
**Terminal Evaluation of the GEF-UN Environment Project
“Lead Paint Elimination Project in Africa”
GEF Project ID: 5633**



**Evaluation Office of UN Environment
November 2018**



Evaluation Office of UN Environment

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For further information on this report, please contact:

Evaluation Office of UN Environment
P. O. Box 30552-00100 GPO
Nairobi Kenya
Tel: (254-20) 762 3389
Email: chief.eou@unep.org

Lead Paint Elimination Project in Africa
GEF Project ID 5633

November 2018
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ACKNOWLEDGEMENTS

This Terminal evaluation was prepared for the Evaluation Office of UN Environment by **Nee Sun Choong Kwet Yive**, as the Lead Consultant. The Evaluation Office of UN Environment would like to thank the task managers in UN Environment (former and current) of the 'Lead Paint Elimination Project in Africa' project, the executing agency International POPs Elimination Network (IPEN), *Centre de Recherche et d'Education pour le Développement* (CREPD) of Cameroon, Agenda for Environment and Responsible Development (AGENDA) of Tanzania, Jeunes Volontaires pour l'Environnement (JVE) of Côte d'Ivoire, and Pesticide Action Network (PAN) Ethiopia for their contribution and collaboration throughout the Evaluation process.

Evaluation team

Nee Sun Choong Kwet Yive – Lead Consultant

Evaluation Office of UN Environment

Pauline Marima – Evaluation Manager

Saila Toikka – Programme Assistant

Mercy Mwangi – Programme Assistant

ABOUT THE EVALUATION¹

Joint Evaluation: No

Report Language(s): English

Evaluation Type: Terminal Project Evaluations

Brief Description: This report is a terminal evaluation of a UN Environment-GEF project implemented between August 2014 and May 2017. The objective of the project was to minimize and ultimately eliminate the manufacture, import, sale and use of decorative lead paints in participating countries and to develop strategies to replicate actions elsewhere in the African region and beyond with the ultimate goal of protecting human health and the environment from adverse effects of lead in paint.

The evaluation 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 evaluation 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 UN Environment, the GEF, the Secretariat of the Stockholm Convention, and the participating countries.

Key words: Lead elimination, paint, Persistent Organic Pollutant, pesticide, Africa, International Conference on Chemicals Management, International POPs Elimination Network, Centre de Recherche et d'Education pour le Développement, of Cameroon, Agenda for Environment and Responsible Development, Jeunes Volontaires pour l'Environnement of Côte d'Ivoire, Pesticide Action Network, terminal evaluation, UN Environment, GEF.

¹ This data is used to aid the internet search of this report on the Evaluation Office of UN Environment Website –

Acronyms and Abbreviation

AGENDA	Agenda for Environment and Responsible Development
BSP	Bali Strategic Plan
CREPD	Centre de Recherche et d'Education pour le Développement
EU	European Union
GAELP	Global Alliance to Eliminate Lead in Paint
GEF	Global Environment Facility
ICCM	International Conference on Chemicals Management
IPEN	International POPs Elimination Network
JVE	Jeunes Volontaires pour l'Environnement
M&E	Monitoring and Evaluation
MSP	Medium Size Project
NGO	Nongovernmental Organization
NPC	National Project Coordinator
PAN	Pesticide Action Network
PC	Project Coordinator
PCA	Project Cooperation Agreement
PIR	Project Implementation Review
POP	Persistent Organic Pollutant
ppm	Parts per million
PSC	Project Steering Committee
SAICM	Strategic Approach to International Management
TE	Terminal Evaluation
TOC	Theory of Change
TOR	Terms of Reference
UN	United Nations
UNEP	United Nations Environment Programme
WHO	World Health Organization

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Project Identification Table

Executing Agency:	UN Environment Chemicals Branch (and International POPs Elimination Network [IPEN])			
Sub-programme:	Chemicals and waste	Expected Accomplishment(s) (PoW 2016-2017):	Countries implement sound chemicals management and the related multilateral environmental agreements	
UN Environment approval date:		Programme of Work Output(s) (PoW 2016-2017):	-	
GEF project ID:	5633	Project type:	Medium Size Project (MSP)	
GEF Operational Programme #:	GEF 5	Focal Area(s):	Persistent Organic Pollutants	
GEF approval date:	4 December 2013	GEF Strategic Priority:	Chemicals strategy objective 3: Sound chemicals management and mercury reduction	
Expected start date:	June 2014	Actual start date:	August, 2014	
Planned completion date:	June 2017	Actual completion date:	June 2017	
Planned project budget at approval:	4,234,365 USD	Actual total expenditures reported as of [date]:	To be established during the evaluation	
GEF grant allocation:	1,000,000 USD	GEF grant expenditures reported as of 31 March 2017:	827,792 USD	
Project Preparation Grant - GEF financing:	n/a	Project Preparation Grant - co-financing:	n/a	
Expected Medium-Size Project co-financing:	3,234,365 USD	Secured Medium-Size Project co-financing:	3,234,365 USD	
First disbursement:	21 August, 2014	Date of financial closure:	December 2017	
No. of revisions:	2	Date of last revision:	7 March 2017	
No. of Steering Committee meetings:	Planned: 3 - 18 Nov 2014; 4 Dec 2015; 7 Dec 2016	Date of last/next Steering Committee meeting:	Last: 7 Dec 2016	Next: N/A
Mid-term Review/ Evaluation (planned date):	A midterm review was planned in project document	Mid-term Review/ Evaluation (actual date):	As the project was on track, MTR not undertaken	

Terminal Evaluation (planned date):	End of project (Dec 2017)	Terminal Evaluation (actual date):	June 2018
Coverage - Country(ies):	Cameroon, Côte d'Ivoire, Ethiopia, Tanzania	Coverage - Region(s):	Africa
Dates of previous project phases:	Not with UN Environment (but related initiatives have been implemented by other parties, i.e. IPEN)	Status of future project phases:	SAICM PIF (ID 9771) has been approved by the GEF

Executive Summary

Introduction

1. The regional medium size project “*Lead Paint Elimination Project in Africa*” funded by the Global Environment Facility (GEF) was implemented from August 2014 to June 2017 by the United Nations Environment Programme in Cameroon, Côte d'Ivoire, Ethiopia and Tanzania. The overall execution was done by International POPs Elimination Network (IPEN), and at national level the project was executed by IPEN partner Non-Governmental Organisations (NGOs).

2. The objective of the project was to minimize and ultimately eliminate the manufacture, import, sale and use of decorative lead paints in participating countries and to develop strategies to replicate actions elsewhere in the African region and beyond with the ultimate goal of protecting human health and the environment from adverse effects of lead in paint. The purpose of the terminal evaluation was to provide evidence of results to meet accountability requirements, and to promote operational improvement, learning and knowledge sharing through results and lessons learned among UN Environment and main project partners.

Evaluation findings and conclusions

3. For this evaluation, an in-depth review of project documentation as well as field visits to interview project teams, intended beneficiaries, project partners, and other stakeholders using a participatory approach was done. Based on the findings of the review and the discussions held, a theory of change of the project’s “impact pathways” was proposed by the evaluation and the review of outcome to impacts was also done, which led to the following findings.

4. **Relevance:** The project is complementary to United Nations Environment subprogram - Harmful Substances and Hazardous Waste. It is also consistent with the Chemicals Focal Area of the GEF as well as with the UN Development Assistance Plans for the four participating countries.

5. Efficiency: The project was very efficiently implemented and all the outputs have been satisfactorily delivered within the planned budget and timeframe.
6. Effectiveness - Attainment of objectives and likelihood of impact: The project's intended direct outcomes were satisfactorily achieved. For example, there is better understanding of policy makers and key national partners on the location and dimensions of the exposure risks with regards to lead in paint. Similarly, three of the four participating countries have already adopted regulations on lead in paint. Impact of project is likely. There are already visible signs of behavioural change. For instance, some paint manufacturers have already shifted to the production of unleaded paints. There are also indications that more consumers are gradually shifting to unleaded paints.
7. Sustainability: Chances for sustainability of project results exist. Ownership of the project was high in all the participating countries, the authorities gave strong support to the project, and regulation on lead in paint has been adopted. There is no reason that this support will change in the future.
8. Project implementation and management: The agreed implementation approach was adopted. According to information available, there is clear evidence that the project steering committee played its role of monitoring and guidance for project implementation. It is also clear that the executing agency used the project logical framework as basis for implementation and used the verifiable SMART² indicators to track progress.
9. Stakeholders' participation: Thanks to a good approach of early and frequent communication, and sharing of information, the national project teams were successful in securing the engagement of key stakeholders in the project. It was particularly important to get the full support of the national authorities and the active participation of the paint manufacturers to achieve success. The role played by NGOs in the awareness raising activities greatly contributed to successfully sensitize local communities, school and other target groups on the health hazard that lead pose to human health.
10. Country ownership and drivenness: Country ownership was high. The authorities strongly supported the project. The Ministry of Environment and national standard bureaus took the lead in the respective countries to draft the national regulation of lead in paint, which has already been adopted in three of the four participating countries.
11. Financial planning and management: The financial information made available to the evaluation clearly indicated that GEF funds were effectively managed. At both the UN Environment and IPEN levels, the project managers communicated regularly with the finance

² SMART indicators: specific, measurable, achievable, relevant and time-bound indicators

departments for the management of funds. The standard procedures of the agencies were applied for disbursement and expenditures, and the project account was verified by an independent audit company.

12. Monitoring and evaluation: The monitoring & evaluation plan proposed in the project document was adequate and allowed for monitoring progress and results at output level. The project results framework was used a basis for project implementation by the executing agency, and the SMART verifiable indicators therein were used to track progress at results level.

13. In the terms of reference for this terminal evaluation, the evaluation was asked to address the following strategic / substantive questions:

(a) To what extent this project links with and contributes to other initiatives with similar objectives (such as Global Alliance to Eliminate Lead Paint)?

This project is directly in line with other initiatives with similar objectives such as the Global Alliance to Eliminate Lead in Paint (GAELP). By phasing out the use of lead in paint production in the participating countries, the project is directly supporting the implementation of the goals and objectives of GAELP. It is also anticipated that lessons and experience gained in the project would be used to improve on implementation in future similar initiatives.

(b) To what extent the project partnerships have influenced on the project effectiveness and draw lesson regarding the partnership selection, capacity etc.?

The support of the national authorities and active engagement of the paint manufacturers, the major partners of the project, were key factors for the project to achieve success. Without their support and engagement, it would not have been possible to have the legislation of lead in paint and also not possible to phase out lead in paint in the participating countries.

Evaluation Criterion	Rating
A. Strategic Relevance	Highly Satisfactory
B. Quality of Project Design	Satisfactory
C. Nature of External Context	Favourable
D. Effectiveness	Satisfactory
E. Financial Management	Satisfactory
F. Efficiency	Satisfactory
G. Monitoring and Reporting	Satisfactory
H. Sustainability	Moderately Likely
I. Factors Affecting Performance	Satisfactory

Evaluation Criterion	Rating
Overall Project Rating	Satisfactory

Summary of Lessons Learned

- 14. **Lesson 1:** For some specific projects, giving the lead to NGOs with the appropriate capacity and experience for project execution is an alternative approach to ensure success.
- 15. **Lesson 2:** Approaching key stakeholders with the adequate communication and information strategy will ensure their support, engagement and participation in the project.
- 16. **Lesson 3:** Monitoring progress at results level rather than at output level is an approach that ensures success, and achievement of project goal and impact.

Summary of Recommendations

- 17. **Recommendation 1:** The project has been successful in getting legislation on lead in paint drafted in the four participating countries. While the legislation has already been adopted in three of them, it will be in the near future in the last one. For sustainability of project results and impact, it is recommended that the national authorities of the participating countries put in place the appropriate mechanism and systems to enforce this legislation.
- 18. **Recommendation 2:** The analysis done in the context of the project have revealed that in all four participating countries more than 30 to 40% of the paint products available on market contained lead at a level well above 90ppm, and in many cases (about 20 to 25 %) the levels were very high up to 10,000ppm. These results indicate that the population (especially children) of these countries have been at risk for decades and still are with regards to lead exposure in paint. Given that leaded paint have been used for decades in the participating countries, it is recommended that the authorities of the respective countries undertake awareness raising campaigns targeting the whole population, especially children and women, to inform them on the measures to take to avoid getting exposed to these sources of lead. Undertaking awareness raising activities in schools would be a good strategy to sensitize the children directly.

I. Introduction

19. The terminal evaluation of the Medium-Size Project (MSP) “*Lead Paint Elimination Project in Africa*”, carried out on behalf of the UN Environment, covered the implementation period from August 2014 to June 2017. Core funding for an amount of \$ 1,000,000 was granted by Global Environment Facility (GEF), and secured co-financing for a total amount \$ 3,234,665 (cash and in-kind) was obtained from United Nations Environment Programme (UN Environment), International Persistent Organic Pollutants (POPs) Elimination Network (IPEN); Centre de Recherche et d’Education Pour le Développement (CREPD), Cameroon; Agenda for Environment and Responsible Development (AGENDA), Tanzania; Jeunes Volontaires pour l’Environnement (JVE), Côte d’Ivoire; and Pesticide Action Nexus Association, Ethiopia (PAN-Ethiopia). Originally planned for three years, the project was completed in 40 months. The project was implemented in four countries: Cameroon, Ethiopia, Ivory Coast, and Tanzania. The implementing agency was UN Environment, Chemicals Branch, and the overall executing agency was IPEN. At national level, the four non-governmental organizations (NGOs) CREPD, PAN Ethiopia, JVE and AGENDA were the main executing partners, and worked closely with the Ministries of Environment and Health of the respective country.

20. According to the design, a review was planned at midterm. However, as the project was well on track and for cost saving purposes, the implementation agency decided to opt for a supervision mission rather than an independent midterm review of project progress.

21. In line with the UN Environment Evaluation Policy³ and the UN Environment Programme Manual⁴, the terminal evaluation was undertaken 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 evaluation had two main objectives: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UN Environment and main project partners. The evaluation identified lessons of operational relevance for future project formulation and implementation.

22. In addition to the evaluation criteria outlined in the terms of reference (TOR), the evaluation addressed the following strategic questions/issues:

- (i) To what extent the project has linked with and contributed to other initiatives with similar objectives (such as Global Alliance to Eliminate Lead in Paint)?

³ <http://www.unep.org/eou/StandardsPolicyandPractices/UNEPEvaluationPolicy/tabid/3050/language/en-US/Default.aspx>

⁴ [UNEP Programme Manual May 2013](#). This manual is under revision.

- (ii) To what extent the project partnerships have influenced on the project effectiveness and drawn lesson regarding the partnership selection, capacity etc.?

II. Evaluation methods

23. The design did not include a theory of change (TOC) as it was not a requirement. However, based on the information contained in the project document, the evaluation reconstructed the TOC (see section IV). This TOC at evaluation was discussed with the UN Environment evaluation office, the UN Environment task manager and IPEN. Their comments and feedback were considered to improve the TOC (see Figure 2 Section IV).

24. A participatory approach was adopted in this evaluation exercise during which key stakeholders were consulted and kept informed throughout the process. The key stakeholders included the paint manufacturers, participating NGOs, authorities and the project team. In Cameroon, the evaluation was also able to meet the pupils of a primary school where the project undertook a very good awareness campaign. The findings of the evaluation were based on an in-depth desk review of project documents (see annex 7), complemented by face to face interviews, Skype interviews, and email exchange.

25. IPEN and the UN Environment task manager were interviewed by Skype at the beginning of the evaluation process in December 2017. In consultation with the UN Environment evaluation office and IPEN, it was agreed to undertake country missions to Cameroon and Tanzania, two of the four participating countries. These two countries were selected as they are the two countries where the regulation on lead in paint has already been adopted. For various reasons, the missions could not be undertaken at the same period, they took place instead on 26 – 28 February 2018 for Tanzania and on 4 – 6 April 2018 for Cameroon. During these missions, which were adequately planned by the respective National Project Coordinator (NPC) of the two countries, the evaluator met the key stakeholders of the project that included the national executing team, the ministries of environment and health, NGOs, paint manufacturers and other relevant stakeholders. To protect anonymity and confidentiality, the interviews of stakeholders were conducted individually. They were undertaken in the form of open discussions based on the guiding questions in the evaluation framework and were complemented by additional questions developed by the evaluation consultant based on the desk review and the briefing with the project team. Specific questions were asked to the different categories of stakeholders for crosschecking and validation purposes. A list of organizations and their representatives met is included in Annex 3.

26. In Cameroon where the legislation of lead in paint was adopted in September 2017, the evaluation undertook site visits to paint retailer shops to verify whether the legislation was

adhered to, which was the case. The labels of the paint products clearly mentioned that the level of lead contained in the paint was less than 90 parts per million (ppm)⁵.

27. To verify factual errors and interpretation of key findings based on two missions, a presentation of the main evaluation findings, conclusions and recommendations were made to the UN Environment evaluation office, UN Environment task manager, UN Environment funds management officer and IPEN through a Skype conference on 9 May 2018. During this presentation, it was agreed that the evaluation would interview stakeholders of the two other participating countries (Ethiopia and Ivory Coast), which were not covered by the mission to verify if the reconstructed TOC was also valid. The NPC of two these countries were interviewed by telephone on 22 and 24 May 2018.

28. In general, no barriers or limitation that could have affected the evaluation exercise were experienced during the process. Availability of information was very satisfactory. For example, all documents related to the project such Project Implementation Reviews (PIR) reports, progress reports, country reports, technical and financial reports and project steering committee meeting reports were submitted to the evaluation at the beginning of the evaluation process. Finally, being perfectly French-English bilingual, the evaluator did not have any communication problem with the stakeholders in Cameroon, a Francophone country and in Tanzania, an Anglophone country.

III. The Project

A. Context

29. Exposure to lead causes significant injury to human health and imposes large economic and social costs on developing countries. Of all toxic environmental pollutants, the injury to health from lead exposure is probably better understood and better documented than for any other environmental pollutant. Children are especially sensitive to lead and the World Health Organization (WHO) has found that there appears to be no threshold level below which lead causes no injury to the developing human brain. Also a study published in the Journal Environmental Health Perspectives in 2013 estimated a total economic loss of \$977 billion (in international dollars) per year across all low- and middle-income countries due lead-exposure related decreased productivity.

30. Lead exposure is a particularly serious problem in developing countries. Since 2002 progress has been made in reducing childhood lead exposure through an ambitious international program that has eliminated lead additives from automotive fuels in most

⁵ 90 ppm is the accepted international norm in paint.

countries. At the time of the project design, several significant ongoing sources of lead exposure were identified in many low-income countries, also in the African continent. Nevertheless the most widespread remaining source of lead exposure for children, workers and others was paints that contain lead pigments, lead drying agents and/or other intentionally added lead compounds. When these paints are used in homes, schools and other applications, a number of childhood lead exposure pathways are created. The greatest sources of exposure are from an increase in the lead content of household dust and soils and the exposure of children through hand to mouth contact. Lead dust is created when painted surfaces weather and deteriorate. When previously painted surfaces are prepared for re-painting, large amounts of lead-containing dusts are produced. This can contaminate the surrounding area unless special efforts are undertaken to contain and remove the dust. Another source of lead exposure is children ingesting flaking paint chips.

31. Because of these dangers, most highly industrial countries have for decades severely restricted the lead content of new paints. Nonetheless, decorative paints containing added lead compounds continue to be manufactured and are widely sold in countries with developing economies and economies in transition. At the same time remediation of the housing units containing lead paints poses a challenge (in both developed and developing countries).

32. To eliminate lead in paint in developing countries including in the participating countries, the project design identified the following barriers for lead paint elimination:

- initial barrier to the promulgation of national legislation and/or regulations to prohibit the manufacture, import, sale and use of lead paints is lack of information, caused by also lack of national **data** on the content of lead paints
- Lack of **public awareness** on the hazards of lead
- Lack of **authority to act** by those national government officials who would be aware of the dangers of lead
- Lack of awareness and **other priorities** at political level
- Main barriers to paint reformulation on the part of manufactures who wish to discontinue their use of lead additives in their paints appeared to be lack of information and **ability to identify** the specific substitutes to lead
- Small additional ingredient **costs to manufacturers** to reformulate the paints was estimated to be only 2% at the wholesale level. Nevertheless, without prohibiting legislation this was seen as a potential incentive to continue producing lead based paints.

33. Nevertheless, the project document acknowledged that the economic barriers to the elimination of lead decorative paints are low; evidence of the serious health consequences resulting from the use of lead decorative paints is well-established; substitute paint formulations are readily available; and the costs associated with remediating homes and schools previously painted with lead paints are enormous. Thus, the project design document

argued that together with growing international attention to the lead paint issue and intergovernmental support for lead paint elimination suggests that mainstream paint manufacturers and industry trade associations are not likely to aggressively or publicly oppose this project and its objectives.

34. Although limited, the data available fully justified the implementation of project in the four participating countries given the availability of leaded paint in the market of these countries. The following paragraphs describe the baseline information that was found as a result of studies initiated by IPEN in the participating countries.

35. **Cameroon:** A study undertaken in 2012 showed that out of sixty one paint samples of 15 different brands of paints purchased in retail shops in Cameroon, fifteen samples (25%) had lead concentrations greater than 10,000 ppm lead and thirty-nine samples (64%) had lead concentrations greater than 600 ppm lead.

36. **Ivory Coast and Ethiopia:** In a nine-country study of lead in paints including Ivory Coast and Ethiopia that IPEN conducted with support from UNEP Chemicals gave the following results:

- In **Ivory Coast**, of twenty samples of enamel decorative paints purchased in retail shops, five samples (25%) had lead concentrations greater than 10,000 ppm and thirteen samples (65%) had lead concentrations greater than 600 ppm.
- In **Ethiopia**, out of twenty-three samples of enamel decorative paints purchased in retail shops, seven samples (30%) had lead concentrations greater than 10,000 ppm and nineteen samples (83%) had lead concentrations greater than 600 ppm.

37. **Tanzania:** In 2009, a study was undertaken by the Indian NGO Toxics Link in cooperation with IPEN to test paints on the market in eleven developing countries that included Tanzania. The study revealed that out of twenty enamel paint samples purchased in Tanzania, five (25%) had lead concentrations greater than 10,000 ppm and nineteen (95%) had lead concentrations greater than 600 ppm lead.

B. Objectives and components

38. The goal of the project was *“To protect human health and the environment from adverse effects of lead in paint”*. The objective was *“To minimize and ultimately eliminate the manufacture, import, sale and use of decorative lead paints in participating countries and to develop strategies to replicate actions elsewhere in the African region and beyond”*. The four substantive project components, and the corresponding outputs and outcomes as indicated in the formal project document are described below.

39. **Component 1:** *Paint market analysis, analytical testing and reporting results.* The component was to produce a market analysis of enamel (oil-based) decorative paints that are being sold in each of the four project countries. It was to identify the paint brands that are available for sale and test a large portion of the decorative paint brands on the national market. This was to also provide a solid updated baseline data to be utilized in preparing the sub-sequent activities (including awareness raising outreach to stakeholders and dialogues aimed at securing national legal instruments to control lead content in paints). The following were expected for this component:

- Expected Outcome: Comprehensive study on the market shares and analytical testing of paint samples enable a better understanding of location and dimensions of the risks to human health and the environment in participating countries
- Expected Outputs: (1) Surveys on markets allow to know the main brands, market shares and consumer's preference (2) Final national surveys includes analysis of paints over time and are available

40. **Component 2:** *Make lead paint elimination a national issue of concern including outreach to paint manufacturers and brand holders.* The Project was to work to increase national awareness in Project countries about the hazards associated with exposure to lead giving special emphasis to lead paint with the following expected outcomes and outputs:

- Expected Outcome: Improved knowledge of the risk posed by lead in paint leads to the development of sound reductions strategies for lead in paint and brand holders ceasing to add lead to paint
- Expected Outputs: (1) Awareness raising strategies and availability and dissemination of materials improve national understanding of the issue. (2) Report on market surveys available and provides information to address targeted interventions. (3) Reports on civil society activities confirms national interest on the issue. (4) Paint industry understand the minimum efforts required to eliminate lead in paints and record of industries committed to reformulate their paints available. (5) Third-Party paint certification and labeling programme established with participation from one or more paint brand in at least three participating countries

41. **Component 3:** *Promoting National Legal Instrument to Control Lead Paints.* The Project was to collaborate with relevant government officials and/or national political leaders to help in the formulation of an appropriate national law, regulation, decree or binding standard to control the manufacture, import, sale and use of lead paints with special emphasis on decorative paints and paints for other applications most likely to contribute to childhood lead exposure. The expected outcome and outputs were:

- Expected Outcome: National legal instruments promoted aiming at eliminating lead in paint

- Expected Outputs: (1) Draft national law, regulation or decree generated by three of the four participating countries bans or control the manufacture, import, sale and use of lead decorative paints. (2) Legal instruments to control lead in paint are adopted or formally proposed in at least two of the project countries

42. **Component 4: Enhanced Regional Project Replication Activities.** While the primary project implementation activities were to take place in the four Project countries, the project was to also undertake an ambitious program of replication activities in the African region and the following were expected:

- Expected outcome: Project activities replicated regionally
- Expected outputs: (1) Reports of regional workshops available and demonstrate promotion of the elimination of lead in paint by IPEN and/ or partner NGOs. (2) Action plans developed in five additional African countries on measures to eliminate lead in paints. (3) Monitoring and evaluation plan fully implemented to assess rate of project's success.

C. Stakeholders

43. The mapping of stakeholders described in the project document is considered adequate and the major stakeholders, governmental as well as private sector and NGOs appear to have been identified. Their capacities interests and influence to the project have also been satisfactorily described. The key country level stakeholder groups identified during design were the national medical and public health community; paint manufacturers, importers and vendors; government officials and political leaders; bulk paint purchasers; consumers and parents; and civil societies and NGOs. While many of these stakeholders such as the national authorities and paint manufacturers were actively involved in the project, there is no evidence that others like bulk paint purchasers or national health communities were invited to participate in the project or were specifically targeted by the project awareness raising activities.

44. Recognizing the need for gender equality, the project document mentioned that women would be adequately represented in the Project Steering Committee (PSC) and other project activities. The project also acknowledging that generally women often spend more time in domestic environments, hence more at risk with regard to exposure to dust containing lead, they would be key targets of the awareness activities, and therefore key project beneficiaries.

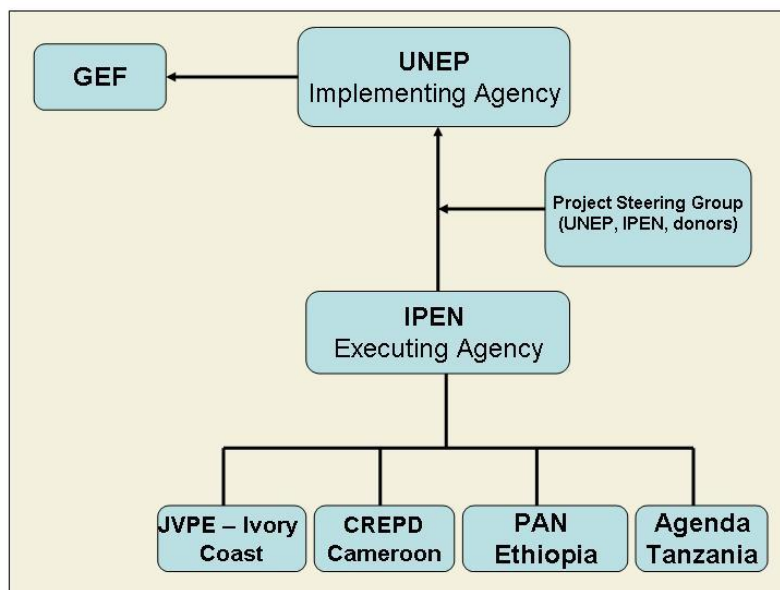
D. Project implementation structure and partners

45. As the implementing agency, UN Environment was responsible for the overall project supervision, overseeing the project progress through the monitoring and evaluation of the

project activities and progress reports, and liaison with GEF. IPEN, which is a global network of more than 700 public interest NGOs in over 100 countries, was the overall executing agency. It designated a project coordinator that provided guidance and technical support to the participating countries.

46. At country level, an IPEN partner NGO was nominated to take lead responsibility for carrying out project activities and also to contribute to broader African regional lead paint elimination efforts. The designated NGOs were CREPD in Cameroon, JVE in Ivory Coast; the PAN in Ethiopia, and AGENDA in Tanzania.

Figure 1: Decision making flowchart and Organigram (Source: Project document)



E. Changes in design during implementation

47. There were no major changes in the design during implementation except for one no-cost extensions that did not require any revision and that did not affect the design. The six month extension was requested to allow for smooth completion of reports.

F. Project financing

48. The project funding for GEF grant is given in Table 1 below. The table gives also expenditure per component. For co-funding, the planned total at design was US\$3,234,365 and the total amount materialized during the implementation phase as reported in Table 2.

49.

Table 1: Budget at design and expenditure by component

Component	GEF Funds (\$)	Co-funding (\$)	Total (\$)
1. Paint Market Analysis, Paint Analytical Testing	105,000	55,000	160,000
2. Lead Paint Elimination considered an issue of national concern	279,000	400,000	679,000
3. Promoting National Legal Instrument to Control Lead Paints	186,000	76,000	262,000
4. Regional replication	340,000	2,387,365	2,727,365
5. Project management	90,000	316,000	406,000
Total	1,000,000	3,234,365	4,234,365

Table 2: Actual co-funding materialized

Co financing (Type/Source)	UN Environment own Financing (US\$1,000)		Government (US\$1,000)		NGOs* (US\$1,000)		Total (US\$1,000)		Total Disbursed (US\$1,000)
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	
- Grants	155	155	-	-	1,850	1,850	2,005	2,005	1,850
- In-kind	45	45	-	-	1,184	1,184	1,229	1,229	1,184
Totals	200	200	-	-	3,034	3,034	3,234	3,234	3,234

*IPEN, CREPD, JVE, AGENDA and PAN-Ethiopia

IV. Theory of Change at Evaluation

Reconstructed Theory of Change at Evaluation

50. No explicit theory of change was developed for this project as it was not required. However, the project document and the project results framework provides enough information that enables the reconstruction of a theory of change describing how the project was expected to contribute to bring about conditions to achieve impact. However, there was confusion on the use of terms output and outcome in the project document (cf. section V.B). Outputs may be defined as **goods** and **services** delivered by the project, and their direct outcomes refer to those **changes resulting from the use of** these outputs by the stakeholders. For instance, in a few cases the proposed output is in fact an outcome. For example, for component 3, the proposed output “*Legal instruments to control lead in paint are adopted or formally proposed in at least two of the project countries*” is actually one of the key intended outcome of the project. Table 5 below resumes the corrections made to some of the outputs and outcomes of the project document and that have been used to reconstruct the TOC (Figure 2).

Table 3: Results framework for the project versus results framework that underpins the TOC

Project Document	Reconstructed TOC	Justification for reconstruction
Goal: To protect human health and the environment from adverse effects of lead in paint	Long Term Impact: Protection of the human health and environment from adverse effects of lead in paint	
Objective To minimize and ultimately eliminate the manufacture, import, sale and use of decorative lead paints in participating countries and to develop strategies to replicate actions elsewhere in the African region and beyond	Intermediate States 1. More consumers aware of risks prefer buying unleaded paint 2. Countries adopt, promote and enforce regulations on lead in paint 3. National paint companies use alternatives to lead for paint production, and leaded paint no longer imported 4. Leaded paint gradually no longer available due to law enforcement and lack of demand in the participating counties	For effective impact, these five intermediate states identified by the evaluation need to occur

Project Document	Reconstructed TOC	Justification for reconstruction
	5. Additional African countries benefiting from adequate support are developing action plans for elimination of lead in paint	
<p>Outcomes</p> <p>1. Comprehensive study on the market shares and analytical testing of paint samples enable a better understanding of location and dimensions of the risks to human health and the environment in participating countries</p> <p>2. Improved knowledge of the risk posed by lead in paint leads to the development of sound reductions strategies for lead in paint and brand holders ceasing to add lead to paint</p> <p>3. National legal instruments promoted aiming at eliminating lead in paint</p> <p>4. Enhanced Regional Project Replication Activities</p>	<p>Outcomes</p> <p>1. Better understanding of policy makers and key national partners on the location and dimensions of the exposure risks with regards to lead in paint in participating countries</p> <p>2. Improved knowledge of manufacturers and consumers on the risk posed by lead in paint leads to the development of sound reductions strategies for lead in paint and brand holders</p> <p>3. High national ownership of project and regulation on lead in paint adopted in at least 2 participating countries</p> <p>4. Additional countries in the region replicating the project</p>	<p>All Outcomes have been reformulated either because they were not an output rather than an outcome or to reflect the theory of change that the evaluator has proposed</p>
<p>Outputs</p> <p>1.1 Surveys on markets allow to know the main brands, market shares and consumer's preference</p> <p>1.2 Final national surveys includes analysis of paints overtime are available</p> <p>2.1 Awareness raising strategies and availability and dissemination of materials improve national understanding of the issue</p> <p>2.2 Report on market surveys available and provides information to address targeted interventions</p> <p>2.3 Reports on civil society activities confirms national interest on the issue</p> <p>2.4 Paint industry understand the minimum efforts required to eliminate lead in paints and record of industries committed to</p>	<p>Outputs</p> <p>1.1 Surveys on main brands, market shares and consumer's preference done</p> <p>1.2 Final national surveys and analyses of paints overtime undertaken</p> <p>2.1 Awareness raising strategies & dissemination of materials available</p> <p>2.2 Data of market surveys analysed, trends observed and report submitted</p> <p>2.3 Report of civil society activities on lead in paint at national level</p> <p>2.4 Report on information sharing with manufacturers and request to participate in project</p>	<p>Some of the outputs, which were drafted as outcomes have been reformulated due to minor conceptual errors in their articulation</p> <p>For Outcome 3, only one output has been considered as the second one is the outcome expected</p> <p>Output (3.2) is in fact an outcome. It has been included in Outcome 3</p>

Project Document	Reconstructed TOC	Justification for reconstruction
<p>reformulate their paints available</p> <p>2.5 Third-Party paint certification and labeling programme established with participation from one or more paint brand in at least three participating countries</p> <p>3.1 Draft national law, regulation or decree generated by three of the four participating countries bans or control the manufacture, import, sale and use of lead decorative paints</p> <p>3.2 Legal instruments to control lead in paint are adopted or formally proposed in at least two of the project countries</p> <p>4.1 Reports of regional workshops available and demonstrate promotion of the elimination of lead in paint by IPEN and/ or partner NGOs</p> <p>4.2 Action plans developed in five additional African countries on measures to eliminate lead in paints</p>	<p>2.5 Third-Party paint certification and labelling programme established</p> <p>3.1 Draft national law, regulation or decree on lead in paint</p> <p>4.1 Reports of regional workshops promoting the elimination of lead in paint by IPEN and/ or partner NGOs</p> <p>4.2 Action plans on measures to eliminate lead in paint developed in five additional countries</p> <p>4.3 Monitoring and evaluation plan fully implemented</p>	

51. The reconstructed theory of change given in the Figure 2 below was developed by the evaluation based on the project outputs and outcomes of Table 3, and on a number of intermediate states not mentioned in the project document. The change is based on the premise that the availability of comprehensive information on market surveys on main brands and on lead content in these brands and knowledge on the risk posed by lead in paint would engage the paint manufacturers and brand holders to develop sound strategies for the reduction / phase out of lead in paint. This TOC was discussed with the project team and the implementing agency who all agreed on it.

52. The first outcome (Figure 1) relates to the better understanding of the policy makers and key national partners on the location and dimensions of the exposure risks with regards to lead in paint in the participating countries. This is a key component of the project as it is crucial that reliable information on lead in paint are generated in order to convince policy makers to take the proper decision for the protection of the population.

53. The second outcome is based the improved knowledge of manufacturers and consumers on the risk posed by lead in paint to human health and the environment. It is expected that with the increased knowledge, the paint manufacturers would engage in

developing and applying strategies to phase out lead by adopting safer alternatives for the production of paint.

54. For outcome three, given the seriousness of the problem and that all the population could be potentially at risk, it is expected high ownership of the project and that all countries would develop and adopt a regulation that would strictly control the use of lead in the manufacture of paint.

55. Outcome four relates to replication of the project in the neighboring countries. It is anticipated that this replication would be done based on lessons and experience gained during project implementation in the four participating countries.

56. Once the intended outcomes have been achieved, impact would only happen when the five intermediate states mentioned in the Figure 2, and identified by the evaluation, occur in the participating countries. For instance, once surveys have been done, there would be better understanding of the location and dimensions of the exposure risks with regards to lead in paint in participating countries (Outcome 1), and after proper awareness raising campaigns having been done, being aware of the risks more consumers would prefer to buy unleaded paint (intermediate state 1).

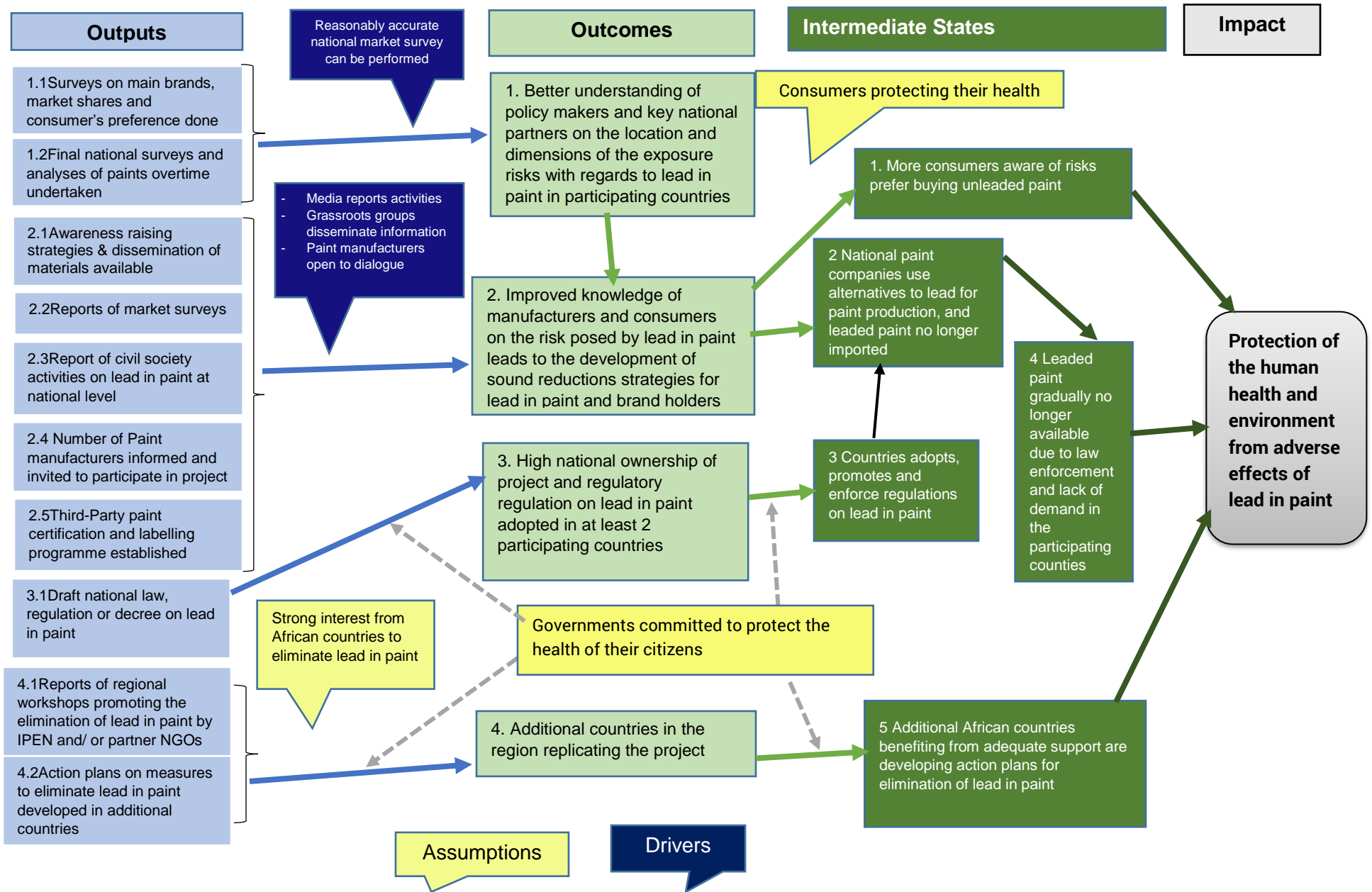
57. Having been convinced by the project on the risk posed lead in paint (outcome 2) resulting from good awareness raising activities, and to be in conformity with the regulations on lead in paint adopted by the governments (intermediate state 3), the manufacturers opt to use safer alternatives in paint manufacture (intermediate state 2). As a result, leaded paint would gradually be no longer available on the market in the participating countries (intermediate state 4). One of the components of the project was to replicate activities in additional neighboring countries. These additional countries would require the same type and level of support that the participating countries benefited (intermediate state 5) for effective impact.

58. The success of project is very dependent on the availability of information on the market share, location and extent of lead in paint in the participating countries. For this, it is vital that reasonably accurate national market surveys can be performed (driver) in the participating countries. Once reliable information have been generated by the project, it is necessary that these are disseminated to the key stakeholders (e.g. consumers, paint manufacturers and policy makers) that would lead to the development of sound reduction strategies for lead in paint and brand holders. For proper dissemination, the evaluation has identified these important drivers: (i) media reports project activities (ii) grassroots groups disseminate information and (iii) paint manufacturers open to dialogue.

32. The key assumption the evaluation has identified for the TOC to operate is that the *"Governments are committed to protect the health of their citizens"* (Figure 2). This has proved to

be correct as according to information available, in all the participating countries the project got strong support from the governments, and in two of them regulations on lead in paint have already been adopted. Similarly, according to feedback gathered, the interest of the governments of the additional countries to phase out lead in paint is very high.

Figure 2: Reconstructed Theory of Change



V. Evaluation Findings

A. Strategic relevance

59. This project, which aimed to protect human health and the environment from adverse effects of lead in paint in the participating countries, is complementary to UN Environment subprogram - Harmful Substances and Hazardous Waste, which was included in the Mid-Term Strategy for the years 2014-2017. Africa is considered a priority area of work for UN Environment and this initiative constituted the first UN Environment/GEF pilot on lead in paint.

60. The UN Development Assistance Plans for the four participating countries all include either a focus on protection of human health and/or protection of the environment. Additionally, the SAICM African Regional Group has supported lead paint elimination policies. Moreover, all the participating countries are parties to many multilateral environmental agreements on chemicals and waste such as the Stockholm Convention on Persistent Organic Pollutants (POPs), the Basel Convention on the transboundary movement of hazardous wastes or the Minamata Convention on mercury

61. This project is consistent with the Chemicals Focal Area of the GEF and was designed to address an identified global priority under the Strategic Approach to International Chemicals Management (SAICM), which is a policy framework to promote chemical safety around the world. Although there is no mention of project's link to the Bali Strategic Plan, the project is about capacity building / strengthening for the elimination of lead in paint in the participating countries. Regarding South-south cooperation, the project was designed to sharing informational materials and options papers produced by the project for use in other neighboring countries where the initiative was to be replicated.

62. The project is part of global efforts for the elimination of lead, and these include the Global Alliance to Eliminate Lead Paints (GAELP), established by UN Environment and the World Health Organization (WHO) in 2009; the European Union (EU) - funded IPEN Asian Lead Paint Elimination Project, and other additional initiatives supported or promoted by IPEN in the context of IPEN's Global Lead Paint Elimination Campaign. The rating on Relevance is **Highly Satisfactory**.

B. Quality of project design

63. The quality of the project design is based on the completed assessment⁶ done for the inception report. This assessment is restricted to information given in the project document and the main **Strengths** identified include:

- A comprehensive intervention logic and a clear and consistent approach with adequately planned activities to deliver outputs and outcomes.
- Highly relevant project built within a larger global effort in the context of the UN Environment - WHO GAELP and other lead paint elimination initiatives promoted by IPEN.
- Comprehensive situation analysis of the lead problem in African countries
- Key stakeholders as well as their roles properly described
- Women recognized to be particularly at risk with regard to lead in dust households

64. Some identified **Weaknesses** of the project design are:

- Stakeholder consultation for development of project not mentioned in the project document
- The design could have benefitted from the inclusion of national authorities in the management structure at national level to ensure higher country ownership and gain full support from governments of participating countries. Generally the lead agency for GEF funded projects are national authorities (e.g. Ministry of Environment), in this project the lead agencies in all participating countries were NGOs.
- Although easily reconstructed from the comprehensive intervention logic, the theory of change as well as casual pathways were not described in the project document
- There was some confusion on the use of the terms “output” and “outcome” in the project document (see section IV and Table 5)
- Complicated and time consuming to reconcile UN Environment budget lines and budget for outputs/activities.

65. The rating on quality of project design is **Satisfactory**.

C. Nature of external context

66. Conflict, natural disaster and change of government were not identified as factors that could have likely happened and that would have affected project performance. This proved to be correct as no such external factors occurred during the implementation phase in all the participating countries. Rating for nature of external context is **Favourable**.

⁶ Annex C of the Inception report for this terminal evaluation. It is an Excel sheet rating the different aspects of project design

D. Effectiveness

i. *Achievement of outputs*

67. The project included 19 activities that were designed to deliver 11 outputs that would contribute to 4 outcomes. Table 4 below provides a tabulated summary of assessment and ratings for the outputs of the project. 10 of the outputs contributed to the four substantive project outcomes: (i) 2 outputs pertained to surveys and analyses to generate reliable information on market share and location and extent of dimensions of exposure risks (ii) 5 outputs were in relation to information sharing amongst key stakeholders to secure their engagement and support (iii) 1 output was for the drafting and adoption of national regulation on lead in paint. The last output was related to project management and monitoring and evaluation activities.

68. According to information available all activities have been satisfactorily undertaken, the quality of the outputs delivered are discussed in the following paragraphs.

69. The achievement of outputs has been very satisfactory. As can be seen in Table 4, the delivery of the different project outputs has been rated from satisfactory to highly satisfactory. Six outputs have been rated highly satisfactory, four satisfactorily and one moderately satisfactory. For component 1, the key output was the analysis of paint samples to get reliable information on the extent and dimension of lead content in paint products. This output has been very satisfactorily achieved, and the project has been successful in identifying the brands and percentage of paint products containing lead in all the participating countries. Solvent-based paint products covering all the brand available on the local market were purchased, and samples were shipped to an accredited laboratory in USA for analysis. The results showed that a large percentage (43% for Cameroon, 46% for Tanzania, 63% for Côte d'Ivoire, and 75% for Ethiopia) of the samples analyzed were lead paints that is they contained lead at a level above 90 ppm. Furthermore, depending on the countries, a significant percentage (between 15% to 40%) of the solvent-based paints contained very high levels of lead, more than 10,000 pm and up to 470,000 ppm in a sample from Côte d'Ivoire. The consumers' preference regarding paint in the participating countries was not based on an actual survey but rather on the paint brand market share.

70. For component 2, the key outputs was sharing of information with paint manufacturers to secure their active involvement in the project and establishment of third party certification. The project has been very successful in convincing the paint manufacturers to get involved in the project. However, at the beginning of the project while some paint manufacturers were willing to participate in the project, many were very reluctant stating that they were not using lead for the formulation of their paint products. However, when the results of the analyses indicating high levels of lead in the paint products were shared with them, they agreed to

participate in the project. In general, the participation of paint manufacturers in the project was satisfactory. In Cameroon and Tanzania, for example all of them did participate actively in the different activities (e.g. training and awareness raising meetings and workshops) organized by project. In Cote d'Ivoire on the other hand, three paint manufacturers, who are all members of the Lebanese Chamber of Commerce of Côte d'Ivoire, did not participate in the project despite numerous communication efforts made by the project supported by the Ministry of Environment. Third-Party paint certification and labeling program has been established in three of the participating countries. At least one major national paint brand in each country has self-certified its paints as “no added lead” or “less than 90 ppm”. In Tanzania for example, two major paint manufacturers have already shifted to lead free paints that are indicated on the labels of their products. This is also the case for one major brand in Cameroon and the information less than 90 ppm is mentioned on the labels of their products (see Figure 3). For this component, the project has been very successful also in raising the awareness of the general public (output 2.1). Children being considered to be most at risk to lead exposure, in Cameroon the project has successfully raised the awareness of the pupils of a primary school. The evaluator, who made a field visit to that school, was impressed by the knowledge of the pupils about the precautions to take in order not to get exposed to lead (e.g. not to put dirty fingers in the mouth, to avoid touching painted surfaces, etc.).



Figure 3: Pictures⁷ of paint products showing level of lead less than 90 ppm on labels

71. For component 3, the project has been successful in getting national regulations (or standards) on lead in paint drafted in all the four participating countries. While in three countries (Cameroon, Ethiopia and Tanzania) these draft regulations have already been adopted, for the last country it is in the process of being adopted.

72. Outputs for component 4 have also been satisfactorily delivered. As reported in Table 4, two regional workshops were successfully undertaken in Addis Ababa in December 2015 for the Eastern region and in Yaoundé in December 2016 for the Western region of Africa bringing together representatives of twenty eight countries. In eleven of these countries, the National SAICM Focal Point have endorsed the project, and action plans on measures to eliminate lead

⁷ Pictures taken during evaluation mission in Cameroon in April 2018

in paint are being developed in five of these eleven countries. The approach to replicate these activities was similar to the one adopted in the four participating countries. In each of the replicating country, a lead NGO was identified and was supported by the project and adequate technical guidance was provided by IPEN to execute the activities.

Table 4: Assessment and rating of outputs for the Project

	Outputs	Comments	Rating*
1.1	Surveys on main brands, market shares and consumer's preference done	Surveys on main brands satisfactorily undertaken in all participating countries and reports submitted.	S
1.2	Final national surveys and analyses of paints overtime undertaken	Paint samples collected and shipped for analysis in accredited laboratory in USA. A significant percentage (more than 40%) of solvent based paints were lead paints (contained lead above 90 parts per million).	HS
2.1	Awareness raising strategies & dissemination of materials available	Awareness raising activities very satisfactorily undertaken resulted in a total of 76 media stories (printed media, online news outlets, radio and TV) Cameroon: 30 media stories Côte d'Ivoire: 9 media stories Ethiopia: 5 media stories Tanzania: 32 media stories	HS
2.2	Data of market surveys analysed, trends observed and report submitted	Market surveys and data of lead in paint satisfactorily analysed and reports submitted by all participating countries. Reports showed receding lead levels in the analyzed paints in June 2017 as compared to previous studies.	HS
2.3	Report of civil society activities on lead in paint at national level	NGOs have been contracted to undertake awareness raising activities and/or develop dissemination materials	S
2.4	Report on information sharing with manufacturers and request to participate in project	In all countries meetings and workshops have successfully been organized to inform and secure the engagement of paint manufacturers in the project.	HS
2.5	Third-Party paint certification and labelling programme established	<ul style="list-style-type: none"> • Third-Party paint certification and labeling program has been established with participation from one or more paint brand in at least three of the participating countries. • 1 major national paint brand in each country is self-certifying its paints as "no added lead". 	S
3.1	Draft national law, regulation or decree on lead in paint	National regulation on lead in paint adopted in Cameroon, Ethiopia and Tanzania, regulation drafted in Cote d'Ivoire and in the process of being adopted.	HS
4.1	Reports of regional workshops promoting the elimination of	Two regional workshops successfully undertaken in	HS

	Outputs	Comments	Rating*
	lead in paint by IPEN and/ or partner NGOs	<ul style="list-style-type: none"> • Addis Ababa: East Africa Regional Workshop in 2015, participants from 15 African countries • Yaoundé: West and Central Africa Regional Workshop in 2016, participants from 13 African countries 	
4.2	Action plans on measures to eliminate lead in paint developed in five additional countries	<ul style="list-style-type: none"> • Paint studies endorsed by national SAICM Focal Points have been conducted in 11 additional countries: Benin, Egypt, Guinea, Kenya, Morocco, Mozambique, Nigeria, Sudan, Togo, Uganda, and Zambia. • Plans are being developed in Nigeria, Tunisia, Kenya, Zambia and Uganda. Several other countries are expected to develop their plans soon. 	S

*HS: highly satisfactory, S: satisfactory, MS: moderately satisfactory, MU: moderately unsatisfactory, U: unsatisfactory, HU: highly unsatisfactory

ii. *Achievement of direct outcomes*

73. The direct outcomes are those mentioned in the TOC (see Table 3) and have been derived directly from the outcomes mentioned in the project logical framework. As just described in the earlier paragraphs (achievements of outputs), all the planned activities have been successfully completed, the corresponding outputs satisfactorily delivered, and all the key performance indicators can be tracked. All the planned outcomes have been successfully achieved as discussed in the following paragraphs.

74. **Outcome 1:** *Better understanding of policy makers and key national partners on the location and dimensions of the exposure risks with regards to lead in paint in participating countries* – This outcome was successfully achieved. Through the analyses done on samples on all the different brand of paint available in the participating countries the project has successfully generated very reliable and valuable information on the location and dimension of exposure risks with regard to lead in paint (output 1.2),. When these information were shared with the key stakeholders (e.g. Ministry of Environment, Ministry of Health in particular with policy makers (e.g. National Standard Bureaus) and paint manufacturers, this had an immediate big impact. For instance, the paint manufacturers stated that once they became aware of these information⁸ they felt very guilty as they were putting the whole population at risk, especially the children and women. Most of those who were reluctant at the beginning decided immediately to participate in the project and accepted to shift to unleaded paint production. They however indicated that this would take time given as they would require to look for safer alternatives to replace the lead containing pigments. In Cameroon, the stakeholders were not only informed about the

⁸ Feedback from interviews

alarmingly high lead content of some paints but also about the results of a study⁹ done on the blood lead level of 143 children, which indicated that 88% of them had levels higher than 5 µg/dL, the internationally accepted norm. All the stakeholders including the paint manufacturers and the authorities were shocked to learn about these results and were very much concerned that their own children and relatives might have been contaminated too. As a result the project got stronger support from the authorities (Ministry of Environment and Ministry of Health) who facilitated project implementation, for example issuing more quickly official letters for the organisation of meetings or workshops. More importantly, the Office of the President of Cameroon immediately gave directives to immediately draft and adopt a regulation on lead in paint. The impact on the paint manufacturers was also huge as all of them took the engagement to phase out lead in paint production.

75. **Outcome 2:** *Improved knowledge of manufacturers and consumers on the risk posed by lead in paint leads to the development of sound reductions strategies for lead in paint and brand holders* – This outcome also has been successfully achieved. The information gathered through the market surveys (outputs 1.1 and 1.2) were successfully shared with the paint manufacturers through workshops organized by the project (output 2.4). As mentioned in the earlier paragraph, the improved knowledge on the risk posed by lead in paint, some paint manufacturers have already shifted to the production of lead free paints and others are in the process of doing so. For example, in Tanzania, out of the seven paint manufacturers, 2 have already stopped using lead, three are in the process, one is lagging behind and one is still reluctant to shift to safer paint production. With the adoption and enforcement of the national regulation / standard on lead in paint (output 3.1), it is anticipated that the remaining paint manufacturers would adopt safer alternatives for paint production in all the participating countries. For example, the Tanzanian Bureau of Standard indicated that once the lead standard in paint has been adopted, no company can produce paint containing more than 90ppm lead. Otherwise their license would be cancelled and they would be prosecuted.

76. **Outcome 3:** *High national ownership of project and regulation on lead in paint adopted in at least 2 participating countries* – As a result of information sharing and good awareness raising strategies targeting all the key stakeholders (outputs 2.1, 2.3 and 2.4), the project has been successful to secure the full support of the national authorities. Regulation on lead in paint has already been adopted in three (Cameroon, Ethiopia and Tanzania) of the four participating countries, and it is in the process of being adopted in the last one.

77. **Outcome 4:** *Additional countries in the region replicating the project* – Thanks to the two regional workshops undertaken (output 4.1) the project has been successful in convincing eleven additional African countries (Benin, Egypt, Guinea, Kenya, Morocco, Mozambique, Nigeria,

⁹ Study funded by the NGO Occupational Knowledge International and published results can be accessed at: <https://www.frontiersin.org/articles/10.3389/fpubh.2017.00163/full>

Sudan, Togo, Uganda and Zambia) to embark on replicating the project activities. As mentioned earlier, these countries have already conducted paint studies, and five are developing plans on measures to eliminate lead in paint (output 4.2).

iii. *Likelihood of impact*

78. Quality outputs have satisfactorily delivered and all the direct outcomes have been successfully (or are in the process of being) achieved, indicating that the project objective, which was *“To minimize and ultimately eliminate the manufacture, import, sale and use of decorative lead paints in participating countries and to develop strategies to replicate actions elsewhere in the African region and beyond”* has been met. However, despite these necessary conditions in place, this is not sufficient for impact (project goal), which was *“to protect human health and the environment from adverse effects of lead in paint”*. As mentioned and described in details earlier (Section IV), a number of intermediate states (Figure 1), not mentioned in the project document but identified by the evaluation, need to occur for effective impact of the project. An Excel tool developed by the Evaluation Office of UN Environment¹⁰ has been applied to the TOC of the project to determine the likelihood of impact in the participating countries. A rating of **Likely** has been obtained for this assessment (see Appendix 1). The following paragraphs explain this rating.)

79. According to the TOC, the impact of the project was *“the protection of the human health and environment from adverse effects of lead in paint”*. As reported earlier all the direct outcomes have been achieved. In particular, direct Outcome 1 (see Figure 2) designed to feed into Outcome 2, has already occurred. The assumption *“Consumers protecting their health”* to move to first intermediate state holds as there are indications that in all the participating countries this is occurring. There are indications also that intermediate state 1 *“More consumers aware of risks prefer buying unleaded paint”* (see Figure 2) has been reached to some extent as the project teams in the participating countries have confirmed receiving numerous request for information on lead in paint and which paint to buy¹¹.

80. The assumption *“Governments committed to protect the health of their citizens”* to move beyond the first intermediate holds as the governments of the participating countries have fully supported the project. The other intermediate states are already happening. For instance, some paint manufacturers in all the participating have already shifted to the production of unleaded paint (intermediate state 2), and it is anticipated that the respective governments will enforce the regulations on lead in paint that have been already adopted in three of the four countries

¹⁰ The Excel tool **“Assessment of Likelihood of Impact Decision Tree”** developed by the UN Environment Evaluation office” has been applied to the TOC of the project under evaluation

¹¹ Feedback gathered during evaluation mission, the project teams received a lot of requests (by phone or on their websites) for information on lead in paint

(intermediate state 3). Similarly, eleven additional African countries are replicating the project (intermediate state 4). For these reasons, likelihood of impact of the project is **Likely**.

E. Financial management

81. As agreed the overall execution of the project was done by IPEN. In this context a project cooperation agreement (PCA) was signed between IPEN and UN Environment in August 2014 for a total amount of US\$1,000,000. According to information available, the management of GEF funds were compliant with the relevant UN financial procedures. For instance, once the PCA was signed, the UN task Manager informed the UN Environment financial office for an initial cash disbursement of US\$210,000 as per the terms of the PCA. For subsequent disbursements, the UN Environment task manager ensured that financial and other technical reports were received before informing the financial officer to release the funds. For example, a second disbursement for an amount US\$163,500 was done on 4th March 2015 after submission of financial and progress report by IPEN.

82. At the executing agency level (IPEN), the GEF funds were also adequately managed. According to feedback gathered, IPEN followed the procedures set out in the PCA as well as other procedures set by UN Environment. If there were occasions where there were no mandated UNEP procedures, then the IPEN regular financial procedures were used. During the whole project duration, the IPEN project manager and the IPEN's financial manager had close communication to ensure that all necessary procedures and protocols were followed for the disbursement of funds. The IPEN project manager also coordinated regularly with the UN Environment task manager about the financial management, and also in relation to reallocation opportunities that came up during project implementation. As reported in Table 5, at 30 June 2017, out of the \$1,000,000 GEF grant, a total amount of \$963,700 has been disbursed with the remaining \$ 36,300 corresponding to the terminal evaluation cost. As reported in Table 2 (Section III.F), all the planned co-financed (\$3,234,365) materialized.

83. Based on the findings described above, one can conclude that the GEF funds have been adequately and effectively managed. This is confirmed by the report of an independent audit company that covered the period 7th August 2014 to 30th June 2017, which states that the GEF funds have been spent according to the terms of reference of the PCA signed with UN Environment, and that the financial report submitted by IPEN gives a true and fair view of the expenses incurred during the execution of the project. The rating for Financial Management is **Satisfactory**.

Table 5: Expenditures for GEF Funds at 30 June 2017

Budget line	Approved budget (\$)	Total expenditure (\$)	Unspent balance (\$)
Project personnel	242,000	242,000	0
Consultants	12,000	0	12,000
Administrative support	22,000	22,000	0
Travel on official business	79,000	79,000	0
Sub contracts (supporting organizations)	293,000	293,000	0
Group training	112,000	112,000	0
Meetings/Conferences	40,000	49,753	-9,753
Expendable equipment	15,000	13,750	1,250
Non-expendable equipment	12,500	13,750	-1,250
Reporting costs	50,000	45,000	5,000
Sundry	78,200	85,448	-7,248
Evaluation	44,300	8,000	36,300
Grand Total	1,000,000	963,700	36,300

F. Efficiency

84. The project was approved by GEF on 4 December 2013. According to information available, funds were transferred from GEF to the UN Environment in January 2014. Due to the heavy duty of the UN Environment task manager and lengthy discussion with IPEN regarding the allocation of project funds, a PCA was signed only in August 2014. However, once the agreement was signed, the project did not suffer any delay during the implementation / execution phase. The inception workshop was undertaken in Dar Es Salam, Tanzania on 18 November 2014. Except for the terminal evaluation, all the project activities were completed by 30 June 2017. The project was closed in June 2017 as per the terms of agreement of the PCA.

85. Some measures adopted during the design and the execution of the project, and factors that promoted efficiency include:

- i. This project is complementary to previous initiatives / studies undertaken by IPEN in collaboration with other partners on lead in paint in Africa and in other parts of the world (cf. section A).
- ii. At the national level, the project was executed by IPEN partner NGOs. All of them had previous collaborations with IPEN in the context of previous studies on lead in paint.
- iii. By allocating of a small percentage of project funds to additional African countries (component 4 of the project), which through their respective SAICM Focal Points, had expressed interest in working towards eliminating lead in paint, was a cost-effective way of enhancing replication.
- iv. The materialization of the co-financing also contributed to increased efficiency of the project.

- v. Planning the three project steering committee meetings back to back with the inception workshop and with the two regional workshops for replication in the Eastern and Western regions of Africa was an efficient way to reduce costs.

83. Given that all outputs, except for the survey on consumers preference, have been successfully delivered (cf. section V.D.i) within the planned budget (cf. section V.E) and timeframe, and the management costs (\$100,000) having been kept within 10% of the total GEF grant, the rating on Efficiency is **Satisfactory**.

G. Monitoring and reporting

86. A plan consistent with UN Environment standard procedures for monitoring and evaluation (M&E) has been proposed in the project document. The plan is also in accordance with the GEF Monitoring and Evaluation policy. The evaluation considers that the plan is adequate and would allow for the proper monitoring of progress at results level. This monitoring was facilitated by the proposed objectively verifiable SMART indicators as well as their sources of verification in the project results framework¹². Realistic assumptions for the project outcomes and outputs have also been identified in this framework.

87. The costed M&E plan¹³ described in the project document appears adequate. The plan mentioned that IPEN, the main executing agency, would be responsible for all the reporting (half yearly and final reports) including submission of project implementation review reports to UN Environment. The only costed activities were the midterm review, the independent terminal evaluation and the independent financial audit. The amount (US\$58,000) budgeted for these three activities seem adequate.

88. The project steering committee (PSC) constituted by IPEN, UN Environment, the executing NGOs at national level, and representative of national authorities of the participating countries was established at the start of the project, and the first PSC meeting was held back to back with the inception workshop held in Dar Es Salam in November 2014. During this meeting, the project structure, partner roles and responsibilities, project requirements, project budget, and partner work plans in each country, and reporting requirements were discussed and reviewed, discussed and agreed upon by all stakeholders. According to information available, project progress was adequately discussed and monitored during the subsequent PSC meetings. For example, during the second PSC meeting held on 4 December 2015 in Addis Ababa, the UN Environment raised the question of companies falsely indicating to have low lead on paint cans what can be done since governments have laws to deal with that. A brief discussion ensued on the difficulty of tracing the origin of some paints.

¹² Annex A of project document

¹³ Section C of project document

89. Reporting was very satisfactory. Comprehensive half yearly progress reports as well as PIRs were timely prepared and submitted. Based on these reports¹⁴, it is clear that project implementation was based on the project logical framework and the SMART indicators proposed therein were used to track progress. The countries were also satisfactorily reporting to IPEN. The planned midterm review was however not undertaken. UN Environment argued that given the project was on the right track and outputs have been satisfactorily delivered, a midterm review was not necessary, instead a supervisory mission was carried out in the countries. The planned budget was effectively used for the independent terminal evaluation and the independent final audit of the project. The rating on M&E is **Satisfactory**.

H. Sustainability

i. Socio-political sustainability

90. In all the participating countries, the authorities have given strong support to the project, which indicates high ownership. For example, in Cameroon, having been made aware of the dangers posed by lead in paint, the Office of the President gave strict orders to the Ministry of Industry to lead the ad hoc committee including the ministries of Environment and Public Health to address the lead paint issue, that led to the drafting of a legislation on lead in paint. Moreover, all the participating countries have signed and ratified a number of multilateral environmental agreements such as the Stockholm Convention on POPs or the Minamata Convention on mercury. These ratifications indicate the strong political will of the respective governments to soundly manage hazardous chemicals for the protection the health its population and the environment. While it is not possible to foresee the priorities of future governments, there is no particular reason to expect that this will change in the long term. For these reasons, risk regarding the socio-political dimension is considered low. Rating for socio-political sustainability is **Likely**.

ii. Financial sustainability

91. Three of the four participating countries have already adopted a regulation on lead in paint. To ensure that these regulations are strictly adhered to in order to prevent the availability of leaded paint on the local market, there would require some investment to put in place an enforcement and monitoring system. According to feedback gathered during the evaluation, this might be a challenge as resources are limited in the participating countries. There are therefore some moderate financial risk for sustainability of the project results and outcome. Thus rating for this aspect of sustainability is **Moderately Likely**.

¹⁴ Copies of all the progress reports and PIRs were submitted to the evaluation

iii. Institutional sustainability

92. The project has been successful in getting regulations drafted in all four participating countries, and three countries have already adopted these regulations. As a result, there are already visible signs of impact of the project. Some manufacturers have already shifted to safer alternatives for the production of solvent-based paints. These manufacturers are making use of third party certification system to confirm that their products contain less than 90 ppm lead, which is mentioned on the labels (see Figure 3). However, to ensure that all manufacturers are phasing out lead in paint production, and also that importers are not introducing leaded paints on the local market, there is need put in place the appropriate system to enforce the legislation. As mentioned in the previous paragraph, investing to put in place such systems might constitute a challenge in some of the participating countries as resources are scarce. For these reasons, institutional sustainability is rated **Moderately Likely**.

I. Factors Affecting Performance

Preparation and Readiness

93. The project was adequately designed proposing relevant, precise, and concise information to allow for the achievement of the project objectives. In particular, the project document provides a project coordination and management structure including the setting up of a project steering committee, and also describes the role of the overall executing partner, IPEN, and the executing partners at national level. At the first PSC meeting held in November 2014, the roles and responsibilities of the different partners as well as the project structure, budget and work plan for each country were properly reviewed and discussed and targets set for the first year of the project.

94. Having been involved in the numerous previous initiatives on lead in paint, IPEN, not only has a vast experience on project management and supervision, but they are also very knowledgeable in the field. For this project, the executing team was constituted by a project coordinator, a communications advisor, a legal and policy advisor, and a technical and science advisor responsible. At national level, as planned the project team was constituted by members of the IPEN partner NGO headed by a team leader, generally the head of the NGO and also called the National Project Coordinator, two project assistants, an administrative support and an accountant.

95. To ensure active participation and involvement of key stakeholders, the national executing agencies were trained / informed on strategies for paint industry and policy outreach during the first PSC meeting. They were very successful, as by the end of the project they were

able to secure the full support of the authorities and to get the engagement of most paint manufacturers. Rating on Preparation and Readiness is Satisfactory

Quality of Project Management and Supervision

96. The agreed approach described in the project document was adopted for project implementation. UN Environment was the GEF implementing agency and a task manager was nominated, who was responsible for the overall project supervision, overseeing the project progress through the monitoring and evaluation of the project activities and progress reports. The UN Environment task manager changed three times during the project implementation phase. However this did not seem to have negatively impacted on the implementation process. The task managers or his representative¹⁵ attended all the PSC meetings and the regional workshops. According to information available, the guidance and supervision provided by the UN task manager or his representative is considered satisfactory. For example, during the second PSC meeting in December 2015, the UN Environment representative inquired on the timeline the countries would adopt legislation on lead in paint. The four countries indicated that it was very difficult to estimate and progress would depend on a number of factors. They however indicated that they were confident that national legislation would be drafted before closure of the project.

97. IPEN was the overall executing agency of the project. It was responsible for the day-to-day management and monitoring of the project activities including oversight of the performance of project partner NGOs in the four countries, and the execution of the activities in according with the work plan and expected outcomes. A project coordinator was nominated supported by three advisors for communications, legal and policy issues, and for technical and scientific matters. According to feedback gathered during the evaluation missions, all the national executing partners were highly satisfied with the supervision and guidance provided by IPEN. In particular, they very much appreciated their rapid and appropriate response to all the queries and requests, whether technical or administrative, they had during project execution.

98. At national level, the management and execution of the project by the IPEN partner NGO is considered satisfactory. In particular, by adopting the right approach they were successful in securing the engagement and support all the key stakeholders, which contributed to achieve success. All the stakeholders interviewed during the evaluation missions recognized the dedication and good work done by the project team. Given that the project has been satisfactorily managed, rating on Quality of Project Management and Supervision is **Satisfactory**.

¹⁵ On two occasions, a UN Environment staff, member of the lead paint alliance, replaced the UN Environment task manager in project meetings / workshops.

Stakeholder Participation and Cooperation

99. Involvement and participation of key stakeholders is considered satisfactory. One representative from the authorities of the respective countries was member of the PSC. For Cameroon it was a representative of the Ministry of Health, for Cote D'Ivoire and Tanzania they were from the national bureau of standard, and for Tanzania he was from the Ministry of Environment. They attended all the PSC meetings as well as the meetings, workshops and other activities organized by the project at national level.

100. The project has been successful in securing the engagement of most paint manufacturers and getting the support of the authorities. All the manufacturers are aware of the risks posed by exposure to lead in paint. Some have already shifted to the production unleaded paint by adopting safer alternatives during the formulation. While most of the activities were directly executed by the IPEN partner NGO, the drafting of the regulation on lead in paint was possible thanks to the active involvement of the Ministry of Environment and the national standard bureau, and the important roles they played to get the draft through all the lengthy administrative procedures and have it accepted and validated by all authorities prior to adoption by the government. In three of the four countries, the regulation has already been adopted.

101. In all the participating, NGOs were very much involved in awareness raising activities. In particular, they disseminated awareness raising materials such pamphlets and brochures to local communities, schools, government offices, paint manufacturers and retailers. In some countries, they were also involved in market surveys. Rating on Stakeholder Participation and Cooperation is **Satisfactory**.

Responsiveness to Human Rights and Gender Equity

102. The aspect of human rights and indigenous peoples was not covered in the project design. However this is not considered as an oversight by the evaluation given the nature of the project, which is aiming at eliminating the use of lead in paints. In achieving success, the project results and outcomes would be beneficial to all the population of the participating country including indigenous peoples.

103. The project document recognized the gender dimension and it proposed to ensure women would be represented on the PSC, and that all training exercises and other activities include opportunities for women. While the representation of women in the PSC meeting was moderately satisfactory¹⁶, the participation of women in training and other awareness raising activities is considered satisfactory. Many members of the NGOs involved in the project were

¹⁶ 1st PSC meeting: 5 women out 19 members; 2nd PSC meeting: 4 women out of 18; 6 women out of 19.

women. It is to be noted also that two of the five project coordinators (four national project coordinators plus the IPEN project coordinator) were women.

104. The project also acknowledging that women often spend more time in domestic environments, also the location of lead paint, they would be key targets of the awareness activities, and therefore key project beneficiaries. Numerous awareness raising activities and efforts have been done in all the participating countries. These activities targeted policy makers, schools (see section V.D.i, output 2.1), local communities and paint manufacturers and retailers. Although women were obviously part of these target groups, they were however not specifically targeted during these awareness raising activities. For this reason, rating is **Moderately Satisfactory**.

Country Ownership and Driven-ness

105. Thanks to awareness raising workshops undertaken and specifically targeting policy makers and members of parliament, the project has been successful in securing the full support of the authorities. For example, the regional workshop for replication in other African countries undertaken in December 2016, in Yaoundé was held at the national assembly. The workshop was not only attended by delegates of participating countries, but also by Ministers and members of parliament of Cameroon, which gives an indication of the high country ownership of the project. Furthermore, as mentioned earlier, the regulation on lead in paint has been possible thanks to the lead initiative and effort of the Ministry of Environment and the national standard bureau of the participating countries. Country ownership and driven-ness is therefore considered high in all the countries and rating for this criterion is **Satisfactory**

Communication and Public Awareness

106. One of the components of the project was to raise awareness at all levels. As discussed in the section achievement of outputs (see section V.D.i), the project has been very successful in carrying numerous awareness raising activities in the form workshops, meetings, press conference, and distribution of awareness materials that resulted in 76 media stories (printed media, online news outlets, radio and TV). For better outreach, the awareness raising activities have been carried out in the official language of the country (e.g. English in Tanzania or French in Cameroon), and also in local languages (e.g. in Amharic in Ethiopia or in Kiswahili in Tanzania). The impact of these awareness raising activities was immense that produced visible and tangible results such as adoption of regulation on lead in paint, shifting towards lead free paints by manufacturers and more consumers buying unleaded paints. Communication and Public Awareness is thus rated **Highly Satisfactory**.

VI. Conclusions and Recommendations

A. Conclusions

107. This project was designed to minimize and ultimately eliminate the manufacture, import, sale and use of decorative lead paints in participating countries and to develop strategies to replicate actions elsewhere in the African region and beyond. The ultimate goal was to protect human health and the environment from adverse effects of lead in paint in the participating countries.

108. In the terms of reference for this terminal evaluation, the evaluation was asked to address the following strategic / substantive questions:

- (a) *To what extent this project links with and contributes to other initiatives with similar objectives (such as Global Alliance to Eliminate Lead Paint)?*

This project is directly in line with other initiatives with similar objectives such as the Global Alliance to Eliminate Lead in Paint (GAELP). By phasing out the use of lead in paint production in the participating countries, the project is directly supporting the implementation of the goals and objectives of GAELP. It is also anticipated that lessons and experience gained in the project would be used to improve on implementation in future similar initiatives.

- (b) *To what extent the project partnerships have influenced on the project effectiveness and draw lesson regarding the partnership selection, capacity etc.?*

The support of the national authorities and active engagement of the paint manufacturers, the major partners of the project, were key factors for the project to achieve success. Without their support and engagement, it would not have been possible to have the legislation of lead in paint and also not possible to phase out lead in paint.

109. This GEF funded and UN Environment implemented regional project that covered Cameroon, Côte d'Ivoire, Ethiopia and Tanzania was adequately managed and executed by IPEN, a global network of NGOs promoting policies and practices to protect human health and the environment from exposure to toxic chemical pollutants. At national level the project was executed by an IPEN partner NGO. While the bulk of the activities was executed by the partner NGO, the development of the national regulation on lead in paint was led by the Ministry of Environment and national bureau of standard of the respective countries. The active involvement of the key partners such as the national authorities, the paint manufacturers and NGOs, and the dedication and hard work of the national project teams under the guidance and supervision of IPEN contributed to the satisfactory completion of activities and delivery of quality outputs within the planned budget and time frame.

110. All the direct outcomes were also successfully achieved. For example, the generation of comprehensive and reliable information on the paint industry by the project allowed the policy makers and key national partners to better understand the location and dimensions of the exposure risks with regard to lead in paint. Similarly, the project has been successful in getting national legislation adopted in three of the four participating countries.

111. Impact of the project is likely under the condition that the following intermediate states, not mentioned in the project document but identified by the evaluator, occur: (i) more consumers aware of risks prefer buying unleaded paint; (ii) countries adopt, promote and enforce regulations on lead in paint (iii) national paint companies use alternatives to lead for paint production, and leaded paint no longer imported; (iv) leaded paint gradually no longer available due to law enforcement and lack of demand in the participating countries (v) additional African countries benefiting from adequate support are developing action plans for elimination of lead in paint. There are indications that these intermediate states are already happening indicating likelihood of impact of the project in the short / medium term.

112. Given that project execution did not suffer any delay, all the outputs and direct outcomes have been satisfactorily achieved and impact is likely, the overall rating of the project is **Satisfactory**. The ratings of the different evaluation aspects related to project implementation are summarized in the following table.

Table 6: Summary of Performance Ratings

Criterion	Summary Assessment	Rating
A. Strategic Relevance		HS
<i>1. Alignment to MTS and POW</i>	Project is complementary to UN Environment's Subprogram 5.	HS
<i>2. Alignment to UN Environment /Donor/GEF strategic priorities</i>	This project is consistent with the Chemicals Focal Area of the GEF and will address an identified global priority under SAICM	HS
<i>3. Relevance to regional, sub-regional and national environmental priorities</i>	The project is in line with UN Development Assistance Plans for the four participating countries.	HS
<i>4. Complementarity with existing interventions</i>	The project is part of a larger global effort such as the GAELP, the EU-funded IPEN and the Asian Lead Paint Elimination Project.	HS

Criterion	Summary Assessment	Rating
B. Quality of Project Design	Project properly designed: barriers have been identified, baseline as well as the roles and responsibilities of key partners have been properly described.	S
C. Nature of External Context	No external factors that could affect the project have been identified	F
D. Effectiveness¹⁷		S
<i>1. Delivery of outputs</i>	Quality outputs have been delivered within planned budget and timeframe. The survey on consumers preference was not undertaken.	S
<i>2. Achievement of direct outcomes</i>	All direct outcomes have achieved. Behavioural changes have been observed for example some paint manufacturers had already shifted to safer alternatives for paint production	S
<i>3. Likelihood of impact</i>	Visible signs of impact already seen in the participating countries e.g. paint projects with labels stating less than 90ppm available in one of the participating countries and more consumers are shifting to unleaded paint	L
E. Financial Management		S
<i>1. Completeness of project financial information</i>	Financial sheets as well as other financial information made available to evaluation	S
<i>2. Communication between finance and project management staff</i>	Adequate communication between finance and project teams	S
F. Efficiency	Quality outputs have been delivered within planned budget and timeframe	HS
G. Monitoring and Reporting		S
<i>1. Monitoring design and budgeting</i>	Adequate logframe with SMART indicators proposed and monitoring and evaluation properly budgeted	S

¹⁷ Where a project is rated, through the assessment of Project Design Quality template during the evaluation inception stage, as facing either an Unfavourable or Highly Unfavourable external operating context, ratings for Effectiveness, Efficiency and/or Sustainability may be increased at the discretion of the Evaluation Consultant and Evaluation Manager together.

Criterion	Summary Assessment	Rating
<i>2. Monitoring of project implementation</i>	There are evidence that executing agency has used logframe for monitoring progress at results level	S
<i>3. Project reporting</i>	Reports have been timely submitted.	S
H. Sustainability		ML
<i>1. Socio-political sustainability</i>	Strong ownership from authorities, no particular reason to expect that this will change in the future	HL
<i>2. Financial sustainability</i>	Mechanism and resources to put in place enforcement system would require some investment from the governments.	ML
<i>3. Institutional sustainability</i>	Regulation has been (or will be) adopted in the participating countries. It would require to put in place the adequate enforcement system.	ML
I. Factors Affecting Performance¹⁸		S
<i>1. Preparation and readiness</i>	. Key partners already involved in similar initiatives prior to the project. The objectives and roles of partners were clearly explained during the inception workshop.	S
<i>2. Quality of project management and supervision¹⁹</i>	Adequate management, guidance and supervision provided by IPEN that was highly appreciated by project teams at national level	S
<i>3. Stakeholders participation and cooperation</i>	Level of engagement of key stakeholders especially the paint manufacturers was satisfactory in all the participating countries	S
<i>4. Responsiveness to human rights and gender equity</i>	Although participation of women was seen in the project, much more effort could have been done to involve women.	MS

¹⁸ While ratings are required for each of these factors individually, they should be discussed within the Main Evaluation Report as cross-cutting issues as they relate to other criteria. Catalytic role, replication and scaling up should be discussed under effectiveness if they are a relevant part of the TOC.

¹⁹ In some cases 'project management and supervision' will refer to the supervision and guidance provided by UN Environment 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 technical backstopping provided by UN Environment, as the Implementing Agency.

Criterion	Summary Assessment	Rating
5. Country ownership and driven-ness	Strong support was seen from the authorities which contributed to the adoption of regulation on lead in paint	S
6. Communication and public awareness	Numerous public awareness activities have been undertaken in all countries. Awareness has been raised at all levels.	HS
Overall Project Rating		S

B. Lessons Learned

113. The project has been successfully completed and the two following lessons have stemmed out.

Lesson 1: For some specific projects, giving the lead to NGOs with the appropriate capacity and experience for project execution is an alternative approach to ensure success.

114. Generally, project implementation and execution at national level falls under the responsibility of national authorities (e.g. Ministry of Environment for projects dealing with environmental issues). For this project, the approach was different. NGOs were given full responsibility and were sub-contracted to execute all the activities at national level. This modality of project execution has proved to be a very good approach. With the support of the national authorities and under the adequate guidance and supervision of IPEN, the overall executing agency, the NGOs have been very successful in delivering quality outputs within the planned budget and timeframe. All the direct outcomes have been achieved and there are already visible of impact of the project in the participating countries. For future projects of similar nature, to ensure success the UN Environment and other implementation agencies might consider this type of approach for project execution at national level.

Lesson 2: Approaching key stakeholders with the adequate communication and information strategy will ensure their support, engagement and participation in the project.

115. Some of the paint manufacturers were reluctant to participate in the project at the beginning. However, by sharing with them the results of the analyses of the paint products and explaining them the risk that those leaded paints posed to the population, the project teams were successful in securing the active engagement of these manufacturers. The project teams were also successful in convincing them to shift to unleaded paint. The project teams were also able to get the full support of the authorities by sharing information on the surveys and clearly explaining them the need to phase out leaded paint in order to protect the health of the population, especially the children who are more at risk.

Lesson 3: Monitoring progress at results level rather than at output level is an approach that ensures success, and achievement of project goal and impact.

116. For many projects, monitoring of progress has been done at output level. Experience has shown that for many of these projects, while the project activities have been completed and outputs delivered, the project goal has not necessarily been reached. For this particular project, monitoring was done at results level rather than at output level. This proved to be very efficient as all the direct outcomes have been achieved and the project goal is likely to be reached.

C. Recommendations



117. The two following recommendations are addressed to the national authorities.

118. **Recommendation 1:** The project has been successful in getting legislation on lead in paint drafted in the four participating countries. While the legislation has already been adopted in three of them, it will be in the near future in the last one. For sustainability of project results and impact, it is recommended that the national authorities of the participating countries put in place the appropriate mechanism and system to enforce this legislation.

119. **Recommendation 2:** The analyses done in the context of the project have revealed that in all four participating countries more than 30 to 40% of the paint products available on market contained lead at a level well above 90ppm, and in many cases (about 20 to 25 %) the levels were very high up to 10,000ppm. These results indicate that the population (especially children) of these countries have been at risk for decades and still are with regards to lead exposure in paint. Given that leaded paint have been used for decades, it is recommended that the authorities of the participating countries undertake awareness raising campaigns targeting the whole population, especially children and women, to inform them on the measures to take to avoid getting exposed to these sources of lead. Undertaking awareness raising activities in schools would be a good strategy to sensitize the children directly.

Appendix I

Appendix 1: Decision tree outcome for the rating of likelihood of impact along causal pathway

Reset Form	No	Select Response		Select Response
				
Direct outcome achieved?	1	Yes		
Direct outcome designed to feed into a continuing process after project funding?	2	Yes		
Assumptions to move to first intermediate state hold?	3	Yes		
Drivers to help move to first intermediate state in place and / or effectively promoted?	4	yes		
First 'intermediate state' of the pathway achieved or very likely to be achieved?	5	yes		
Assumptions to move beyond first intermediate state hold?	6	yes		
Drivers to move beyond first intermediate state in place / or effectively promoted?	7	yes		
Results level beyond first intermediate state is achieved, or very likely to be achieved?	8	yes		
Assumptions for the remaining steps of the pathway hold?	9	yes		
Drivers for the remaining steps of the pathway hold?	10	yes	Excellent progress along pathway has been made and further forward linkage is highly probable PATHWAY RATING = Likely	

VII. Annexes

Annex 1: Response to stakeholders' comments

<i>Report para/ section</i>	<i>Stakeholder comment</i>	<i>Consultant responses/ actions</i>
general	A recent update that may be useful to the report is that Ethiopia just adopted their lead paint law, which means that three out of the four project focus countries now have laws banning lead paint.	Text modified that includes Ethiopia having adopted law on banning lead in paint
Para 89 (edits proposes by a stakeholder)	In all the participating countries, the authorities have given strong support to the project, which indicates high ownership. For example, in Cameroon, having been made aware of the dangers posed by lead in paint, the Office of the President gave strict orders to the Ministry of Industry to lead the ad hoc committee including the ministries of Environment and Public Health to address the lead paint issue, that led to the drafting of a legislation on lead in paint.	Changes made to text to reflect the name of the proper Ministry
Executive Summary A1, page iv	"...implemented from August 2014 to May 2017...": The final month should be June 2017.	Correction made
Tab 2, page 7-8 about Co-finance	There seems to be a misunderstanding about the co-finance materialized in the report. As we submitted in our final Co-finance report, IPEN has raised the promised 3,034,365 USD in addition to UNEP's 200,000, making the total US\$3,234,365 as planned.	Total amount of co-finance corrected from US\$3,034,365 to US\$3,234,365
Reconstructed ToC, Tab 3, page 10 Output 1.1; affecting paragraph 68, page 16; Tab 4 page 17	The project document Output 1.1 reformulated in the evaluation report in the "Project Document" column seems to be based on a misunderstanding and has led to a lower rating that we believe is not justified.	
	The project evaluation report lists this as "1.1 Surveys on markets allow to know the main brands, market shares and consumer's preference", whereas this activity, output and	Text amended " consumer preference based on market share". The rating upgraded from Moderately Satisfactory to Satisfactory for Output 1.1

Report para/ section	Stakeholder comment	Consultant responses/ actions
	<p>outcome was described as follows in the project document:</p> <ul style="list-style-type: none"> - Activity 1.2 Carry out a survey of the decorative paints and other home/school use paints being sold on the national market - Expected Output 1: Four national market surveys reports available - Expected Outcome: Comprehensive study on the market shares and analytical testing of paint samples enable a better understanding of location and dimensions of the risks to human health and the environment in participating countries <p>To make a consumer preference survey in a reliable way would be a project in itself, which is why data on paint brand market shares have been used as an estimation of the brand’s impact and consumer preference. This information has also been included in the two paint reports produced in each country during the project, and it was our assumption throughout the evaluation process that this was the shared understanding of the activities under this Output.</p> <p>We do therefore not agree with the evaluation’s use of the lack of consumer surveys as a reason for lowering the rating of Component 1 as mentioned on page 16 of the evaluation report and in Tab 4 on page 17 (and elsewhere): "Note that for this component, there is no evidence that a survey for the consumer’s preference has been done, which is the reason why output 1.1 has been rated moderately satisfactory."</p>	
<p><u>Budget and financial management, page 21-22</u></p>	<p>While it has presumably no impact on the project evaluation, we would like to clarify the budget allocation between IPEN and African partners.</p> <p>It seems like the evaluation in table 5 of the variance of the original GEF</p>	<p>Comments noted, however no amendment done as this would not change the rating on Financial Management</p>

Report para/ section	Stakeholder comment	Consultant responses/ actions																										
	<p>allocation was undertaken based on a later budget version than the original GEF budget. We would therefore want to clarify that IPEN was able, with the approval of the PSC and the UNEP team, to reallocate further funds towards activities on the ground in two steps compared to the initial budget.</p> <p>This meant that in the end, the African project partners had access to a total of 391,889 USD of the GEF (cash) budget under the following budget lines (either the whole budgeted sum or a part of it as described in the evaluation report):</p> <table border="1" data-bbox="289 957 846 1612"> <tbody> <tr><td>2201</td><td>Analytical costs for paint sa</td></tr> <tr><td>2202</td><td>AGENDA (Tanzania)</td></tr> <tr><td>2203</td><td>CREPD (Cameroon)</td></tr> <tr><td>2204</td><td>JVE (Cote d'Ivoire)</td></tr> <tr><td>2205</td><td>PAN Ethiopia (Ethiopia)</td></tr> <tr><td>3201</td><td>Africa regional awareenss ra</td></tr> <tr><td>3301</td><td>National press events</td></tr> <tr><td>3302</td><td>National policy and industry</td></tr> <tr><td>4101</td><td>Operational costs</td></tr> <tr><td>4201</td><td>Office supplies (5 computers</td></tr> <tr><td>5202</td><td>Translation of essential docu interpretation</td></tr> <tr><td>5301</td><td>Communication, postage, fre transfers, etc.</td></tr> <tr><td>5303</td><td>Dissemination of results</td></tr> </tbody> </table>	2201	Analytical costs for paint sa	2202	AGENDA (Tanzania)	2203	CREPD (Cameroon)	2204	JVE (Cote d'Ivoire)	2205	PAN Ethiopia (Ethiopia)	3201	Africa regional awareenss ra	3301	National press events	3302	National policy and industry	4101	Operational costs	4201	Office supplies (5 computers	5202	Translation of essential docu interpretation	5301	Communication, postage, fre transfers, etc.	5303	Dissemination of results	
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5303	Dissemination of results																											

Annex 2: Evaluation ToR (abridged version)

Project rationale. Exposure to lead causes significant injury to human health and imposes large economic and social costs on developing countries. Of all toxic environmental pollutants, the injury to health from lead exposure is probably better understood and better documented than for any other environmental pollutant. Children are especially sensitive to lead and the World Health Organization (WHO) has found that there appears to be no threshold level below which lead causes no injury to the developing human brain.²⁰ Also a study published in the *Journal Environmental Health Perspectives* in 2013 estimated a total economic loss of \$977 billion (in international dollars) per year across all low- and middle-income countries due lead-exposure related decreased productivity.²¹

Lead exposure is a particularly serious problem in developing countries. Since 2002 progress has been made in reducing childhood lead exposure through an ambitious international program that has eliminated lead additives from automotive fuels in most countries. At the time of the project design, several significant ongoing sources lead exposure were identified in many low-income countries, also in the African continent. Nevertheless the most widespread remaining source of lead exposure for children, workers and others was paints that contain lead pigments, lead drying agents and/or other intentionally added lead compounds. When these paints are used in homes, schools and other applications, a number of childhood lead exposure pathways are created. The greatest sources of exposure are from an increase in the lead content of household dust and soils and the exposure of children through hand to mouth contact. Lead dust is created when painted surfaces weather and deteriorate. When previously painted surfaces are prepared for re-painting, large amounts of lead-containing dusts are produced. This can contaminate the surrounding area unless special efforts are undertaken to contain and remove the dust. Another source of lead exposure is children ingesting flaking paint chips.

Because of these dangers, most highly industrial countries have for decades severely restricted the lead content of new paints. Nonetheless, decorative paints containing added lead compounds continue to be manufactured and are widely sold in countries with developing economies and economies in transition. At the same time remediation of the housing units containing lead paints poses a challenge (in developed and developing countries).

In 2009, the second meeting of the International Conference on Chemicals Management (ICCM2) called for partnerships to eliminate lead paints. The United Nations Environment Program and the World Health Organization (WHO) responded by establishing the Global Alliance to Eliminate Lead Paints (GAELP). GAELP's objectives for 2014-2020 are aimed to stop the manufacture, import, export, sale and use of lead paints. In 2012 the third meeting of the International Conference on Chemicals Management (ICCM3) agreed a resolution (SAICM/ICCM.3/CRP.7) that among other provisions encouraged all governments, civil society organizations and the private sector to contribute to GAELP's work. This lead paint elimination projects was designed to also contribute to the GAELP objectives in line with SAICM resolution.

The project design document identifies the following barriers for lead paint elimination:

²⁰ Childhood Lead Poisoning, World Health Organization 2010, Page 12, <http://www.who.int/ceh/publications/leadguidance.pdf>

²¹ *Economic Costs of Childhood Lead Exposure in Low- and Middle-Income Countries*, by Teresa M. Attina and Leonardo Trasande; Advance Publication: 25 June 2013, *Environmental Health Perspectives*; DOI:10.1289/ehp.1206424; <http://ehp.niehs.nih.gov/1206424/>

- initial barrier to the promulgation of national legislation and/or regulations to prohibit the manufacture, import, sale and use of lead paints is **lack of information** caused by also **lack of national data** on the content of lead paints
- **Lack of public awareness** on the hazards of lead
- **Lack of authority to act** by those national government officials who would be aware of the dangers of lead
- Lack of **awareness and other priorities** at political level
- main barriers to paint reformulation on the part of manufactures who wish to discontinue their use of lead additives in their paints appeared to be lack of information and ability to **identify the specific substitutes to lead**
- small additional **ingredient costs** to manufacturers to reformulate the paints was estimated to be only 2% at the wholesale level. Nevertheless, without prohibiting legislation this was seen as a potential incentive to continue producing lead based paints.

Nevertheless, the project design document acknowledged that the economic barriers to the elimination of lead decorative paints are low; evidence of the serious health consequences resulting from the use of lead decorative paints is well-established; substitute paint formulations are readily available; and the costs associated with remediating homes and schools previously painted with lead paints are enormous. Thus, the project design document argues that together with growing international attention to the lead paint issue and intergovernmental support for lead paint elimination suggests that mainstream paint manufacturers and industry trade associations are not likely to aggressively or publicly oppose this project and its objectives.

Limited data is available for the four countries that will be focal countries for this project: Cameroon, Côte d'Ivoire, Ethiopia and Tanzania. Some details concerning (baseline) studies are presented in the project design document.

Project objective and component. The goal of the project was *“To protect human health and the environment from adverse effects of lead in paint”*. The objective was *“To minimize and ultimately eliminate the manufacture, import, sale and use of decorative lead paints in participating countries and to develop strategies to replicate actions elsewhere in the African region and beyond”*. The Project components are listed below, details available in the project documentation:

Component 1: Paint market analysis, analytical testing and reporting results. The component was to produce a market analysis of enamel (oil-based) decorative paints that are being sold in each of the four project countries. It was to identify the paint brands that are available for sale and test a large portion of the decorative paint brands on the national market. This was to also provide a solid updated baseline data to be utilized in preparing the subsequent activities (including awareness raising outreach to stakeholders and dialogues aimed at securing national legal instruments to control lead content in paints).

Component 2: Make lead paint elimination a national issue of concern including outreach to paint manufacturers and brand holders. The Project was to work to increase national awareness in Project countries about the hazards associated with exposure to lead giving special emphasis to lead paint.

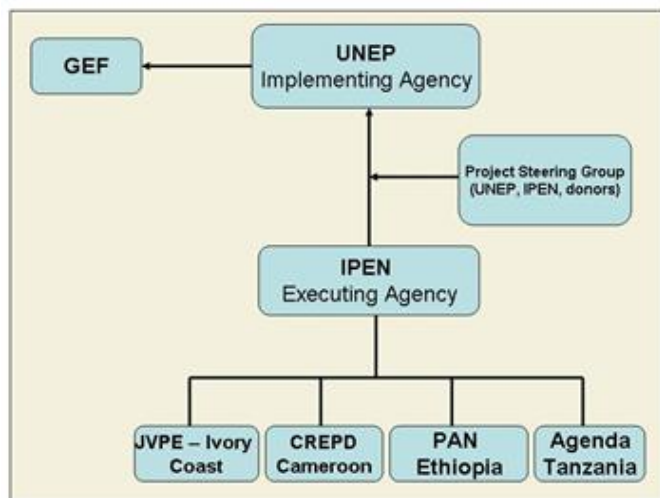
Component 3: Promoting National Legal Instrument to Control Lead Paints. The Project was to collaborate with relevant government officials and/or national political leaders to help in the formulation of an appropriate national law, regulation, decree or binding standard to control the manufacture, import, sale and use of lead paints with special emphasis on decorative paints and paints for other applications most likely to contribute to childhood lead exposure.

Component 4: Enhanced Regional Project Replication Activities. While the primary project implementation activities were to take place in the four Project countries, the project was to also undertake an ambitious program of replication activities in the African region.

Implementing structure. UN Environment is the implementing agency of the project. The day-to-day management and monitoring of the project activities was the responsibility of the executing agency, the International POPs Elimination Network (IPEN). This project was to be integrated into IPEN’s global campaign to eliminate lead, and as executing agency, IPEN’s role was also to ensure that the project benefits from resources already generated as part of the campaign, and to avoid any duplication of efforts.

In each project focal country, an IPEN partner NGO was nominated to take lead responsibility for carrying out project activities in that country and to also contribute to broader African regional lead paint elimination efforts. The designated NGOs were: the Centre de Recherche et d’Education pour le Développement (CREPD) in Cameroon; Jeunes Volontaires pour l’Environnement (JVE), in Côte d’Ivoire; the Pesticide Action Nexus Association, in Ethiopia; and the Agenda for Environment and Responsible Development (AGENDA), in Tanzania.

Figure 1. implementing structure



Project budget. The GEF funding was 1,000,000 USD. In addition, the table 2 below summarizes the project co-financing as per the project design documentation.

Table 2. Project Budget at design (GEF ID 5633)

Sources of Cofinancing	Name of Cofinancier	Type of Cofinancing	Amount (\$)
GEF Agency	UNEP	In-kind	45,000
GEF Agency	UNEP	Cash	155,000
CSO	IPEN	Cash	950,000
CSO	IPEN	In-kind	1,850,000
CSO	CREPD - Cameroon	In-kind	214,365
CSO	Agenda - Tanzania	In-kind	7,000
CSO	JVE Ivory Coast	In-kind	6,000
CSO	PAN-Ethiopia	In-kind	7,000
Total Co-financing			3,234,365

Implementation issues. The Progress Implementation reports (PIRs) do not identify any major implementation issues. Political context, country level capacity in enforcement of the paint law and limited uptake by SME companies were identified as issues in 2016 PIR.

Section 2. OBJECTIVE AND SCOPE OF THE EVALUATION

Key Evaluation principles

Evaluation findings and judgments should be based on **sound evidence and analysis**, clearly documented in the evaluation report. Information will be triangulated (i.e. verified from different sources) as far as possible, and when verification is not possible, the single source will be mentioned (whilst anonymity is still protected). Analysis leading to evaluative judgments should always be clearly spelled out.

The “Why?” Question. As this is a terminal evaluation and a follow-up project is likely [or similar interventions are envisaged for the future], particular attention should be given to learning from the experience. Therefore, the “Why?” question should be at the front of the consultants’ minds all through the evaluation exercise and is supported by the use of a theory of change approach. This means that the consultants need to go beyond the assessment of “*what*” the project performance was, and make a serious effort to provide a deeper understanding of “*why*” the performance was as it was. This should provide the basis for the lessons that can be drawn from the project.

Baselines and counterfactuals. In attempting to attribute any outcomes and impacts to the project intervention, the evaluators should consider the difference between *what has happened with, and what would have happened without, the project*. This implies that there should be consideration of the baseline conditions, trends and counterfactuals in relation to the intended project outcomes and impacts. It also means that there should be plausible evidence to attribute such outcomes and impacts to the actions of the project. Sometimes, adequate information on baseline conditions, trends or counterfactuals is lacking. In such cases this should be clearly highlighted by the evaluators, along with any simplifying assumptions that were taken to enable the evaluator to make informed judgements about project performance.

Communicating evaluation results. A key aim of the evaluation is to encourage reflection and learning by UN Environment staff and key project stakeholders. The consultant should consider how reflection and learning can be promoted, both through the evaluation process and in the communication of evaluation findings and key lessons. Clear and concise writing is required on all evaluation deliverables. Draft and final versions of the main evaluation report will be shared with key stakeholders by the Evaluation Office. There may, however, be several intended audiences, each with different interests and needs regarding the report. The Evaluation Manager will plan with the consultant(s) which audiences to target and the easiest and clearest way to communicate the key evaluation findings and lessons to them. This may include some or all of the following; a webinar, conference calls with relevant stakeholders, the preparation of an evaluation brief or interactive presentation.

Objective of the Evaluation

In line with the UN Environment Evaluation Policy²² and the UN Environment Programme Manual²³, the Terminal Evaluation (TE) is undertaken at completion of the project to assess project performance (in

²² <http://www.unep.org/eou/StandardsPolicyandPractices/UNEEvaluationPolicy/tabid/3050/language/en-US/Default.aspx>

²³ http://www.unep.org/QAS/Documents/UNEP_Programme_Manual_May_2013.pdf . *This manual is under revision.*

terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UN Environment and main project partners. Therefore, the evaluation will identify lessons of operational relevance for future project formulation and implementation [especially for the second phase of the project, if applicable].

Key Strategic Questions

In addition to the evaluation criteria outlined in Section 10 below, the evaluation will address the **strategic questions/issues** listed below. These are questions of interest to UN Environment and to which the project is believed to be able to make a substantive contribution:

The evaluation should consider to what extent this project links with and contributes to other initiatives with similar objectives (such as Global Alliance to Eliminate Lead Paint)

The effectiveness analysis should especially pay attention to what extent the project partnerships have influenced on the project effectiveness and draw lesson regarding the partnership selection, capacity etc.

Evaluation Criteria

All evaluation criteria will be rated on a six-point scale. Sections A-I below, outline the scope of the criteria and a link to a table for recording the ratings is provided in Annex 1). A weightings table will be provided in excel format (link provided in Annex 1) to support the determination of an overall project rating. The set of evaluation criteria are grouped in nine categories: (A) Strategic Relevance; (B) Quality of Project Design; (C) Nature of External Context; (D) Effectiveness, which comprises assessments of the achievement of outputs, achievement of outcomes and likelihood of impact; (E) Financial Management; (F) Efficiency; (G) Monitoring and Reporting; (H) Sustainability; and (I) Factors Affecting Project Performance. The evaluation consultants can propose other evaluation criteria as deemed appropriate.

Strategic Relevance

The evaluation will assess, in line with the OECD/DAC definition of relevance, *'the extent to which the activity is suited to the priorities and policies of the target group, recipient and donor'*. The evaluation will include an assessment of the project's relevance in relation to UN Environment's mandate and its alignment with UN Environment's policies and strategies at the time of project approval. Under strategic relevance an assessment of the complementarity of the project with other interventions addressing the needs of the same target groups will be made. This criterion comprises four elements:

- i. *Alignment to the UN Environment Medium Term Strategy²⁴ (MTS) and Programme of Work (POW)*

²⁴UN Environment's Medium Term Strategy (MTS) is a document that guides UN Environment's programme planning over a four-year period. It identifies UN Environment's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes.

The evaluation should assess the project's alignment with the MTS and POW under which the project was approved and include reflections on the scale and scope of any contributions made to the planned results reflected in the relevant MTS and POW.

ii. *Alignment to UN Environment /GEF/Donor Strategic Priorities*

Donor, including GEF, strategic priorities will vary across interventions. UN Environment strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building²⁵ (BSP) and South-South Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. S-SC is regarded as the exchange of resources, technology and knowledge between developing countries. GEF priorities are specified in published programming priorities and focal area strategies.

iii. *Relevance to Regional, Sub-regional and National Environmental Priorities*

The evaluation will assess the extent to which the intervention is suited, or responding to, the stated environmental concerns and needs of the countries, sub-regions or regions where it is being implemented. Examples may include: national or sub-national development plans, poverty reduction strategies, National Implementation Plans on chemicals or related regional agreements etc.

iv. *Complementarity with Existing Interventions*

An assessment will be made of how well the project, either at design stage or during the project mobilization, took account of ongoing and planned initiatives (under the same sub-programme, other UN Environment sub-programmes, or being implemented by other agencies) that address similar needs of the same target groups. The evaluation will consider if the project team, in collaboration with Regional Offices and Sub-Programme Coordinators, made efforts to ensure their own intervention was complementary to other interventions, optimized any synergies and avoided duplication of effort. Examples may include UNDAFs or One UN programming. Linkages with other interventions should be described and instances where UN Environment's comparative advantage has been particularly well applied should be highlighted.

Factors affecting this criterion may include: stakeholders' participation and cooperation; responsiveness to human rights and gender equity and country ownership and driven-ness.

Quality of Project Design

The quality of project design is assessed using an agreed template during the evaluation inception phase, ratings are attributed to identified criteria and an overall Project Design Quality rating is established. This overall Project Design Quality rating is entered in the final evaluation ratings table as item B. In the Main Evaluation Report a summary of the project's strengths and weaknesses at design stage is included.

Factors affecting this criterion may include (at the design stage): stakeholders participation and cooperation and responsiveness to human rights and gender equity, including the extent to which relevant actions are adequately budgeted for.

²⁵ <http://www.unep.org/GC/GC23/documents/GC23-6-add-1.pdf>

C. Nature of External Context

At evaluation inception stage a rating is established for the project's external operating context (considering the prevalence of conflict, natural disasters and political upheaval). This rating is entered in the final evaluation ratings table as item C. Where a project has been rated as facing either an Unfavourable or Highly Unfavourable external operating context, the overall rating for Effectiveness may be increased at the discretion of the Evaluation Consultant and Evaluation Manager together. A justification for such an increase must be given.

D. Effectiveness

The evaluation will assess effectiveness across three dimensions: achievement of outputs, achievement of direct outcomes and likelihood of impact.

Achievement of Outputs

The evaluation will assess the project's success in producing the programmed outputs (products and services delivered by the project itself) and achieving milestones as per the project design document (ProDoc). Any *formal* modifications/revisions made during project implementation will be considered part of the project design. Where the project outputs are inappropriately or inaccurately stated in the ProDoc, a table should, for transparency, be provided showing the original formulation and the amended version. The achievement of outputs will be assessed in terms of both quantity and quality, and the assessment will consider their usefulness and the timeliness of their delivery. The evaluation will briefly explain the reasons behind the success or shortcomings of the project in delivering its programmed outputs and meeting expected quality standards.

Factors affecting this criterion may include: preparation and readiness and quality of project management and supervision²⁶.

Achievement of Direct Outcomes

The achievement of direct outcomes is assessed as performance against the direct outcomes as defined in the reconstructed²⁷ Theory of Change (TOC). These are the first-level outcomes expected to be achieved as an immediate result of project outputs. As in 1, above, a table can be used where substantive amendments to the formulation of direct outcomes as necessary. The evaluation should report evidence of attribution between UN Environment's intervention and the direct outcomes. In cases of normative

²⁶ In some cases 'project management and supervision' will refer to the supervision and guidance provided by UN Environment 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 technical backstopping provided by UN Environment.

²⁷ UN Environment staff are currently required to submit a Theory of Change with all submitted project designs. The level of 'reconstruction' needed during an evaluation will depend on the quality of this initial TOC, the time that has lapsed between project design and implementation (which may be related to securing and disbursing funds) and the level of any changes made to the project design. In the case of projects pre-dating 2013 the intervention logic is often represented in a logical framework and a TOC will need to be constructed in the inception stage of the evaluation.

work or where several actors are collaborating to achieve common outcomes, evidence of the nature and magnitude of UN Environment's contribution should be included.

Factors affecting this criterion may include: quality of project management and supervision; stakeholders' participation and cooperation; responsiveness to human rights and gender equity and communication and public awareness.

Likelihood of Impact

Based on the articulation of longer term effects in the reconstructed TOC (i.e. from direct outcomes, via intermediate states, to impact), the evaluation will assess the likelihood of the intended, positive impacts becoming a reality. Project objectives or goals should be incorporated in the TOC, possibly as intermediate states or long term impacts. The Evaluation Office's approach to the use of TOC in project evaluations is outlined in a guidance note available on the EOU website, web.unep.org/evaluation and is supported by an excel-based flow chart called, Likelihood of Impact Assessment (see Annex 1). Essentially the approach follows a 'likelihood tree' from direct outcomes to impacts, taking account of whether the assumptions and drivers identified in the reconstructed TOC held. Any unintended positive effects should also be identified and their causal linkages to the intended impact described.

The evaluation will also consider the likelihood that the intervention may lead, or contribute to, unintended negative effects. Some of these potential negative effects may have been identified in the project design as risks or as part of the analysis of Environmental, Social and Economic Safeguards.²⁸

The evaluation will consider the extent to which the project has played a catalytic role or has promoted scaling up and/or replication²⁹ as part of its Theory of Change and as factors that are likely to contribute to longer term impact. Ultimately UN Environment and all its partners aim to bring about benefits to the environment and human well-being. Few projects are likely to have impact statements that reflect such long-term or broad-based changes. However, the evaluation will assess the likelihood of the project to make a substantive contribution to the high level changes represented by UN Environment's Expected Accomplishments, the Sustainable Development Goals³⁰ and/or the high level results prioritised by the funding partner.

Factors affecting this criterion may include: quality of project management and supervision, including adaptive project management; stakeholders participation and cooperation; responsiveness to human rights and gender equity; country ownership and driven-ness and communication and public awareness.

E. Financial Management

Financial management will be assessed under three broad themes: completeness of financial information, communication between financial and project management staff and compliance with relevant UN financial management standards and procedures. The evaluation will establish the actual spend across the life of the project of funds secured from all donors. This expenditure will be reported,

²⁸ Further information on Environmental, Social and Economic Safeguards (ESES) can be found at <http://www.unep.org/about/eses/>

²⁹ *Scaling up* refers to approaches being adopted on a much larger scale, but in a very similar context. Scaling up is often the longer term objective of pilot initiatives. *Replication* refers to approaches being repeated or lessons being explicitly applied in new/different contexts e.g. other geographic areas, different target group etc. Effective replication typically requires some form of revision or adaptation to the new context. It is possible to replicate at either the same or a different scale.

³⁰ A list of relevant SDGs is available on the EO website www.unep.org/evaluation

where possible, at output level and will be compared with the approved budget. The evaluation will assess the level of communication between the Task Manager and the Fund Management Officer as it relates to the effective delivery of the planned project and the needs of a responsive, adaptive management approach. The evaluation will verify the application of proper financial management standards and adherence to UN Environment's financial management policies. Any financial management issues that have affected the timely delivery of the project or the quality of its performance will be highlighted.

Factors affecting this criterion may include: preparation and readiness and quality of project management and supervision.

F. Efficiency

In keeping with the OECD/DAC definition of efficiency, the evaluation will assess the cost-effectiveness and timeliness of project execution. Focussing on the translation of inputs into outputs, cost-effectiveness is the extent to which an intervention has achieved, or is expected to achieve, its results at the lowest possible cost. Timeliness refers to whether planned activities were delivered according to expected timeframes as well as whether events were sequenced efficiently. The evaluation will also assess to what extent any project extension could have been avoided through stronger project management and identify any negative impacts caused by project delays or extensions. The evaluation will describe any cost or time-saving measures put in place to maximise results within the secured budget and agreed project timeframe and consider whether the project was implemented in the most efficient way compared to alternative interventions or approaches.

The evaluation will give special attention to efforts by the project teams to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. to increase project efficiency. The evaluation will also consider the extent to which the management of the project minimised UN Environment's environmental footprint.

Factors affecting this criterion may include: preparation and readiness (e.g. timeliness); quality of project management and supervision and stakeholders participation and cooperation.

G. Monitoring and Reporting

The evaluation will assess monitoring and reporting across three sub-categories: monitoring design and budgeting, monitoring of project implementation and project reporting.

i. Monitoring Design and Budgeting

Each project should be supported by a sound monitoring plan that is designed to track progress against SMART³¹ indicators towards the achievement of the projects outputs and direct outcomes, including at a level disaggregated by gender or groups with low representation. The evaluation will assess the quality of the design of the monitoring plan as well as the funds allocated for its implementation. The adequacy of resources for mid-term and terminal evaluation/review should be discussed if applicable.

ii. Monitoring of Project Implementation

³¹ SMART refers to indicators that are specific, measurable, assignable, realistic and time-specific.

The evaluation will assess whether the monitoring system was operational and facilitated the timely tracking of results and progress towards projects objectives throughout the project implementation period. It will also consider how information generated by the monitoring system during project implementation was used to adapt and improve project execution, achievement of outcomes and ensure sustainability. The evaluation should confirm that funds allocated for monitoring were used to support this activity.

iii. Project Reporting

UN Environment has a centralised Project Information Management System (PIMS) in which project managers upload six-monthly status reports against agreed project milestones. This information will be provided to the Evaluation Consultant(s) by the Evaluation Manager. Projects funded by GEF have specific evaluation requirements with regard to verifying documentation and reporting (i.e. the Project Implementation Reviews, Tracking Tool and CEO Endorsement template³²), which will be made available by the Task Manager. The evaluation will assess the extent to which both UN Environment and donor reporting commitments have been fulfilled.

Factors affecting this criterion may include: quality of project management and supervision and responsiveness to human rights and gender equity (e.g. disaggregated indicators and data).

H. Sustainability

Sustainability is understood as the probability of direct outcomes being maintained and developed after the close of the intervention. The evaluation will identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of achieved direct outcomes. Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention. Where applicable an assessment of bio-physical factors that may affect the sustainability of direct outcomes may also be included.

i. Socio-political Sustainability

The evaluation will assess the extent to which social or political factors support the continuation and further development of project direct outcomes. It will consider the level of ownership, interest and commitment among government and other stakeholders to take the project achievements forwards. In particular the evaluation will consider whether individual capacity development efforts are likely to be sustained.

ii. Financial Sustainability

Some direct outcomes, once achieved, do not require further financial inputs, e.g. the adoption of a revised policy. However, in order to derive a benefit from this outcome further management action may still be needed e.g. to undertake actions to enforce the policy. Other direct outcomes may be dependent on a continuous flow of action that needs to be resourced for them to be maintained, e.g. continuation of a new resource management approach. The evaluation will assess the extent to which project outcomes are dependent on future funding for the benefits they bring to be sustained. Secured future funding is only relevant to financial sustainability where the direct outcomes of a project have been extended into a future

³² The Evaluation Consultant(s) should verify that the annual Project Implementation Reviews have been submitted, that the Tracking Tool is being kept up-to-date and that in the CEO Endorsement template Table A and Section E have been completed.

project phase. The question still remains as to whether the future project outcomes will be financially sustainable.

iii. Institutional Sustainability

The evaluation will assess the extent to which the sustainability of project outcomes is dependent on issues relating to institutional frameworks and governance. It will consider whether institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. are robust enough to continue delivering the benefits associated with the project outcomes after project closure.

Factors affecting this criterion may include: stakeholders participation and cooperation; responsiveness to human rights and gender equity (e.g. where interventions are not inclusive, their sustainability may be undermined); communication and public awareness and country ownership and driven-ness.

I. Factors and Processes Affecting Project Performance

These factors are rated in the ratings table, but are discussed as cross-cutting themes as appropriate under the other evaluation criteria, above.

1. Preparation and Readiness

This criterion focuses on the inception or mobilisation stage of the project. The evaluation will assess whether appropriate measures were taken to either address weaknesses in the project design or respond to changes that took place between project approval, the securing of funds and project mobilisation. In particular the evaluation will consider the nature and quality of engagement with stakeholder groups by the project team, the confirmation of partner capacity and development of partnership agreements as well as initial staffing and financing arrangements. (Project preparation is covered in the template for the assessment of Project Design Quality).

2. Quality of Project Implementation and Execution

Specifically for GEF funded projects, this factor refers separately to the performance of the executing agency and the technical backstopping and supervision provided by UN Environment, as the implementing agency.

The evaluation will assess the effectiveness of project management with regard to: providing leadership towards achieving the planned outcomes; managing team structures; maintaining productive partner relationships (including Steering Groups etc.); communication and collaboration with UN Environment colleagues; risk management; use of problem-solving; project adaptation and overall project execution. Evidence of adaptive project management should be highlighted.

3. Stakeholder Participation and Cooperation

Here the term 'stakeholder' should be considered in a broad sense, encompassing all project partners, duty bearers with a role in delivering project outputs and target users of project outputs and any other collaborating agents external to UN Environment. The assessment will consider the quality and effectiveness of all forms of communication and consultation with stakeholders throughout the project life and the support given to maximise collaboration and coherence between various stakeholders,

including sharing plans, pooling resources and exchanging learning and expertise. The inclusion and participation of all differentiated groups, including gender groups, should be considered.

4. Responsiveness to Human Rights and Gender Equity

The evaluation will ascertain to what extent the project has applied the UN Common Understanding on the human rights based approach (HRBA) and the UN Declaration on the Rights of Indigenous People. Within this human rights context the evaluation will assess to what extent the intervention adheres to UN Environment's Policy and Strategy for Gender Equality and the Environment.

The report should present the extent to which the intervention, following an adequate gender analysis at design stage, has implemented the identified actions and/or applied adaptive management to ensure that Gender Equity and Human Rights are adequately taken into account. In particular, the evaluation will consider to what extent project design (section B), the implementation that underpins effectiveness (section D), and monitoring (section G) have taken into consideration: (i) possible gender inequalities in access to and the control over natural resources; (ii) specific vulnerabilities of women and children to environmental degradation or disasters; (iii) the role of women in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation.

5. Country Ownership and Driven-ness

The evaluation will assess the quality and degree of engagement of government / public sector agencies in the project. The evaluation will consider the involvement not only of those directly involved in project execution and those participating in technical or leadership groups, but also those official representatives whose cooperation is needed for change to be embedded in their respective institutions and offices. This factor is concerned with the level of ownership generated by the project over outputs and outcomes and that is necessary for long term impact to be realised. This ownership should adequately represent the needs and interests of all gender and marginalised groups.

6. Communication and Public Awareness

The evaluation will assess the effectiveness of: a) communication of learning and experience sharing between project partners and interested groups arising from the project during its life and b) public awareness activities that were undertaken during the implementation of the project to influence attitudes or shape behaviour among wider communities and civil society at large. The evaluation should consider whether existing communication channels and networks were used effectively, including meeting the differentiated needs of gender and marginalised groups, and whether any feedback channels were established. Where knowledge sharing platforms have been established under a project the evaluation will comment on the sustainability of the communication channel under either socio-political, institutional or financial sustainability, as appropriate.

Section 3. EVALUATION APPROACH, METHODS AND DELIVERABLES

The Terminal Evaluation will be an in-depth evaluation using a participatory approach whereby key stakeholders are kept informed and consulted throughout the evaluation process. Both quantitative and qualitative evaluation methods will be used as appropriate to determine project achievements against the expected outputs, outcomes and impacts. It is highly recommended that the consultant(s) maintains close communication with the project team and promotes information exchange throughout the evaluation implementation phase in order to increase their (and other stakeholder) ownership of the evaluation findings. Where applicable, the consultant(s) should provide a geo-referenced map that demarcates the area covered by the project and, where possible, provide geo-reference photographs of

key intervention sites (e.g. sites of habitat rehabilitation and protection, pollution treatment infrastructure, etc.)

The findings of the evaluation will be based on the following:

(a) A **desk review** of:

Relevant background documentation, inter alia country level chemicals strategies and relevant National Implementation Plans etc.

Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets, revisions to the project (Project Document Supplement), the logical framework and its budget;

Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence and including the Project Implementation Reviews etc.;

Project deliverables (plans/reports/studies etc)

Mid-Term Review or Mid-Term Evaluation of the project;

Evaluations/reviews of similar projects.

(b) **Interviews** (individual or in group) with:

UN Environment Task Manager (TM);

Project management team;

UN Environment Fund Management Officer (FMO);

Sub-Programme Coordinator;

Project partners;

Relevant resource persons.

Surveys (defined in the inception phase)

Field visits up to four project countries

Other data collection tools as deemed necessary and decided in the inception phase

Evaluation Deliverables and Review Procedures

The evaluation team will prepare the following concerning each project evaluation:

- **Inception Report:** (see Annex 1 for links to all templates, tables and guidance notes) containing an assessment of project design quality, a draft reconstructed Theory of Change of the project, project stakeholder analysis, evaluation framework and a tentative evaluation schedule.
- **Preliminary Findings Note:** typically in the form of a powerpoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings. In the case of highly strategic project/portfolio evaluations or evaluations with

an Evaluation Reference Group, the preliminary findings may be presented as a word document for review and comment.

- **Draft and Final Evaluation Report:** (see links in Annex 1) containing an executive summary that can act as a stand alone document; detailed analysis of the evaluation findings organised by evaluation criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.
- **Evaluation Bulletin:** a 2-page summary of key evaluation findings for wider dissemination through the EOU website.

Review of the draft evaluation report. The evaluation team will submit a draft report to the Evaluation Manager and revise the draft in response to their comments and suggestions. Once a draft of adequate quality has been peer-reviewed and accepted, the Evaluation Manager will share the cleared draft report with the Project Manager, who will alert the Evaluation Manager in case the report contains any blatant factual errors. The Evaluation Manager will then forward revised draft report (corrected by the evaluation team where necessary) to other project stakeholders, for their review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions as well as providing feedback on the proposed recommendations and lessons. Any comments or responses to draft reports will be sent to the Evaluation Manager for consolidation. The Evaluation Manager will provide all comments to the evaluation team for consideration in preparing the final report, along with guidance on areas of contradiction or issues requiring an institutional response.

Based on a careful review of the evidence collated by the evaluation consultants and the internal consistency of the report, the Evaluation Manager will provide an assessment of the ratings in the final evaluation report. Where there are differences of opinion between the evaluator and the Evaluation Manager on project ratings, both viewpoints will be clearly presented in the final report. The Evaluation Office ratings will be considered the final ratings for the project.

The Evaluation Manager will prepare a **quality assessment** of the first and final drafts of the main evaluation report, which acts as a tool for providing structured feedback to the evaluation consultants. The quality of the report will be assessed and rated against the criteria specified in template listed in Annex 1 and this assessment will be appended to the Final Evaluation Report.

At the end of the evaluation process, the Evaluation Office will prepare a **Recommendations Implementation Plan** in the format of a table, to be completed and updated at regular intervals by the Task Manager. The Evaluation Office will track compliance against this plan on a six monthly basis.

The Consultants' Team

The evaluation team will consist of one Evaluation consultant who will work under the overall responsibility of the Evaluation Office represented by an Evaluation Manager Saila Toikka in consultation with the UN Environment Task Manager Ludovic Bernaudat, Fund Management Officer Anuradha Shenoy and the relevant Sub-programme Coordinators. The consultant will liaise with the Evaluation Manager on any procedural and methodological matters related to the evaluation. It is, however, the consultants' individual responsibility to arrange for their visas and immunizations as well as to plan meetings with stakeholders, organize online surveys, obtain documentary evidence and any other logistical matters related to the assignment. The UN Environment Task Manager and project team will, where possible, provide logistical support (introductions, meetings etc.) allowing the consultants to conduct the evaluation as efficiently and independently as possible.

The consultant will be hired over the period of 6 November, 2017 to 6 May, 2018 and should have: an advanced university degree in environmental sciences, international development or other relevant

political or social sciences area; a minimum of 20 years of technical / evaluation experience, including of evaluating large, regional or global programmes and using a Theory of Change approach; a broad understanding of chemicals management issues, excellent writing skills in English; where possible, knowledge of the UN system, specifically of the work of UN Environment.

The consultant will be responsible, in close consultation with the Evaluation Office of UN Environment, for overall management of the evaluation and timely delivery of its outputs, described above in Section 11 Evaluation Deliverables, above. The consultant will ensure that all evaluation criteria and questions are adequately covered.

Schedule of the evaluation

The table below presents the tentative schedule for the evaluation.

Table 3. Tentative schedule for the evaluation

Milestone	Deadline
Contracting Procedures	November 6
Inception phase and submission of the inception Report	December 15
Evaluation Missions (to selected locations)	February 10 (2018)
Telephone interviews, surveys etc.	February 20
Powerpoint/presentation on preliminary findings and recommendations	March 15
Draft report to Evaluation Manager (and Peer Reviewer)	March 30
Draft Report shared with UN Environment Project Manager and team	March 20
Draft Report shared with wider group of stakeholders	April 15
Final Report	May 6

Contractual Arrangements

Evaluation Consultants will be selected and recruited by the Evaluation Office of UN Environment under an individual Special Service Agreement (SSA) on a “fees only” basis (see below). By signing the service contract with UN Environment/UNON, the consultant(s) certify that they have not been associated with the design and implementation of the project in any way which may jeopardize their independence and impartiality towards project achievements and project partner performance. In addition, they will not have any future interests (within six months after completion of the contract) with the project’s executing or implementing units. All consultants are required to sign the Code of Conduct Agreement Form.

Fees will be paid on an instalment basis, paid on acceptance by the Evaluation Office of expected key deliverables. The schedule of payment is as follows:

Schedule of Payment for the Consultant:

Deliverable	Percentage Payment
Approved Inception Report (<i>as per annex document 7</i>)	30%
Approved Draft Main Evaluation Report (<i>as per annex document 13</i>)	30%
Approved Final Main Evaluation Report	40%

Fees only contracts: Air tickets will be purchased by UN Environment and 75% of the Daily Subsistence Allowance for each authorised travel mission will be paid up front. Local in-country travel will only be

reimbursed where agreed in advance with the Evaluation Office and on the production of acceptable receipts. Terminal expenses and residual DSA entitlements (25%) will be paid after mission completion.

The consultants may be provided with access to UN Environment's Programme Information Management System (PIMS) and if such access is granted, the consultants agree not to disclose information from that system to third parties beyond information required for, and included in, the evaluation report.

In case the consultants are not able to provide the deliverables in accordance with these guidelines, and in line with the expected quality standards by the UN Environment Evaluation Office, payment may be withheld at the discretion of the Director of the Evaluation Office until the consultants have improved the deliverables to meet UN Environment's quality standards.

If the consultant(s) fail to submit a satisfactory final product to UN Environment in a timely manner, i.e. before the end date of their contract, the Evaluation Office reserves the right to employ additional human resources to finalize the report, and to reduce the consultants' fees by an amount equal to the additional costs borne by the Evaluation Office to bring the report up to standard.

Annex 3: Evaluation itinerary: locations visited and persons contacted

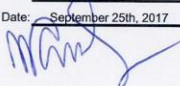
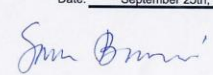
DATE	TIME	Activity / person interviewed	Location	Contact
Mission to Tanzania				
26 February 2018	9H00 – 11H00	Dorah Swai: Senior Programme officer, NPC Fikirini Mkali: Programme officer	AGENDA office in Tanzania	swaidorah@yahoo.com fikirinim@yahoo.com
	11H30 -12H00	INSIGNIA, paint manufacturer Mr Botha, CEO	INSIGNIA, Head Quarters, Dar Es Salaam	info@insignia.co.tz
	12H30 – 13H30	Tanzanian Bureau of Standards (TBS) Safari Fungo, Principal Officer of TBS	TBS office, Dar Es Salaam	safari.fungo@tbs.go.tz
	14H30 – 15H30	Ministry of Health, Dept. of Preventive and Environmental Health (DPEH) Dr Khalid Massa, Head of section Anne Sekiete – Public Health Officer (PHO) Bumja Mboya, PHO	Office of DPEH, Dar Es Salaam	kmassa@moh.gv.tz annesekiye@yahoo.com bumja.mboya@yahoo.com
	17H00 – 18H00	AGENDA, Silvani Mnganya, Principal Project Officer, IPEN regional coordinator for Anglophone region	AGENDA Office, Dar Es Salaam	semnganya@gmail.com
27 February 2018	9H30 – 10H30	Ministry of Industry, Trade and Investment (MITE) Minfrida Nshangeki, Director for Policy & Planning, Ministry of Industry, Trade & Planning Eng. Peter Nyang'ombe, Industrial Engineer Exaud S Kigahe , Principal Officer Kemitembe Salome Mutasa, Principal Environment Officer, Vice President's Office - Environment	Office of MITE, Dodoma	dpp@mit.go.tz peter.nyangombe@mit.go.tz exaud.kigahe@mit.go.tz kemi.mutasa@gmail.com
Mission to Cameroon				
4 April 2018	10H00 – 11H00	Ligue des consommateurs du Cameroon (LCC), NGO Kamseu Kamgaing Delor Magellan, President of LCC	Office of LCC, Yaoundé	ligueconso@yahoo.fr info@ligueconso.org

	11.00 – 14H30 16H00 – 17H30	CREPD Gilbert Keupouo, Chairman of CREPD, NPC Yves Nzitat Yves, Communication officer Anatole Hamani, Senior Project Officer	Office of CREPD, Yaoundé	kuepouo@yahoo.com nzitaryves@yahoo.fr hamanisvet@yahoo.fr
	15H00 – 15H30	Peter Enock, SAICM focal point – Ministry of Environment (MoE).	Office of MoE	
5 April 2018	10H00 – 11H30	Seigneurie, Paint manufacturer Raymond Mbog, responsible of production Appolinaire Edop, responsible of retails	Head quarters of Seigneurie, Yaoundé	mbograymond@yahoo.fr edop@ppg.com
	12H00 – 13H00	SMALTO, paint manufacturer Titus Nandjio.	Office of SMALTO, Yaoundé	Titus.nandjio@yahoo.com
	14H00 – 15H00	SOCIPEC, Paint manufacturer Ernest Signe, Production manager	Somatel Hotel, Yaoundé	Info.yde@socipec.com
	15H00 – 16h00	Ministry of Public Health, Mr. Kamsouloum Elhadji Hachimi	Somatel Hotel, Yaoundé	
	16H30 – 17H00	CREPD officer involved in surveys and purchase of paint samples	Somatel Hotel, Yaoundé	
6 April 2018	10H00 – 12H00	Visit to NOULA international bilingual school (Nurse and Primary) Jean Eudes David Noumegne.	NOULA School, Yaoundé	David.noumegne@fapefe.org
	13H00 – 13H10	Visit to paint retailers shop to check labels mentioning lead free paints. Pictures taken	Yaoundé	
	14H00 – 16H30	CREPD Further interviews and collection of information (soft copies of documents)	Office of CREPD, Yaoundé	

Annex 4: Summary of co-finance information

Co-finance Total		Appendix 14 Sept 2017.xls										
REPORT OF PLANNED AND ACTUAL CO-FINANCE BY BUDGET LINE												
Name: International POPs Elimination Network (IPEN)												
Project title:	Lead Paint Elimination Project in Africa											
Project number:	GFL-2310-2760-4E58											
Project executing partner:	IPEN											
Project reporting period:	August 21st 2014 - June 30th 2017											
From:	2014-08-21		US\$		US\$		US\$		US\$		US\$	
To:	2017-06-30		US\$		US\$		US\$		US\$		US\$	
UNEP BUDGET LINE*	Prior Year	Cash Cofinance		In-kind Cofinance		Total for year				Cumulative		
	Actual Total	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	
	A	B	C	D	E	F=B+D	G=C+E	H=A+G				
1100	Project personnel	636 417	50 000	140 266	120 000	198 739	170 000	339 005			975 422	
1200	Consultants	203 358		18 950		336 400		355 350			558 708	
1300	Administrative support	133 033	50 000	33 533	120 000	90 000	170 000	123 533			256 566	
1600	Travel on official business (above staff)	89 645	20 000	4 135	10 000		30 000	4 135			93 780	
2100	Sub-contracts (UN entities)											
2200	Sub-contracts (supporting organizations)	117 478			55 000		55 000				117 478	
2300	Sub-contracts (commercial purposes)											
3200	Group training (study tours, field trips, workshops, seminars, etc.)	30 000	55 000		600 000	2 880	655 000	2 880			32 880	
3300	Meetings/conferences	212 648		35 118	160 000	5 998	160 000	41 116			253 764	
4100	Expendable equipment	134 431	120 000		20 000	5 000	140 000	5 000			139 431	
4200	Non-expendable equipment	20 467	125 000	3 381	20 000	5 255	145 000	8 636			29 103	
4300	Premises (office rent, maintenance of premises, etc.)											
5100	Operation and maintenance of equipment	471				707		707			1 178	
5200	Reporting costs (publications, maps, newsletters, printing, etc.)	13 320			10 000	1 800	10 000	1 800			15 120	
5300	Sundry (communications, postage, freight, clearance charges, etc.)	16 365	70 000		1 019 365	3 000	1 089 365	3 000			19 365	
5303	Disimination of results	373 044	460 000	168 526			460 000	168 526			541 570	
5500	Evaluation (consultants fees/travel/DSA, admin support, etc.)											
TOTAL COSTS		1 980 677	950 000	403 909	2 134 365	649 779	3 084 365	1 053 688			3 034 365	

* The actual expenditures should be reported in accordance with the specific budget lines of the approved budget (Appendix 2) of the project document in Annex 1

Name: <u>Martin Salomonsson</u>	Title: <u>Financial Officer</u>	Name of Project Manager: <u>Sara Brosché</u>
Duly authorized official of Executing Division	Date: <u>September 25th, 2017</u>	Date: <u>September 25th, 2017</u>
Signature: 	Signature: 	

Annex 5: Evaluation Brief

Project Title: Lead Paint Elimination Project in Africa

About the Project

The objective of the project was to minimize and ultimately eliminate the manufacture, import, sale and use of decorative lead paints in participating countries and to develop strategies to replicate actions elsewhere in the African region and beyond with the ultimate goal of protecting human health and the environment from adverse effects of lead in paint.

Implementation dates:

Planned: June 2014 – June 2017 (36 months)

Actual : August 2014 – June 2017 (35 Months)

Lead Division: UN Environment Economy Division

Sub-programme: Harmful Substances and Hazardous Wastes

Countries: Côte d'Ivoire, Cameroon, Ethiopia and Tanzania

Budget:

GEF: \$ 1,000,000;

Co-financing: \$ 3,234,365 (UN Environment: 200,000; IPEN: 2,800,000; IPEN

Partner NGOs: 234,365)

Total: \$ 4,234,365

Date of Evaluation: December 2017 – June 2018

Relevance

The project is complementary to UN Environment Subprogram - Harmful Substances and Hazardous Waste. This project is also consistent with the Chemicals Focal Area of the GEF and was designed to address an identified global priority under the Strategic Approach to International Chemicals Management. It is also in line with the UN Development Assistance Plans for the four participating countries.

Performance

The project was very effectively implemented. Active involvement of the key partners, and the dedication and hard work of the national project teams adequately guided and supervised by IPEN, contributed to the satisfactory completion of activities and delivery of quality outputs within the planned budget and time frame. All the direct

outcomes were also successfully achieved. The generation of comprehensive and reliable information on the paint industry by the project allowed the policy makers and key national partners to better understand the location and dimensions of the exposure risks with regard to lead in paint. Similarly, the project has been successful in getting national legislation adopted in two of the four participating countries. Impact of the project is highly likely. There are already visible signs of behavioural change such as consumers shifting towards unleaded paint and some paint manufacturers have already phased out lead in paint production.

Key Lessons Learned

1. Some lessons that could be learned are:

- Committed and dedicated project teams, strong support from authorities, and active involvement of major partners are key factors to achieve success.
- Approaching key stakeholders with the adequate communication and information strategy will ensure their support, engagement and participation in the project.

Annex 6: Presentation of Preliminary Findings Conclusions and Recommendations

Presentation of preliminary findings and recommendations

Lead Paint Elimination Project in Africa

GEF ID: 5633

Independent Terminal Evaluation Presentation of Main Findings, Conclusions and Recommendations

9 May 2018

Nee Sun CHOONG KWET YIVE

Evaluation approach

Theory of Change and mixed methods

Field missions: 26 –28 February 2018, Tanzania

4 –6 April 2018, Cameroon

18 Persons/stakeholders interviewed:

- National Project Coordinators (NPC) and project teams
- Ministries of Environment (MoE)
- Ministries of Health (MoH)
- Paint manufacturers
- NGOs

Visit to retailers' shop

Skype interviews: IPEN, UN Environment

Project description

Overall objective: "To protect human health and the environment from adverse effects of lead in paint"

Implementing agency: UN Environment

Overall executing agency: IPEN

Executing agencies at national levels: Cameroon – CREPD Cote d'Ivoire – JVE

Ethiopia – PAN Ethiopia Tanzania – AGENDA

Cost (USD): GEF grant 1,000,000
 Co-financing 3,234,365
 Total estimated cost 4,234,365

Project duration at design: June 2014 – June 2017 (3years)

Project duration: August 2014 – June 2017 (2years 10months)

Project formulation and design

Preparation and design

- Project direct response Global Alliance for Elimination of Lead in Paint (GAELP) specific objectives: promoting the establishment of appropriate national regulatory frameworks to stop the manufacture, import, export, sale and use of lead paints and products coated with lead paints; promoting third-party
- A clear and consistent presentation of the contamination problem caused by lead in paint in the participating countries described in ProDoc
- NGOs selected to execute project at national level already involved in lead studies, and collaborated previously with IPEN
- Logframe with SMART indicators adequate to allow for proper adaptive management and monitoring of project results

Project formulation and design

Some Weaknesses of the design

- Stakeholder consultation for development of project not mentioned in ProDoc
- The design could have benefitted from the inclusion of national authorities in the management structure at national level to ensure higher country ownership and gain full support from governments of participating countries
- Although easily reconstructed from the comprehensive intervention logic, the theory of change as well as casual pathways not described
- Confusion on the use of the terms “output” and “outcome”

Relevance

High relevance for participating countries

- Availability of paint containing high levels of lead in the participating countries

High relevance for UN Environment

- Complementary to UN Environment Subprogram5 (HarmfulSubstancesandHazardousWaste)
- Consistent with GAELP set up by UN Environment

High relevance for GEF

- Chemicals focal area

At design (ProDoc)

Reconstructed Theory of Change

Expected Outcomes

1. Comprehensive study on the market shares and analytical testing of paint samples enable a better understanding of location and dimensions of the risks to human health and the environment in participating countries

2. Improved knowledge of the risk posed by lead in paint leads to the development of sound reductions strategies for lead in paint and brand holders ceasing to add lead to paint

3. National legal instruments promoted aiming at eliminating lead in paint

4. Enhanced Regional Project Replication Activities

1. Better understanding of policy makers and key national partners on the location and dimensions of the exposure risks with regards to lead in paint in participating countries

2. Improved knowledge of manufacturers and consumers on the risk posed by lead in paint leads to the development of sound reductions strategies for lead in paint and brand holders

3. High national ownership of project and regulation on lead in paint adopted in at least 2 participating countries

4. Additional countries in the region replicating the project

Conditions needed for change – Delivery of Outputs

Surveys, market shares and analysis of paints

- Surveys on market shares satisfactorily done in all countries

- Paint sampled in participating countries and analyzed in accredited lab in USA, results showed that more than 50% (up to 75% in one country) of solvent based paints contained lead – more than 25% at dangerous levels (above 10,000ppm)

Awareness raising and participation of Paint manufactures

- Policy makers, school children, paint manufacturers and importers, NGOs and general public aware of lead in paint issue and associated risks

O Development and distribution pamphlets, brochures and posters in different languages

O Workshops specifically for policy makers and paint manufacturers (e.g. in Cameroon regional workshop undertaken at the premises of General Assembly with participation of deputies and ministers)

O General public awareness raising through different media: newspapers, radio and TV

- Paint manufacturers willingly participated in the project and many already phasing out lead in paint by using alternatives as early as 2011/2012

9

Conditions needed for change –Delivery of Outputs (ctd)

National legislation on lead in paint

- Legislation officially adopted in Cameroon in September 2017

- In Tanzania, national standard already drafted by Tanzanian Bureau of Standard, will be officially published in the Government gazette soon by the Ministry of Industry

Replication in other African Countries

- Regional workshops undertaken in francophone (in Cameroon) and Anglophone (in Tanzania) African regions to invite countries to replicate project

- Replicating activities on-going in the following African countries: Nigeria, Kenya, Gambia, Zambia, Guinea, Uganda, Togo, Benin, Sudan, Morocco

Third party certification

- For various reasons (e.g. reluctance of manufacturers or manufacturers not ready) third party certification not yet implemented in countries

Effectiveness

Effectiveness considered **Satisfactory**

- Most stated objectives achieved

- Quality products delivered

- Visible signs of impact and behavioral change

O Awareness raised amongst population

O Manufacturers using alternatives to lead for paint production

O Consumers looking for lead freepaints

Effectiveness

Outcomes

•Understanding of policy makers and key national Partners on the location and dimensions of the exposure risks with regards to lead in paint in participating countries

Indications of impact / behavioral change

•Project gets strong support from authorities (e.g. in Cameroon, as a result of good awareness raising initiative from the project, office of presidency gave directives to ministries to develop draft regulations on lead in paint)
•Ministries of Health developed specific guidelines for lead
•Request of information from consumers (by phone or website) look for unleaded paint (e.g.

Outcomes

•Improved knowledge of manufacturers and consumers on the risk posed by lead in paint leads to the development of sound reduction strategies for lead in paint and brand holders

Indications of impact / behavioral change

•Consumers look for unleaded paint (e.g. requests from phone calls or website)
•Most manufacturers phasing out lead in paint production
•Some manufacturers removing lead containing paints from market

Outcomes

• Additional countries in the region replicating the project

Indications of impact / behavioral change

•Replicating activities in Nigeria, Kenya, Gambia, Zambia, Guinea, Uganda, Togo, Benin, Sudan, Morocco
• Regional standard on lead in paint (less than 90 ppm) adopted by member countries in the East African Region

Efficiency

Factors contributing to decreased efficiency

Reluctance of manufacturers to implement third party certification scheme

Low start of project due to reluctance of manufacturers and / or authorities to get into the project

Factors favoring efficiency

Mobilization of planned co-funding (e.g. study on lead in blood of children in Cameroon funded by NGO OK International for \$ 15,000)

Dedicated project team at national level

Active involvement of key stakeholders

Use of logframe for project execution

Efficiency is considered Satisfactory:

- Quality outputs delivered within planned budget
- Products delivered within planned time frame
- However third party certification not in place

Low risks to sustainability

Conclusions

- Legislation (or standard) drafted and/or adopted by national governments
- High ownership of project from key stakeholders including authorities and paint manufacturers
- Manufacturers phasing out lead in paint production
- Visible signs of behavioral change from consumers

Recommendations for continued sustainability of project outcomes

- Need for continuous awareness raising activities covering all the regions in the countries
- To ensure that legislation are adopted in all participating countries, and also to ensure its enforcement by putting in place the appropriate system, mechanism and resources

Processes affecting project results

Favorable factors

- High ownership and support from authorities
- Committed and proactive national project teams
- High quality expertise and input
- IPEN timely administrative and technical support to national counterparts

Unfavorable factors

- Some shortcomings on project design
- Reluctance of participation of manufacturers and authorities at the start of the project in some countries

Lessons learned

- Committed and dedicated project team and high involvement of partners are the basis to achieve effective implementation and impact.
- Approaching the key stakeholders with the adequate communication and information strategy will ensure their support, engagement and participation in the project

Annex 7: List of documents consulted

1. Project document
2. Project Cooperation Agreement between UN Environment and IPEN
3. Inception Report
4. IPEN Project Final report – June 2017
5. IPEN Progress report: August - December 2014
6. IPEN Progress report: July – Dec 2015
7. IPEN Progress report: July – Dec 2016
8. PSC meeting report Nov 2014
9. PSC meeting report Dec 2015
10. PSC meeting report Dec 2016
11. PIR report FY 2015
12. PIR report FY 2016
13. PIR report FY 2017
14. Report of Regional Workshop for replication in Anglophone region, Dec 2015
15. Report of Regional Workshop for replication in Francophone region, Dec 2016
16. Co-finance reports for 2015 and 2017
17. Financial progress report and cash advance: Jan - June 2015
18. Financial progress report and cash advance: July – Dec 2015
19. Financial progress report and cash advance: Jan – June 2016
20. Financial progress report and cash advance: July – Dec 2016
21. Financial progress report and cash advance: Jan – June 2017
22. Final Audit report
23. Cote d'Ivoire Final Report
24. Cameroon Final Report
25. Ethiopia Final Report
26. Tanzania Final Report
27. Compilation of event reports from AGENDA, Tanzania
28. Compilation of event reports from CREPD, Cameroon
29. Compilation of event reports from JVE, Cote d'Ivoire
30. Compilation of event reports from PAN-Ethiopia, Ethiopia
31. Booklet Protect Children Health
32. Lead Safe Africa Brochure

Annex 8: Brief CV of consultant

Dr. Nee Sun CHOONG KWET holds a PhD in Chemistry, obtained from Montpellier University, France. He is currently associate professor at the University of Mauritius where he is lecturing in Physical and Analytical Chemistry at both undergraduate and post graduate levels since more than 20 years.

Dr Choong Kwet Yive was a member (2006 – 2013) of the Toolkit Expert Working Group of the Stockholm Convention. And since 2007, he is a member of the Medical and Chemicals Technical Options Committee of the Montreal Protocol.

Dr. Choong Kwet Yive has undertaken numerous consultancy assignments in the context of the Stockholm and Minamata Conventions in more than 30 countries for UN agencies (e.g. UNIDO, UN Environment and UNDP), and these include project development and project evaluation.

Annex 9: Quality Assessment of the Evaluation Report

All UN Environment evaluations are subject to a quality assessment by the Evaluation Office. This is an assessment of the quality of the evaluation product (i.e. evaluation report) and is dependent on more than just the consultant's efforts and skills. Nevertheless, the quality assessment is used as a tool for providing structured feedback to evaluation consultants, especially at draft report stage. This guidance is provided to support consistency in assessment across different Evaluation Managers and to make the assessment process as transparent as possible.

	UN Environment Evaluation Office Comments	Final Report Rating
Substantive Report Quality Criteria		
<p>Quality of the Executive Summary:</p> <p>The Summary should be able to stand alone as an accurate summary of the main evaluation product. It should include a concise overview of the evaluation object; clear summary of the evaluation objectives and scope; overall evaluation rating of the project and key features of performance (strengths and weaknesses) against exceptional criteria (plus reference to where the evaluation 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 evaluation questions), lessons learned and recommendations.</p>	Minor formatting and refining needed to improve the summary text	5
<p>I. Introduction</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 evaluation; 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 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 evaluation and the key intended audience for the findings?</p>	It is clear and captures most of the required aspects, but misses to mention the results framework to which the project contributes (this is however covered under a different section)	5
<p>II. Evaluation Methods</p>	Final report: Amendments were made in the text in response to the comments provided at draft stage	5

	UN Environment Evaluation Office Comments	Final Report Rating
<p>This section should include a description of how the <i>TOC at Evaluation</i>³³ was designed (who was involved etc.) and applied to the context of the project?</p> <p>A data collection section should include: a description of evaluation 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, review by stakeholders etc.).</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 evaluation limitations such as: low or imbalanced response rates across different groups; gaps in documentation; extent to which findings can be either generalised to wider evaluation 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.</p>		
<p>III. The Project</p> <p>This section should include:</p> <ul style="list-style-type: none"> • <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). • <i>Objectives and components</i>: Summary of the project's results hierarchy as stated in the ProDoc (or as officially revised) • <i>Stakeholders</i>: Description of groups of targeted stakeholders organised according to relevant common characteristics • <i>Project implementation structure and partners</i>: A description of the implementation structure with diagram and a list of key project partners 	<p>Context is clear and well defined. The objectives and components, stakeholders, implementation structure and partners are described satisfactorily. Minor clarification requested in the description of implementation changes. Proposed budget has been presented though a summary (rather than copied images) would have been preferable</p>	<p>5</p>

³³ During the Inception Phase of the evaluation 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 evaluation process this TOC is revised based on changes made during project intervention and becomes the *TOC at Evaluation*.

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<ul style="list-style-type: none"> • <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 • <i>Project financing:</i> Completed tables of: (a) budget at design and expenditure by components (b) planned and actual sources of funding/co-financing 		
<p>IV. Theory of Change</p> <p>The TOC at Evaluation 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>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 OECD/DAC 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 Evaluation. <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></p>	<p>. TOC has been presented in both diagrammatic and narrative forms. It is further clarified using a comparative table that shows which aspects of the TOC have been reconstructed by the evaluator. Suggestions provided to the consultant include provision of supporting evidence/justification for reconstruction</p> <p>Amendments were done successfully</p>	5
<p>V. Key Findings</p> <p>A. Strategic relevance:</p> <p>This section should include an assessment of the project's relevance in relation to UN Environment's mandate and its alignment with UN Environment's policies and strategies at the time of project approval. An assessment of the complementarity of the project 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> <ul style="list-style-type: none"> v. Alignment to the UN Environment Medium Term Strategy (MTS) and Programme of Work (POW) vi. Alignment to UN Environment/ Donor/GEF Strategic Priorities vii. Relevance to Regional, Sub-regional and National Environmental Priorities viii. Complementarity with Existing Interventions 	All aspects of relevance required by the TOR have been	5
<p>B. Quality of Project Design</p> <p>To what extent are the strength and weaknesses of the project design effectively <u>summarized</u>?</p>	Too brief. Requires introductory text to the purpose of the exercise and the method used. Requires improvement in the narrative about weaknesses/strengths.	4

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<p>C. Nature of the External Context For projects where this is appropriate, key <u>external</u> features of the project’s implementing context that limited the project’s performance (e.g. conflict, natural disaster, political upheaval), and how they affected performance, should be described.</p>	Satisfactory coverage. No noteworthy issues could be reported.	6
<p>D. Effectiveness (i) Outputs and Direct Outcomes: How well does the report present a well-reasoned, complete and evidence-based assessment of the a) delivery of outputs, and b) achievement of direct 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>Output section is covered sufficiently, and discussed by component.</p> <p>‘Outcomes’ section could have benefitted from a stronger elaboration of the linkage between the quality of outputs and the achievement of direct outcomes. Minor inconsistencies were noted as well as need for supporting evidence for direct outcomes. Final report: shows improvements on t from the draft stage. in drawing linkages between outputs and outcomes</p>	5
<p>(ii) Likelihood of Impact: 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? How well are change processes explained and the roles of key actors, as well as drivers and assumptions, explicitly discussed? Any unintended negative effects of the project should be discussed under Effectiveness, especially negative effects on disadvantaged groups.</p>	Suggested revisions have been effected satisfactorily	5
<p>E. Financial Management This section should contain an integrated analysis of all dimensions evaluated under financial management and include a completed ‘financial management’ table. Consider how well the report addresses the following:</p> <ul style="list-style-type: none"> • <i>completeness</i> of financial information, including the actual project costs (total and per activity) and actual co-financing used • <i>communication</i> between financial and project management staff 	<p>Final report:</p> <p><i>This section is rated poorly as a result of limited financial information from the project, this is not a reflection on the consultant per se, but will affect the quality of the evaluation report</i></p> <p>Section provides a very general view of financial management as being satisfactory. Specifics on reporting, completeness of information and communication are however inadequately presented. Not all the required</p>	3

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	tables (according to the TOR) are included in the report. Information on co-financing is however present.	
<p>F. Efficiency</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"> • Implications of delays and no cost extensions • Time-saving measures put in place to maximise results within the secured budget and agreed project timeframe • Discussion of making use of/building on pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. • The extent to which the management of the project minimised UN Environment’s environmental footprint. 	All the required dimensions of efficiency have been discussed, with the exception of the environmental footprint.	5
<p>G. Monitoring and Reporting</p> <p>How well does the report assess:</p> <ul style="list-style-type: none"> • Monitoring design and budgeting (<i>including SMART indicators, resources for MTE/R etc.</i>) • Monitoring of project implementation (<i>including use of monitoring data for adaptive management</i>) • Project reporting (<i>e.g. PIMS and donor report</i>) 	<p>No change in rating The assessment focuses on monitoring issues at output level and misses the assessment of the monitoring function in supporting adaptive management (results-based management)</p> <p>Some basic information is however included regarding the role of the Steering Committee in monitoring the project progress at certain intervals</p>	4.5
<p>H. Sustainability</p> <p>How well does the evaluation identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of achieved direct outcomes including:</p> <ul style="list-style-type: none"> • Socio-political Sustainability • Financial Sustainability • Institutional Sustainability 	All the required dimensions of sustainability are covered to varying degrees. Suggested revisions have been effected satisfactorily – especially with regard to the overall assessment on Sustainability. Consistent with the findings presented	5
<p>I. Factors Affecting Performance</p> <p>These factors are <u>not</u> discussed in stand-alone sections but are integrated in criteria A-H as appropriate. Note that these are</p>	All the required factors have been discussed to varying degrees. The coverage is	5

	UN Environment Evaluation Office Comments	Final Report Rating
described in the Evaluation Criteria Ratings Matrix. To what extent, and how well, does the evaluation report cover the following cross-cutting themes: <ul style="list-style-type: none"> • Preparation and readiness • Quality of project management and supervision³⁴ • Stakeholder participation and co-operation • Responsiveness to human rights and gender equity • Country ownership and driven-ness • Communication and public awareness 	sufficient and is for the most part consistent with the findings presented in the report.	
VI. Conclusions and Recommendations	Final report: No change in rating.	
i. Quality of the conclusions: The key strategic questions should be clearly and succinctly addressed within the conclusions section. 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.	This section is satisfactory. It covers the main findings and discusses the answers to the key strategic questions prescribed in the TOR. The narrative is consistent with the findings presented in the report. Amendments noted in some of the ratings that were found to be inconsistent in the draft report	5
ii) Quality and utility of the lessons: Both positive and negative lessons are expected and duplication with recommendations should be avoided. Based on explicit evaluation 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 must have the potential for wider application and use and should briefly describe the context from which they are derived and those contexts in which they may be useful.	All lessons are rooted in real project experiences. Some improvement noted in the formulation of lessons learned from the evaluation in the final report	5
iii) Quality and utility of the recommendations: To what extent are the recommendations 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? 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 UN Environment 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.	All are rooted in real project experiences. They identify the proposed action and the appropriate acting agents.	5

³⁴ In some cases 'project management and supervision' will refer to the supervision and guidance provided by UN Environment 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 technical backstopping provided by UN Environment.

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VII. Report Structure and Presentation Quality		
i) Structure and completeness of the report: To what extent does the report follow the Evaluation Office guidelines? Are all requested Annexes included and complete?	The draft is complete and follows EO guidelines.	6
ii) Quality of writing and formatting: 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 Evaluation Office formatting guidelines?	The writing is clear and the language used is suitable. EO formatting guidelines have been followed satisfactorily	6
OVERALL REPORT QUALITY RATING		S

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 evaluation report is calculated by taking the mean score of all rated quality criteria.