC 2015 agreement.
- Outcome 3.1: National and/or regional climate change information networking enhanced.

57. The above outcomes were pursued through the outputs presented in table 3.

**Table 3: GSP outputs**

<b>Component 1:</b>
1.1.1 Sustainable national institutional arrangements for climate change reporting established
1.1.2 A greater number of Ministries and stakeholders involved in compiling National Communications and Biennial Update Reports
1.2.1 National climate change reporting systems and procedures established to harmonize data collection across government institutions, to improve compilation, retention, access and utility of data
<b>Component 2:</b>
2.1.1 New and revised guidance notes, tools, methodologies prepared for NCs and BURs in identified areas
2.1.2 Networks of qualified experts established
2.1.3 National teams trained on use and application of tools and new and revised guidance notes, tools and methodologies for the different components of the NC and BUR
2.1.4 Quality assurance and control procedures established for data collection, management and storage at the country level
<b>Component 3:</b>
3.1.1 Sub-regional exchange on experiences, results and lessons learnt carried out
3.1.2 Knowledge and/or information management system established
3.1.3 Enhanced ownership of countries' climate-resilient development agendas and South-South cooperation enhanced at the
<i>Source: CEO Endorsement Request, 2014</i>

58. The main types of activities under GSP were:

- Provision of tools and guidelines and information on experts
- Regional (and a few global) workshops and online courses and webinars to enhance awareness and capacities
- Provision of request-based technical support (e.g. national workshops, review of ToRs and draft reports)
- Regional measurement, monitoring and verification (MRV) networks for information sharing, peer review, and south-south collaboration

## C. Stakeholders

59. The primary stakeholders in GSP were a) relevant technical staff from Government agencies of Non-Annex I Parties, b) the CGE and UNFCCC Secretariat, and c) international agencies supporting countries in NC, BUR and GHG inventory development and reporting.
60. GSP events, products and short-term support were accessible to interested countries and development partners – but within the budget available, the project could generally only accommodate a small number of people from each country and thus specifically targeted national teams for NC and BUR processes. As such, the stakeholder identification and targeting were clear. Technical resources (e.g. tools, publications) were publicly available on the GSP website. The focus of GSP was to provide capacity development, technical advisory, access to information and technical resources, and opportunities for networking and sharing of experiences. The actual application of the knowledge and technical tools provided was at the volition of the participating countries. While the project increased the skills and capacities of the stakeholders participating in GSP activities, the project did not have a direct influence or effect (positive or negative) on the lives of vulnerable people living in the participating countries – although GSP promoted increased participation of women in NC, BUR and GHG inventories through gender guidelines and workshops in the Western Balkans region.
61. Governments of Non-Annex I Parties (mainly national teams responsible for reporting to UNFCCC) were the primary stakeholders and end beneficiaries, which were supported by GSP vis-à-vis NC and BUR reporting. For national-level workshops, they were responsible for planning and co-financing in-country logistics and expert inputs (e.g. covering travel costs or fees for experts). Moreover, some Non-Annex I parties (e.g. Brazil and Singapore) cooperated with GSP in providing support to other Non-Annex I Parties. Government staff were engaged and heard through a) annual surveys to identify their challenges and support needs, b) the opportunity to approach GSP and request ad-hoc support, c) opportunities to engage in peer-to-peer learning through regional networks, workshops and peer reviews, d) and joint planning and management of national-level workshops and in some cases regional-level activities. Non-Annex I Parties were represented in the Project Advisory Committee (PAC) through the CGE representative.
62. The UNFCCC Secretariat and the UNFCCC Consultative Group of Experts (CGE) were key partners and beneficiaries of GSP. GSP, a) provided support for the development and dissemination of guidelines and tools for Non-Annex I Parties, b) financed and co-implemented with the CGE capacity development workshops for Non-Annex I Parties, c) provided resource persons for CGE training workshops, and d) represented UNDP and UNEP at CGE meetings. The CGE and UNFCCC Secretariat were directly engaged in the identification, planning and implementation of joint activities. Moreover, both entities were members of the GSP PAC, thereby having direct influence on the strategic direction of GSP.
63. Governments from Annex I Parties (e.g. Germany, Belgium, Australia) and international development agencies cooperated with GSP on joint/co-funded support activities for Non-Annex I Parties. The MRV Group of Friends is an informal coordination platform initiated and led by the GSP to bring together development partners supporting Non-Annex I Parties in the development of MRV systems, NCs,

and BURs. The objective is to share information, enhance collaboration, and avoid duplication of support.

64. Table 4 presents the main stakeholders and their interest in, and influence on, GSP implementation.

**Table 4: Stakeholder analysis**

Stakeholder	Power over the project results/implementation and the level of interest	Participation in project design	Roles and responsibilities in project implementation	Benefits/changes in behaviour expected through project implementation
<b>Type A: High power/high interest – key change agents</b>				
UNEP (+ UNEP CCC for partial execution)	Responsible for project implementation and execution, control over financial resources. PAC members	Led project design process	Project management, activity planning and execution	Integration of best practices and experiences from GSP in other projects
UNDP				
GEF Secretariat	Control over disbursements to the project. PAC member	Negotiations and approval of project	Participation in PAC, provision of funding	N/A
UNFCCC Secretariat	Planning, implementation and co-financing of joint activities. PAC members	Inputs/suggestions for design	Co-financing and implementation of joint activities. Participation in PAC	N/A
CGE				
Non-Annex I Parties: National teams	Decide whether to participate in GSP activities. Express needs to GSP. Decide if/how to implement knowledge and skills obtained	N/A	Participation in, and co-financing of, joint activities	Improved preparation of NCs, BURs and GHG inventories
<b>Type B: High power/low interest over the project</b>				
Development partners supporting NC, BUR, GHG inventories (PATPA/GIZ, FAO, ICAT, IPCC-IGES)	Planning, implementation and co-financing of joint activities	N/A	Co-financing and implementation of joint activities	Improved coordination and cooperation among development partners
Non-Annex I Parties: Policymakers	Decide whether to participate in GSP activities. Decide whether to implement/fund institutional change	N/A	Participation in, and co-financing of, joint activities	Improved legal and institutional frameworks for NCs, BURs and GHG inventories
<b>Type C: Low power/high interest over the project</b>				
Technical experts	Advice on options/approaches	N/A	Training, technical advice, preparation of written products	N/A
<b>Type D: Low power/low interest over the project</b>				

Stakeholder	Power over the project results/implementation and the level of interest	Participation in project design	Roles and responsibilities in project implementation	Benefits/changes in behaviour expected through project implementation
National governments – other staff	Decide whether/how to engage in NC, BUR and GHG inventories	N/A	May participate in national-level activities	N/A
Civil society and citizens	Watchdog function, advocacy to influence governments	N/A	May participate in national-level activities	N/A

#### D. Project implementation structure and partners

65. UNDP and UNEP both had the dual roles as GEF Implementing Agencies (strategic oversight) and Executing Agencies (day-to-day implementation), each being responsible for their own share of the budget and activities. UNDP had the overall coordinating responsibility for GSP, but UNEP was fully autonomous in the management of its own activities and budget and reported financially directly to the GEF Secretariat. The executing and implementing agency roles were separated internally (firewall) in each agency:

- At UNDP, the implementing/oversight function was with the Bureau for Policy & Programme Support, and the executing function with the Istanbul Regional Hub for Europe and the CIS
- At UNEP, the executing function was with the Energy Unit under the Economy Division, and the implementing/oversight function with the Climate Change Mitigation Unit both under the Economy Division. Some activities were executed through UNEP CCC (in March 2022 the UNEP DTU Partnership became UNEP CCC and is thus referred to as UNEP CCC in this report)

66. There was an informal overall division of labour with UNEP covering mitigation and GHG inventories, and UNDP covering vulnerability and adaptation, but this general division was flexible, and both agencies engaged in both mitigation and adaptation. Moreover, there was a regional division of labour, which was based on whether it was primarily UNEP or UNDP supporting the enabling activities in the countries in the region (there was some overlap, as UNDP also supported Lusophone and Francophone countries), as evidenced by the regional networks supported by each agency:

- UNEP: Eastern Africa, Southern Africa, North Africa, Central Africa, Pacific Islands South Asia (UNEP CCC), Southeast Asia (UNEP CCC)
- UNDP: Lusophone network, Spanish-speaking Latin America, the Caribbean, Central Asia, Western Balkans, West Africa (+ Francophone cluster)

67. Moreover, there were differences in the GSP activities of the two agencies, with the following general trend:

- Both agencies: National workshops, Regional MRV networks, online webinars and training, expert roster, country case studies, and country online surveys.
- Mainly UNEP: Responding to ad-hoc requests for short-term support (e.g. TOR review), review of NCs, translation of IPCC guidelines, INDC support (UNEP CCC),

e-learning course. The UNEP GSP manager carried out reviews himself and participated as technical resource person in regional training workshops.

- Mainly UNDP: Regional workshops and events, UNFCCC Conference of the Parties (COP) side events, joint activities with the UNFCCC Secretariat/CGE and international partners, facilitation of MRV coordination (MRV Group of Friends), review of GHG inventories, gender integration, elaboration of infographics, and GSP website.

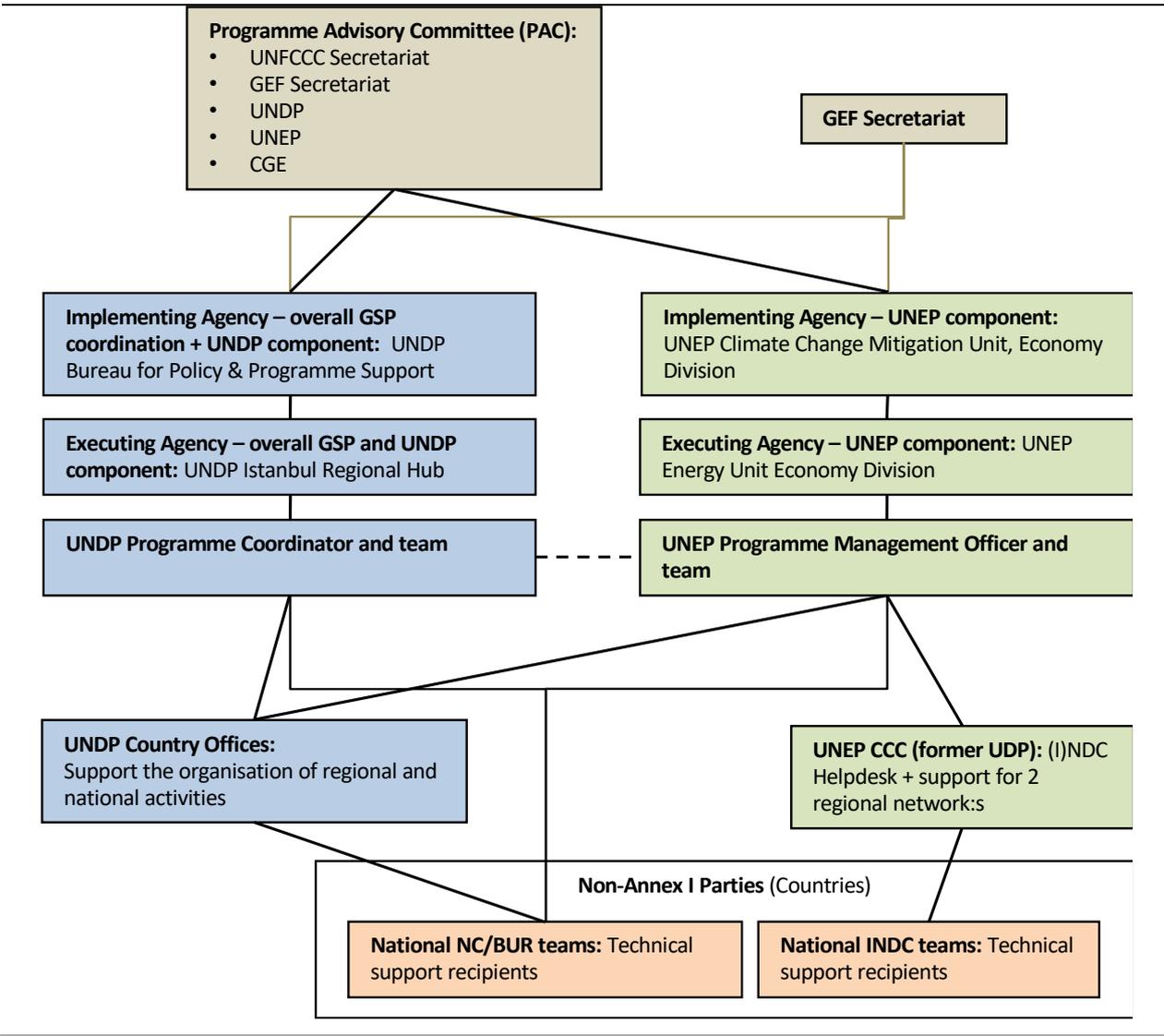
68. Project Advisory Committee (PAC): The PAC was responsible for oversight of project implementation and approved annual work plans and budgets as well as major changes to the project. The PAC comprised representatives from the UNFCCC Secretariat, the GEF Secretariat, UNDP, UNEP, and the CGE. The CGE represented the benefitting Non-Annex I Parties. The PAC met once or twice annually. PAC meetings were held back-to-back with CGE meetings.

69. Day-to-day programme coordination and implementation: The GSP Coordinator was employed by UNDP and housed at the Istanbul Regional Hub. He was supported by a Programme Associate (administrative), a UN Volunteer (since 2017), and an external consultant engaged for the review of GHG inventories, and regional network coordinators (some of these were recruited towards the end of GSP). On the UNEP side, a Programme Management Officer based at UNEP's headquarters in Nairobi managed GSP execution. He was supported by a Fund Management Officer (part-time), a Programme Associate (administrative, part-time), and regional network coordinators (two UN Volunteers recruited in early 2020, and two consultants recruited in 2021). UNEP CCC (formerly UNEP DTU Partnership) was contracted to implement UNEP's (I)NDC component of GSP and later (mid-2020) for supporting two regional networks (South Asia, Southeast Asia) and the preparation of compendiums on energy and land use. UNDP country offices supported procurement and logistics in relation to activities at the regional and national levels for both agencies, except in countries where UNEP has a regional office.

70. In addition to regular virtual coordination meetings, UNDP and UNEP GSP staff met at least once a year to review and discuss the implementation status of the previous year's implementation plan status and agree on activities for the subsequent annual joint implementation plan and budget.

71. Figure 1 below depicts the management setup for GSP.

Figure 1: Organigram of the project with key project key stakeholders



**E. Changes in design during implementation**

- 72. No major changes were made to the programme design. The MTR did not directly recommend changes to be made to the outcomes and outputs but recommended (sub-recommendation 1.2) to “engage UNDP and UN Environment monitoring units for **advice on how to revise the results framework and quality assurance in accordance with best practice**”. There is some indication of such advice having been sought, but the outcomes and outputs in the results framework remained unchanged, whereas the indicators were revised.
- 73. UNEP made three budget revisions and UNDP made several in connection with annual work plan preparation, with small reallocations between budget lines/outcomes and in the case of UNEP. Moreover, a postponement of the budget years was made due to the delayed de-facto project start. In part due to the restrictions on travel and social distancing measure emanating from the responses

to the COVID-19 pandemic, the programme completion date was extended by approximately one year.,

## F. Project financing

74. GSP was supported by the GEF-5 Trust Fund with an allocation of USD 7,150,000. Table 5 provides an overview of the estimated and actual cost and spending. The GEF grant was fully spent by project closure.

**Table 5: Expenditure by Outcome**

Component/sub-component/outcome*	Estimated cost at design**	UNEP actual cost/ expenditure (USD)**	UNDP actual cost/ expenditure (USD)**	Total actual cost/ expenditure (USD)	Expenditure ratio (actual/planned)
Component 1 / Outcome 1.1+1.2	1,739,125.00	3,346,298.29	590,627.22	6,509,313.99	99.4%
Component 2 / Outcome 2	4,208,750.00		2,294,264.87		
Component 3 / Outcome 3	602,125.00		278,123.61		
Monitoring and evaluation	100,000.00	32,658.43	29,306.48	619,64.91	62.0%
Project Management***	500,000.00	188,921.33	355,848.24	544,769.57	109.0%
<b>Total</b>	<b>7,150,000.00</b>	<b>3,567,877.05****</b>	<b>3,548,170.42</b>	<b>7,116,047.47</b>	<b>99.5%</b>

\* The total GEF funding was divided 50/50 between UNEP and UNDP

\*\* UNEP has not provided a component-based spending statement

\*\*\* UNDP and UNEP do not follow the same practices in terms of staff cost allocations. UNDP apportions staff costs to outcomes according to staff time spent on outcome delivery; UNEP books all staff costs under "project management".

\*\*\*\* As per January 2022 + TR costs

75. Co-financing: The co-financing expected and the reported co-financing realised is presented in table 6.

76. At project start, the anticipated in-kind co-financing from UNDP<sup>2</sup> and UNEP was USD 450,000 per agency, and USD 900,000 was expected from participating Non-Annex I Parties.

77. UNDP provided on in-kind co-financing of USD 385,000, whereas UNEP's in-kind co-financing of USD 499,784, thus UNDP's co-financing was a bit below expectations (86 percent of the expected co-financing), whereas UNEP's was a bit above (111 percent).

78. The in-kind co-financing mobilised from the participating Non-Annex I Parties appears much lower than expected, although un-expected cash contributions were

<sup>2</sup> UNDP co-financing was in the co-financing letter by error labelled as cash, but was in reality intended as in-kind co-financing in the form of support from LECB, namely technical advisory from the LECB Programme Manager, the results of the greenhouse inventory systems developed under LECB, and monitoring and supervision.

made by countries. Participating countries provided in-kind co-financing in terms of staff time. Cash contribution from participating countries were made in relation to national-level workshops, where the benefitting countries have been asked to cover various costs, such as venue, consultant fees, local transport, travel and per diem for Government staff, translation, and hospitality. National beneficiaries also purchased web data to access online workshops and trainings. Moreover, Brazil, Chile, and Singapore provided in-kind contributions to joint regional activities; this co-funding was strategic, as it strengthened the link to the regional level, mobilising Non-Annex I Parties to engage in capacity building reaching beyond their own needs. GSP reported a total in-kind and cash contribution of USD 102,373 from participating beneficiary countries.

79. However, a significant amount of co-financing, which was also not foreseen at CEO endorsement, were cash and in-kind contributions for joint workshops and activities, from international partners, including the UNFCCC Secretariat, IPCC-IGES, FAO, ICAT and PATPA/GIZ, and from Annex I Parties, including Australia, Belgium, and Japan. For example, the UNFCCC Secretariat hosted GSP Regional Network Coordinators (providing office space and equipment) in its Regional collaboration Centres in Kampala (Uganda) and Lomé (Togo). Australia supported the Pacific Regional Network, whereas Germany supported the Caribbean MRV Hub and the Latin American and Lusophone Regional Networks, the later also being supported by Belgium. This co-financing was strategic, as it enhanced the outreach of GSP and helped forging strategic partnerships and proximity to the global UNFCCC processes. Again, the total amount of co-financing from different partners for multiple activities is impossible to quantify. GSP reported a contribution of USD 601,927 from such international partners.

Overall the co-financing realised was almost to the expected level. The in-kind co-financing was below expectation. While cash co-financing was not anticipated, a significant amount of cash co-financing was mobilised.

**Table 6: Co-financing Table**

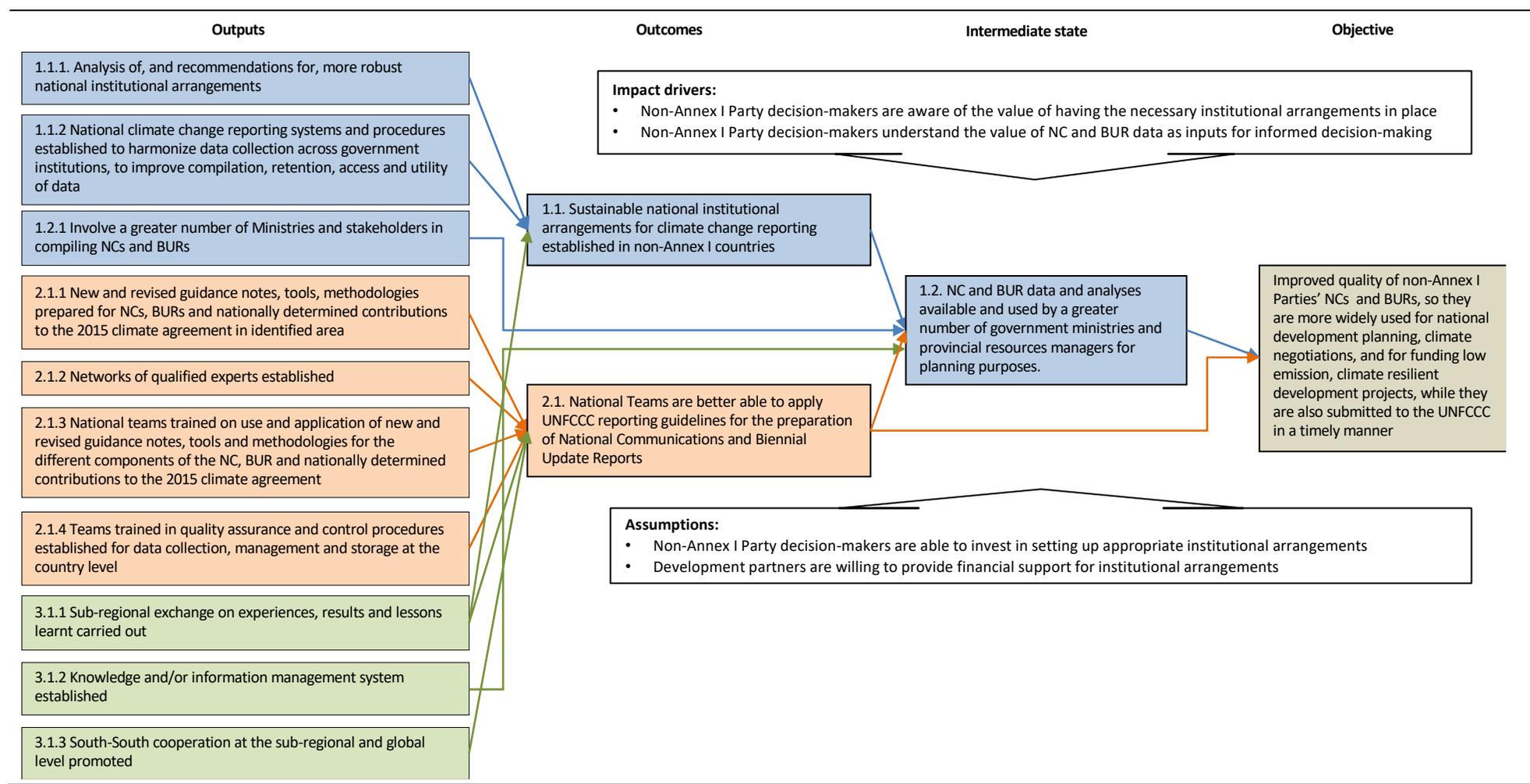
Co-financing (Type/Source)	UNEP + UNDP own Financing (US\$1,000)		Government (US\$1,000)		Other* (US\$1,000)		Total (US\$1,000)		Total Disbursed (US\$1,000)
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	
Grants									
Loans									
Credits									
Equity investments									
In-kind support	900	885	900	66		149	1,825	1,100	1,100
- Other - cash expenses				36		494		530	530
<b>Totals</b>	<b>900</b>	<b>885</b>	<b>900</b>	<b>102</b>		<b>643</b>	<b>1,825</b>	<b>1,630</b>	<b>1,630</b>

\* Contributions to UNEP activities made by UNFCCC Secretariat, FAO, IPCC-IGES, ICAT, PATPA/GIZ, Australia, Japan.

#### IV. THEORY OF CHANGE AT REVIEW

80. The TR has elaborated a “reconstructed” Theory of Change (ToC) to provide a consistent and clear conceptual understanding of the project’s results pathway; this diagram is presented in figure 2. The impacts, outcomes and outputs of the results framework presented in the CEO Endorsement remain unchanged, with the exception of outcome 3, which has been removed. The reconstructed ToC is based on the findings:
- Outcomes 1.1 (“Sustainable national institutional arrangements for climate change reporting established in non-Annex I countries”) and 2.1 (“National Teams are better able to apply UNFCCC reporting guidelines for the preparation of National Communications and Biennial Update Reports”) feed into outcome 1.2 (“NC and BUR data and analyses available and used by a greater number of government ministries and provincial resources managers for planning purposes.”). Outcome 1.2 has thus been elevated to an “intermediate state” between the outcomes and impact (“Improved quality of non-Annex I Parties’ NCs and BURs, so they are more widely used for national development planning, climate negotiations, and for funding low emission, climate resilient development projects, while they are also submitted to the UNFCCC in a timely manner”)
  - Outcome 3.1 (“increased networking”) is not truly an outcome but an output, and very similar to outputs (3.1.1 “regional exchange”) and 3.1.3 (“South-South cooperation promoted”). These outputs are intended to feed into the national level outcomes of institutional arrangements (Outcome 1.1) and enhanced capacities (Outcome 2.1).
81. GSP was not intended to deliver tangible greenhouse gas (GHG) emission reductions or enhanced resilience to climate change but to deliver a high-level outcome in “Improved quality of non-Annex I Parties’ NCs and BURs, so they are more widely used for national development planning, climate negotiations, and for funding low emission, climate resilient development projects, while they are also submitted to the UNFCCC in a timely manner”. Hence, the highest level in the ToC is not labelled as “impact” but as “objective”.
82. Outcome-level assumptions (which are outside the control of the project) and impact drivers (which the project can influence) have been added to the reconstructed ToC, to capture the fact that the intended results hinge on national processes:
- Impact driver: Non-Annex I Party decision-makers are aware of the value of having the necessary institutional arrangements in place
  - Impact driver: Non-Annex I Party decision-makers understand the value of NC and BUR data as inputs for informed decision-making
  - Assumption: Non-Annex I Party decision-makers are able to invest in setting up appropriate institutional arrangements
  - Assumption: Development partners are willing to provide financial support for institutional arrangements

**Figure 2: Theory of Change at review**



## V. REVIEW FINDINGS

### A. Strategic Relevance

#### Alignment to UNEP's UNEP Medium Term Strategy<sup>3</sup> (MTS), Programme of Work (POW) and Strategic Priorities

83. In UNEP, GSP fell under the 2014-2017 and the 2018-2021 Medium Term Strategies, aiming to contribute to the following expected accomplishments of the latter:

- Sub-programme 1 – climate change. Expected accomplishments:
  - Reduced vulnerability to adverse climate change impacts and maintained climate-resilient development trajectories: *Countries increasingly advance their national adaptation plans, which integrate ecosystem-based adaptation*
  - Reduced emissions consistent with a 1.5/2°C stabilization pathway: *Countries increasingly adopt and/or implement low greenhouse gas emission development strategies and invest in clean technologies*
- Sub-programme 7 – environment under review. Expected accomplishment:
  - Evidence-based policymaking informed by robust data and assessments fully integrates the environmental dimension of sustainable development, resulting in shared prosperity for all within the ecological limits of the planet: *governments and other stakeholders use quality open environmental data, analyses and participatory processes that strengthen the science-policy interface to generate evidence-based environmental assessments, identify emerging issues and foster policy action*

84. However, due to the capacity-development nature of GSP, it only contributed indirectly to the indicators related to sub-programme 1. Under sub-programme 7, GSP contributed directly to the first indicator: “Increase in number of countries fully reporting on environment-related SDG indicators”, although the reporting focus was on UNFCCC and the Paris Agreement rather than the SDGs.

85. Through supporting regional networking and peer learning among Non-Annex I Parties, GSP was fully aligned with UNEP policies for South-South cooperation. Due to its global nature, the activities were in many cases not country-specific, but took departure in identified needs of the countries, as did country-specific support, and GSP thus also aligned with the Bali Strategic Plan for Technology Support and Capacity-building.

86. In UNDP, GSP fell under the 2014-2017 and the 2018-2021 Strategic Plans, and was of strategic importance for UNDP, as it continued across two strategic plans. Under the 2014-2017 plan, GSP aimed at contributing to the “promote climate change responses” Primary Outcome, and the “mainstreaming environment (climate change)” secondary outcome. GSP aimed to contribute to the following expected accomplishments of the 2018-2019 Strategic Plan:

- Key area b – addressing climate change. Support forms:
  - Support form B: Accelerate structural transformations for sustainable development

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<sup>3</sup> UNEP's Medium-Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes. <https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents>.

- Support form C: Build resilience to shocks and crises

87. GSP was thus well aligned with UNEP’s and UNDP’s global strategic priorities.

**Alignment to Donor/GEF/Partners Strategic Priorities**

88. GSP was designed to contribute indirectly but not directly, to reduce GHG emissions. Hence, the project indirectly contributed to the achievement of the target for **GEF-7 core indicator 6: Greenhouse gas emissions mitigated (metric tons of carbon dioxide equivalent)** – target: 1.5 billion metric tonnes CO<sub>2</sub> equivalent.

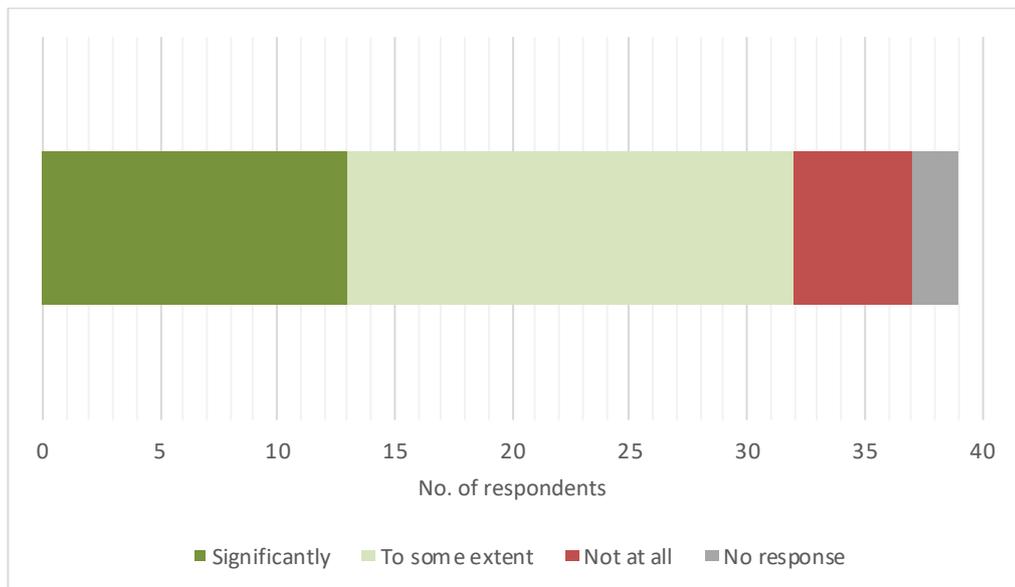
**Relevance to Global, Regional, Sub-regional and National Priorities**

89. GSP responded directly to the internationally agreed goals of the UN Framework Convention on Climate change (UNFCCC), the Paris Agreement and Sustainable Development Goal (SDG) 13 (climate action).

90. Given the global nature of GSP and that it supported the majority of a highly diverse group of 154 Non-Annex I Parties, it was unfeasible for the project design to respond specifically to the national priorities and development plans of each of these countries. Nonetheless, GSP directly addressed a major capacity constraint faced by Non-Annex I Parties in terms of meeting the evolving and increasing reporting requirements under UNFCCC, thereby also contributed to facilitate the access to climate financing. The majority of the country representatives responding to the survey found that GSP either significantly or to some extent addressed the key needs of their country (see figure 3). Moreover, there was a strong country interest in peer learning and regional networking, but also in learning from other regions.

**Figure 3: Relevance of GSP for national needs and priorities**

Survey question: *Did GSP address key needs and priorities of your country vis-à-vis setting up an appropriate and functional systems for reporting (NCs, BURs) and GHG inventories?*



**Complementarity with Existing Interventions/Coherence**

91. As described in the CEO endorsement, GSP built on the previous global GEF *National Communications Support Programme* (NCSP), which also provided support for the preparation of National Communications; the GSP design thus drew on the lessons

from NCSP (captured in a lessons learned report from 2013). NCSP was managed by UNDP, but UNEP was also part of the execution of the programme.

92. GSP had significant synergy with the GEF funded enabling activities, which in most countries were implemented by either UNDP or UNEP. The teams implementing the enabling activities informed countries about the support available from GSP, and were in regular dialogue with GSP, providing information about the countries' specific support needs. GSP, in turn, complemented and reinforced the enabling activities by addressing gaps, e.g. reviewing and advising on ToRs, NCs, BURS and GHG inventories, helping with the identification of international consultants, through regional trainings and workshops (incl. online training), and in a few cases by carrying out country-specific trainings. However, while UNDP country offices supported the countries in their day-to-day execution of their enabling activities, the link between them and GSP was more limited, given that GSP was a global project without long-term engagement in individual countries, and mainly related to handling payments at the country-level, albeit with some cases of a more substance-related engagement.
93. UNDP achieved synergies with the GEF-funded Capacity Building for Transparency Global Coordination Platform (CBIT GCP), which focused on building national capacities on transparency, which ultimately links to the national reporting and GHG inventories. Both GSP and CBIT GCP were implemented by the same team in UNDP and the two projects had some joint activities. In UNEP, such complementarity was not fully achieved, as the UNEP component of GCP was executed by a team in UNEP CCC, which worked more closely with the UNDP GSP/CBIT GCP teams, than with the UNEP GSP team. However, as recommended by the CBIT GCP mid-term review, GSP and CBIT GCP have in the recently commenced second phase been merged into a single programme, which is implemented by UNEP CCC.
94. UNDP, and in the latter years of implementation also UNEP, proactively sought synergy with other related initiatives through joint activities. For example, UNDP GSP supported regional networks jointly with others: the Lusophone network with PATPA/GIZ and Belgium, and RedINGEI (Latin American network) with PATPA/GIZ. GSP also provided support for the Caribbean MRV Hub, for which the support was led by the Greenhouse Gas Management Institute (GHGMI) funded by Germany, and GSP also engaged to a lesser extent in the Francophone cluster supported by PATPA/GIZ and Belgium (initiated toward the end of GSP). Joint and/or co-financed activities were also implemented with the UNFCCC Secretariat, FAO, IPCC-IGES, ICAT, PATPA/GIZ, Australia, and Japan. Moreover, GSP promoted information-sharing and coordination among development partners through facilitating MRV Group of Friends.
95. The UNFCCC Secretariat and the UNFCCC Consultative Group of Experts (CGE) were key partners to GSP (in particular UNDP). UNDP and UNEP were both members of the CGE; represented by their respective GSP managers. Through co-financing and/or co-managing regional and online training workshops (e.g. on GHG inventories and institutional setup), GSP augmented the implementation of their work programme of supporting Non-Annex I Parties. The UNFCCC Secretariat and GSP jointly elaborated a Guide for Peer Review of National GHG Inventories. The UNFCCC Secretariat and CGE have limited financial resources and comparatively long procurement procedures, and GSP helped ensuring the delivery of their work programmes with additional resources, more procurement flexibility (e.g. in the recruitment of consultants), and inputs to the planning and management of joint activities. GSP and the UNFCCC Secretariat jointly carried out voluntary GHG inventory peer reviews, e.g. in Ghana and Belize. The UNFCCC Secretariat and GSP will replicate the voluntary peer review in other countries. Moreover, through GSP

provided the CGE and UNFCCC Secretariat with a link to, and feedback from, the technical level in countries (UNFCCC National Focal Points work more at the political level), through GSP's contact with the global managers of the enabling activities.

**Rating for Strategic Relevance: Highly Satisfactory**

## **B. Quality of Project Design**

96. The project did not directly deliver policy- and institutional outcomes, let alone direct climate impacts (greenhouse gas emissions or climate resilience). Rather, GSP was conceived to make an indirect contribution towards such results, by helping countries filling knowledge and capacity gaps. A unique feature of GSP was that it was truly global in nature, with possible access for virtually all Non-Annex I Parties. Unlike other global programmes, there was not a predetermined set of programme countries, in which GSP worked with a clearly defined results framework budget and country implementation teams. Instead, GSP's involvement with countries was more ad-hoc and to a large extent based on requests for support and interest in participating. Hence, GSP provided an option for countries to participate in capacity development "enabling" activities, should they choose to do so.
97. The underlying analysis was clear, as is the problem and stakeholder identification. Gender issues were duly considered. The implementation strategy was generally coherent with a causal link from outputs to outcomes and clearly spelled out in the theory of change (ToC) and the results framework, albeit with the shortcomings described in section IV.
98. However, it was well beyond the scope and mandate to ensure that the intended objective and outcomes (improved reporting institutional setups and engagement of different sectoral ministries and institutions) as described in the results framework were achieved, since the achievement of these was mainly determined by processes and decisions at the country level; and by nature, GSP could only engage at the national level to a modest degree, and only in a limited number of countries. The only outcome that GSP had some level of control over was Outcome 2.1 (enhanced capacities – "*Countries are equipped with the understanding, technical basis and information...*"), but even for this outcome, GSP was only one contributing factor among a number of factors.
99. At the output level, a project is normally expected to directly lead to the expected outputs. However, some of the outputs in the results framework were beyond the control of GSP. Particularly evident examples of this were Output 1.1.2 (*National climate change reporting systems and procedures established...*) and Output 1.2.1 (*Involve a greater number of ministries and stakeholders in compiling NCs and BURs*). To a lesser extent, this was also a challenge vis-à-vis Output 2.1.3 and Output 2.1.4, which aimed at training national teams, whereas GSP in the case of global and regional workshops only trained some national stakeholders; although the national training workshops and online trainings reached more people in a given country.
100. In a context where GSP had little direct control over the achievement of its objectives, outcomes and even some of the outputs, the whole delivery hinged on major assumptions about processes at the national level. However, while this was to a good extent reflected in the risks identified in the results framework (albeit with some of the risks identified not truly being risks), the assumptions did not adequately capture this fundamental point; no assumptions were identified at the outcome level and only a few assumptions were identified at the output level. None

of the assumptions reflected the influence of different national contexts and of other programmes supporting readiness.

101. While GSP was overseen by a single joint Project Advisory Committee (PAC), day-to-day implementation was not led by a single programme management unit with the overall responsibility for the entire programme. Rather, the programme was largely set up as two separate sub-projects, one with UNEP and another with UNDP. Administratively and budget-wise, the two agencies were independent, although UNDP in principle had a coordinating role. The budget and time frame (once implementation started) were adequate vis-à-vis the intended activities and outputs, not least seen in the light of the presence of a second phase. By design, the intention was that UNDP would have a coordinating role, whereas UNEP would have a technical one, but since the budget was divided between the two agencies and executed separately, the intended division of labour was never fully implemented, although there was a certain tendency (in particular in the earlier years of implementation and until the regional networks were established) of UNEP in the focusing more on providing technical reviews and inputs to individual countries and only later implementing a network approach, and UNDP focusing more on global and regional learning, networking, and partnerships.

**Rating for Project Design: Moderately satisfactory**

### C. Nature of the External Context

102. GSP was a global project, and the majority of Non-Annex I Parties participated in at least a few activities. As such, the participation of some countries may have been affected by contextual challenges, such as conflict, natural disasters or political or economic instability, but overall, such issues did not impact on GSP delivery. However, travel and social distancing restriction emanating from the COVID-19 pandemic significantly impacted GSP in 2020-2021 (up till completion in mid-2021), rendering in-person seminars and workshops, which were a central feature of GSP, impossible for an extended period and creating delays. However, GSP was quite successful in adapting to the challenge by implementing webinars and online meetings in combination with a project extension. In the last project implementation report (PIR, 2021), GSP reported that COVID-19 had a limited impact on GSP activities and that *“more national experts were trained during the Covid-19 period than would have been the case under no Covid-19 circumstances”*.

**Rating for Nature of the external context: Moderately favourable**

### D. Effectiveness

#### Availability of Outputs

103. GSP did not report systematically on the level of achievement vis-a-vis the output indicators and targets at project completion (see section G). Nonetheless, final quantitative data provided in the final PIR and the GSP tracking tool (tool introduced by the MTR and continued use by GSP) shows a high level of activity (delivered by GSP, in cooperation with other partners, or co-financed by GSP) and suggests that the expected outputs were delivered, and targets even exceeded:

- 13 MRV networks were established or supported, providing technical advice, training and opportunities for experience sharing and networking to countries
- 37 regional workshops

- 36 national workshops
- 134 webinars and virtual training workshops
- 72 countries assisted with review of 45 GHG inventories, 21 NCs, and 18 BURs
- 26 countries assisted with review of technical ToRs for experts
- Guidelines, toolkits, case studies, assessments
- UNFCCC and IPCC guidelines translated from English to other UN languages and Portuguese
- GSP website with written products produced by GSP or others and expert roster (36,186 visits from 24,371 users)
- Roster of technical experts available on GSP website (8,813 visits)
- Online INDC Helpdesk (implemented by UNEP CCC): website (2,657 visits) incl. opportunity for countries to submit questions, targeted support for four countries<sup>4</sup>
- A total of 131 Non-Annex I Parties participated in GSP activities and/or used GSP products.

104. In terms of the quality and appropriateness of the outputs, there was a high level of satisfaction among the participating Non-Annex I Parties. UNDP carried out a network assessment survey (94 respondents from 65 countries), where 72 pct. of the respondents found that the information received through network exchanges on NC and BUR preparation was “*extremely helpful*”, and 84 pct. found this to be the case for information on MRV and GHG inventories. UNEP also carried out a network assessment survey (200 respondents), which found a mean effectiveness rating of 6.95 (satisfactory) on a scale of 1 to 10, whereas for technical capacity support outcome of BUR/NC Quality improvement mean rating was 6.86 (satisfactory), and functional capacity support for countries achieved a mean rating of 7 (satisfactory).

105. Similarly, the MTR and the interviews carried out by both the TR consistently confirm a general satisfaction with the quality and utility of GSP activities and outputs.

106. The survey (39 respondents from 37 countries) carried out by the TR also confirms the picture of wide appreciation of all types of GSP deliverables (see figure 4-8). The survey showed some differences in the utility of the different deliverables, but always with a good level of utility. Moreover, there were differences in the number of countries engaging/using the deliverables, which to a large extent reflected the nature of the deliverables (some being more readily available) and not necessarily the demand. Nonetheless, the following activities/outputs stood out as being particularly useful: regional workshops, regional networks, guidelines and tools, and GHG inventory reviews. It is also noted that while there was consistent satisfaction with national workshops, it was still somewhat lower than for other types of workshops/events, perhaps reflecting that it may be more demanding for a global programme without an in-country presence to tailor targeted capacity development to a specific country’s needs rather than providing training on more generally experienced challenges. The level of satisfaction with the language-based networks appears to be not quite as high as for the regional networks (albeit still high), but the number of respondents participating in language-based networks is

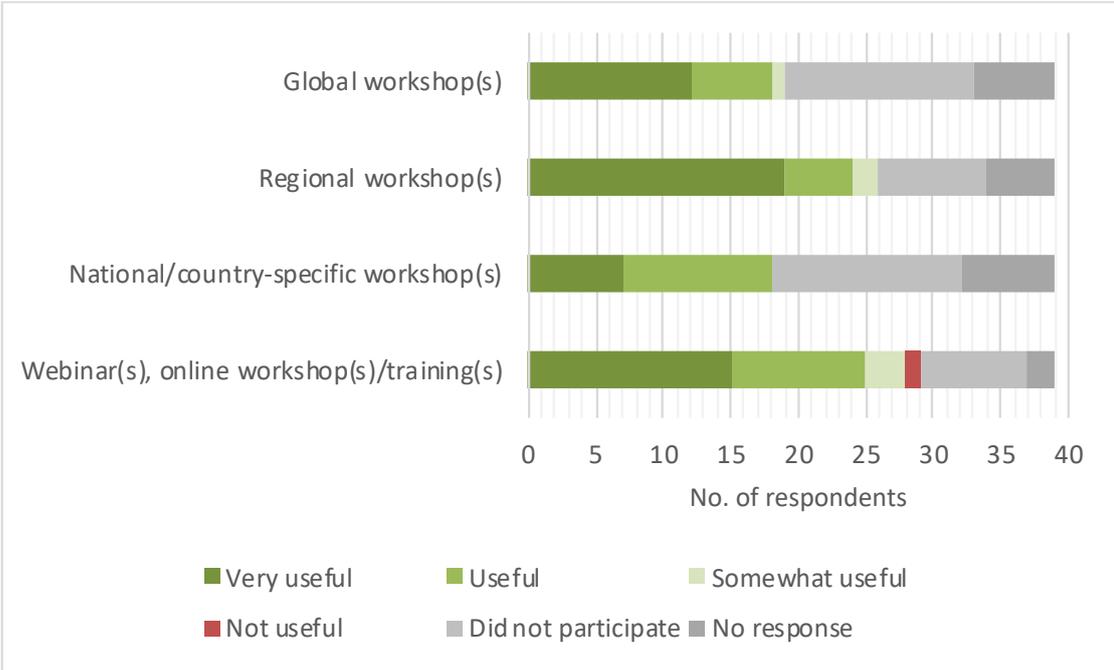
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<sup>4</sup> Dominican Republic, Ethiopia, Sierra Leone, South Sudan

too low to draw any conclusions as to whether this was indeed the case, and for non-Anglophone countries, the access to information and support in other languages (Portuguese, French, Spanish) was a major value of GSP. Infographics appear to have been less useful than other types of written products, which may be since such tools provide limited detail and the survey respondents were technical staff rather than higher level decision-makers (although the number of respondents was too low to draw firm conclusions).

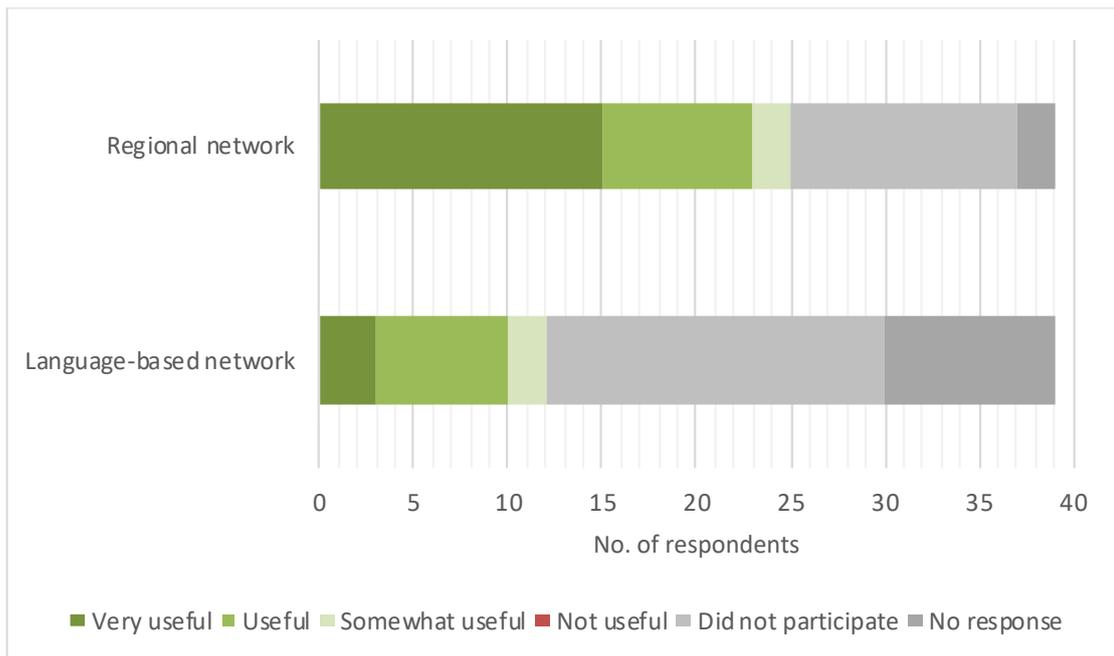
**Figure 4: Utility of GSP events for participating countries**

Survey question: *Have you participated in GSP workshops, seminars or trainings, and how useful did you find it for your work in your country?*



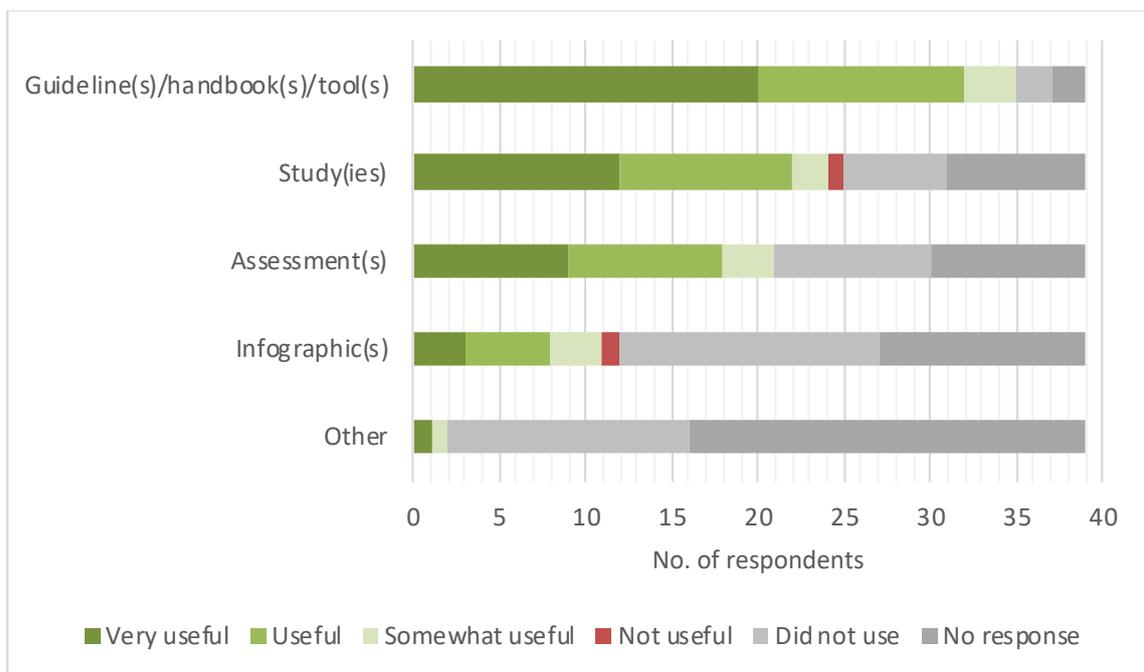
**Figure 5: Utility of GSP supported networks**

Survey question: *Have you participated in networks supported by GSP, and how useful did you find it for your work in your country?*



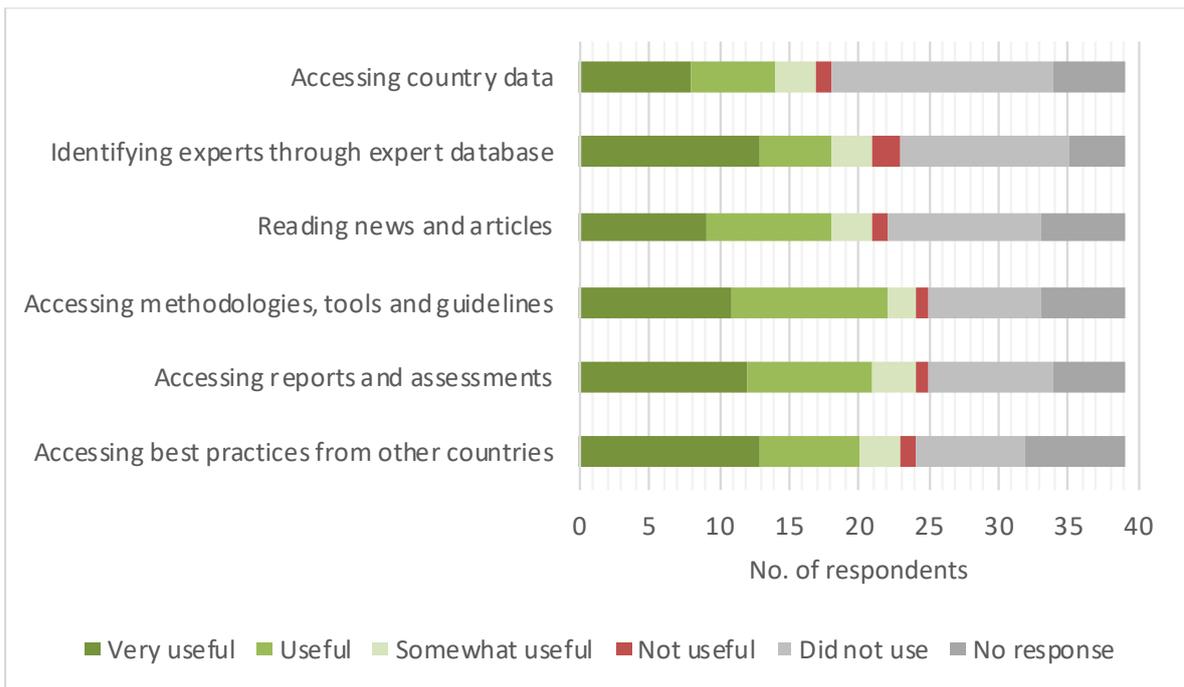
**Figure 6: Utility of GSP written products**

Survey question: *Have you used written products prepared by GSP, and how useful did you find them for your work in your country?*



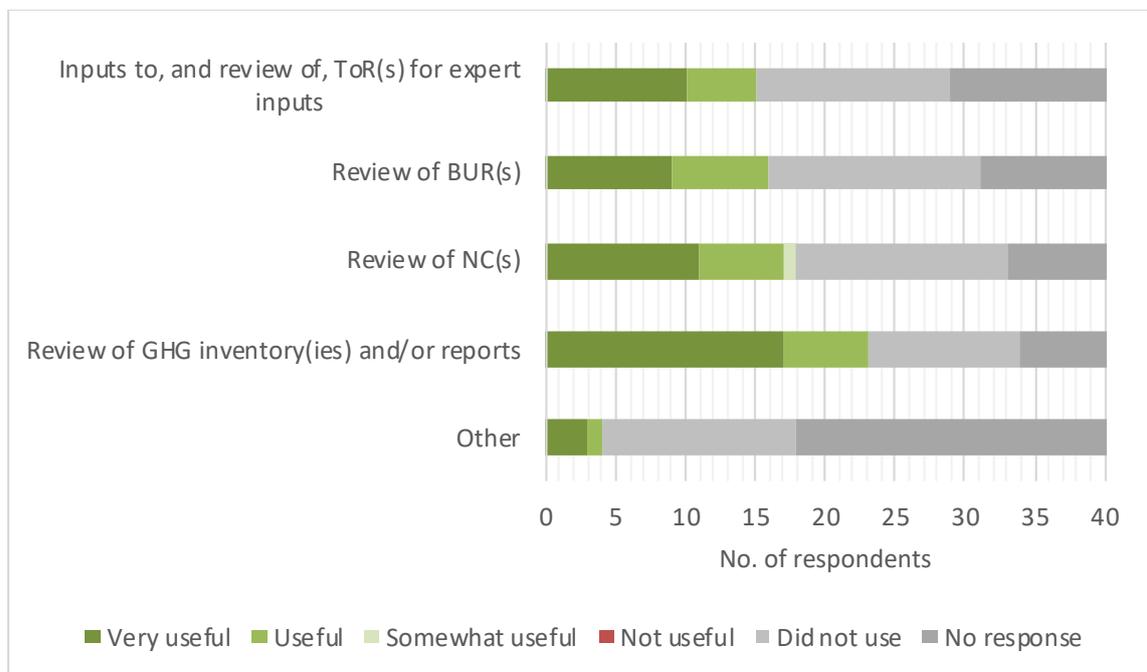
**Figure 7: Utility of GSP website**

Survey question: *Have you used resources on the GSP website, and how useful did you find them for your work in your country?*



**Figure 8: Utility of GSP technical support**

Survey question: *Have you requested and received technical support from GSP, and how useful did you find it for your work in your country?*

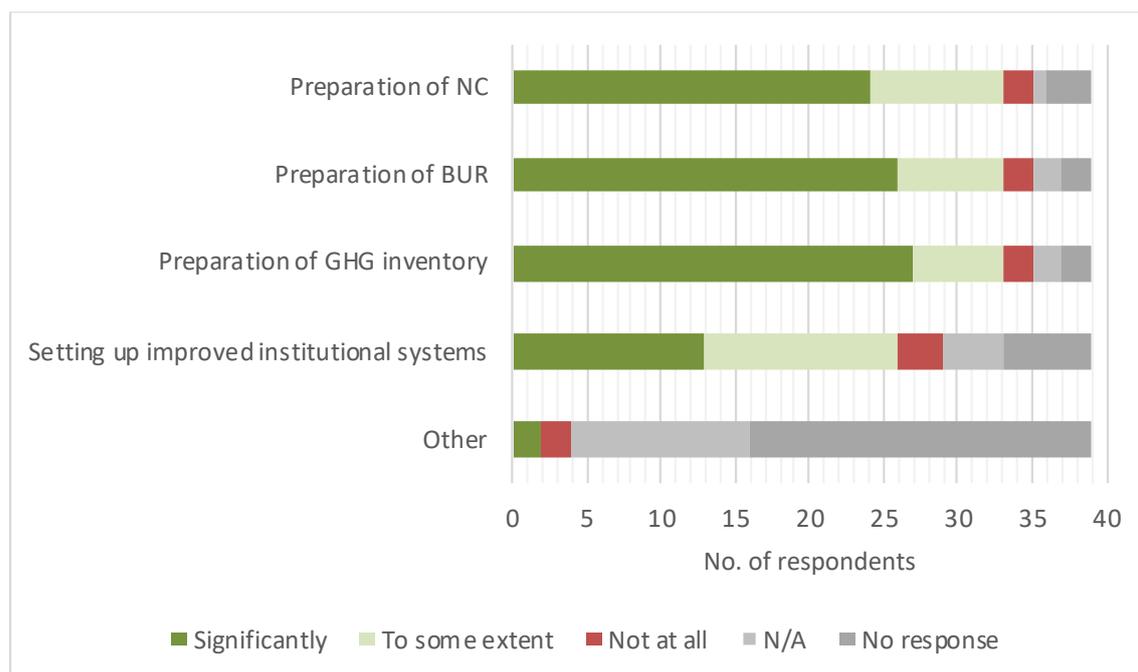


**Achievement of Project Outcomes**

107. It is difficult to assess the progress towards the intended outcomes of GSP across the 131 participating countries, and especially GSP's contribution towards their achievement. GSP supported a large number of highly diverse Non-Annex I Parties, with two small teams, limited resources, and no in-country presence. The participation in GSP was demand-driven and request-based – GSP was a facility available to countries, if they were interested. Hence, the participation of countries in GSP activities was predominantly ad-hoc and short-term in nature. Some countries participated actively in a number of GSP activities, but many countries only participated in a few short-term activities. Moreover, given the large diversity of countries, the objective and outcomes of GSP may have been achieved in some countries, but not in others. As described in chapter 4.1, the achievement of the outcomes and even some outputs cannot be directly attributed to GSP, since they are mainly a result of national processes and contexts; and GSP was only one contributor. In short, GSP was a service available to countries, and a service that was seen as helpful by participants in GSP, but the change would ultimately be country-driven.
108. **Outcome 1.1:** *“Sustainable national institutional arrangements for climate change reporting established in Non-Annex I Parties”*.
109. The end-of-project target (revised after MTR) for this outcome was: *“At least 30 countries have enhanced institutional arrangements for NC, BUR and GHG inventory preparation after receiving support from the GSP”*. The GSP completion report stated that the target was achieved. However, this statement was not substantiated, as no information was given on the number of countries that had enhanced their institutional frameworks, but reference was made to the large number of workshops and webinars held and bilateral support provided to countries, which *“covered institutional arrangements as a fundamental element in building sustainable MRV systems”*. Nonetheless, the 2020 PIR indicate that *“GSP noted a significant increase in countries that report on national institutional arrangements for sustainable NC and BUR preparation”* and that *“From NC and BURs submitted, it is observed that the majority of countries include explanation on adequate national institutional arrangements”*. Indeed, GSP paid significant attention to this central challenge; GSP workshops in general had sessions on solid institutional arrangements and broad stakeholder participation, aimed at promoting enhanced mainstreaming of climate change across sectors.
110. The survey responses indicate that GSP significantly or at least to some extent reinforced the work on improving the institutional arrangements in several of the participating countries (see figure 9). Moreover, two-thirds of the respondents indicated that GSP had contributed significantly or to some extent to improved quality of the national institutional arrangements (see figure 13 in the “Achievement of Likelihood of Impact” sub-section below). This picture was also confirmed by the interviews.
111. Considering that many countries reportedly still struggle with setting up solid institutional arrangements, let alone arrangements with broad representation of relevant sectors, outcome 1.1 is likely to have been achieved or partly achieved by many, but not by all, countries reached by GSP, due national factors, which are outside the control of GSP. However, it is not possible to assess whether the institutional systems are fully in place in at least 30 countries. Nonetheless, GSP has clearly made a satisfactory contribution vis-à-vis outcome 1.1, given the nature, size, and scope of GSP. Hence, **outcome 1.1 can be regarded as achieved**. Interviews also supported that progress had been made on setting up institutional systems in a number of countries, albeit still requiring further work.

**Figure 9: Reinforcement of national work as a result of GSP participation**

Survey question: *To what extent did your participation in GSP reinforce your work in the following areas?*



112. **Outcome 1.2** is in the ToC at review identified as an intermediate state above the outcome level and is thus analysed in the “Achievement of Likelihood of Impact” sub-section below.

113. **Outcome 2.1:** *“National Teams are better able to apply UNFCCC reporting guidelines for the preparation of National Communications and Biennial Update Reports and countries are equipped with the understanding, technical basis and information needed to identify, prepare, consult and communicate nationally determined contributions to the UNFCCC 2015 agreement”.*

114. The end-of-project target (revised after MTR) for this outcome was: *“Participants from 60 countries rate the quality of the support received by the GSP as “high”.* The GSP completion report stated that the target was achieved, substantiating this with reference to the network surveys carried out by UNEP and UNDP, and further confirmed by MTR as well as the interviews and survey carried out by the TR (see the “Availability of Outputs” sub-section above). However, the target does not speak directly to level of achievement of the intended outcome in terms of countries’ abilities to apply UNFCCC reporting guidelines for NCs and BURs.

115. Nonetheless, reporting capacities have reportedly improved according to interviewees, as can also be seen in the number of submissions: a) all Non-Annex I Parties having submitted their first NC and 144 countries having submitted their second NC, 85 countries having submitted their third NC, and a few countries having submitted their fourth, fifth or even sixth NC; and b) 66 countries having submitted BURs and some countries having submitted their second, third or even fourth BUR. (see “Achievement of Likelihood of Impact” sub-section below). According to the completion report, almost all countries that have submitted their BURs, including all LDCs and SIDS that have submitted BURs, also participated in GSP. Moreover, a number of countries have moved from the 1996 to the 2006 IPCC guidelines for GHG inventories, and the MTR found that GSP consistently promoted the use of the

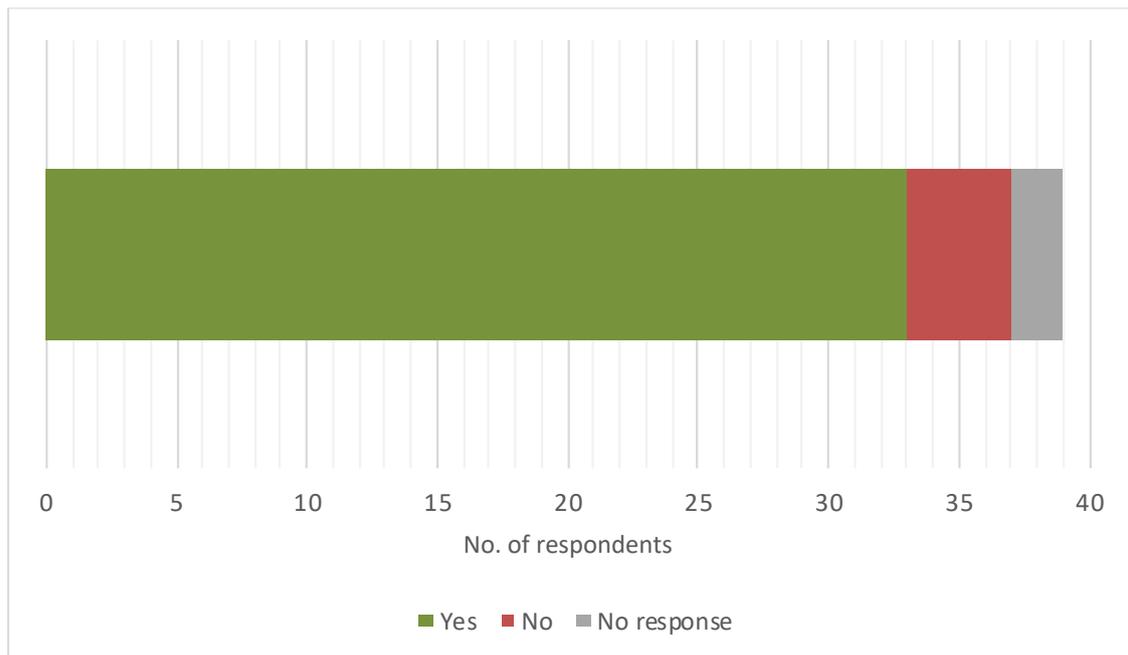
2006 IPCC guidelines through its numerous workshops and webinars. GSP financed the participation of 65 participants (from 28 countries) in two inter-linked online courses on the IPCC 2006 Guidelines<sup>5</sup>. Furthermore, GSP also financed guidance material and toolkits, as well as the translation of UNFCCC and IPCC guidelines from English into other UN languages and Portuguese. Guidance material and toolkits were the GSP deliverables most widely used by countries (see figure 7 TR in the “Availability of Outputs” sub-section above). Several countries also received direct assistance from GSP vis-à-vis their NCs, BURs and GHG inventories in the form of technical reviews. Country representatives interviewed by the MTR and TR report that the reviews were very helpful in terms of identifying gaps and shortcomings, which could then be rectified prior to submission to UNFCCC.

116. The survey responses indicate that most of the countries participating in GSP applied the knowledge obtained from GSP in their work on NCS, BURS and/or GHG inventories (see figure 10). Moreover, GSP significantly reinforced the work on NCs, BURs and GHG inventories in the majority of the participating countries, and for most of the remaining countries such a contribution was made to some extent (see figure 9). The interviews confirmed this picture.

117. Overall, it can be concluded that **outcome 2.1 was achieved**.

**Figure 10: Use of knowledge obtained from GSP**

Survey question: *Did you use knowledge obtained from GSP in your work on your national NCs, BURs and/or GHG inventory?*



118. **Outcome 3.1: “National and/or regional climate change information networking enhanced”.**

119. The end-of-project target (revised after MTR) for this outcome was: “At least 70 countries are members of a regional or language based MRV Network”. The GSP

<sup>5</sup> 8 participants completed one course, and 11 participants completed both courses – interviewees report they could not complete the courses due to workload or due to poor internet connectivity.

completion report stated that the target was achieved, substantiating this with reference to the 131 countries reached through the 12 regional and two language-based networks (only limited GSP support for the Francophone cluster) supported by GSP and in most cases initiated by GSP. Some of these networks made significant contributions vis-à-vis creating regional communities of practices where countries themselves engaged with each other to share experiences and advice, and promoting peer learning and sharing of experiences, especially the more mature networks. However, the seven networks created by UNEP only became functional towards the end of the project, and due to COVID-19 they were unable to arrange in-person meetings (all workshops and trainings were virtual), so they have not yet led to a community of practice. Moreover, UNEP supported the regions with the larger numbers of LDCs (whereas UNDP supported the regions with higher MRV capacities and shared languages), thus rendering the establishment of communities of practice more challenging for the UNEP-supported networks. The network coordinators also engaged bilaterally with the countries, both to identify their support needs and priorities and also to provide technical advice and feedback on ToRs and documents. For some network coordinators, the bilateral support was a large proportion of their work.

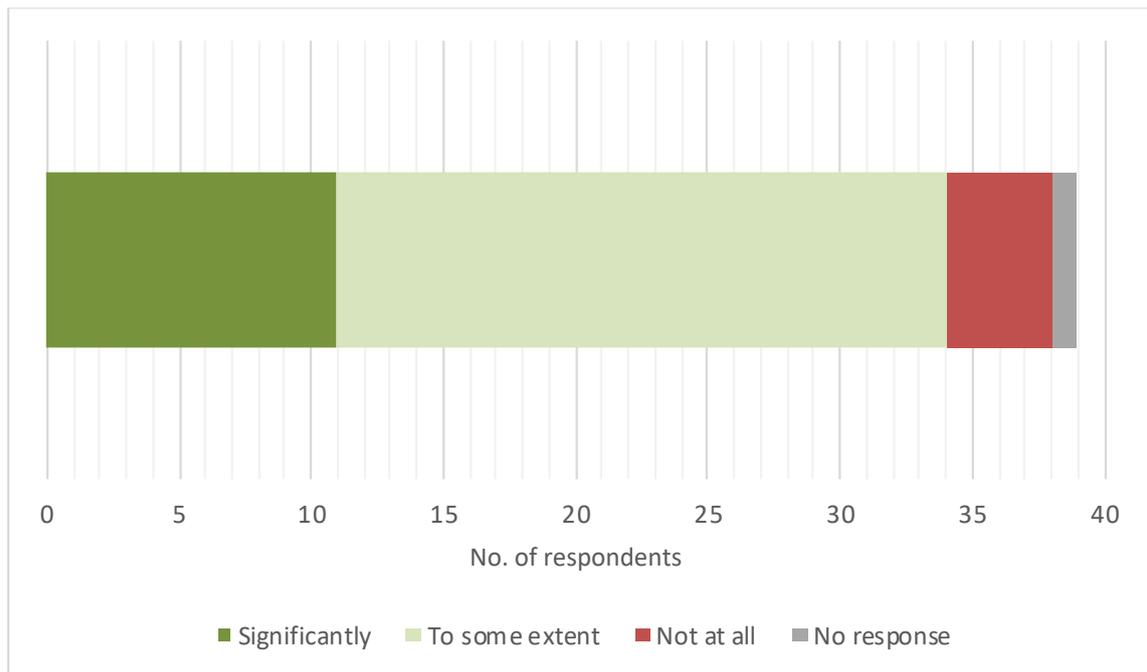
120. MTR found that there was strong demand among Non-Annex I Parties for peer learning, and the interviews and survey (see figure 5 in the “Availability of Outputs” sub-section above) conducted by GSP confirm this remains the case, and that some countries had applied lessons from other countries in their work. The majority of survey respondents reported that they to some extent had used lessons from other countries in their own work, whereas one-quarter had used such lessons significantly (see figure 11). The regional and language-based network approach proved effective for reaching and supporting countries. However, the network approach was more easily applied in regions with countries which had advanced on MRV and with a shared language (e.g. Latin America, Western Balkans) than in regions with mainly LDCs/SIDS and/or multiple languages (e.g. Sub-Saharan Africa, Pacific). Some countries were also mainly interested in learning from other regions, where they found capacities were higher and thus was more to learn from (e.g. Lebanon requested to be part of the Eastern Europe and Western Balkans region, despite being an Arab State). In some cases, the regional networks cooperated, for example on country presenting its experiences to another region (e.g. Uruguay presented its MRV experience to the Western Balkans), however, such cooperation did not happen between UNDP- and UNEP-supported networks. Finally, there was also an interest in learning from Annex I Parties, especially given their several years of experience with applying the 2006 IPCC guidelines, which Non-Annex I Parties will also have to apply in the coming years.

121. The participation in GSP also provided opportunities for countries to engage in new partnerships vis-à-vis MRV, NCs, BURs, and GHG inventories. More than half of the survey respondents through GSP linked up to and mobilised international technical experts, whereas one-third had established partnerships with other countries, and almost one-quarter had been able to establish partnerships with donor agencies (see figure 12). A roster of experts was available on the GSP website, and the GSP team, including regional coordinators, directly assisted some countries in the identification of experts.

122. Overall, it can be concluded that **outcome 3.1 was achieved**, although for the newer networks, there is significant scope for further consolidation, deepening, and expansion. However, as described in Section IV “*Theory of Change at Review*”, outcome 3.1 was in essence an output rather than an outcome in its own right.

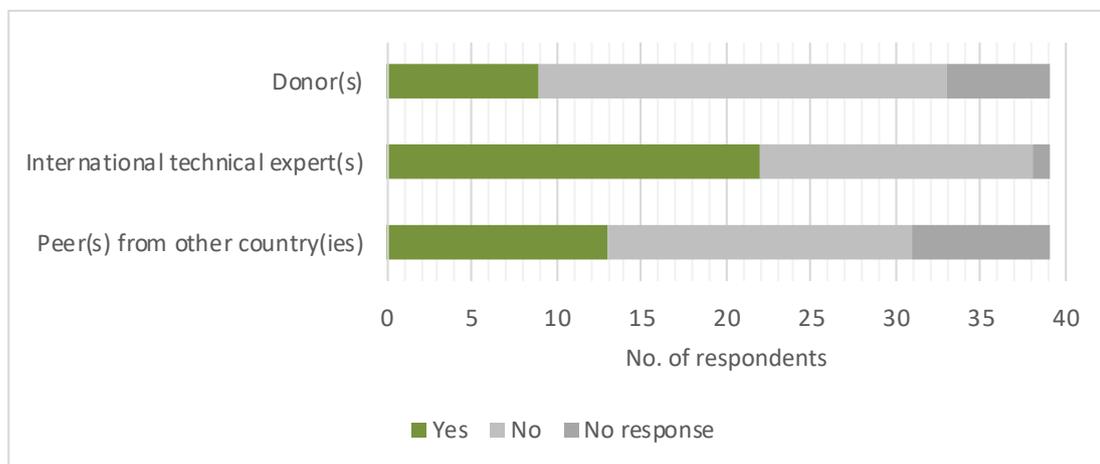
**Figure 11: Use of lessons from other countries obtained through GSP**

Survey question: *Did you through GSP learn anything from other countries that you could use in your work?*



**Figure 12: Establishment of partnerships through GSP participation**

Survey question: *Did your participation in GSP lead to new partnerships with any of the following?*



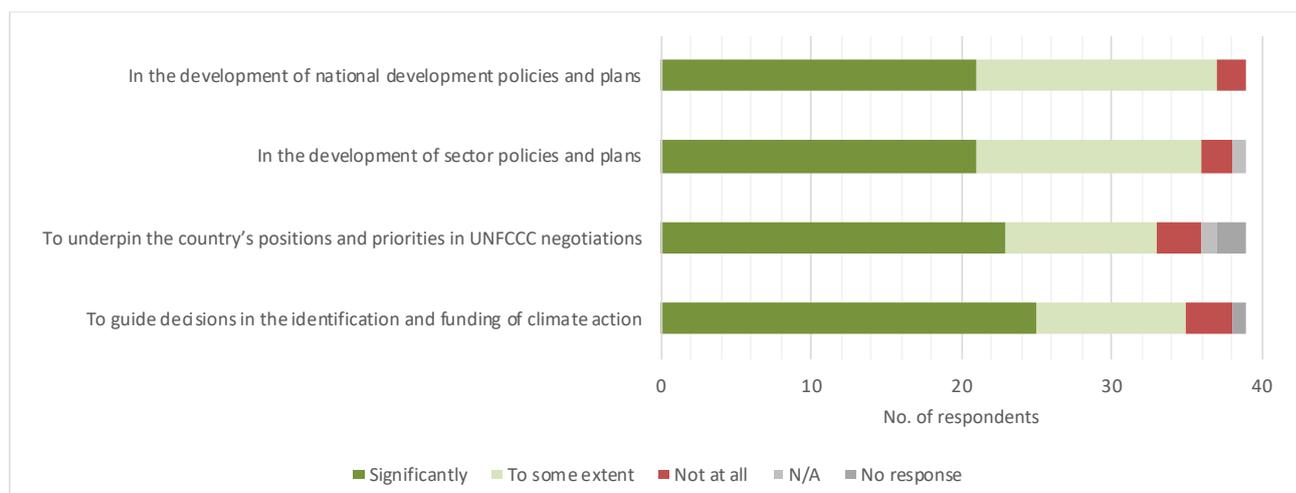
### Achievement of Likelihood of Impact

123. GSP supported Non-Annex I Parties in meeting their reporting requirements under UNFCCC, and was not intended to directly deliver tangible climate action impacts (i.e. GHG emission reductions, enhanced resiliency). Therefore, this subsection focuses on the results and progress towards the achieving intermediate state and project objective.

124. **Intermediate state (outcome 1.2 in results framework):** *“NC and BUR data and analyses available and used by a greater number of government ministries and provincial resources managers for planning purposes”.*
125. The end-of-project target (revised after MTR) for this outcome was: *“50 countries use BUR and NC data and analyses to inform planning processes at the national and subnational level”.* The GSP completion report stated that the target was achieved. However, this statement was not fully substantiated, as no information was given on how countries participating in GSP used BUR and NC data vis-à-vis national and subnational planning processes, but reference was made to the fact that more than 54 countries had submitted one or more BURs and that 135 NC were developed during the project’s lifetime, putting countries in a better position vis-à-vis informed climate policymaking and -implementation. Moreover, the 2020 PIR explained that GSP assessed on the basis on an analysis of submitted NCs that 80 percent of the supported countries used NC information, especially vulnerability and adaptation data, for development purposes (albeit without specifying the nature of these purposes).
126. The MTR reported that anecdotal evidence suggested there was limited use of the NC and BUR data for domestic planning purposes, and that such data was used in national climate change strategies more rarely in sectoral and sub-national planning appears less common. However, the survey responses indicated that the situation has changed, with more than half of the respondents reporting significant use of NC, BUR and GHG inventory information in national development plans and sector plans, whereas the majority of the remaining respondents found that the information had to some extent been used in the plans – and only a few respondents indicated no use of information (see figure 13). The interviews confirmed this with providing tangible examples of how the countries used data and information from the NCs, BURs and GHG inventory to inform planning, incl. the identification of areas for investment. This suggests that the target of 50 countries has been exceeded. However, there is little evidence of use at the sub-national/provincial level.
127. Through workshops and bilateral discussion with countries, GSP promoted an understanding among participating countries of the value of NCs and BURs as tools for evidence-based decision-making for mitigation and for enhancing climate resilience, and the utility of the information in BURs and NCs vis-à-vis domestic planning and priority-setting. GSP also supported countries in strengthening the communication of the NCs and BURs.
128. Overall, it can be concluded that the **intermediate state can be regarded as partly achieved.**

**Figure 13: Use of NCs, BURs and GHG inventory information**

Survey question: *To what extent is your country using information from NCs, BURs and/or GHG inventories?*



129. **Objective:** *“improve the quality of Non-Annex I Parties’ NCs and BURs, so they are more widely used for national development planning, climate negotiations, and for funding low emission, climate resilient development projects, while they are also submitted to the UNFCCC in a timely manner”.*

130. The end-of-project targets (revised after MTR) for the objective were: a) “80 countries to have submitted their BURs”, b) “135 countries have submitted their second NCs”, and c) “50 countries have submitted their third NC”. The first target was not fully met by project completion, the final report indicated that 66 countries had submitted BURs. However, out of these, 34 had submitted their second BUR, 16 their third BUR, and 5 their fourth BUR. Moreover, as of 28 April 2022, the UNFCCC Secretariat reports that 79 first BURs have been submitted. The second and third targets were exceeded by the time of project completion, 144 countries had submitted their second NC and 85 countries their third NC. Moreover, 154 countries had submitted the first NC, whereas 13 countries had submitted the fourth NC, two countries the fifth NC, and one country the sixth NC.

131. However, the targets do not indicate whether objective had been achieved in terms of a) timely submission of reports, and b) the use of in national development planning, climate negotiations, and the funding of climate action. The survey indicated that more than half of the respondents reporting significant use of NC, BUR and GHG inventory information in national development and sector policies and planning, in UNFCCC negotiations, and in the identification and decision-making for the funding of climate action (see figure 13). The majority of the remaining respondents found that the information had to some extent been used.

132. In terms of GSP’s contribution to the achievement of the objective, half the survey respondents indicate that made a significant contribution vis-à-vis improving the quality of the NCs, BURs and GHG inventories, and the majority of the remaining that GSP to some extent made a contribution. But, GSP’s contribution to improving the timeliness of NC and BUR submission was less significant although GSP still made a contribution, at least to some extent, in around two-thirds of the countries.

133. However – and not surprisingly, considering the modest size GSP and the large scale of the objective – other factors, including the in-country enabling activities as well as support from other donors, combined played a bigger role than

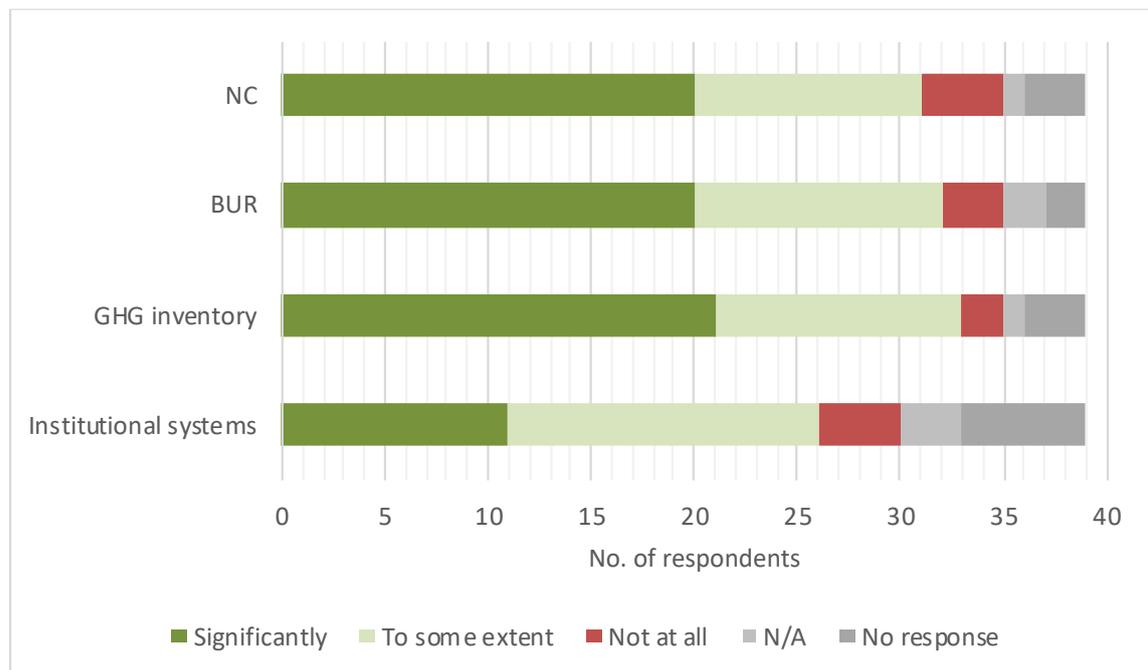
GSP. Albeit outside GSP, UNEP and UNDP also directly supported individual Non-Annex I Parties in the elaboration of their NCs and BURs through the national level enabling activities, also funded by the GEF<sup>6</sup>.

134. **Drivers and assumptions:** Good progress has been made by countries, and according to interviewees, there is an increased awareness among decision-makers of the value of NC and BUR information for decision-making and of having appropriate institutional arrangements in place. However, countries still report (survey comments, interviews) technical capacity constraints and a need for further support, not least due to the transition from BURs, which can be based on the 1996 IPCC guidelines, to the BTRs, which require that the more comprehensive and complex 2006 IPCC guidelines are used. Moreover, major constraints remain in several countries vis-à-vis the ability to invest in setting up and maintaining the required institutional arrangements. Some development partners support countries in this work, the GEF remains the main funder through the support for “enabling activities”, but the overall donor funding available does not appear to fully meet the needs. Stakeholders also report the following barriers: high staff turnover in government agencies, insufficient political awareness and priority to establishing strong institutional structures for GHG monitoring and reporting.

135. Overall, it can be concluded that the **objective is likely to be partly achieved.**

**Figure 14: GSP contribution to improvements of national reporting and systems**

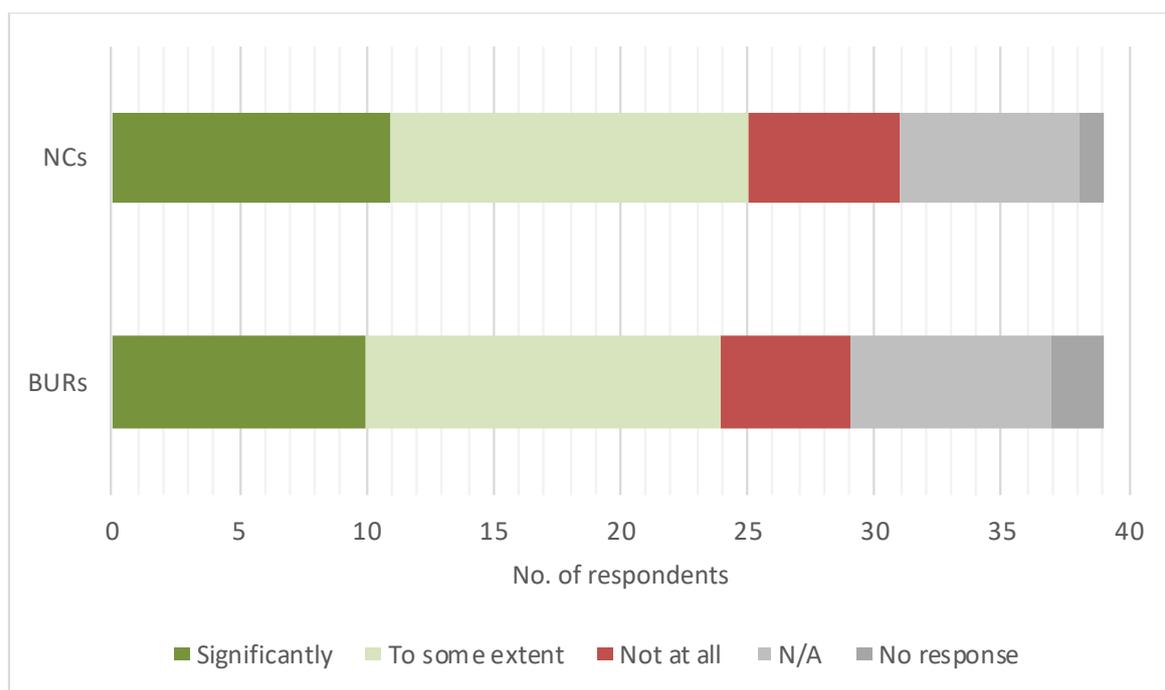
Survey question: *To what extent has GSP contributed to improving the quality of following elements in your country?*



<sup>6</sup> UNDP is supporting 65 countries and UNEP is supporting 89 countries.

**Figure 15: Contribution of GSP to improved frequency of reporting to the UNFCCC**

Survey question: *To what extent has GSP contributed to improving the frequency/regularity of your country's report submissions to UNFCCC?*



**Rating for Effectiveness: Satisfactory**

## E. Financial Management

### Adherence to UNEP's Financial Policies and Procedures

136. Since GSP was executed internally by UNEP and UNDP, the organisations' own financial systems and processes were used. As such, each agency adhered to its own financial policies and procedures, and no evidence has been found of non-adherence to these. There is also no evidence of major shortcomings or delays in disbursements, although the introduction of UMOJA in UNEP created challenges and delays in the early years. Budget revisions were timely and minor.

137. Both agencies had access to using UNDP country offices for the processing of in-country payments. This generally worked well, although the use of two different financial management systems was somewhat complicated when it came to UNEP payments.

### Completeness of Financial Information

138. Both agencies provided the TR account statements for the spending up till project closure. UNDP provided annual statements, which were not by project component, as well as an overall statement detailed by project component. UNEP's financial statement for the project provided information on spending per year, but not by project component. Budget revisions were made available by both agencies.

139. Estimates for cash and in-kind co-financing were available with detailed information of the activities/outputs there were linked to. Co-financing confirmation letters, that confirmed that the intended co-financing was actually provided for the project were not available (only pre-project co-financing letters from 2014 that

confirmed the intention to provided co-financing were available), but considering the large number of co-financed activities and the number of co-financiers, this would probably have been difficult for GSP to retrieve. Moreover, there is evidence (activity documentation, interviews), that confirm that the co-financing was indeed mobilised.

**Table 7: Annual spending**

Agency	2015	2016	2017	2018	2019	2020	2021	Total
UNEP	707	312,706	362,785	609,101	638,636	479,391	1,131,984	<b>3,535,310</b>
UNDP	117,793	431,221	639,713	672,487	551,443	814,410	321,103	<b>3,548,170</b>
<b>Total</b>	<b>118,500</b>	<b>743,927</b>	<b>1,002,498</b>	<b>1,281,588</b>	<b>1,190,079</b>	<b>1,293,801</b>	<b>1,453,087</b>	<b>7,083,480</b>

### Communication Between Finance and Project Management Staff

140. The financial status of GSP was clear to the Project Managers (PM) and Task Managers (TM) in both agencies. No evidence of shortcomings in the communication between finance and project management staff were found. Finance staff responded readily questions and requests by the TR.

141. Annex V provides detailed ratings for financial management.

**Rating for Financial Management: Satisfactory**

### F. Efficiency

142. At the time of the MTR, spending was lower than expected for both agencies, in particular for UNEP. The MTR assessed that a significant acceleration of spending was required for the remaining budget is to be fully spent before project closing. However, spending picked up significantly after the MTR and by project closure, the budget had been fully spent (99.5 percent spent).

143. The programme was scheduled for completion on 1 May 2020 for UNDP and August 2020 for UNEP, but was extended till 30 September 2021 due to the delayed start.

144. One factor in particular contributed to the accelerated spending, namely the formation of additional regional networks and recruitment of network coordinators by both agencies. In the case of UNEP, the spending and delivery significantly accelerated in 2021, but this was towards the very end of the project, and the UNEP regional coordinators were recruited within the last 18 months of the project (two of them within the last six months), leading to rushed at implementation and insufficient time available for consolidating the networks.

145. The extension of the project completion date was further necessitated by restrictions related to the COVID-19 pandemic, which rendered physical workshops and events impossible throughout 2020-2021. Nonetheless, GSP successfully adapted to the situation through an extensive use of virtual workshops, trainings and meetings. UNDP spending did not drop during the pandemic. For UNEP, the drop in the 2020 was modest, whereas spending was much higher than in 2021 than in other years (see table 7 in the “Financial Management” section). The transition to virtual workshops had some advantages. More people could be reached within each country and since there was no DSA-related incentive to participating, reaching the right stakeholders were not a challenge as it had at times been for physical workshops. Virtual meetings also reduce the environment and climate footprint as no air travel was required. However, virtual means could not fully replace physical

meetings and workshops, especially when it came to a) more in-depth training, and b) building networks, partnerships, and communities of practices, especially for the young networks that were formed after the outbreak of COVID-19.

146. The extensive use of partnerships where many GSP activities were implemented and co-financed jointly with partners, generally enabled GSP to implement cost-effectively, and enabled GSP to engage in a large number of activities compared to its budget. The use of UN Volunteers was another cost-effective measure, which for both agencies enabled a deeper engagement in the facilitation of regional networks. Partnerships were a positive factor that contributed to the lower-than-expected spending as it reduced the costs of the concerned activities for GSP. Moreover, the link to UNEP- and UNDP-implemented enabling activities facilitated the outreach to national stakeholders and the identification of support needs.

**Rating for Efficiency: Satisfactory**

## **G. Monitoring and Reporting**

### **Monitoring Design and Budgeting**

147. The CEO endorsement and results framework did not provide any indicators, baselines or targets at the objective level. The indicators at the outcome level were in many cases difficult to quantitatively (or in some cases even qualitatively) measure and report on, and no baselines were established. However, it is important to acknowledge that establishing a results framework with outcomes for which the contribution could be measured was inevitably difficult, considering that GSP had no in-country presence, and that its support was request based, ad-hoc, and short-term. Indicators and targets formulated for the objective and the outcome indicators and targets were revised after the MTR, but some were more outputs oriented and did not adequately capture the achievement of the outcomes and objective. Others were not easy monitored, as given GSP's global coverage and mainly short-term and ad-hoc engagement with countries, there was limited scope for establishing a comprehensive monitoring framework.
148. The CEO endorsement, UNDP programme document and UNEP's Annexes to CEO Endorsement Document did not provide an implementation plan with milestones, it only provided baselines and end-of-project targets for the indicators. Following an inception workshop on 8 December 2015, an inception report was elaborated. The annual work plans provided annual targets only for the outputs and activities.
149. A budget of USD 100,000 was allocated for monitoring and evaluation. Out of this, only USD 5,000 was set aside for monitoring to cover the costs of an initiative workshop, whereas the remaining amount was allocated for the MTR end TE. Monitoring was expected to be done entirely by the project team and there was not a clear monitoring plan, although means of verification were identified for each indicator, and it was intended to use a sample of countries for monitoring. The UNDP project document had a brief and generic monitoring plan, which mentioned the initiation workshop and report an intention of bi-annual measurement of the means of verification by the project team and country teams (for which no resources were set aside), and the MTR and TE.
150. Adequate resources were set aside for an MTR and a TR.

### **Monitoring of Project Implementation**

151. The original indicators established at the outcome levels were and in a number of cases, narrative descriptions of progress were provided rather than concrete measurement of the indicators, and where measurement was provided, the underlying data was often not clear. The revised indicator for outcome 1.1 was reported against in the 2020 PIR in a narrative and qualitative manner, but the underlying quantitative data (number of countries) required by the indicator was not reported on. While GSP collected data on the participants in each training and data on the countries reached by individual GSP activities (e.g. the countries represented at a given workshop). However, before the MTR this data was not aggregated and analysed. The MTR provided a tool for data aggregation, which was adopted and used by GSP. The delivery against activity targets in the annual work plans was assessed and reported on at the end of each year.
152. Monitoring was mainly carried out by the GSP team. Each agency engaged consultants to carry out assessments of the effectiveness of the networks the agency supported. These assessments provided useful information and lessons but were separate exercises per agency, instead of a single assessment for all networks supported GSP, which could have contributed to interagency learning. The reason given by interlocutors for the two separate exercises was that the networks supported by UNEP were too young to be assessed at the time UNDP carried out its assessment.
153. GSP used annual online surveys/questionnaires to identify key bottleneck and challenges faced by the countries. This monitoring was very useful, as it provided a clear picture on the global progress on NC and BUR reporting and GHG inventories; hence providing information on where GSP and other initiatives should turn their attention/focus, from the perspective of Non-Annex I Parties. However, monitoring at this level did not yield information that can be directly linked to GSP's progress and performance.
154. The MTR was carried out timely, and most of the recommendations of the MTR were implemented.

## **Project Reporting**

155. The PIRs presented an account of implementation progress and activities delivered, and performance self-assessments. The responsibility for compiling the PIR alternated between the two agencies (with inputs from the other agency). The PIRs captured progress on project activities and outputs. Outcome progress was also reported on, albeit not fully responding to the indicators. Workshop participation data was in many cases disaggregated by gender. The progress of countries' report submission to UNFCCC was also captured. Risk management was covered to a light extent, due to the low level of risk associated with this global capacity-development initiative – the main risk was the COVID-19 pandemic, the implications and response were captured in the PIRs. Implementation challenges and strategic concerns were only captured to a limited extent. Lessons learned by GSP were captured in an annex to the final report. Lessons from the countries were captured in written products and made available on the GSP website.

<b>Rating for Monitoring and Reporting:</b>	<b>Moderately satisfactory</b>
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## **H. Sustainability**

### **Socio-political Sustainability**

156. Due to the global nature of GSP and the significant differences among the Non-Annex I Parties, the degree of sustainability of the systems/processes established with support from GSP at the national level inevitably varies significantly among countries.
157. The socio-economic risks to the sustainability of GSP's results are entirely at the country-level and thus also country-specific. Political priorities may change, which in turn may affect the interest in investing in GHG inventories and reporting, as these are technical endeavours with limited political attraction. Political changes and interests may also lead to institutional changes, which could jeopardise the national institutional GHG inventory and NC/BUR reporting setup. MRV, GHG inventories and reporting is quite technical and given it does not directly lead to visible changes, it is often not a top political priority.
158. Nonetheless, the global attention to climate change has increased over the years, both globally and at the country level. The reporting requirements countries have agreed on, and especially the prospect of attracting international climate financing provides an incentive for countries to set up and maintain MRV systems, incl. GHG inventories and reporting mechanisms, as the access to climate financing is linked to the ability to document the needs and results.

### **Financial Sustainability**

159. At the country level, the continued implementation of the knowledge and skills imparted by GSP, and the overall robustness of the GHG inventories and the NC/BUR reporting, depends on continued financing. The risk here is that Non-Annex I Parties face financial constraints and competing needs for funding. It is thus likely that many countries will remain dependent on donor funding for the short-medium term. The GEF-funded enabling activities will continue to support countries, and other development partners are also engaged in MRV, not least due to the need for climate information for countries to access climate financing.
160. The continuation of GSP, and in particular of the processes initiated by GSP (especially the regional networks) will depend on continued donor funding, since it is very unlikely that countries themselves can/will fully cover the costs of regional-level and networking services. Given the close link to the enabling activities, it appears somewhat unlikely that direct and complete funding for GSP as a project can be mobilised from bilateral donor agencies (although co-financing for specific activities, outputs and networks has proven feasible). Hence, the continuity will likely depend on GEF funding. Nonetheless, funding has been secured for a second phase – GSP and CBIT GSP have been merged as recommended by the CBIT GCP TR. So the services provided by GSP, incl. facilitation of regional networks, will continue in the coming years. The second phase has recently commenced.
161. However, due to unforeseen factors, namely the institutional change process that UNEP CCC underwent and the withdrawal of UNDP and the COVID-19 pandemic, there was a nine-month gap period between the two phases, the GSP team and most of the regional network coordinators have left the project and networks, and UNDP has pulled out. Hence, momentum has been lost and there is a need to rebuild the momentum of GSP. UNEP and UNEP CCC are committed to building on and reviving the structures and partnerships established under GSP by both UNEP and UNDP. UNDP was able to mobilise GIZ/PATPA support to maintain three networks (RedINGEI, Lusophone network) during the gap period, covering facilitation costs during the gap period. Coordinator salaries for the Lusophone network will be covered by UNDP with Belgian funding outside GSP. The UNEP CCC

core team remained in place and was quickly operational (including engaging in recruiting network coordinators) upon final approval of the second phase.

### **Institutional Sustainability**

162. A robust and conducive institutional and policy framework is central to building up quality, timely and sustained GHG inventories and NC/BUR reporting. Some countries have a conducive institutional and policy framework in place, whereas many still do not have this fully in place.

163. The older, more mature networks were generally successful in creating regional/linguistic communities of practice and peer networking – the newer networks did not have sufficient time to do this, due to a combination of time constraints and COVID-19 restrictions making in-person seminars impossible.

164. The skills imparted will remain with the people trained, but staff turnover and future changes in UNFCCC reporting requirements will inevitably necessitate future technical and capacity development support for Non-Annex I Parties. It is also central to ensuring that the knowledge and skills imparted by GSP are transferred domestically to other government staff members. The regional networks will help addressing this issue as they serve as platforms for South-South transfer of knowledge – as long as they are financed by donors, networks cannot be expected to function effectively without dedicated facilitation. The networks will remain the backbone of delivery also for the next phase.

**Rating for Sustainability: Moderately likely**

## **I. Factors Affecting Performance and Cross-Cutting Issues**

### **Preparation and Readiness**

165. The project start was significantly delayed, due to delays in the recruitment of the GSP team due to lengthy recruitment procedures in both agencies, this was a major reason for the initial low spending. CEO endorsement was on 30 April 2014, the UNEP approval date was 15 September 2014, and the UNDP project signature date was on 2 May 2015. However, de-facto implementation started much later. The UNDP programme coordinator took up his position in September 2015, and the UNEP Programme Management Officer took up his position in March 2016, ten months after official start. An inception workshop was held on 8 December 2015 which was also the official launch of GSP, seven months after signature, and the official start date was February 2016, nine months after signature, but still before UNEP staff was recruited.

166. There was no annual work plan for 2015, the first annual work plan covered 2016. The annual work plans were aligned with the CEO endorsement and results framework. They provided annual targets at the activity level, but not at the output level. The annual work plans were not costed (although UNDP had costed work plans for its part of the project), but the multi-year work plan annexed to the CEO Endorsement Request was costed.

### **Quality of Project Management and Supervision**

167. The PAC met once or twice each year (but did not meet in 2015), with some members participating over video-link/Skype; the first meeting was held in August 2014 and the last meeting was held in December 2020. No meeting was held in 2021 as UNEP and UNDP found it unnecessary since the project was completing

implementation approximately mid-year. The PAC meetings provided overall guidance on priorities for the project implementation. For the UNFCCC Secretariat and the GEF, the PAC meeting also served as an opportunity to get information on developments at the country level vis-à-vis GHG inventories and UNFCCC reporting. However, due to time constraints, the PAC was unable to go deeply into detail on management and interagency coordination. For that reason, UNDP and UNEP introduced monthly distance meetings for the two agencies, with participation of the two GSP managers and their respective supervisors. This allowed the two agencies to discuss specific implementation and coordination issues.

168. From an implementation perspective, GSP largely functioned as two separate projects. Since the two agencies were to a large extent implementing separate sets of activities under separate budgets and with separate teams in separate geographical locations (Nairobi, Istanbul), the potential synergy and mutual reinforcement were not fully achieved. Coordination efforts were made both formally through the PACs and joint work plans and informally through meetings between the two agencies and direct communication between the two GSP managers, coordination was at times challenging. Joint planning and implementation of specific activities where the comparative strength of each agency is utilised only took place to a limited extent. The majority of activities were planned and implemented by one agency, although the GSP manager of other agency has on a number of occasions participated as workshop participant or presenter, or funded participants from some countries.
169. Nonetheless, UNEP in general (not only for GSP) benefitted from the in-country presence of UNDP in terms of (paid for) logistics support from UNDP country offices, such as in-country payments, follow-up on venue reservation, and security information.
170. The recommendations GSP MTR and CBIT GCP TE were taken on board in the design of the second phase.
171. Overall, project implementation and execution worked well, with a large number of activities, and effective and strategic use of partnerships to enhance delivery and outreach. Both countries and international partners were appreciative of the flexibility, responsiveness, and quick reaction time of GSP. Countries were also appreciating the quality of the advice they received from both the global GSP team and the network coordinators, as well as the facilitation they provided. For non-Anglophone countries, the access to support in other languages was of significant value. The recruitment of regional network coordinators enabled a significantly increased delivery of support for, and interaction with, countries.

### **Stakeholder Participation and Cooperation**

172. The primary stakeholders in GSP were: a) relevant technical staff from Government agencies of Non-Annex I Parties, b) the CGE and UNFCCC Secretariat, and c) international agencies supporting countries in NC, BUR and GHG inventory development and reporting.
173. Participation in GSP was demand-driven and request-based – GSP was a facility available to countries, if and when they were interested. GSP was intended to support 154 highly diverse Non-Annex I Parties, with two small teams and limited resources. Hence, apart from the knowledge products produced, the participation of countries in GSP activities was largely ad-hoc in nature. Some countries participated actively in a number of GSP activities, while many countries only participated in one or a few short-term activities. Ministers from host governments participated as guests of honour in some GSP workshops, e.g. providing opening speeches.

174. A total of 131 Non-Annex I Parties participated in one or more GSP activities – 85 pct. of all non-Annex I parties (154 countries), GSP reports that 90 pct. of all LDCs, and all SIDS participated in GSP activities – however, in the case of LDCs and SIDS, the figures reported do not tally entirely with the figures of the MTR, which reported that 94 pct. of all LDCs and 74 pct. of all SIDS were among the 130 countries that had participated in GSP at the time of the MTR. In any case, these figures are very impressive and show a surprisingly good outreach.
175. However, the number of countries reached only increased by a single country after the MTR, indicating that a (relatively small) number of countries either remained unaware of GSP or did not perceive a value of participating in GSP. Moreover, only around half of the survey respondents had used the GSP website, indicating that several countries were unaware of it (see figure 8 in the “Availability of Outputs” sub-section above). Website traffic data showed that individuals in all countries had at some point accessed the website, but the largest number of hits came from developed countries, indicating it was used more by international experts than by national government staff and national experts in Non-Annex I countries. Among Non-Annex I countries, most hits came from emerging economies rather than LDCs and SIDS. The interviews also revealed that countries were not always aware of the GSP website or only used it to a modest extent; one interviewee indicated that the UNFCCC website was the primary website for accessing materials.
176. The INDC Helpdesk only received nine questions from countries, indicating limited awareness of this service. Some of the comments received in the survey also reflected that some countries had little awareness about the support available from GSP.
177. The global nature of GSP made it unfeasible to include national stakeholders directly in the design process, but an inception workshop was held in 2015 as a side event to COP21, thereby providing countries with an opportunity to get acquainted with GSP and present their views and interests. The workshop had more than 60 attendants from developing and developed countries, international organisations, NGOs and academia.
178. During implementation, Non-Annex I government staff were engaged and heard through: a) annual surveys to identify their challenges and support needs, b) the opportunity to approach GSP and request ad-hoc support – stakeholders found GSP very responsive to requests, c) opportunities to engage in peer-to-peer learning through regional networks, workshops and peer reviews, d) and joint planning and management of national-level workshops and in some cases regional-level activities (Brazil – Lusophone network, Chile and Argentina – RedINGEI (Latin American regional network), Singapore – Southeast Asia workshops). Non-Annex I Parties were represented in the PAC by a representative of the UNFCCC Consultative Group of Experts (CGE). Moreover, the regional network coordinators recruited by GSP engaged in bilateral dialogue with the countries in their respective regions to understand their support needs and priorities, as well as with the UNEP and UNDP enabling activities team, which work closely with countries on UNFCCC reporting drafting. This information was used in the planning of regional workshops and trainings, as well as in the direct support for countries.
179. The older, more mature networks were generally successful in creating regional/linguistic communities of practice and peer networking.
180. At the activity level, it was at times difficult to ensure that governments nominate the right technical people for workshop attendance, and to ensure continuity in the participation on GSP activities. Nonetheless, GSP made concerted

efforts to encourage and guide countries to nominate relevant participants, with some good results. For the virtual events, this was not an issue.

181. As described in the "Strategic Relevance" section, GSP proactively engaged in partnerships with different international agencies for joint initiatives. Indeed, partnerships were a central feature of GSP's implementation strategy and many activities were implemented with partners. The CGE and UNFCCC Secretariat were directly engaged in the identification, planning and implementation of joint activities. Moreover, both entities were members of the PAC, which was chaired by the UNFCCC Secretariat, thereby having direct influence on the strategic direction of GSP.
182. Other international agencies participated through the identification, planning and implementation of joint activities. Moreover, GSP and the UNFCCC Secretariat facilitated the establishment of the MRV Group of Friends, an informal network where international technical agencies and development partners share experiences, inform each other about planned initiatives, and engage in coordination and avoid duplication of efforts. After the completion of GSP, the UNFCCC Secretariat has continued leading the facilitation of the group.

### **Responsiveness to Human Rights and Gender Equality**

183. Human rights were not addressed in the design of GSP. Gender considerations were addressed with the intention to include a gender training module and to consult a gender specialist on all draft publications.
184. GSP promoted increased participation of women in NC, BUR and GHG inventories. GSP elaborated a gender toolkit, the "*Gender responsive national communication toolkit*", which is available in English, Spanish, and French. Gender was significantly integrated in GSP's work in the Western Balkans region, with the intention of future replication in other regions. For example, GSP arranged a regional meeting on integration of gender considerations in MRV and transparency processes for Western Balkans and organised a side-event on gender in NCs at COP22. GSP thereby raised awareness and enhanced skills on gender integration in the climate monitoring and reporting; an area which reportedly has received little attention from other programmes. However, gender did not figure in GSP's support for all regions.
185. Human rights were not integrated in GSP's work, but MRV and transparency contribute ensure access to information.

### **Environmental and Social Safeguards**

186. Given that GSP worked at the global level and focused on institutional capacity building vis-à-vis technical data management and reporting, the environmental and social risks were negligible. The move to virtual meetings and workshops in response to COVID-19 reduced the carbon footprint of GSP activities.

### **Country Ownership and Driven-ness**

187. GSP in general reached a relatively small number of people in countries through short-term activities, and mainly people at the technical level. As such, GSP had limited influence on country ownership and driven-ness. Nonetheless, the widely perceived utility and responsiveness of the support from GSP to improved national systems contributed to ensuring ownership, as also evidenced by the willingness of some countries to provide cash contributions tom GSP activities. Moreover, GSP, the UNFCCC Secretariat and ICAT jointly initiative an online course on Transparency

targeting both technical staff and policymakers, with course contents developed by the UN System Staff College (UNSSC) and UNEP CCC.

### **Communication and Public Awareness**

188. As described earlier, stakeholders and partners generally found GSP very responsive, and the lines of communication to partners worked well. GSP communicated directly with partners and stakeholders when they met at events, through frequent emails, and international partners are also communicated with during MRV Group of Friends meetings. COVID-19 impacted on this, but communication was maintained through virtual means.

189. GSP proactively promoted peer learning and linkages between countries, technical experts and international partners.

190. External outreach was done through the GSP website, GSP infographics, and side-events arranged at the margins of COPs. Moreover, the GSP staff also created awareness about GSP when they participated in events arranged by other entities. GSP also aimed at creating knowledge and capacities in countries to better communicate the value of GHG inventories for domestic planning and making the GHG data more readily available to a broader audience. However, it should be kept in mind that GSP had a rather specific audience, namely those involved in the technical work and in setting up institutional arrangements related to NC, BUR, and GHG inventories. Since the link from GSP to tangible impacts was indirect and not easily quantified, GSP was less easily communicated to the political level and the broader public.

**Rating for Factors Affecting Performance and Cross-Cutting Issues: Satisfactory**

## VI. CONCLUSIONS AND RECOMMENDATIONS

### A. Conclusions

191. **Strengths:** GSP addressed major capacity constraints and needs faced by Non-Annex I Parties in terms of meeting the evolving and increasing reporting requirements under UNFCCC. GSP targeted its support specifically to the needs of countries, a) by responding to requests for support (e.g. review of GHG inventories, NCs/BURs, and ToR, helping with identification of experts), and b) by identifying countries' needs to inform the design of capacity development interventions (through surveys, discussing needs directly with countries, and dialogue with the UNEP and UNDP enabling activities teams). (Chapter V – section A, para. 90; section I, para. 171, 182)
192. Despite having limited financial resources and not having an in-country presence, GSP had an impressive outreach. GSP supported 131 very diverse countries out of a total of 154 Non-Annex I Parties. Indeed most Non-Annex I Parties, LDCs and SIDS participated in one or more GSP activities. This was possible due the strategic use of partnerships for outreach and a close cooperation with the enabling activities' teams as a link to the countries and filling gaps faced by the enabling activities, and through a regional network approach. (Chapter V – section A, para. 92; section D, para. 107; section I, para. 174)
193. Overall, GSP delivered a large number of activities and outputs, which benefitting countries widely found to be useful and of good quality. The strategic use of partnerships made this possible, with jointly implemented and/or co-financed activities. The network approach applied by GSP, which especially in the second half of the implementation period became the backbone of GSP delivery, was another key factor with regional coordinators contributing to the planning and execution of activities, engaging in dialogue with countries, and providing advice directly to countries upon request. Moreover, the global GSP team was both proactive and responsive to country needs, driving partnerships, responding to requests, and providing quality technical advice. (Chapter V – section B, para. 66. 67. 68; section D, para. 103, 104, 105, 106, 114; section F, para. 144, 146; section I, para. 171, 182)
194. While GSP was neither the only, nor the primary, contributor to improved GHG inventories, NC/BUR reporting to the UNFCCC, and institutional arrangements at the country level, benefitting countries widely reported that GSP made a tangible, and often significant, contribution to improving the quality of these. Countries increasingly use NC, BUR and GHG inventory information in national development plans and sector plans, GSP made a contribution towards this by promoted an understanding of the value of these as tools for evidence-based decision-making. (Chapter V – section D, para. 109, 110, 111, 115, 116, 117, 126. 127, 132)
195. Countries were particularly interested in learning from other countries (peer learning), and GSP's support, especially through the regional and language-based networks provided opportunities for this, and the more mature networks contributed to building regional communities of practices, where countries would share experiences among themselves. In some cases, networks would also cooperate on experience-sharing across regions. (Chapter V – section D, para. 118, 119, 120, 144; section H, para. 158; section I, para. 195)
196. Gender was addressed through the elaboration of a guideline on gender integration in MRV, and gender was a major area of focus in GSP activities in the Western Balkans, with the intention of future replication in other regions. (Chapter V – section I, para. 183, 184)

197. As a global initiative with events and workshops were a central feature, GSP was significantly affected by the travel and social distancing restrictions of the response to the COVID-19 pandemic, but GSP successfully adapted by using virtual/online means to provide support, such as online workshops and trainings. As a result, GSP was able to maintain momentum during the pandemic. The virtual capacity development also had some added benefits, as it enabled GSP to reach a larger number of beneficiaries at the country level. (Chapter V – section C, para. 102; section F, para. 145)
198. **Weaknesses:** Given the global nature of GSP without an in-country presence and a focus on short-term activities, the participation of countries was predominantly ad-hoc in nature, many countries only participated in a few GSP activities, some were not reached at all, and there was somewhat limited awareness among countries of the GSP website. Moreover, the sustainability of the results achieved, and the continued use of the skills imparted depends entirely on national level factors over which GSP had no control, such as political priorities, financial constraints, and staff turnover. (Chapter V – section D, para. 107; section G para. 157, 159, 160, 164; section I, para. 175)
199. The network approach was most readily applied in regions, where several countries had advanced on MRV and/or had a shared language, whereas the approach was more challenging to implement in regions with a large number of LDCs, SIDS and/or several languages, which are the same time are the regions with the greatest support needs. Moreover, some networks were too young to have become communities of practices, also due to the COVID-19 induced inability to meet in person; these networks were generally the regions with many LDCs and SIDS. While GSP successfully adapted to COVID-19 through virtual means, these were not fully effective vis-à-vis networking and providing in-depth training). Countries were mainly interested in learning from countries which had advanced on MRV, even if not from their own region – including learning from Annex I Parties, vis-à-vis the use of the 2006 IPCC guidelines for the new BTR reports. (Chapter V – section D, para. 119, 120; section F, para. 144, 145; section H, para. 163; section I, para. 179)
200. A major shortcoming of GSP was that it was largely set up as two separate projects, where each agency had its own budget and with two separate implementation teams in different locations. While there was joint progress reporting and coordination of work plans, each agency carried out its own set of activities, established its own partnerships, and there was with limited cooperation, synergy or learning between the two agencies, although the project managers from both agencies were in regular contact. No evidence was found of cooperation or experience sharing between the networks supported by UNEP and those supported by UNDP. (Chapter V – section B, para. 101, section D, para. 120; section I, para. 168)
201. The second phase was delayed for a number of reasons. The GEF Secretariat requested new implementation arrangements to ensure a coordinated approach and joint implementation as a single project (following the recommendations of the MTR) and furthermore avoid direct execution, which required interagency negotiations on the implementation arrangements. Unforeseen factors also contributed to the delay, such as the COVID-19 pandemic, and the institutional change process that UNEP CCC underwent following the withdrawal of the Danish Technical University (DTU), shortly prior to the CEO endorsement deadline. Hence, DTU could not as foreseen be executing agency. UNDP and UNEP discussed the most appropriate way to continue to support the CBIT II A and B global programmes and decided to fully transfer of the GEF Implementing Agency role from UNDP to

UNEP. This gave a nine-month gap period during which the GSP team and some regional coordinators moved to other positions, although a few remained thanks to funding from other partners. As a result, momentum was lost and the networks and partnerships will need to be rebuilt; and it may prove a challenge for UNEP and UNEP CCC to a) link to countries for which UNDP is the GEF implementing agency for the enabling activities, b) rebuild those that were led by UNDP, and c) ensure that the UNDP-supported language-based networks fully remain part of the GSP group of networks. UNEP and UNEP CCC are investing in taking over the networks and partnerships from UNDP. (Chapter V – section H, para. 161)

202. Human rights were not addressed by GSP, despite the fact that MRV contribute to transparency and access to information. While gender was comprehensively addressed in one pilot region (the Western Balkans), it was not a significant area of engagement in other regions. UNEP and UNEP CCC plan to replicate the experience in other regions in the recently started second phase. (Chapter V – section I, para. 183, 184, 185)

## **B. Summary of project findings and ratings**

203. Table 8 below provides a summary of the ratings and finding discussed in Chapter V. Overall, the project demonstrates a rating of **'Satisfactory'**.

UNEP Evaluation Office Validation of Performance Ratings:

The UNEP Evaluation Office confirms that the report provides sufficient evidence and analysis to support the performance ratings listed below and the overall project performance rating at the 'Satisfactory' level. However, given that this project is a GEF-funded Enabling Activity<sup>7</sup> it is recognised that the outcome level results are not formulated in accordance with UNEP's definition of project outcomes as the 'uptake, adoption or application of outputs' (from para 107). Similarly, the assessment of Likelihood of Impact has been revised to be an assessment of the achievement of the project's objective (from para 123). While the Evaluation Office accepts the performance assessment of Effectiveness within this project evaluation context, within its aggregated project performance ratings' records **the Evaluation Office will record 'Not Rated'** against the two sub-categories of Achievement of Outcomes and Likelihood of Impact to protect the consistency and internal validity of its Biennial Synthesis Report analysis.

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<sup>7</sup> *Enabling Activity - means a project for the preparation of a plan, strategy or report to fulfill commitments under a Convention.*

**Table 8: Summary of project findings and ratings**

<b>Criterion</b>	<b>Summary assessment</b>	<b>Rating</b>	<b>Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)</b>	<b>EOU Validated Rating</b>
<b>Strategic Relevance</b>		<b>HS</b>	Terminal Review rating validated	<b>HS</b>
1. Alignment to UNEP MTS, POW and Strategic Priorities	Full alignment with UNEP MTS (incl. one indicator), BSP, S-SP + UNDP SP	HS	Terminal Review rating validated	HS
2. Alignment to Donor/GEF/Partner's strategic priorities	Fully alignment with GEF CCM objectives, indirect contribution to emissions reductions.	S	Terminal Review rating validated	S
3. Relevance to global, regional, sub-regional and national environmental priorities	Responded directly to UNFCCC, Paris Agreement, SDG13. Helped addressing Non-Annex I capacity constraints vis-à-vis mandatory and voluntary UNFCCC reporting. Indirect contribution to CC impacts.	S	Terminal Review rating validated	S
4. Complementarity with relevant existing interventions/coherence	Proactively sought out synergies, cooperation and partnerships with enabling activities + other initiatives. Promoted information-sharing and coordination through facilitating MRV Group of Friends.	HS	Terminal Review rating validated	HS
<b>Quality of Project Design</b>	Clear analysis and stakeholder identification. Coherent ToC and results framework albeit with some shortcomings. Insufficient assumptions. Set up as two separate sub-projects.	<b>MS</b>	Terminal Review rating validated	<b>MS</b>
<b>Nature of External Context</b>	COVID-19 significantly impacted GSP implementation in 2020-2021.	<b>MF</b>	Terminal Review rating validated	<b>MF</b>
<b>Effectiveness</b>		<b>S</b>	Terminal Review rating validated	<b>S</b>
1. Availability of outputs	A large number of outputs delivered, reaching a very large number of countries and consistently rated as very useful or useful by countries.	HS	Terminal Review rating validated	HS

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
2. Achievement of project outcomes	The intended outcomes can be regarded as achieved. Feedback from country representatives indicate that GSP contributed (often significantly) to achieving the outcomes.	S	Given that this project is a GEF-funded Enabling Activity <sup>8</sup> it is recognised that the outcome level results are not formulated in accordance with UNEP's definition of project outcomes as the 'uptake, adoption or application of outputs' (from para 107). While the Evaluation Office accepts the performance assessment of Effectiveness within this project evaluation context, within its aggregated project performance ratings' records <b>the Evaluation Office will record 'Not Rated'</b> against the sub-category of Achievement of Outcomes.	NR
3. Likelihood of impact	Intended objective likely to be partly achieved. The intermediate state has been partly achieved. GSP has contributed to this. There are still capacity and financial barriers, also due to the new BTR reporting requirements.	L	The assessment of Likelihood of Impact has been revised, during the Review process, to be an assessment of the achievement of the project's objective (from para 123). While the Evaluation Office accepts the performance assessment of Effectiveness within this project evaluation context, within its aggregated project performance ratings' records <b>the Evaluation Office will record 'Not Rated'</b> against the sub-category Likelihood of Impact to protect the consistency and internal validity of its Biennial Synthesis Report analysis.	NR
<b>Financial Management</b>		<b>S</b>	Terminal Review rating validated	<b>S</b>
1. Adherence to UNEP's financial policies and procedures	No evidence found of non-adherence or shortcomings or delays in disbursements. Budget revisions were timely (and minor). The introduction of UMOJA in UNEP created challenges and delays in the early years.	S	Terminal Review rating validated	S
2. Completeness of project financial information	Available: Budget by component, budget revisions, estimates of part of the co-financing, financial reports. Not available: co-financing confirmation letters, UNEP spending not broken down by component.	S	Terminal Review rating validated	S

<sup>8</sup> Enabling Activity - means a project for the preparation of a plan, strategy or report to fulfill commitments under a Convention.

<b>Criterion</b>	<b>Summary assessment</b>	<b>Rating</b>	<b>Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)</b>	<b>EOU Validated Rating</b>
3. Communication between finance and project management staff	Financial status clear to PM and TM, no evidence of shortcomings, requests by TR responded to	S	Terminal Review rating validated	S
<b>Efficiency</b>	Low initial spending, full execution of budget, very effective use of partnerships, UNEP rushed implementation towards end.	<b>S</b>	Terminal Review rating validated	S
<b>Monitoring and Reporting</b>		<b>MS</b>	Terminal Review rating validated	<b>MS</b>
1. Monitoring design and budgeting	Insufficient indicators. Insufficient monitoring budget set aside, monitoring expected to be done by project managers. Adequate resources for MTR and TR.	MU	Terminal Review rating validated	MU
2. Monitoring of project implementation	Insufficient monitoring of outcomes. Activity and output participation and outreach data aggregated. Network effectiveness assessment done. Country needs monitored and informed GSP and others about country gaps and needs.	MS	Terminal Review rating validated	MS
3. Project reporting	PIRs captured activity and output progress. Outcomes reported on, but not fully responding to the indicators. Data often gender disaggregated. Risks reported on. GSP lessons were captured in an annex to the final report.	S	Terminal Review rating validated	S
<b>Sustainability</b>		<b>ML</b>	Terminal Review rating validated	<b>ML</b>
1. Socio-political sustainability	Varies among countries, and political ownership can change. But the global attention, UNFCCC commitments, and the prospect of attracting climate finance are an incentive to invest in MRV.	ML	Terminal Review rating validated	ML
2. Financial sustainability	Counties still depend on financial support for MRV, and GSP's networking services are unlikely to be funded by countries. GEF funding secured for a second phase. UNDP will support two networks outside GSP. The GEF enabling activities and other development partners also support countries in MRV work.	L	Terminal Review rating validated	L

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
3. Institutional sustainability	Countries still face institutional and capacity constraints, and staff turnover necessitates future training. The older networks have built communities of practices, but the younger have not. Networks will continue in the next phase.	ML	Terminal Review rating validated	ML
<b>Factors Affecting Performance</b>		<b>S</b>	Terminal Review rating validated	<b>S</b>
1. Preparation and readiness	Delayed start, late recruitment of project team, especially by UNEP. Inception meeting 6 months after project signing. Official start date 8 months after signature. First work plan covered 2016 but was not costed.	MU	Terminal Review rating validated	MU
2. Quality of project management and supervision		S	Terminal Review rating validated	S
<i>2.1 UNEP/Implementing Agency:</i>	<i>Regular PAC meetings, good links to enabling activities ensured.</i>	S	Terminal Review rating validated	S
<i>2.2 Partners/Executing Agency:</i>	<i>Project execution worked well, large number of activities, strategic use of partnerships, flexibility, responsiveness. Limited synergy between UNEP and UNDP.</i>	S	Terminal Review rating validated	S
3. Stakeholders' participation and cooperation	Very good outreach to countries, but by nature ad-hoc participation of countries. Very responsive to countries' requests. Countries had one representative in GSP governance. Strong focus on partnerships.	HS	Terminal Review rating validated	HS
4. Responsiveness to human rights and gender equality	Proactive engagement in integrating gender issues in the Western Balkans (but less so in other regions). Little attention to human rights but contributed to "access to information".	MS	Terminal Review rating validated	MS
5. Environmental and social safeguards	Minimal environmental and social risk due to the nature of GSP.	S	Terminal Review rating validated	S

<b>Criterion</b>	<b>Summary assessment</b>	<b>Rating</b>	<b>Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)</b>	<b>EOU Validated Rating</b>
6. Country ownership and driven-ness	Limited direct influence due to the global nature of GSP with ad-hoc engagement of countries, mainly at technical level. Countries view of GSP as being responsive and providing a useful contribution to national systems promoted ownership. Some countries provided cash contributions.	S	Terminal Review rating validated	S
7. Communication and public awareness	Effective communication with countries and partners. Promotion of peer learning. Outreach done through COP side events, publications, and website. Technical topic not easy to communicate to political level and public.	S	Terminal Review rating validated	S
<b>Overall Project Performance Rating</b>		<b>S</b>	Terminal Review rating validated	<b>S</b>

## C. Lessons learned

<b>Lesson Learned #1:</b>	<b>Dividing resources and management favours parallel implementation at the expense of interagency cooperation and synergy</b>
<b>Context/comment:</b>	<p>GSP by design was intended to draw on the respective strength and added value of each agency, envisaging a coordination role for UNDP and a technical role for UNEP. However, the division of project resources by agency and setting up separate project management units for each agency in different locations in effect led to two largely parallel projects executed by each agency with little cooperation, synergy, shared learning and a lack of a shared vision and approach. (Chapter VI – section A, para. 200)</p> <p><i>Note: Division of funding is common in joint interagency initiatives, and in practice, one UN agency cannot have oversight of other UN agencies. Nonetheless, there are examples UNEP, UNDP and other UN agencies setting up joint implementation teams (e.g. the Poverty-Environment Initiative) and/or having cooperative implementation (e.g. UN-REDD).</i></p>
<b>Lesson Learned #2:</b>	<b>Regional networks can be an effective and efficient means of delivering capacity development to a large number of countries and promoting South-South learning</b>
<b>Context/comment:</b>	<p>Countries had a keen interest in learning from peers and the regional networks were particularly effective in providing opportunities for peer learning, and more mature networks evolved into communities of practice with countries directly engaging with each other. The network approach applied by GSP was a key factor enabling GPS to deliver a large number of activities and outputs, and to engage directly with a large number of countries. (Chapter VI – section A, para. 193, 195)</p>
<b>Lesson Learned #3:</b>	<b>It is easier to use regional networks to promote peer learning and South-South cooperation, when a) the region contains countries that have made good progress and advances that other can learn from, and b) the countries in the region have a shared language they can communicate in</b>
<b>Context/comment:</b>	<p>While the age and maturity of the GSP-supported networks was a major factor vis-à-vis promoting peer learning and creating a community of practice; this development was also facilitated by the same regions having countries which could showcase good practices and a shared language, which participants from all the countries could communicate freely in. While countries had a strong interest in peer learning, it was not always tied to an interest in learning from similar countries; there was a demand to learn from countries which had made significant advances, whether from the same or another region, or even from Annex I Parties. (Chapter VI – section A, para. 195, 199)</p>

<b>Lesson Learned #4:</b>	<b>Virtual/online courses, workshops and advice can be effective for capacity development and add value but cannot fully substitute physical/in-person capacity development</b>
<b>Context/comment:</b>	COVID-19 restrictions necessitated a shift from physical workshops and trainings to a full reliance of online workshops, courses, meetings and phone/VoIP calls for an extended period. The change provided benefits in terms of greater outreach (reaching more stakeholders in each country), cost-effectiveness, and reduced carbon footprints. However, they were not effective tools for more in-depth training and promoting networks and fostering communities of practice. (Chapter VI – section A, para. 197, 199)

<b>Lesson Learned #5:</b>	<b>Strategic use of partnerships, in-house and with external partners, can significantly enhance the outreach and results of a small project</b>
<b>Context/comment:</b>	GSP was able to reach a very large number of countries and provide support which the vast majority found useful and of good quality. This was possible due to the strategic use of partnerships: a) internally within UNEP and UNDP with the enabling activities teams, which enabled GSP to link to countries and identify key gaps and needs, for support; and b) externally with other partners, which allowed for joint/co-financed activities. (Chapter VI – section A, para. 192, 193)

## D. Recommendations

<b>Recommendation #1:</b>	<b>Establish clear and formalised arrangements for coordination and cooperation with UNDP</b>
<b>Challenge/problem to be addressed by the recommendation:</b>	<p>UNDP will not be implementing or executing agency for the next phase. Moreover, during the nine-month gap period from GSP completion to the recent start of the second phase, most of the GSP team and the regional network coordinators left their positions. This poses a challenge for UNEP and UNEP CCC vis-à-vis a) ensuring easy access for countries supported by UNDP for their enabling activities; and b) picking up structures, partnerships and networks established by UNDP under GSP; and c) ensuring that UNDP supported language-based networks fully remain part of the GSP group of networks.</p> <p>UNEP, UNDP and UNEP CCC are aware of the challenge and keen on addressing it. However, if this is done in an informal manner, there is a risk that cooperation and coordination remain person-driven and is lost, if key persons move to other positions.</p> <p>To reduce this risk, UNEP, UNDP, and UNEP CCC could enter in formalised arrangements. This could for example be in the form of:</p> <ul style="list-style-type: none"> <li>a) UNDP representation at the PSC (either as full member or observer)</li> </ul>

	b) Letters of agreement between relevant sections of the three agencies (if feasible)
<b>Priority Level:</b>	High
<b>Type of Recommendation</b>	Partners recommendation
<b>Responsibility:</b>	UNEP, UNDP, UNEP CCC
<b>Proposed implementation timeframe:</b>	Within 1-3 months

204. Cross-reference(s) to rationale and supporting discussions:

- Chapter VI – section A, para. 192, 193

<b>Recommendation #2:</b>	<b>Reach out directly to the 23 non-Annex I Parties, that have not participated in GSP, identify their needs and make them aware of the availability of support from GSP</b>
<b>Challenge/problem to be addressed by the recommendation:</b>	GSP had an impressive outreach and supported 131 out of a total of 154 Non-Annex I Parties. However, 23 countries, including some LDCs and possibly also some SIDS were not reached by GSP. These countries are likely to face the same challenges as the 131 countries that were reached. UNEP as a UN agency has a similar obligation towards all its member states.
<b>Priority Level:</b>	Medium
<b>Type of Recommendation</b>	Project level recommendation
<b>Responsibility:</b>	UNEP, UNEP CCC, network coordinators
<b>Proposed implementation timeframe:</b>	Within 3-9 months

205. Cross-reference(s) to rationale and supporting discussions:

- Chapter VI – section A, para. 192

<b>Recommendation #3:</b>	<b>Implement measures that promote inter-network sharing, learning and cooperation</b>
<b>Challenge/problem to be addressed by the recommendation:</b>	<p>At the end of GSP, there were significant differences in the level of maturity of the different networks. Moreover, countries have shown an interest in learning from countries in other regions. There was some inter-network cooperation during GSP, but there had been no link between UNEP- and UNDP-supported networks.</p> <p>There is significant potential for networks to learn from each other, to cooperate on the development of best practices, and to promote peer learning for countries across regions. This could for example be in the form of:</p> <p>a) annual workshops for network coordinators</p>

	<ul style="list-style-type: none"> <li>b) mapping network-level best practices (vis-à-vis training, peer learning, building up communities of practice) and providing guidance to other networks on how to adapt and implement the best practices identified</li> <li>c) bringing representatives from countries with best practices into the training/support provided in other regions</li> </ul>
<b>Priority Level:</b>	Medium
<b>Type of Recommendation</b>	Project level recommendation
<b>Responsibility:</b>	UNEP CCC, network coordinators
<b>Proposed implementation timeframe:</b>	Within 3-12 months

206. Cross-reference(s) to rationale and supporting discussions:

- Chapter VI – section A, para. 195, 199, 200

<b>Recommendation #4:</b>	<b>Develop a strategy/model for combining in-person and virtual means to ensure effective capacity development and outreach to relevant national beneficiaries</b>
<b>Challenge/problem to be addressed by the recommendation:</b>	<p>Virtual and physical capacity development activities each have their own strengths and weaknesses. Virtual capacity development is cost-effective, allows for wide outreach to stakeholders, and has a low carbon footprint. Physical/in-person capacity development can be used in-depth capacity development and can promote networking and foster communities of practice. Hence, the right combination of the two can create synergy and enhance the effectiveness of the capacity development provided.</p> <p><i>Note: The two network assessments carried by UNEP and UNDP can provide lessons informing the development of a strategy for combining physical and virtual capacity development.</i></p>
<b>Priority Level:</b>	Low
<b>Type of Recommendation</b>	Project level recommendation
<b>Responsibility:</b>	UNEP CCC, network coordinators
<b>Proposed implementation timeframe:</b>	Within 6-12 months

207. Cross-reference(s) to rationale and supporting discussions:

- Chapter VI – section A, para. 197, 199

<b>Recommendation #5:</b>	<b>Engage government agencies/staff from Annex I Parties to share their experience with Non-Annex I Parties, vis-à-vis the application of the 2006 IPCC guidelines</b>
<b>Challenge/problem to be addressed by the recommendation:</b>	Many Non-Annex I Parties, especially LDCs and SIDS still face significant constraints vis-à-vis reporting to the UNFCCC. In the coming years, the reporting requirements will become more demanding, as the countries will have to apply the 2006 IPCC guidelines in their BTR reporting. Annex I Parties, on the other hand, have several years of experience with using the 2006 IPCC guidelines; this experience could facilitate the uptake of these guidelines for Non-Annex I Parties
<b>Priority Level:</b>	Medium
<b>Type of Recommendation</b>	Partners recommendation
<b>Responsibility:</b>	UNEP, UNEP CCC, Annex I governments (e.g. partners during GSP, such as Australia, Belgium, Germany)
<b>Proposed implementation timeframe:</b>	Within 12-24 months

208. Cross-reference(s) to rationale and supporting discussions:

- Chapter VI – section A, para. 199

<b>Recommendation #6:</b>	<b>Further develop and implement initiatives for enhanced and deeper peer learning between countries</b>
<b>Challenge/problem to be addressed by the recommendation:</b>	<p>Countries have shown a strong interest in learning from countries that have good experiences. GSP facilitated such peer learning, but it was mainly done in a short-term manner in workshops and training courses. GSP also helped individual countries in the identification and mobilisation of expert inputs.</p> <p>There is potentially scope for further deepening peer-learning while also enhancing countries' access to expert inputs and motivating staff from countries that have advanced MRV systems to engage in supporting countries with lower capacities (especially LDCs and SIDS). This could for example be in the form of:</p> <ul style="list-style-type: none"> <li>a) Providing opportunities for internships for staff from LDCs and SIDS in countries with relevant best practices</li> <li>d) Bringing experts/representatives from best practice countries to other countries to help them address challenges and bottlenecks (peer technical advisory)</li> </ul>
<b>Priority Level:</b>	Low
<b>Type of Recommendation</b>	Project level recommendation
<b>Responsibility:</b>	UNEP CCC, network coordinators
<b>Proposed implementation timeframe:</b>	Within 12-24 months

209. Cross-reference(s) to rationale and supporting discussions:

- Chapter VI – section A, para. 191, 195

<b>Recommendation #7:</b>	<b>Upscale the gender approach applied by GSP in the western Balkans to the other regional networks and develop and roll out approaches to promote the integration of human rights in MRV</b>
<b>Challenge/problem to be addressed by the recommendation:</b>	<p>GSP developed a gender guideline. Gender was a key area of engagement in the Western Balkans region, but this was not replicated in other regions, where there was limited focus on gender.</p> <p>GSP did not engage in promoting a human rights-based approach. However, MRV contribute to transparency and access to information, and as thus, there is an unexplored relevance to the human rights agenda.</p> <p>Since the gender work under GSP was led by UNDP, it could be considered to partner with the UNDP Climate Promise team vis-à-vis upscaling the approach from the Western Balkans.</p>
<b>Priority Level:</b>	Low
<b>Type of Recommendation</b>	Project level recommendation, potentially partners recommendation
<b>Responsibility:</b>	UNEP CCC, UNDP
<b>Proposed implementation timeframe:</b>	Within 12-24 months

210. Cross-reference(s) to rationale and supporting discussions:

- Chapter VI – section A, para. 196, 202

## ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS

**Table 9: Response to stakeholder comments received but not (fully) accepted by the reviewers, where appropriate**

Page Ref	Stakeholder comment	Evaluator Response
N/A	Despite the MRV TOR mentioning the networks were purely technical, one of the GSP Network initiative challenges was geopolitics. There was a time a country would refuse to attend an event if it was to be held in a particular country. We always had to check on this to avoid conflict. I don't know if this is worth mentioned	Noted. However, this has not had a significant effect on project delivery. No change required.
N/A	The spiked GSP spending, especially for UNEP, in 2021 was anticipated and mentioned in PIR 1. In the last two years of GSP, there was significant increase in raising awareness among developing countries on being ready for implementing Enhanced Transparency Framework (ETF). This was also manifested by the countries capacity needs in the 2020 GSP and UNFCCC surveys on capacity needs and status of NC and BUR projects. Once the MPG of the ETF were concluded, especially in 2020, the MRV Networks countries significantly increased requests for training on Mitigation analysis and NDC tracking use of 2006 IPCC Software for GHG Inventory preparation and Vulnerability and Adaptation assessment. To meet this demand, GSP contracted 7 consultants to provide training and meet the training need requests. When GSP support activities were stopped in July 2021 due to project Phase 1 closure, there were still pending training requests from the countries. The countries were informed the training would continue in the second phase	No reference found in the 2016 PIR to UNEP anticipating that most funds would be spend during the last year of implementation. The MTR expressed concerns about the low level of spending during the first half of the project implementation perioe, although noting that spending could be expected to accelerate in the second half of the project period. Moreover, the finding regarding rushed implementation towards the end of the project is confirmed by stakeholders interviewed. No change required.
6	<i>Project identification table:</i> Please specify what type of revisions are meant here.	This is a UNEP standard evaluation table format, only the number of amendments ae indicated. The types of amendments appear in the main text, as necessary. The amendments are extensions and budget revisions. No change required.
7	<i>Project identification table:</i> <ul style="list-style-type: none"> <li>• For clarity, the wording can be 'co-financing delivery' or 'co-financing implemented'.</li> <li>• Also recommended to provide all approved co-financing amounts. [i.e., UNDP funding: USD 450,000 (LECB support)]</li> </ul>	This is a standard UNEP table, so the wording cannot be changed. Detailed info on co-financing sources are provided in the main section on financing, LECB support is now specifically mentioned there.

Page Ref	Stakeholder comment	Evaluator Response
7	<p><i>Project identification table:</i> Similar to the table provided in the MTR report, it is recommended to have a financial information section that shows the approval and completion figures separately for each contribution (UNDP, UNEP, Other countries, total GEF).</p>	<p>This is a standard UNEP table. Detailed info or the different sources is provided in the main sections on financing, using the standard UNEP table for evaluations (table 6). No change required.</p>
26	<p><i>Table 6:</i> Please note that UN Agencies are not for profit organizations, so cannot do loans, credits, or equity investments. It would be important to put “not applicable” against those lines in the column “UNEP+UNDP” or remove them. UN agencies should not be associated with any idea of profit generation in any way.</p>	<p>This a standard UNEP evaluation table and has those rows to capture any contributions from the private sector. It is thus not possible to delete the rows. No change required.</p>
31	<p><i>Para. 92:</i> We would like to note that the statement does not fully take into account the global nature of the project and its modus operandi. If it was a national project, the COs should be involved more. Since it was a global programme, the COs were less involved. This could be considered further to highlight the need for global programmes to be linked to the national country programmes.</p> <p>It is also important to note that most CC EAs are executed under NIM, or support to NIM modality. As such UNDP COs are responsible for the oversight and have no/or limited role in the execution of national CC EAs projects.</p>	<p>Reference to the global nature of GSP added. It is not a finding that COs should have had a more prominent role – as this would have been difficult, when GSP did not have a long-term engagement in specific countries.</p>
33	<p><i>Para 103:</i> This statement would majorly refer to the end of the project and not throughout the entire project cycle.</p> <p>It would be useful to specify the reason, e.g. (a) the timing of the Terminal Evaluation taking place after the project operational closure date and the release of the project staff; (b) lack of such requirement in the M&amp;E plan, etc.</p>	<p>The lack of systematic reporting on the indicators in the results framework applies to the entire project implementation. The MTR also found this shortcoming. The concrete reasons/issues/shortcomings vis-à-vis monitoring are already covered in section G. (monitoring and reporting) Reference to section G added.</p>
46	<p><i>Para 139:</i> UNDP Co-financing letter is available and recorded. The letter was dated January 10, 2014.</p>	<p>The co-financing letters from 2014 confirmed the intention to provide co-financing for the project, but do not confirm that the intended co-financing was actually provided, as those letters predate the implementation. Co-financing confirmation letters are often</p>

Page Ref	Stakeholder comment	Evaluator Response
	Please specify who the responsibility for monitoring and reporting co-financing lies with. It is our understanding it was not defined in the ProDoc, nor agreed at any Advisory Committee meeting.	provided after implementation to confirm whether the intended co-financing was actually provided. The text has been adjusted to clarify this.
51	<i>Para 166:</i> This needs to be reviewed since the annual workplans included budgets inside upon an indication by the PAC from 2017.	None of the annual work plans provided to the TE contain budgets/costing. The original multi-year work plan was costed. The text has been adjusted.
56	<p><i>Para 201:</i></p> <p>The highlighted part could be clarified better, referring that UNDP withdrew from the GEF Implementing Agency role in the following projects the CBIT 2A and 2B. The shift in responsibility has been agreed upon due to belated announcement of changes in the UNEP-DTU Partnership, which made the earlier arrangement which assumed that DTU would function as Executing Entity for UNDP no longer feasible.</p> <p>The term “second phase” may give incorrect impression and sounds like second phase of the GSP. Please rephrase to specify it concerns the CEO Endorsement and start of the CBIT 2A and 2B.</p> <p>Finally, it is important to note that delays were initially caused due to the interagency negotiations on the appropriate implementation arrangements in response to the GEFSec comment requesting agencies to implement different institutional arrangements that ensure a more coordinated approach and further avoid direct execution if possible. The GEFSec considered necessary to have an overall project manager/coordinator which would be the key representative for the program and to ensure good coordination on the part of UNDP and UNEP so that it is truly implemented jointly as one program as opposed to one program implemented by two agencies, which has been the case of the GSP.</p>	Amended. The merger with CBIT his already explained in para 66 and 133. It is now also mentioned in para 11.
72	<i>Annex IV:</i> It might be better to include full budget and expenditures, not only for the technical components.	This is a standard UNEP evaluation table and can thus not be amended. No change required.

## ANNEX II. PEOPLE CONSULTED DURING THE REVIEW

Organisation	Name	Position	Gender
UNEP	Tania Daccarett Pinzás	Project Specialist, Climate Change Mitigation Unit, Energy and Climate Branch, Economy Division	Female
UNEP	Ruth Zugman Do Coutto	Task Manager, GEF Climate Change Mitigation Unit, Energy and Climate Branch, Economy Division	Female
UNEP	Geordie Colville	Senior Programme Manager, Head of Climate Change Mitigation Unit, Economy Division	Male
UNEP (former)	Stanford Abel Mwakasonda	Former Programme Management Officer for GSP, Division of Technology Industry and Economics	Male
UNEP	Miriam L. Hinostrroza	Head of Global Climate Action, former UNEP DTU Partnership Project Director	Female
UNEP	Suzanne Lekoyiet	Task Manager for Enabling Activities, Climate Change Mitigation Unit, Economy Division	Female
UNEP	Fatma Twahir	Fund Management Officer for CCM unit	Female
UNEP	Linda Chemutai Choge	Administrative Assistant for CCM unit	Female
UNEP	Brian Okoth	Network Coordinator for Southern Africa	Male
UNEP	Prakash Nilesh	Network Coordinator for Pacific Islands	Male
UNEP CCC	Fatima-Zahra Taibi	Coordinator of activities executed by UNEP CCC/UNEP DTU Partnership	Female
UNDP	Eva Huttova	Programme Analyst, Global Environmental Finance/Bureau for Policy and Programme Support, Europe and CIS Regional Hub	Female
UNDP	Damiano Borgogno	Former Coordinator for GSP, Europe and CIS Regional Hub	Male
UNDP (former)	Thiago Mendes	Consultant, Coordinator for Lusophone network	Male
UNDP (former)	Snezana Marstijepovic	Consultant, Coordinator for Western Balkans	Female
UNFCCC Sec	Jigme	Team Lead, NDC and Transparency Unit	Male
UNDP	Verania Chao	Gender/Climate Team Leader	Female
SPF Santé Publique - FOD Volksgezondheid	Geert Fremout	Environment Manager	Male
SPF Santé Publique - FOD Volksgezondheid	Camille Reyniers		Female
US Environmental Protection Agency	Mausami Desai	GHG inventory expert	Female
GIZ	Daniel Plugge,	Coordinator, PATPA	Male
GIZ	Carlos Essus	PATPA	Male
GIZ	Catarina Tarpa	PATPA	Male
GHGMI	Michael Gillenwater	Head	Male
Ministry of Environment, Panama	Yoisy Castillo		Female
Environment Directorate, Togo	Komlan Edou	NC BUR coordinator	Male

Organisation	Name	Position	Gender
UNDP Lebanon	Lea Kai		Female
Ministry of Environment, Cambodia	Vichet Ratha		Female
Government of Mauritania	Fall Oumar		Male
Government of Burundi	Ngenzebuhoro Emmanuella		Female
Ministry of Environment, Mauritius	B. Aisha Golamaully		Female
UNDP Macedonia (former)	Pavlina Zdraveva		Female

## ANNEX III. KEY DOCUMENTS CONSULTED

### Project planning and reporting documents

- CEO Endorsement. GEF Council Notification on Amended Project, 18 June 2014
- GSP UNDP Project Document, 1 May 2015
- UNEP's Annexes to CEO Endorsement Document
- Minutes of virtual Project Appraisal Committee, 4-15 August 2014
- UNEP Project Review Committee comments, 4 December 2013
- Responses to UNEP PRC
- UNEP project revisions (budget, completion date): 23 April 2015, 14 June 2016, 16 November 2017, 12 May 2020, 29 April 2021
- GSP no-cost extension request, 17 December 2020
- Project Implementation Review (PIR) reports: 2016, 2017, 2018, 2019, 2020, 2021
- GSP Final Report, October 2021
- PAC meeting minutes: February 2016, February 2017, September 2017, February 2018, February 2019, December 2019, December 2020
- Financial reports:
- UNDP Atlas Delivery reports: 2015, 2016, 2017, 2018, 2019, 2020, 2021
- UNEP Umoja spending and budget extracts 2015 – 2022
- Co-financing letters estimates from UNEP and UNDP
- Annual GSP work plans: 2016, 2017, 2018, 2019, 2020, 2021
- GEF Climate Change Mitigation tracking tool, February 2022
- GSP: Excel sheet with overview of implemented and planned GSP activities: workshops, online trainings, UNDP written products, ad-hoc support, reports reviewed, September 2021
- UNDP: Atlas Risk Log for GSP, 30 Sep 2021
- UNEP: GSP Training Report, Jul 2021
- UNEP: GSP Half Yearly Progress Report, 31 Dec 2020

### Project outputs

- GSP website and published written products: <http://www.un-gsp.org/>
- GSP website statistics 24 May 2017 – 30 Sep 2021 (Google Analytics)
- Various GSP workshop and event reports, presentations, briefs, agendas, invitations, participants lists, and documentation
- Various GSP training materials
- Various GSP mission reports
- UNEP DTU Partnership: INDC support – technical reports, workshop reports
- Lusophone Network results of the last 12 months, Jan 2022
- 2021 Virtual meeting of the Group of Friends on MRV/transparency framework for developing countries: agenda, guiding questions, list of participants, 10 May 2021

#### Previous reviews/evaluations

- GSP Mid-term Review, 5 September 2018
- Management response to Mid-term Review and tracking, 14 November 2020
- External review (UNEP): Regional Measurements, Reporting and Verification (MRV) Networks Effectiveness Evaluation, June 2021
- External assessment (UNDP): Assessment of learning outcomes in regional climate action networks, 7 Dec 2020

#### Reference documents

- UNDP Strategic Plan 2018-2021
- UNEP Mid Term Strategy 2018-2021
- Terminal Evaluation of the UNEP/UNDP/GEF Project Capacity Building Initiative for Transparency (CBIT) Global Coordination Platform (GCP), February 2021

## ANNEX IV. PROJECT BUDGET AND EXPENDITURES

**I. Table 10: Expenditure by Outcome**

Component	Estimated cost at design (USD)	Actual Cost/ expenditure UNEP (USD)	Actual Cost/ expenditure UNDP (USD)
Component 1 (strengthening operational, institutional arrangements for the preparations of NCs and BURs)	1,739,125.00		590,627.22
Component 2 (technical backstopping to national teams for the preparation of NCs, BURs, and nationally determined contributions)	4,208,750.00	3,346,388.29	2,294,264.87
Component 3 (knowledge management, communication, and outreach)	602,125.00		278,123.61

## ANNEX V. FINANCIAL MANAGEMENT

**Table 11: Financial Management Table**

Financial management components:		Rating	Evidence/ Comments
<b>1. Adherence to UNEP's policies and procedures:</b>		<b>S</b>	
Any evidence that indicates shortcomings in the project's adherence to UNEP or donor policies, procedures or rules		No	No evidence found of non-adherence or shortcomings or delays in disbursements. Budget revisions were timely (and minor). The introduction of UMOJA in UNEP created challenges and delays in the early years.
<b>2. Completeness of project financial information:</b>			
Provision of key documents to the reviewer (based on the responses to A-H below)		<b>S</b>	
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes	Co-financing and budget by component available in CEO endorsement
B.	Revisions to the budget	Yes	All revisions (minor) were made available
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes	Direct execution by UNDP and UNEP. Documentation provided for all budget revisions.
D.	Proof of fund transfers	N/A	Direct execution by UNDP and UNEP
E.	Proof of co-financing (cash and in-kind)	No	UNDP/UNEP estimates provided and confirmed by interviewees – but not all contributions have been quantified, no co-financing confirmation letters from partners provided
F.	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	Yes	UNEP and UNDP have provided financial statements and annual breakdowns. Component breakdowns provided by UNDP, but UNEP did not report expenses per project component
G.	Copies of any completed audits and management responses ( <i>where applicable</i> )	N/A	The project was not audited
H.	Any other financial information that was required for this project (list):	N/A	No other financial information required
<b>3. Communication between finance and project management staff</b>		<b>S</b>	
Project Manager and/or Task Manager's level of awareness of the project's financial status.		HS	The financial status was clear to the PM and TM
Fund Management Officer's knowledge of project progress/status when disbursements are done.		S	No evidence of shortcomings found
Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.		S	No evidence of shortcomings found.
Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.		S	No evidence of shortcomings found

Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the review process	HS	Requests were readily responded to
<b>Overall rating</b>	<b>S</b>	

## ANNEX VI. BRIEF CV OF THE REVIEWER

Kris Borring Prasada Rao

<b>Profession</b>	Partner and Board Member, PEMconsult
<b>Nationality</b>	Danish
<b>Country experience</b>	<ul style="list-style-type: none"> <li>• Africa: Botswana, Djibouti, Ethiopia, Ghana, Kenya, Liberia, Madagascar, Malawi, Mali, Mauritius, Mozambique, Namibia, Nigeria, Rwanda, Senegal, South Africa, Tanzania, Uganda, Zambia, Zimbabwe</li> <li>• Americas: Argentina, Brazil, Costa Rica, USA</li> <li>• Asia: Afghanistan, Bangladesh, Bhutan, Cambodia, India, Indonesia, Iran, Kazakhstan, Kyrgyzstan, Lao PDR, Myanmar, Tajikistan, Thailand, the Philippines</li> <li>• Europe: Denmark, Italy, Lithuania, Poland</li> </ul>
<b>Education</b>	<ul style="list-style-type: none"> <li>• MSc Human Geography, University of Copenhagen, 1999</li> <li>• BSc Geography, University of Copenhagen, 1997</li> </ul>

### Short biography

Mr Kris B. Prasada Rao is an independent evaluator. He holds an MSc in Human Geography and has more than 20 years of professional experience in climate change, natural resource management, environment, rural development, agriculture, and livelihoods. He has expertise in different aspects of climate change, including governance under the UNFCCC framework, adaptation and resilience, mitigation, and mainstreaming across sectors. He has worked in 42 countries, for a broad range of multilateral institutions including UNEP, UNDP, FAO and the European Union, bilateral donors, and NGOs. Kris B. Prasada Rao is a specialist in evaluation and has carried out numerous evaluations and reviews including complex strategic evaluations, global and regional multi-country programme evaluations, and in-country project evaluations. Moreover, he has hands-on programme and project implementation, management and oversight experience from positions with the Danish Committee for Aid to Afghan Refugees (DACAAR), Oxfam America, and IFAD. He has since 2011 been a partner and board member at PEMconsult ([www.pem.dk](http://www.pem.dk)).

Key specialties and capabilities cover:

- Natural resource management, environment, climate change, agriculture, water, rural development, livelihoods, poverty reduction
- Fragile states
- Evaluation and review
- Programme and project planning, implementation, monitoring, supervision
- Programme Manager, Team Leader: management and supervision of international and local programme staff and consultants

Selected assignments and experiences

#### **Independent reviews/evaluations:**

- Evaluation of the EU cooperation with the United Nations. Client: EC, 2021-2022
- Final evaluation of FAO-GEF project Participatory assessment of land degradation and sustainable land management in grassland and pastoral areas systems. *Team Leader*. Client: FAO, 2021
- Review of the Climate Grant from the Danish Climate Envelope for civil society climate action. Client: CISU, 2021
- Review of the DOF BirdLife Denmark programme Integrating Livelihoods and Conservation – People Partner with Nature for Sustainable Living phase II, Nepal, Kenya, Uganda. *Team Leader*. Client: CISU, 2021

- Terminal Evaluation: Development of Sustainable Renewable Energy Power Generation (SREPGen), Bangladesh, UNDP-GEF project. *Team Leader*. Client: UNDP, 2020-2021
- Terminal evaluation of UNEP-UNDP GEF CBIT GCP (Capacity Building in Transparency Global Coordination Platform) phase 1. Client: UNEP+UNDP, 2020-2021
- Evaluation of the Danish Support for Climate Change Adaptation in Developing Countries. Client: Danida, 2019-2020
- Project evaluations and results-based framework development for future monitoring and evaluation - the Low Emission Capacity Building (LECB) Programme, the EU-INDC (Intended Nationally Determined Contribution for the UNFCCC) Project, NDC (Nationally Determined Contribution for the UNFCCC) Support Programme. *Team Leader*. Client: UNDP, 2019-2020
- Evaluation of the European Union's co-operation with Myanmar, 2012-2017. *Team Leader*. Client: EC, 2018-2020
- Terminal Evaluation of the UNEP-EC DG Environment Strategic Cooperation Agreement (SCA). *Team Leader*. Client: UNEP, 2019-2020
- End reviews of EAMCEF II (Conservation and Restoration of the Eastern Arc Mountains) and ECOPRC (Empowering Communities Through Training on Participatory Forest Management, REDD and Climate Changes), Tanzania. *Team Leader*. Client Embassy of Norway, 2019
- Joint Nordic Evaluation of the Nordic Development Fund (NDF). Client: Particip for NDF, 2019
- Mid-Term Review of the Indicative Cooperation Programme (ICP IV) 2016-2020 between the Grand Duchy of Luxembourg and Lao PDR. Client: Luxembourg Ministry of Foreign and European Affairs, 2018-2019
- Midterm Review of the UNDP-UNEP-GEF project "Global Support Programme for Preparation of National Communications and Biennial Update Reports of non-Annex I Parties under the UNFCCC". Client: UNDP, 2018
- Evaluation of the European Union's co-operation with Afghanistan, 2007-2016. *Team Leader*. Client: EC, 2016-2018
- Evaluation of the European Union's sustainable energy cooperation (2011-2016). Client: EC, 2017
- Mid-Term Review of the UNDP-GEF project: Establishing integrated models for protected areas and their co-management in Afghanistan. *Team Leader*. Client: UNDP, 2017
- Evaluation of the European Union's co-operation with the Region of Eastern Africa, Southern Africa and the Indian Ocean, 2008-2015. Client: EC, 2016-2017
- Mid-Term Evaluation of the UNEP project "Building Adaptive Capacity and Resilience to Climate Change in Afghanistan 2014-2018", funded by the GEF (Global Environment Facility). *Team Leader*. Client: UNEP, 2016
- Global evaluation of EU's Water Facility. Client: EC, 2016
- Evaluation of the European Union's co-operation with Central Asia. *Team Leader*. Client: EC, 2015-2016
- Mid Term Review of the EU funded Project: "Sustaining biodiversity, environmental and social benefits in the Protected Areas of the Eastern Plains Landscape of Cambodia". Client: WWF, 2016
- Global Mid-Term Evaluation of the EU funded Low Emission Capacity Building (LECB) Programme. *Team Leader*. UNDP, 2015
- Evaluation of Swedish (SMHI) International Training Programs (ITP); Climate Change - Mitigation and Adaptation 2007-2011. Sida, 2015
- Evaluation of the development cooperation of Denmark, Sweden and the European Union with Bangladesh. Client: EC, 2015

- Evaluation of the European Union's support to environment and climate change in third countries (2007-2013). Client: EC, 2014-2015
- Mid-term Evaluation of the UNEP-DHI – Centre for Water and Environment. Client: UNEP, 2014
- Global joint donor review of UNDP Cap-Net. *Team Leader*. Client: UNOPS, 2014
- Global evaluation of the "Gender-responsive Climate Change Initiatives and Decision-making" programme phase 2 and 3 (implemented by UNDP-UNEP, IUCN, WEDO) under the Global Gender and Climate Alliance (GGCA). *Team Leader*. Client: UNDP, 2013
- Evaluation of Output 2, Rural Growth Programme (RGP), Tajikistan. *Team Leader*. Client: UNDP, 2013

## ANNEX VII. REVIEW TORS (WITHOUT ANNEXES)



### Terms of reference

<i>Job Opening number</i>	:	21-United Nations Environment Programme-164832-Consultant
<i>Job Title</i>	:	Evaluation Consultant: UNEP-UNDP Global Support Programme
<i>General Expertise</i>	:	Environmental Affairs
<i>Category</i>	:	Environment Planning and Management
<i>Department/ Office</i>	:	United Nations Environment Programme
<i>Organizational Unit</i>	:	UNEP ODED DTIE ECT GEF

### Duties and Responsibilities

The United Nations Environment Programme (UNEP) is the United Nations system's designated entity for addressing environmental issues at the global and regional level. Its mandate is to coordinate the development of environmental policy consensus by keeping the global environment under review and bringing emerging issues to the attention of governments and the international community for action.

As implementing agencies of the Global Environment Facility (GEF), the United Nations Environment Programme (UNEP) and the United Nations Development Programme (UNDP) have jointly executed the project "Global Support Programme for Preparation of National Communications and Biennial Up-date Reports of Non-Annex I Parties under the UNFCCC (GSP)"

The project requires a consultant to undertake a Terminal Review of the mentioned project and will report to the Climate Change Mitigation Office, UNEP. The consultancy will be home-based.

(S)He will be responsible for overall management of the Terminal Review, in close consultation with the Task Manager, and timely delivery of its outputs as described in the overall Terms of Reference of the review. (S)He will lead the Terminal Review design, data collection and analysis, and report-writing. More specifically:

Undertake the inception phase of the review, including:

1. Conduct project desk review and collate information from the project teams ;
2. Draft the reconstructed Theory of Change of the project;
3. Prepare the Terminal Review framework;
4. Develop the desk review and interview protocols;
5. Draft the survey protocols
5. Plan the Terminal Review schedule;
6. Prepare the inception report for review to be approved by the Climate Change Mitigation Unit

Coordination of the data collection and analysis phase of the Terminal Review, including:

1. Conduct further desk review and in-depth interviews with project implementing and executing agencies, project partners and stakeholders of the project;
2. Information collection, surveys, data analysis
3. Regularly report back to the Climate Change Mitigation Unit on progress.

Coordination of the reporting phase, including:

1. Prepare presentation on preliminary findings
2. Draft Main Terminal report ensuring it is consistent with guidelines provide both in substance and style
3. Liaise with the UNEP Climate Change Mitigation Unit on comments received and ensure that comments are taken into account during finalization of the Main report and approved
4. Prepare a Response to Comments annex for the main report, listing those comments not accepted and indicating the reason for their rejection.

The evaluation consultant will be selected and recruited by the UNEP Climate Change Mitigation Office through an individual Special Service Agreement (SSA) consultancy contract.

Comprehensive terms of reference will be shared with consultant separately.

Ultimate result of service

The consultant will deliver a concise Terminal Review Report for the project "Global Support Programme for Preparation of National Communications and Biennial Up-date Reports of Non-Annex I Parties under the UNFCCC (GSP)"

Title & ID number of programme/project

Global Support Programme for Preparation of National Communications and Biennial Up-date Reports of Non-Annex I Parties under the UNFCCC (GSP)"

Is any other department or office of the Secretariat or any other organization of the United Nations involved in similar work to the best of your knowledge?

No

Travel Details

Not Applicable

Outputs/Work Assignment

1. Approval of Inception Report 30% of fees (USD. 9,000)
2. Approval of draft Mid-term Review Report 30% of fees (USD. 9,000)
3. Approval of the final Mid-term Review Report 40% of fees (USD. 12,000)

Expected Duration

PART-TIME assignment will be for a period of 8 months.

Evaluation Criteria

Academic Qualifications : A University degree in energy, environmental sciences or other related policy, political, science & technology discipline is required.

Experience : A minimum of 10 years experience in environmental field, climate change, sustainability, policy,

science, research, project management or any other related field is required.  
Experience in evaluation or project/programme review with broad knowledge on energy is required.  
Working experience with developing countries is desirable.

Language : English and French are the working languages of the United Nations Secretariat. For this consultancy, fluency in oral and written English is a requirement.

## ANNEX VIII. QUALITY ASSESSMENT OF THE REVIEW REPORT

Review Title: Global Support Programme for Preparation of National Communications and Biennial Update Re-ports of Non-Annex I Parties under the UNFCCC (GSP)

Consultant: Kris B. Prasada Rao

All UNEP Reviews are subject to a quality assessment by the UNEP Evaluation Office. This is an assessment of the quality of the review product (i.e. Main Review Report).

	UNEP Evaluation Office Comments	Final Review Report Rating
<b>Substantive Report Quality Criteria</b>		
<p><b>Quality of the Executive Summary:</b></p> <p>The Summary should be able to stand alone as an accurate summary of the main review product. It should include a concise overview of the review object; clear summary of the review objectives and scope; overall project performance rating of the project and key features of performance (strengths and weaknesses) against exceptional criteria (plus reference to where the review ratings table can be found within the report); summary of the main findings of the exercise, including a synthesis of main conclusions (which include a summary response to key strategic review questions), lessons learned and recommendations.</p>	<p><b>Final report:</b></p> <p>The Evaluation Office notes that this is a GEF-Funded Enabling Activity project and therefore is primarily focused at an output level (i.e. the preparation of a plan, strategy or report to fulfill the commitments under a Convention).</p> <p>The Executive Summary provides a good stand-alone summary of the key elements of the Review Report and meets all requirements</p>	5.5
<p><b>I. Introduction</b></p> <p>A brief introduction should be given identifying, where possible and relevant, the following: institutional context of the project (sub-programme, Division, regions/countries where implemented) and coverage of the review; date of PRC approval and project document signature); results frameworks to which it contributes (e.g. Expected Accomplishment in POW); project duration and start/end dates; number of project phases (where appropriate); implementing partners; total secured budget and whether the project has been reviewed/evaluated in the past (e.g. mid-term, part of a synthesis evaluation, evaluated by another agency etc.)</p> <p>Consider the extent to which the introduction includes a concise statement of the purpose of the review and the key intended audience for the findings?</p>	<p><b>Final report:</b></p> <p>The introduction identifies the evaluand well within its institutional context and states the purpose and intended audience of the Review.</p>	6
<p><b>II. Review Methods</b></p> <p>A data collection section should include: a description of review methods and information sources used, including the number and type of respondents; justification for methods used (e.g. qualitative/quantitative; electronic/face-to-face); any selection criteria used to identify respondents, case studies or sites/countries visited; strategies used to increase stakeholder engagement and consultation; details of how data were verified (e.g. triangulation,</p>	<p><b>Final report:</b></p> <p>This section is supported by the Annexes of who was interviewed and which documents were reviewed. More detail</p>	4.5

<p>review by stakeholders etc.). Efforts to include the voices of different groups, e.g. vulnerable, gender, marginalised etc) should be described.</p> <p>Methods to ensure that potentially excluded groups (excluded by gender, vulnerability or marginalisation) are reached and their experiences captured effectively, should be made explicit in this section.</p> <p>The methods used to analyse data (e.g. scoring; coding; thematic analysis etc.) should be described.</p> <p>It should also address review limitations such as: low or imbalanced response rates across different groups; gaps in documentation; extent to which findings can be either generalised to wider review questions or constraints on aggregation/disaggregation; any potential or apparent biases; language barriers and ways they were overcome.</p> <p>Ethics and human rights issues should be highlighted including: how anonymity and confidentiality were protected and strategies used to include the views of marginalised or potentially disadvantaged groups and/or divergent views. E.g. <i>Throughout the review process and in the compilation of the Final Review Report efforts have been made to represent the views of both mainstream and more marginalised groups. All efforts to provide respondents with anonymity have been made</i></p>	<p>on the types of stakeholder who responded to the survey (24% response rate) would have been appreciated.</p> <p>Throughout the report the survey data are based on this response rate of 39 respondents and, given the number of 'no response given' the final number of responses to any given question is on the low side to support robust analysis and should be considered indicative. The Reviewer has supported the small number of survey respondents with triangulated data.</p> <p>The Reviewer could have explained UNEP's six-point ratings scale and the UNEP Ratings Matrix that supports the assignment of performance ratings.</p>	
<p><b>III. The Project</b></p> <p>This section should include:</p> <ul style="list-style-type: none"> <li>• <i>Context:</i> Overview of the main issue that the project is trying to address, its root causes and consequences on the environment and human well-being (i.e. synopsis of the problem and situational analyses).</li> <li>• <i>Results Framework:</i> Summary of the project's results hierarchy as stated in the ProDoc (or as officially revised)</li> <li>• <i>Stakeholders:</i> Description of groups of targeted stakeholders organised according to relevant common characteristics</li> <li>• <i>Project implementation structure and partners:</i> A description of the implementation structure with diagram and a list of key project partners</li> <li>• <i>Changes in design during implementation:</i> Any key events that affected the project's scope or parameters should be described in brief in chronological order</li> <li>• <i>Project financing:</i> Completed tables of: (a) budget at design and expenditure by components (b) planned and actual sources of funding/co-financing</li> </ul>	<p><b>Final report:</b></p> <p>All elements are addressed well.</p>	6
<p><b>IV. Theory of Change</b></p> <p>The reconstructed TOC at Review should be presented clearly in both diagrammatic and narrative forms. Clear articulation of each major causal pathway is expected, (starting from outputs to long term impact), including explanations of all drivers and assumptions as well as the expected roles of key actors.</p>	<p><b>Final report:</b></p> <p>The causal thinking underpinning the project is presented in narrative and diagrammatic forms. The reconstruction of the TOC is explained.</p> <p>Results-focused assessments of the performance of</p>	5

<p>This section should include a description of how the <i>TOC at Review</i><sup>9</sup> was designed (who was involved etc.) and applied to the context of the project? Where different groups (e.g. vulnerable, gender, marginalised etc) are included in, or affected by the project in different ways, this should be reflected in the TOC.</p> <p>Where the project results as stated in the project design documents (or formal revisions of the project design) are not an accurate reflection of the project's intentions or do not follow UNEP's definitions of different results levels, project results may need to be re-phrased or reformulated. In such cases, a summary of the project's results hierarchy should be presented for: a) the results as stated in the approved/revised Prodoc logframe/TOC and b) as formulated in the TOC at Review. <i>The two results hierarchies should be presented as a two column table to show clearly that, although wording and placement may have changed, the results 'goal posts' have not been 'moved'.</i> This table may have initially been presented in the Inception Report and should appear somewhere in the Main Review report.</p>	<p>Enabling Activity projects face specific challenges due to the limited ambition of such projects at the Outcome level and beyond. In this reconstruction, while positive efforts have made to articulate the change process, the results at outcome level do not meet the UNEP definition of an outcome statement (i.e. 'established' and 'able to apply' do not reflect uptake, adoption or application of outputs). The Intermediate State is closer to a project outcome statement.</p>	
<p><b>V. Key Findings</b></p> <p><b>A. Strategic relevance:</b></p> <p>This section should include an assessment of the project's relevance in relation to UNEP's mandate and its alignment with UNEP's policies and strategies at the time of project approval. An assessment of the complementarity of the project at design (or during inception/mobilisation<sup>10</sup>) with other interventions addressing the needs of the same target groups should be included. Consider the extent to which all four elements have been addressed:</p> <ol style="list-style-type: none"> <li>1. Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities</li> <li>2. Alignment to Donor/Partner Strategic Priorities</li> <li>3. Relevance to Regional, Sub-regional and National Environmental Priorities</li> <li>4. Complementarity with Existing Interventions</li> </ol>	<p><b>Final report:</b></p> <p>A thorough section covering all required details.</p>	6
<p><b>B. Quality of Project Design</b></p> <p>To what extent are the strength and weaknesses of the project design effectively <u>summarized</u>?</p>	<p><b>Final report:</b></p> <p>An appropriate summary of the project design strengths and weaknesses is provided. It is noted that UNEP provides the full detail of the project design assessment in the Inception Report.</p> <p>The Reviewer could have provided the summary breakdown of the project design</p>	5

<sup>9</sup> During the Inception Phase of the review process a *TOC at Design* is created based on the information contained in the approved project documents (these may include either logical framework or a TOC or narrative descriptions). During the review process this TOC is revised based on changes made during project intervention and becomes the *TOC at Review*.

<sup>10</sup> A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

	quality assessment in an Annex.	
<p><b>C. Nature of the External Context</b> For projects where this is appropriate, key external features of the project's implementing context that may have been reasonably expected to limit the project's performance (e.g. conflict, natural disaster, political upheaval<sup>11</sup>) and how they have affected performance, should be described.</p>	<p><b>Final report:</b> The nature of the external context is appropriately described and assessed.</p>	6
<p><b>D. Effectiveness</b> <b>(i) Outputs and Project Outcomes:</b> How well does the report present a well-reasoned, complete and evidence-based assessment of the a) availability of outputs, and b) achievement of project outcomes? How convincing is the discussion of attribution and contribution, as well as the constraints to attributing effects to the intervention.  The effects of the intervention on differentiated groups, including those with specific needs due to gender, vulnerability or marginalisation, should be discussed explicitly.</p>	<p><b>Final report:</b> Some form of 'mapping' the countries (rather than simply providing counts) that were involved in types of activity could have provided further insight into the project's coverage.  Similarly, details of which 37 countries are represented in the survey responses would have increased the utility of the survey question data.  The analysis at outcome level is presented as well as possible given this is an Enabling Activity. The review was constrained by the fact that the indicators did not always reflect the results statement to which they related and limited monitoring data. The Reviewer has addressed this by presenting triangulated data, drawing on reports, interviews and previous surveys etc.</p>	4

<sup>11</sup> Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management of the project team.

<p><b>(ii) Likelihood of Impact:</b> How well does the report present an integrated analysis, guided by the causal pathways represented by the TOC, of all evidence relating to likelihood of impact?</p> <p>How well are change processes explained and the roles of key actors, as well as drivers and assumptions, explicitly discussed?</p> <p>Any unintended negative effects of the project should be discussed under Effectiveness, especially negative effects on disadvantaged groups.</p>	<p><b>Final report:</b></p> <p>The Reviewer makes a good effort to adjust the results formulation to the Intermediate State and Impact levels although this is not consistent with UNEP's standard understandings of both levels of result.</p>	<p>4</p>
<p><b>E. Financial Management</b></p> <p>This section should contain an integrated analysis of all dimensions evaluated under financial management and include a completed 'financial management' table.</p> <p>Consider how well the report addresses the following:</p> <ul style="list-style-type: none"> <li>• <i>adherence</i> to UNEP's financial policies and procedures</li> <li>• <i>completeness</i> of financial information, including the actual project costs (total and per activity) and actual co-financing used</li> <li>• <i>communication</i> between financial and project management staff</li> </ul>	<p><b>Final report:</b></p> <p>All the sub-categories are adequately addressed and this section is supported by an Annex.</p>	<p>5</p>
<p><b>F. Efficiency</b></p> <p>To what extent, and how well, does the report present a well-reasoned, complete and evidence-based assessment of efficiency under the primary categories of cost-effectiveness and timeliness including:</p> <ul style="list-style-type: none"> <li>• Implications of delays and no cost extensions</li> <li>• Time-saving measures put in place to maximise results within the secured budget and agreed project timeframe</li> <li>• Discussion of making use during project implementation of/building on pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc.</li> <li>• The extent to which the management of the project minimised UNEP's environmental footprint.</li> </ul>	<p><b>Final report:</b></p> <p>Good discussion of efficiency as far as UNEP's results/financial data allows.</p>	<p>5</p>
<p><b>G. Monitoring and Reporting</b></p> <p>How well does the report assess:</p> <ul style="list-style-type: none"> <li>• Monitoring design and budgeting (<i>including SMART results with measurable indicators, resources for MTE/R etc.</i>)</li> <li>• Monitoring of project implementation (<i>including use of monitoring data for adaptive management</i>)</li> <li>• Project reporting (<i>e.g. PIMS and donor reports</i>)</li> </ul>	<p><b>Final report:</b></p> <p>The discussion of the limitations to monitoring in this project is appropriate and commensurate with the performance rating.</p> <p>The Evaluation Office would have appreciated further discussion of the following sentence: <i>Monitoring was expected to be done entirely by the project team and there was not a clear monitoring plan, although means of verification were identified for each indicator, and it was intended to use a</i></p>	<p>5</p>

	<p><i>sample of countries for monitoring.</i></p> <p>Specifically, why were the means of verification not taken up and what happened to the seemingly good idea of following a sample of countries (case study approach).</p>	
<p><b>H. Sustainability</b> How well does the review identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of achieved project outcomes including:</p> <ul style="list-style-type: none"> <li>• Socio-political Sustainability</li> <li>• Financial Sustainability</li> <li>• Institutional Sustainability (including issues of partnerships)</li> </ul>	<p>Final report:</p> <p>The Review presents a good discussion of sustainability.</p>	5
<p><b>I. Factors Affecting Performance</b> These factors are <u>not</u> discussed in stand-alone sections but are <b>integrated in criteria A-H as appropriate</b>. Note that these are described in the Evaluation Criteria Ratings Matrix. To what extent, and how well, does the review report cover the following cross-cutting themes:</p> <ul style="list-style-type: none"> <li>• Preparation and readiness</li> <li>• Quality of project management and supervision<sup>12</sup></li> <li>• Stakeholder participation and co-operation</li> <li>• Responsiveness to human rights and gender equity</li> <li>• Environmental and social safeguards</li> <li>• Country ownership and driven-ness</li> <li>• Communication and public awareness</li> </ul>	<p>Final report:</p> <p>Useful detail is provided in this section. The Evaluation Office notes the positive work on gender in the Western Balkans and the fact that there is a recommendation to extend this work.</p>	5
<p><b>VI. Conclusions and Recommendations</b></p> <p><b>Quality of the conclusions:</b> The key strategic questions should be clearly and succinctly addressed within the conclusions section. This includes providing the answers to the questions on Core Indicator Targets, stakeholder engagement, gender responsiveness, safeguards and knowledge management, required for the GEF portal.</p> <p>It is expected that the conclusions will highlight the main strengths and weaknesses of the project, and connect them in a compelling story line. Human rights and gender dimensions of the intervention (e.g. how these dimensions were considered, addressed or impacted on) should be discussed explicitly. Conclusions, as well as lessons and recommendations, should be consistent with the evidence presented in the main body of the report.</p>	<p>Final report:</p> <p>The concluding section provides a good overview of the project's strengths and weaknesses.</p> <p>The Evaluation Office notes that no strategic questions appear in the TOR in the Annex. This could be considered a missed opportunity to gather insights that might be useful for the continuation of this work.</p> <p>No Annex is provided to address the GEF Portal questions. For future reference, a template is available</p>	4

<sup>12</sup> In some cases 'project management and supervision' will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the Executing Agency and the overall supervision/technical backstopping provided by UNEP, as the Implementing Agency. Comments and a rating should be provided for both types of supervision and the overall rating for this sub-category established as a simple average of the two.

	from the UNEP Evaluation Office.	
<b>ii) Quality and utility of the lessons:</b> Both positive and negative lessons are expected and duplication with recommendations should be avoided. Based on explicit review findings, lessons should be rooted in real project experiences or derived from problems encountered and mistakes made that should be avoided in the future. Lessons are intended to be adopted any time they are deemed to be relevant in the future and must have the potential for wider application (replication and generalization) and use and should briefly describe the context from which they are derived and those contexts in which they may be useful.	<b>Final report:</b> Good quality lessons.	5
<b>iii) Quality and utility of the recommendations:</b>  To what extent are the recommendations <u>proposals for specific action to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results</u> ? They should be feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when.  At least one recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions, should be given. Recommendations should represent a measurable performance target in order that the Evaluation Office can monitor and assess compliance with the recommendations.  In cases where the recommendation is addressed to a third party, compliance can only be monitored and assessed where a contractual/legal agreement remains in place. Without such an agreement, the recommendation should be formulated to say that UNEP project staff should pass on the recommendation to the relevant third party in an effective or substantive manner. The effective transmission by UNEP of the recommendation will then be monitored for compliance.  Where a new project phase is already under discussion or in preparation with the same third party, a recommendation can be made to address the issue in the next phase.	<b>Final report:</b> Good quality recommendations.	5
<b>VII. Report Structure and Presentation Quality</b>		
<b>i) Structure and completeness of the report:</b> To what extent does the report follow the Evaluation Office guidelines? Are all requested Annexes included and complete, including a gender disaggregation total for respondents.	<b>Final report:</b> The report follows the guidelines well.	6
<b>ii) Quality of writing and formatting:</b> Consider whether the report is well written (clear English language and grammar) with language that is adequate in quality and tone for an official document? Do visual aids, such as maps and graphs convey key information? Does the report follow UNEP Evaluation Office formatting guidelines?	<b>Final report:</b> Clearly written and laid out, benefits from graphs. Some geographic overview in illustrative form might have been beneficial.	5
<b>OVERALL REPORT QUALITY RATING</b>		<b>5.1</b>

A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1. The overall quality of the review report is calculated by taking the mean score of all rated quality criteria.