

**Validated Terminal Review of the UNEP Project
EUROCLIMA+ Accelerating Climate Action in Latin
America (PIMS ID 02006)**

2017 – 2022



Funded by
the European Union



UNEP Latin America and the Caribbean Office

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This report has been prepared by an external consultant as part of a Terminal Review, which is a management-led process to assess performance at the project's operational completion. The UNEP Evaluation Office provides templates and tools to support the review process and provides a formal assessment of the quality of the Review report, which is provided within this report's annexed material. In addition, the Evaluation Office formally validates the report by ensuring that the performance judgments made are consistent with evidence presented in the Review report and in-line with the performance standards set out for independent evaluations. As such the project performance ratings presented in the Review report may be adjusted by the Evaluation Office. The findings and conclusions expressed herein do not necessarily reflect the views of Member States or the UN Environment Programme Senior Management.

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(EUROCLIMA+ Accelerating Climate Action in Latin America)
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This Terminal Review was prepared for UNEP LACO by Mr Raul Guerrero.

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

The review consultant would like to thank the project team and in particular Ms Maria Mercedes Garcia Fariña for her contribution and collaboration throughout the review process. Sincere appreciation is also expressed to the other members of the Project Team, government representatives, ministries and other partners who took time to provide information during the interviews and comments to the draft report.

The reviewer hopes that the findings, conclusions and recommendations will contribute to the successful finalisation of the current project, formulation of a next phase and to the continuous improvement of similar projects in other countries and regions.

BRIEF EXTERNAL CONSULTANT BIOGRAPHY

Raul Guerrero has over two decades of international experience in development cooperation. He has managed and led more than 30 high-quality evaluations of complex projects, programmes, policies, countries, sectors, strategies, etc. for the United Nations system, European Union, bilateral cooperation agencies and other international organizations. In the past, he worked as permanent staff with the European Commission and European Investment Bank. He holds Masters Degrees on Gender Equality and Non Discrimination and Engineering with specialization on Agriculture Economics.

Review team

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ABOUT THE REVIEW

Joint Review: No

Report Language(s): English.

Review Type: Terminal Review

Brief Description: This report is a management-led Terminal Review of a UNEP/EU project implemented between 2017 and 2022. The project's overall development goal was to accelerate countries action and strengthen regional cooperation to effectively and successfully comply with key sectors of the National Determined Contributions in Latin America. The review sought to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The review has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, EU and the other relevant stakeholders such as implementing partners and beneficiary agencies of the project participating countries.

Key words: National Determined Contributions, Latin America, environmentally sustainable development, climate-resilient development, regional cooperation, policy dialogue, electric mobility, ecosystem-based adaptation.

Primary data collection period: April-June 2023

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LIST OF ACRONYMS

AF	Adaptation Fund
AIM	Andean Mountains Initiative
ALAMOS	Asociación Latinoamericana de Movilidad Sostenible
ASE	Agencia Chilena de Sostenibilidad Energética
CELAC	Community of Latin American and Caribbean States
CPSU	Centro Para la Sostenibilidad Urbana
CONDESAN	Consortio para el Desarrollo Sostenible de la Ecorregión Andina
DTU	Technical University of Denmark
EbA	Ecosystem-Based Adaptation
ECLAC	United Nations Economic Commission for Latin America and the Caribbean
EM	Electric Mobility
EU	European Union
FIIAPP	Fundación Internacional e Iberoamericana
GCF	Green Climate Fund
GEDT	Environmental Governance and Territorial Development Hub/Institute
GEF	Global Environment Facility
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
ICCT	International Council on Clean Transportation
IIASA	Instituto Internacional de Análisis de Sistemas Aplicados
LAC	Latin America and the Caribbean
LACO	UNEP's Latin America and the Caribbean Office
LAIF	Latin America Investment Facility
MSA	Member States Agency
MTR	Mid Term Review
NDC	Nationally Determined Contribution
NFP	National Focal Point
NGO	Non-Governmental Organisation
OECD	Organisation for Economic Co-operation and Development
ProDoc	Project Document
PMC	Programme Management Committee
PS	Programme Secretariat
PSC	Programme Steering Committee
SDG	Sustainable Development Goal
TOC	Theory of Change
ToR	Terms of Reference
TR	Terminal Review
UNA	United Nation Agency
UNEA	United Nations Environment Assembly
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme

UNFCCC United Nations Framework Convention on Climate Change
WUR Wageningen Environmental Research

PROJECT IDENTIFICATION TABLE

UNEP PIMS ID:	Project ID: 02006 Project Identification: 113.5 Umoja ID: SB:009914
- Implementing Partners:	<ul style="list-style-type: none"> - Consorcio para el Desarrollo Sostenible de la Ecorregión Andina (CONDESAN) - Instituto de Gobernabilidad Ambiental y Desarrollo Territorial -Universidad de Ginebra - Centro Para la Sostenibilidad Urbana (CPSU) - Technical University of Denmark (DTU) - Wageningen Environmental Research (WENR) - Practical Action - Fondo Mexicano para la Conservación de la Naturaleza - Centro Mario Molina - Clean Air Institute - Universidad de Corea - Agencia Chilena de Sostenibilidad Energética (ASE) - Asociación Latinoamericana de Movilidad Sostenible (ALAMOS) - University of Oxford - Green Fiscal Policy Network - YAPU Solutions - Instituto Internacional de Análisis de Sistemas Aplicados (IIASA) - International Council on Clean Transportation (ICCT)
SDG(s) and indicator(s)	SDG 11, 16 and 13 (as stated in the contract signed with the donor) <ul style="list-style-type: none"> • 11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons <ul style="list-style-type: none"> • 11.2.1 Proportion of population that has convenient access to public transport, by sex, age and persons with disabilities • 11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations <ul style="list-style-type: none"> • 11.5.2 Direct economic loss in relation to global GDP, damage to critical infrastructure and number of disruptions to basic services, attributed to disasters • 11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management <ul style="list-style-type: none"> • 11.6.2 Annual mean levels of fine particulate matter (e.g. PM2.5 and PM10) in cities (population weighted) • 11.b By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015–2030, holistic disaster risk management at all levels <ul style="list-style-type: none"> • 11.b.2 Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies • 13.2 Integrate climate change measures into national policies, strategies and planning

	<ul style="list-style-type: none"> 13.2.1 Number of countries with nationally determined contributions, long-term strategies, national adaptation plans, strategies as reported in adaptation communications and national communications 13.a Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly \$100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible <ul style="list-style-type: none"> 13.a.1 Amounts provided and mobilized in United States dollars per year in relation to the continued existing collective mobilization goal of the \$100 billion commitment through to 2025 13.b Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities <ul style="list-style-type: none"> 13.b.1 Number of least developed countries and small island developing States with nationally determined contributions, long-term strategies, national adaptation plans, strategies as reported in adaptation communications and national communications 16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels <ul style="list-style-type: none"> 16.7.2 Proportion of population who believe decision making is inclusive and responsive, by sex, age, disability and population group 		
Sub-programme:	Climate change	Expected Accomplishment(s):	PoW 2020-2021 EA (a) Countries increasingly advance their national adaptation plans, which integrate ecosystem-based adaptation. PoW 2020-2021 EA (b) Countries increasingly adopt and/or implement low greenhouse gas emission development strategies and invest in clean technologies.
UNEP approval date:	22/12/2017	Programme of Work Output(s):	<ul style="list-style-type: none"> - Tools, methods, science, knowledge networks to advance the national adaptation plan process that integrates ecosystem-based adaptation are available - Tools, science, knowledge networks and approaches to develop low emission policies and plans are available - Ecosystem-based adaptation is piloted and integrated into national development plans - Renewable energy, energy efficiency and short-lived climate pollutant initiatives are implemented - Finance for mitigation and readiness is available - Outreach, communication
Expected start date:	22/12/2017	Actual start date:	22/12/2017
Planned operational completion date:	22/06/2022	Actual operational completion date:	22/06/2022

Planned total project budget at approval (show breakdown of individual sources/grants):	1,628,877.37 USD (European Union) 141,712.34 USD (UN Contribution) Total approved = 1,770,589.70 USD Consumable = 1,543,860.57 USD	Actual total expenditures reported as of 21/10/2022:	1,460,196.67 USD	
First disbursement:	EUR 647,350 EUR	Planned date of financial closure:	22/06/2022	
No. of project revisions:	Three	Date of last approved project revision:	19/11/2021	
No. of Steering Committee meetings:	3 Programme Steering Committees 36 Management Committee Meetings (1 per month approximately)	Date of last/next Steering Committee meeting:	Last: PSC 21/10/2021 MCM 08/02/2021	Next: N/A
Mid-term Review/Evaluation (planned date):	Not carried out	Mid-term Review/Evaluation (actual date):	Not carried out	
Terminal Review (planned date):	01/07/2022	Terminal Review (actual date):	June 2023	
Coverage - Country(ies):	18 Countries (Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay and Venezuela)	Coverage - Region(s):	Latin America	
Dates of previous project phases:	03/06/2014 – 14/06/2018	Status of future project phases:	"Accelerating Climate Action in Latin America under the EUROCLIMA+ Programme 2021" started execution on 26/11/2020 until 2023-11-26	

EXECUTIVE SUMMARY

Project background

1. With activities in 18 countries and implemented under the overall umbrella of the European Union's flagship cooperation programme on environmental sustainability and climate change with the Latin American region, the project "EUROCLIMA+ Accelerating Climate Action in Latin America" was implemented by the UNEP's Latin America and the Caribbean Office over 4.5 years with a total cost of over EUR 1.6 million.
2. The project aimed to support the implementation of the Paris Agreement and the United Nations Framework Convention on Climate Change by promoting low-emission and climate-resilient development with a focus on key sectors identified as strategic for the successful implementation of Nationally Determined Contributions in the region, namely policy dialogue, electric mobility and ecosystem-based adaptation.

This Review

3. Undertaken after operational completion, this Terminal Review was the first external assessment of the project performance and results. The purpose of the Terminal Review was to respond to UNEP's and the main project partners accountability and learning requirements, including to promote operational improvements.
4. The information to respond to the review questions was based on the review of available documents and interviews with 32 key informants selected with the intention to reach out to most of the project constituencies and keeping in view their level of participation during implementation and benefits received (purposive selection strategy and convenience sample, including rich information sources with specialist knowledge of the project). All information was triangulated to minimize any biases by leveraging and validating inputs and data from different sources.
5. The review used and was organized around a set of nine commonly applied criteria: (A) Strategic Relevance, (B) Quality of Project Design, (C) Nature of External Context, (D) Effectiveness (including outputs availability; outcomes achievement and likelihood of impact), (E) Financial Management, (F) Efficiency, (G) Monitoring and Reporting, (H) Sustainability and (I) Factors Affecting Project Performance and Cross-Cutting Issues.

Key findings and conclusions

6. The overall performance of the project was rated as highly satisfactory. It was implemented under a favourable context and none of the main review criteria showed critical flaws. In particular, the project strategic relevance, effectiveness, financial management and sustainability were highly satisfactory. Its efficiency, monitoring and reporting and the factors affecting performance were satisfactory. See Table 8 in Section VI.B for a summary of the ratings and Section V for a detailed analysis of the main findings.
7. The project was fully aligned with UNEP's strategic priorities climate work in the region with focus on the priorities in the Latin America's Nationally Determined Contributions and strengthening the countries' capacities to ensure the effective implementation of the goals of the Paris Agreement, i.e., increasingly make the transition to low-emission economic development and enhance their adaptation and resilience to climate change.
8. By focusing on the regional priorities (i.e., regional policy dialogue and cooperation as well as mitigation, adaptation and climate finance actions in two key strategic sectors

for low-emission and climate-resilient development such as electric mobility and ecosystem-based adaptation), UNEP's interventions within the EUROCLIMA+ programme responded to the regional and countries priorities and needs.

9. The project clearly prioritised a regional approach in line with decisions adopted by the beneficiary countries in specialized technical events and high-level ministerial forums. This allowed UNEP to also to promote south-south cooperation in the two selected sectors (electric mobility and ecosystem-based adaptation).
10. Furthermore, UNEP's reputation and role (e.g., as the Secretariat of the Forum of Ministers of Environment of the region) was a key comparative advantage that allowed the project to be fully aligned with the regional institutionality and connect the regional and global environmental agendas.
11. The "softly earmarked" funds at national level allowed the UNEP and the project to work on demand upon country requests. This flexibility contributed to operationalize the Forum's decisions and adapt the actions to the different national contexts and government agendas.
12. As a result of all the above, the project and UNEP participation contributed to strengthen the relationship between the European Union and the beneficiary countries, including increasing the relevance of the flagship cooperation programme on environmental sustainability and climate change in the region.
13. The project was implemented in a favourable operation context and, despite some gaps (e.g., lack of consideration of issues related to gender/women or minority/vulnerable groups in the logical framework), the overall quality of the design was satisfactory. Despite some delays partly due to an under-ambitious resource mobilization strategy, the project delivered most of the planned outputs with high quality.
14. Similarly, the project achieved the planned outcomes at both national and regional level (despite some unclarity in the TOC):
 - Regional/national policy dialogues were launched on electric mobility, ecosystem-based adaptation and other key climate change innovation sectors (Outcome 1.a), including increased capacities and further empowerment of decision-makers and/or legislators (Outcome 1.b).
 - Policy and regulatory frameworks related to electric mobility and ecosystem-based adaptation were strengthened in several countries (Outcome 2.a) which in turn contributed to creating the conditions for an accelerated deployment of climate technologies in these sectors (Outcome 2.b).
 - Climate finance was leveraged for strategic projects supporting the implementation of the beneficiary countries' Nationally Determined Contributions (Outcome 3.a and Outcome 3.b).
15. Both UNEP's and the donor's reporting commitments were fulfilled. The financial management and procurement under the project adhered to UNEP's regulations, rules, policies and procedures, as well as its programme manual. The project also complied with the requirements and systems put in place by the donor.
16. The project efficiency increased as a result of effective efforts to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives.

17. In particular, the effective partnership strategy implemented by the project (with the other implementing agencies as well as with beneficiary countries and other entities) was a crucial factor to increase the sustainability of results.

Recommendations

18. Recommendation 1: Strengthen the Theory of Change by clarifying the causality and mechanisms that influence changes in policies and practices and private sector engagement, including concrete efforts to engage different areas of UNEP and partners/beneficiaries in the discussion.
19. Recommendation 2: Strengthen the outcome and impact level indicators, including specific ones to track the human rights and gender dimensions of the project (specific expertise in these areas may be necessary from inside or outside UNEP).
20. Recommendation 3: The role of the National Focal Points should be complemented by engaging other stakeholders beyond the ministries of environment. This could mean exploring innovative channels of collaboration within the government sector such as inter-ministerial dialogues, including spaces at both technical and decision-making level. These spaces would also facilitate the participation of other stakeholders such as the private sector, local governments or financial sector.
21. Recommendation 4: Continue and strengthen the knowledge generation efforts by systematizing learning and results from the pilot projects as well as tacit knowledge exchanged in webinars, published in platforms, shared in different fora, etc. This knowledge is crucial to promote regional and south-south cooperation (technical cooperation schemes, demonstration projects, etc.) as well as to clarify the linkages between the regional and national levels.

Validation by the UNEP Evaluation Office

22. The Evaluation Office notes that this project's outcome statements and their associated indicators do not conform to UNEP's definition: *'An outcome is the use (i.e., uptake, adoption, application) of an output by intended beneficiaries, observed as a change in institutions or behaviors, attitudes or conditions'*. For example, Outcome 2, 'creation of conditions' and 3a 'increased access'. This was not addressed through the reconstruction of a Theory of Change, which would have strengthened the review's ability to articulate a credible association between the project's efforts and the reported results. Adjustments to the Effectiveness criteria are reflected in Table 8. The report has been subject to an independent validation exercise performed by UNEP's Evaluation Office. The performance ratings for the UNEP project EUROCLIMA+, set out in the Conclusions and Recommendations section, have been adjusted as a result. The overall project performance is validated at the Satisfactory level.

I. INTRODUCTION

23. The project “EUROCLIMA+ Accelerating Climate Action in Latin America” was implemented by the Latin America and the Caribbean Office (LACO) of the United Nations Environment Programme (UNEP) over 4.5 years (between December 2017 and June 2022).¹ The project was part of a larger programme (EUROCLIMA+) implemented before and after the evaluated project and mainly financed by the EU (EUR 144 million disbursed only during the implementation of the evaluated project).
24. The project aimed to support the implementation of the Paris Agreement and the United Nations Framework Convention on Climate Change (UNFCCC), by promoting low-emission and climate-resilient development with a focus on key sectors identified as strategic for the successful implementation of Nationally Determined Contributions (NDCs) in the region. It also promoted regional policy dialogue and exchange of information to advance climate change action using the platform provided by the Forum of LAC Ministers of Environment and related meetings.
25. Under the overall umbrella of the funding decision of the European Union (EU) for EUROCLIMA+ and with a total cost of over EUR 1.6 million (92% financed by the EU),² the project was organized around three components: policy dialogue, regulatory frameworks and climate finance. Activities were implemented in 18 countries: Argentina, Belize, Bolivia, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru and Uruguay.
26. The project was aligned with UNEP’s Climate Change Subprogramme “enabling Latin American countries to increasingly make the transition to low-emission economic development and enhance their adaptation and resilience to climate change”³ and Programme of Work (PoW), i.e. Expected Accomplishments: (a) Countries increasingly advance their national adaptation plans, which integrate ecosystem-based adaptation; and (b) Countries increasingly adopt and/or implement low greenhouse gas emission development strategies and invest in clean technologies.
27. Undertaken after operational completion, this Terminal Review (TR) is the first external assessment of the project performance and results. The TR has two primary purposes: (i) provide evidence of results to meet accountability requirements, and (ii) promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and the European Commission.
28. The TR gives particular attention to identify lessons of operational relevance that could be useful in future project formulation and implementation, especially for future phases of the project. In this sense, the TR goes beyond the assessment of “what” the project performance was, providing a deeper understanding of “why” the performance was as it was.

¹ Initially planned to be implemented over 36 months, its duration was increased to 54 months.

² According to the EU funding decision, the global EUROCLIMA+ programme was implemented by:

- Five Agencies of EU Member States (Agencia Española de Cooperación Internacional para el Desarrollo (AECID), Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas (FIIAPP), Agence Française de Développement (AFD), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and Expertise France.
- Two UN Organizations, namely UNEP and ECLAC (EUR 1.5 million each).

³ As guided by the UNEP Medium-Term Strategy (MTS) for the period 2018-21, UNEP helped countries address the challenge of climate change by enhancing resilience to its adverse impacts, reducing greenhouse gas (GHG) emissions by supporting energy efficiency and seizing new investment opportunities that reduce emissions.

II. REVIEW METHODS

Approach

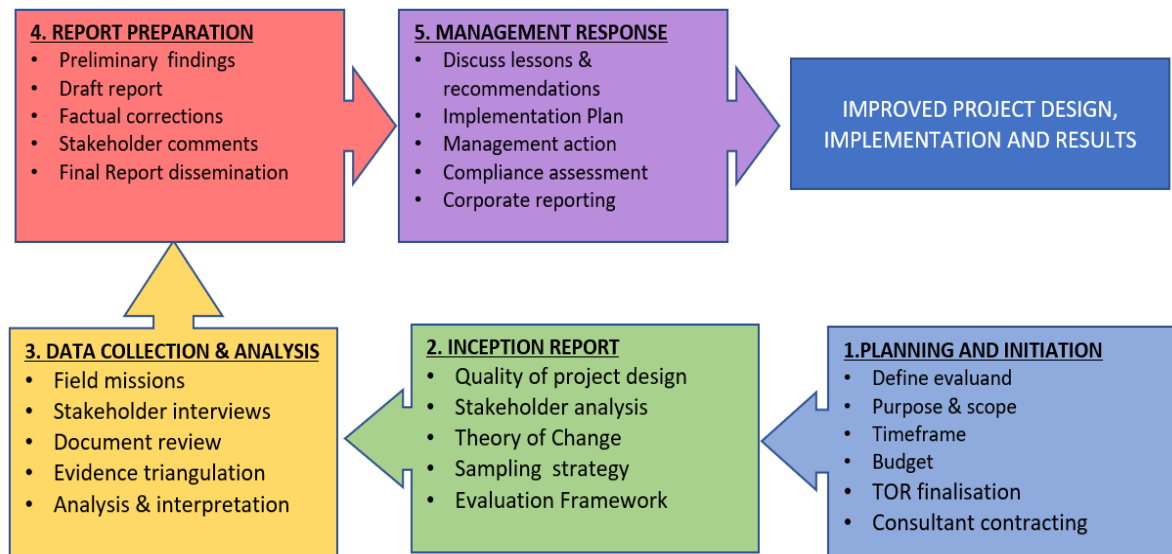
29. In line with the UNEP's Evaluation Policy and Programme Manual, the TR has been carried out using a set of nine commonly applied review criteria: (A) Strategic Relevance,⁴ (B) Quality of Project Design, (C) Nature of External Context, (D) Effectiveness (including outputs availability; outcomes achievement and likelihood of impact), (E) Financial Management, (F) Efficiency, (G) Monitoring and Reporting, (H) Sustainability and (I) Factors Affecting Project Performance and Cross-Cutting Issues (see Annex V for more details on each review criterion).
30. Most review criteria are rated on a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability and Likelihood of Impact are rated from Highly Likely (HL) down to Highly Unlikely (HU) and Nature of External Context is rated from Highly Favourable (HF) to Highly Unfavourable (HU). The ratings against each criterion are 'weighted' to derive the Overall Project Performance Rating. The greatest weight is placed on the achievement of outcomes, followed by dimensions of sustainability.
31. The UNEP Evaluation Office has developed detailed descriptions of the main elements required to be demonstrated at each level (i.e., Highly Satisfactory to Highly Unsatisfactory) for each review criterion. The evaluator considered all the evidence gathered during the review in relation to this matrix to generate review criteria performance ratings.
32. In addition to the nine review criteria outlined above (analysed in Section V), the TR addressed three strategic questions of particular interest to UNEP that were formulated in the terms of reference (responses under Conclusions in Section VI):
 - Are UNEP's interventions within the EUROCLIMA+ programme in line with the respective countries priorities and needs related to climate change and the respective government agenda?
 - Has the regional approach prioritized by UNEP worked? To what extent has UNEP managed to enforce regional and south-south cooperation?
 - How has this project strengthened the relationship between the European Commission and Latin America?

Process

33. The TR adopted a participatory approach, consulting with project team members, partners and beneficiaries at several stages throughout the process. Consultations were held during the review inception phase to arrive at a nuanced understanding of how the project intended to drive change and what contributing conditions ('assumptions' and 'drivers') would need to be in place to support such change. Below is a diagram representing the review process.

⁴ This criterion includes a sub-category on Complementarity, which closely reflects the OECD-DAC criterion of 'Coherence', introduced in 2019. Complementarity with other initiatives is assessed with respect to the project's design. In addition, complementarity with other initiatives during the project's implementation is assessed under the criterion of Efficiency.

Figure 1: Review process



34. The TR used both quantitative and qualitative review methods to determine the project’s achievements against the expected results. Some quantitative data were analyzed using simple statistical methods to determine progress and trends. The Results Framework’s indicators and targets were used as the main reference to assess the achievement of the objectives and outcomes. Key financial aspects were assessed by analyzing project budgets and expenditures, including the extent of co-financing planned and realized.
35. Most data were analyzed using qualitative data analysis techniques like triangulations, validations, interpretations, and abstractions. Evidence from documents and interviews was validated and triangulated through different sources to identify similarities, contradictions and patterns. Efforts were made to logically interpret stakeholder’s opinions and statements, while analyzing data, keeping in view the specific perspectives of various respondents.
36. Information to answer the review criteria and strategic questions was collected through complementary methods with the intention to reach out to most of the project stakeholder types. The TR used two main data collection tools: desk review of available documents and remote semi-structured interviews with key informants. First, data related to project progress and performance was obtained from the review of project documents, official records and secondary sources (see Annex III).
37. Individual online interviews with key informants were the main source of primary data. Interviewees were selected in consultation with UNEP keeping in view their level of participation during implementation and benefits received (purposive selection strategy and convenience sample, including rich information sources with specialist knowledge of the project). A total of 32 stakeholders were interviewed (21 women and 11 men), including: Project Team/UNEP (5/1), implementing/executing partners (4/2), beneficiaries and collaborating/contributing partners (12/7) and donor (0/1). See the complete list of interviewees in Annex II.
38. Throughout the review process and in the compilation of the Final Review Report efforts were made to represent the views of both mainstream and more marginalised groups. Data were collected with respect for ethics and human rights issues. All information was gathered after prior informed consent from people, all discussions remained

anonymous and all information was collected according to relevant UNEP guidelines and UN standards of conduct.

Limitations

39. The review methodology was envisaged to minimize potential bias ensuring that information was triangulated by leveraging and validating inputs and data from different sources. Nevertheless, several constraints may have affected the depth, completeness or representative nature of the data (e.g., reduced opportunities for collecting evidence of impact at national level). The following limitations should be acknowledged and considered at the same time as the TR's findings and conclusions:

- Weak recall among respondents and limited access to certain stakeholders due to significant time lapse between operational completion of the project and the review data collection period.
- Rather complex implementation context, due to original programme design, that made it difficult to prove the attribution of evidenced results to the project's efforts, e.g., interviewees could not easily distinguish between activities implemented under the evaluated project or parallel actions (implemented by UNEP or other partners).
- Limited timeframe and resources were available for the research itself. For example, the methodology did not include any field visits, face-to-face interviews or workshops which reduced the opportunities to unearth the views of marginalized or potentially disadvantaged groups.
- The participants in the interviews were self-selected which can sometimes suggest that those who did respond were highly motivated and may represent a positive bias.

III. THE PROJECT

A. Context

40. Climate change is rapidly becoming one of the biggest global challenges of the 21st century, with direct consequences on the population's economies and lifestyles. Latin America is particularly affected and is facing significant risks with potentially overwhelming consequences in several critical areas such as migration, competition for land use, food production and food security, energy generation and access, population concentration in megacities, etc.
41. Based on the agreements of the V Summit of the European Union (EU) with Latin American and Caribbean (LAC) states (Lima, May 2008),⁵ the two regions have been working jointly on climate change through the EUROCLIMA programme (launched in 2010).⁶ Based on the multiple achievements made during the two phases of EUROCLIMA (2010-2013 and 2014-2017), a broader EUROCLIMA+ programme was launched as a continuation and expansion of the initial programme to address major environmental challenges.
42. EUROCLIMA+ is the EU flagship cooperation programme on environmental sustainability and climate change with the Latin American region. Its objective is to reduce the impact of climate change and its effects in Latin America by fostering climate mitigation, adaptation, resilience and investment.⁷
43. Aligned with the Paris Agreement on Climate Change,⁸ EUROCLIMA+ acts through six lines of action: (i) plans and policies, (ii) climate financing, (iii) transparency, (iv) intersectoral, multi-level and multi-stakeholder coordination, (v) action for climate empowerment, and (vi) gender and vulnerable groups. Through each line of action and in response to expressed needs of one or several countries, EUROCLIMA+ carries out actions that are considered of strategic importance for the implementation of the countries' NDCs.⁹

⁵ The EU-LAC summits had been held since 1999. In 2010, at the summit held in Mexico, 33 LAC countries decided to merge the Rio Group and the CALC (Summit of Latin America and the Caribbean on Development and Cooperation) into one forum: the Community of Latin American and Caribbean States (CELAC). Currently, the regional summit between the EU and the CELAC are the main forums for dialogue bringing together EU and LAC leaders to strengthen relations and bi-regional cooperation.

⁶ The Lima Declaration "addressing our peoples' priorities together" stated that a joint EU-LA Environment programme called "EUROCLIMA" will be launched to the benefit of Latin American countries with the main objectives of knowledge sharing, fostering structured and regular dialogue at all levels and ensuring synergies and coordination of current and future actions in this field. The programme was implemented to help improve the knowledge of decision makers and the scientific community of Latin America about the problems and consequences of climate change, in order to integrate this issue into the sustainable development strategies of each nation and the region. For further details see: https://www.europarl.europa.eu/cmsdata/124268/v_16_5_2008_lima_en.pdf

⁷ The focus areas of EUROCLIMA+ are:

- **Mitigation:** Provide support to reduce greenhouse gas (GHG) emissions in key sectors such as energy, transport, and agriculture. This includes promoting the use of renewable energy sources, improving energy efficiency, and reducing emissions from the transport sector.
- **Adaptation:** Help communities and countries in LAC to adapt to the impacts of climate change, such as sea-level rise, droughts, and floods. This includes supporting the development of early warning systems, management of natural resources, and implementation of climate-resilient infrastructure.
- **Climate finance:** Support the development of financial mechanisms to mobilize private and public resources for climate action in LAC. This includes designing financial instruments, developing investment plans, and identifying financing sources for climate projects.

⁸ The 2015 United Nations Climate Change Conference (COP21) resulted in the adoption of the Paris Agreement, a global agreement on the reduction of climate change, the text of which represented a consensus of the representatives of the 196 parties attending it. For further details see: <https://unfccc.int/process-and-meetings/the-paris-agreement/the-paris-agreement>

⁹ For further details see: <https://www.euroclima.org/en/>

B. Results Framework (objectives and components)

44. The Project Document (ProDoc) stated that the general objective of the project was to contribute to environmentally sustainable and more climate-resilient development of Latin America, particularly where it affects the living conditions of vulnerable populations. The project's specific objectives were to accelerate countries action and strengthen regional cooperation to effectively and successfully comply with three key sectors of the NDCs in Latin America: (1) policy dialogue and cooperation on climate change, (2) electric mobility (EM), and (3) ecosystem-based adaptation (EbA).
45. These objectives are not included as such in the project's Logical Framework (see below a description of the project's objectives and impacts) but they are reflected in the three components around which the six project's outcomes are organized: (i) political dialogue; (ii) policies, regulatory frameworks and climate technology; and (iii) access to climate finance. Each component will achieve two outcomes through delivering five outputs. A set of 20 indicators was envisaged to track progress, including one for each outcome (six in total) and 14 at the level of outputs (1-5 per output).

Table 1: Project's Logical Framework

Component 1. Political dialogue	
Outcome 1.a. Increased policy dialogue on climate change innovation, in the context of the Forum of LAC Ministers or related meetings	Outcome 1.b. Increased capacities and further empowerment of decision-makers and/or legislators in Latin American countries to translate the NDC goals into concrete policy/legislative measures in the EM and EbA sectors
Output 1.1: Provide support and promote policy dialogue with legislators or high-level decision-makers around priority themes, including within the Forum of LAC Ministers, to ensure political buy-in for the development of policies, legislation and other regulatory tools	
Component 2. Policies, regulatory frameworks and climate technology	
Outcome 2.a. Strengthened EM and EbA policy and regulatory frameworks which advance the region in meeting their NDCs and enable the implementation of the Paris Agreement	Outcome 2.b. Creation of conditions for the accelerated deployment of climate technologies in EbA and EM, with participation and investments from the private sector
Output 2.1. Guidelines and strategies: Provide support to the development of strategies, policies, norms, bills, standards or guidelines in EM and EbA	
Output 2.2. Technology Transfer - Learning exchanges: Transfer of climate technologies through preparation of enabling conditions, provision of information and contacts between countries in the region	
Output 2.3. Studies and workshops: Develop output-oriented analysis and technical reports/studies, assessments, as well as gathering technical information, organization of technical meetings and development of appropriate communication and awareness raising tools	
Component 3. Access to climate finance	
Outcome 3.a. Increased access to climate finance in key initiatives supporting	Outcome 3.b. Increased access to Latin America Investment Facility (LAIF) ¹⁰ or other climate finance resources in the deployment of actions which

¹⁰ LAIF is one of the European Union's regional blending facilities, aiming to mobilize funding for development projects by combining EU grants with financial resources from European and regional financial institutions, governments and the private sector. For further details see: <https://www.eulaif.eu>

strategically the implementation of Latin American countries' NDCs	support strategically the implementation of Latin American countries' NDCs
Output 3.1. Development of a concept note and a full proposal for an adaptation project	

C. Stakeholders

46. The project was a multi-stakeholder partnership in which various institutions and actors collaborated to achieve a common goal and played distinct roles in the management and delivery of activities, including as members of the governance bodies.
47. The Programme Steering Committee (PSC) served as the principal governing and decision-making body by providing overall strategic directions to the programme based on the region's needs. It comprised line ministries (Ministers or their representatives / national focal points), European Commission, represented by the Directorate General for International Partnerships, (INTPA), Implementing Agencies, including both Member States Agencies (MSAs), AECID, AFD, Expertise France, FIIAPP and GIZ and UN Agencies (UNAs), UNEP and ECLAC Other partners (such as the Technical Assistance), are invited to the Steering Committee as appropriate.
48. Each country nominated a National Focal Point (NFP) responsible for programme coordination. NFPs coordinated programme activities within the participating countries among national ministries and relevant authorities involved (such as the Ministries of Foreign Affairs, Environment, Agriculture, Energy, Planning or Finance).
49. The Programme Management Committee (PMC) is comprised of representatives of DG-INTPA and the participating MSAs and UNAs (as well as Technical Assistance), the PMC met regularly (approximately once a month) to discuss operational aspects, such as preparation of meetings, related agenda, programme visibility measures, planning of deployment of technical assistance, composition of evaluation committees, etc.
50. The Programme Secretariat (PS) was established in Brussels (in an office space provided by a service contractor), Panama (UNEP member) and Chile (ECLAC). In addition to the Technical Assistance Team, it included representatives from MSAs as appropriate. It provided day-to-day coordination of the activities implemented in 18 countries. In addition, it was responsible for the preparation of meetings (PMC and PSC), coordination of reporting (including financial reporting), M&E, logistics linked to the organization of meetings (including interpretation and translation), communication strategy (visibility), etc.

D. Project implementation structure and partners

51. The Climate Change Unit of the UNEP's LACO oversaw the implementation of the project. At least 16 executing partners took part in the implementation of a relatively on-demand project with many smaller activities according to the priorities of the countries' NDCs, UNEP expertise and the European Commission's priorities. As mentioned above, UNEP was involved in the inception part of the work, supervised the process and approved the final products. In some cases, UNEP worked together with partners in the technical development of the products.
52. As shown in the table below, the executing partners included 16 NGOs, academia and private sector from the region and beyond.

Table 2: Project's executing partners

	From the region	From outside the region
NGO	Consorcio para el Desarrollo Sostenible de la Ecorregión Andina (CONDESAN) Centro Para la Sostenibilidad Urbana (CPSU) Centro Mario Molina ¹¹ Agencia Chilena de Sostenibilidad Energética (ASE) ¹² Asociación Latinoamericana de Movilidad Sostenible (ALAMOS)	Practical Action ¹³ Clean Air Institute ¹⁴ Green Fiscal Policy Network ¹⁵ International Council on Clean Transportation (ICCT) ¹⁶
Academia		Environmental Governance and Territorial Development Hub/Institute (GEDT) – University of Geneva ¹⁷ Technical University of Denmark (DTU) ¹⁸ Wageningen Environmental Research (WUR) – Wageningen University ¹⁹ Korea University ²⁰ University of Oxford ²¹ Instituto Internacional de Análisis de Sistemas Aplicados (IIASA) ²²
Private sector		YAPU Solutions ²³

E. Changes in design during implementation

53. In response to the impact of the COVID-19 pandemic and related measures on the project's implementation, a first addendum was approved in December 2020 to extend the implementation period until December 2021 (from 36 to 48 months) and modify some budget lines. A second addendum was approved in July 2021 to move the remaining budget to personnel to complete all the activities within the adaptation team. Nevertheless, the adaptation team finally decided to make use of the funds through implementing partners, so a third addendum was approved in December 2021. The addendum also extended the implementation period until June 2022 (from 48 to 54 months).

¹¹ <https://centromariomolina.org>

¹² <https://www.agenciase.org>

¹³ <https://practicalaction.org>

¹⁴ <https://www.cleanairinstitute.org>

¹⁵ <https://greenfiscalpolicy.org>

¹⁶ <https://theicct.org>

¹⁷ <https://www.unige.ch/gedt/en/>

¹⁸ <https://www.dtu.dk/english>

¹⁹ <https://www.wur.nl/en/research-results/research-institutes/environmental-research.htm>

²⁰ <https://www.korea.edu/mbshome/mbs/en/index.do>

²¹ <https://www.ox.ac.uk>

²² <https://council.science/es/member/international-institute-for-applied-systems-analysis-iiasa/>

²³ <https://www.yapu.solutions>

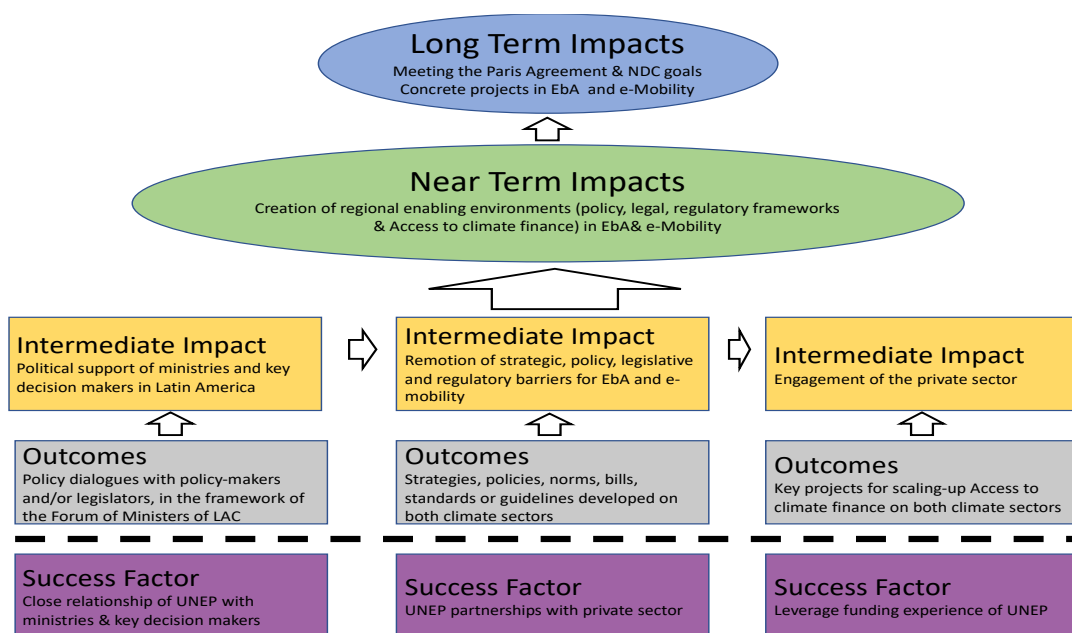
F. Project financing

54. The total cost of the project was EUR 1,630,500 distributed among five outputs. In line with the original agreement, 92% of it was financed by the EU and 8% by UNEP. As of January 2022, over 97% of the budget had been used (see Section E for further details).

IV. THEORY OF CHANGE AT REVIEW

55. The Theory of Change (TOC) underpinning the project is summarized in the graph below. By delivering the outputs under the three components (see Table 1), the project was expected to contribute to create regional enabling environments (policy, legal, regulatory frameworks and access to climate finance) in the two focus sectors (EbA and EM). In the long term, the project was expected to contribute to meet the Paris Agreement and the NDCs goals in the LAC region. In addition, the ToC identified success factors but only related to UNEP's capacities and added value: close relationship with ministries and key decision makers, partnerships with the private sector and leverage funding experience.

Figure 2: Project's Theory of Change



56. While sharing common features with a TOC, the project impact pathway does not make explicit strategies and causal assumptions by which the outputs will lead to outcomes and primary impacts. It shows a partial listing of inputs, outputs, outcomes, primary impacts and secondary impacts connected by an arrow and as such is not particularly insightful or useful.

57. Overall, the TOC establishes credible impacts at different levels (intermediate, near term and long term). Nevertheless, it is oversimplified and the project impact pathway does not make explicit strategies and causal assumptions by which the outputs will lead to outcomes and intermediate impacts. In fact, the graph only reflects three outcomes while there are six in the logical framework. The TOC would have benefited from the identification of additional intermediate results and success factors (even if a direct project contribution was not expected) to communicate more clearly the causal thinking behind the project design and implementation, e.g., by further analyzing the pre-conditions for up-scaling access to climate finance and private sector engagement.

58. Although the project adopted an on-demand approach to identify concrete actions in the countries, a more robust TOC could have identified causal linkages between national, regional and global levels. This could have been done by elaborating sub-TOC

and learning loops to demonstrate the plausibility of intermediate states at different levels (e.g., interdependencies or expected contributions of in-country actions and regional policy dialogue).

V. REVIEW FINDINGS

59. This section is organized according to the review criteria and provides a summative analysis of all relevant triangulated data incorporating indicative evidence as appropriate. Ratings are provided at the end of the assessment of each review criterion and the complete ratings table is included under the conclusions section.²⁴

A. Strategic Relevance

Alignment to UNEP and donor's Strategic Priorities

60. EUROCLIMA+ is implemented by agencies of EU Member States and the UN, including UNEP. UNEP comparative advantage on climate change lies in its broad role regarding environmental issues within the UN system, including linking the science of climate change to policy in a manner that makes it distinctive. As the leading authority on environmental issues, UNEP counts with specific expertise, experience and technical capacities to support countries and accelerate regional action in the sector. UNEP's climate work in the region focuses on strengthening the capacities of countries to ensure the effective implementation of the goals of the Paris Agreement on Climate Change. Activities are mainly directed to promoting action on adaptation planning, access to finance, climate technology deployment, transparency, electric mobility, sustainable energy and policy dialogue.
61. LACO works closely with the 33 countries of the region and its activities are integrated into the Medium-Term Strategy and Programme of Work approved by the United Nations Environment Assembly (UNEA). The project was fully aligned with UNEP's Climate Change Subprogramme by enabling Latin American countries to increasingly make the transition to low-emission economic development and enhance their adaptation and resilience to climate change.²⁵ The project supported three concrete outputs: 1.2 "Technical support provided to countries to implement Ecosystem-based Adaptation demonstrations and integrate them into national development plans", 4.1 "Technical support provided to countries to implement and scale up energy efficiency projects", and 5.2 "Technical support provided to countries and institutions to access or mobilize climate finance".
62. As mentioned above, EUROCLIMA+ is the EU flagship cooperation programme on environmental sustainability and climate change in the region. UNEP's participation contributed to further strengthen the coherence and alignment of the programme with the regional priorities. The activities and sub-projects contributed to enhance the cooperation on climate-resilient development policies, strategies and actions between the EU and CELAC, including an improved use of financial mechanisms in the region.

²⁴ Most criteria were rated on a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Two additional criteria were rated using the following scales:

- Sustainability and Likelihood of Impact: Highly Likely (HL); Likely (L); Moderately Likely (ML); Moderately Unlikely (MU); Unlikely (U); Highly Unlikely (HU).
- Nature of External Context: Highly Favourable (HF); Favourable (F); Moderately Favourable (MF); Moderately Unfavourable (MU); Unfavourable (U); Highly Unfavourable (HU).

See a detailed description of the evaluation criteria and ratings description and weighting at: <https://www.unep.org/fr/node/16883>

²⁵ As guided by the UNEP Medium-Term Strategy (MTS) for the period 2018-21, UNEP helped countries address the challenge of climate change by enhancing resilience to its adverse impacts, reducing greenhouse gas (GHG) emissions by supporting energy efficiency and seizing new investment opportunities that reduce emissions.

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

63. The project contributed to the achievement of the UN Sustainable Development Goals 11 (Make Cities Resilient), 13 (Climate Action), and 15 (Sustainable Use of Terrestrial Ecosystems). Although not mentioned in the project documents, it also supported SDG 17 on strengthening the means of implementation and revitalize the global partnership for sustainable development. Reflecting the fact that no single sector in society can deliver the complexities of sustainable development alone, multi-stakeholder partnerships have become increasingly common after the adoption of the Agenda 2030 in 2015. While these partnerships cannot substitute for government responsibilities and commitments, they are instrumental in the implementation of the outcomes of UN conferences and summits.
64. The project contributed to the long-term implementation of the Paris Agreement and the United Nations Framework Convention on Climate Change (UNFCCC) by focusing on the priorities in the Latin America's NDCs, including promoting (i) regional policy dialogue and cooperation as well as (ii) mitigation, adaptation and climate finance actions in the two key strategic sectors for low-emission and climate-resilient development and the successful implementation of NDCs (EM and EbA).
65. The Forum of Ministers of Environment of LAC and related meetings was the main entry point to promote policy dialogue and exchange of information to advance climate change action.²⁶ The Forum allowed to connect the regional and global environmental agendas as it serves as the regional gathering for discussion and preparation of consolidated views and inputs from Latin America and the Caribbean to UNEA (Resolution 2/2), and the Forum of the LAC Countries on Sustainable Development.
66. The relevance of a regional approach has been recognized by LAC countries and evidenced in the discussions and decisions adopted in specialized technical events and high-level ministerial forums. In the 20th meeting, the Forum (2016) highlighted the need to focus on concrete actions and cooperation also stressing the common responsibility and challenges that the Ministers of Environment are facing in their countries and the region. During its 21st meeting (2018), the Forum mandated governments to promote development, regional collaboration and information exchange on national/regional strategies, as well as the formulation of public policy instruments on innovation, clean technologies and sustainable urban transport and mobility.²⁷
67. EM is recognized as a key solution to mitigating transport's emissions and air pollution. LAC region has favorable conditions to advance deployment of EM technology, inter alia it's the high renewable-based installed capacity to generate electricity; the high

²⁶ Established in 1982, the Forum of Ministers of Environment of Latin America and the Caribbean is the region's longest standing and most important space for political dialogue and collaboration on environmental matters. The Forum is composed of the 33 Ministers of Environment of the LAC region or their designated representatives. The main role of the Forum is to provide a space for the Governments of the region to set the priorities for environmental action and to collaborate in the implementation of programmes, projects and approaches to address those priorities. For further details see: <https://www.unep.org/environmentassembly/forum-ministers-environment-latin-america-and-caribbean>

²⁷ In the XXI Meeting of the Forum of Ministers (2018), one of the areas that emerged as one of the most tangible in relation to regional cooperation on decarbonization and climate change is clean transport and EM. This agenda makes it possible to put the great technological advance at the service of decarbonization and the quality of life of the population with an emphasis on the modernization of public transport services. At the same time, cooperation in the field of clean, low-emission technologies for transport creates a natural link with innovation, which is one of the pillars of the fourth United Nations Environment Assembly.

percentage of use of public transport buses and the specific weight of the transport sub-sector in the generation of GHG, which has resulted in many countries having prioritized the transport sector in their NDCs. According to the EUROCLIMA-UNEP study “Movilidad Electrica: Oportunidades para Latinoamerica” (2016), transport is among the top mitigation priorities in the region having been prioritized by 11 out of 18 countries in their NDCs.²⁸

68. Similarly, most Latin American country decision-makers support recognition of (i) the services that ecosystems play to adapt to climate change, reducing costs to the economy while at the same time making ecosystems more resilient for future generations as well as (ii) the need to create the enabling frameworks which mainstream EbA measures and increase the implementation of successful examples so that the approach becomes the norm in the region.
69. At national level, the EU funding was “softly earmarked” which allowed the project to work on demand upon country requests. This flexibility contributed to operationalize the Forum’s decisions and strengthen UNEP’s mandate as its Secretariat. It also allowed to adapt the actions to the different national contexts implementing mitigation, adaptation and climate finance actions in the two key strategic sectors (EM and EbA) in partnership with national governments, private sector, civil society organizations and international organizations (stakeholder participation was promoted at all levels).

Rating for Strategic Relevance: Highly Satisfactory [HS]

B. Quality of Project Design

70. The project was implemented in a favourable operation context and the overall quality of the project design was satisfactory with most aspects considered highly satisfactory (4), satisfactory (3) or moderately satisfactory (4) and only one rated as moderately unsatisfactory (risk identification and social safeguards).

Table 3. Summary of the project design quality

SECTION	RATING
Operating Context	Favourably
Project Preparation	Satisfactory
Strategic Relevance	Highly Satisfactory
Intended Results and Causality	Moderately Satisfactory
Logical Framework and Monitoring	Moderately Satisfactory
Governance and Supervision Arrangements	Satisfactory
Partnerships	Highly Satisfactory
Learning, Communication and Outreach	Highly Satisfactory
Financial Planning / Budgeting	Moderately Satisfactory
Efficiency	Highly Satisfactory
Risk identification and Social Safeguards	Moderately Unsatisfactory
Sustainability / Replication and Catalytic Effects	Highly Satisfactory
Identified Project Design Weaknesses/Gaps	Moderately Satisfactory

²⁸ Report available at: <https://wedocs.unep.org/handle/20.500.11822/26304>

TOTAL**Satisfactory**

71. The ProDoc presented a clear and adequate analysis of the pre-project situation and main problems to be addressed. Key stakeholders were also identified, including their role and interest in the project. As mentioned above, the ProDoc clearly identified the project's relevance and its alignment with the regional, sub-regional and national environmental priorities as well as with the programmes of work of UNEP, GEF, EU and other implementing agencies.
72. An under-ambitious resource mobilization strategy was envisaged at design which led to three addenda to increase the initial duration from 36 to 54 months. Minor flaws in the design and preparation included: (i) lack of consideration of issues related to gender/women, minority/vulnerable groups, indigenous peoples or respect to human rights; (ii) vagueness in some of the assumed causal pathways (see Section IV); and (iii) feeble identification of potential risks. These gaps were partly explained by the broad scope of the project and its on-demand approach. Most of them were effectively addressed during implementation. See further details and analysis on each sub-criteria (section) under the relevant sub-headings in this section and in Annex VI.

Rating for Project Design: Satisfactory [S]**C. Nature of the External Context**

73. The challenges that justified the project did not change much during implementation. It is broadly recognized that the world continues to face a twin challenge: expanding economic opportunities for all in the context of a growing global population; and addressing environmental pressures that, if left unaddressed, could undermine our ability to seize these opportunities (OECD). Despite some natural disasters and political upheaval in the region, the external operating context remained in general favourable during project implementation.
74. If anything, the deteriorating global environment and the need to accelerate socio-economic development increased the project's relevance. In addition, the opportunities to exploit synergies probably increased as many stakeholders strengthened their efforts to turn climate and environmental challenges into opportunities and make the transition just and inclusive for all. For example, the EU presented the European Green Deal at the end of 2019 and its Investment Plan in January 2020.²⁹
75. The COVID-19 pandemic offset the efforts to implement the SDGs and threatening to undo the achievements already made in many areas³⁰ and it was the most significant negative external event faced by the project (e.g., restrictions, priority changes, etc.) During the interviews, most stakeholders confirmed that UNEP provided a quick and effective response to the particularly challenging operational environment and the project performance was not negatively affected.

Rating for Nature of the external context: Favourable [F]

²⁹ Mobilising at least EUR 1 trillion of sustainable investments over the next decade.

³⁰ <https://www.un.org/sites/un2.un.org/files/desa-highlights-report-2019-2020-final.pdf>

D. Effectiveness

Availability of Outputs

76. As mentioned in the previous section, the project was expected to deliver five main outputs related to providing support to policy dialogue (Output 1.1), guidelines and strategies (Output 2.1), technology transfer and learning exchanges (Output 2.2), studies and workshops (Output 2.3) and conceptualization of an adaptation project.
77. The 17 output indicators were tracked during implementation and according to the progress reports, most of them were achieved. This was confirmed during the interviews with most stakeholders pointing out the high quality and timeliness of the activities implemented and outputs delivered such as regional meetings, webinars, guidelines, technical/policy advice (e.g., strategies), studies, methodologies, learning exchanges, regional outlooks (publications), country analysis, etc.

Achievement of Project Outcomes and Likelihood of Impact

78. All six indicators at outcome level were also reported as achieved. Although some of these indicators are not sufficient to track the achievement of the outcomes (focus on activity implementation or output delivery), the interviews confirmed that most stakeholders considered that the planned outcomes were achieved at both national and regional level:
 - Regional/national policy dialogues were launched on EM, EbA and other key climate change innovation sectors (Outcome 1.a), including increased capacities and further empowerment of decision-makers and/or legislators (Outcome 1.b).
 - EM and EbA policy and regulatory frameworks were strengthened in several countries (Outcome 2.a) which in turn contributed to creating the conditions for an accelerated deployment of climate technologies in EbA and EM (Outcome 2.b).
 - Climate finance was leveraged for strategic projects supporting the implementation of the LA countries' NDCs (Outcome 3.a and Outcome 3.b).

Component 1

79. There was consensus among interviewees that the project facilitated policy dialogue on climate change innovation. As mentioned above, the main entry point were the meetings of the Forum of Ministers but also other important for a such as NAP EXPO, Andean Mountains Initiative (AIM), PRECOP25, UNEA4, Parlatino, etc. Although not attributable to the project exclusively, these strengthened policy dialogues resulted for example in a proposal for a governance structure and consolidation of the AMI's Regional Coordination Mechanism or the first global resolution on sustainable mobility in UNEA4.
80. For example, the project focused on developing public policy instruments to create favourable conditions for clean transport and EM as one of the major areas of regional cooperation. Although this area of work was mainly domestic, and each country defined its own approach according to its reality, there were benefits in terms of regional learning between countries that advanced at very different rates. There were countries that already had a first version of the national strategy (e.g., Chile), others had them in an advanced stage (e.g., Colombia, Costa Rica and Mexico), others were starting (e.g., Argentina and Panama) and others had not started yet. The project made use of the valuable opportunity offered by the different degrees of progress to promote regional

dialogues in which some countries shared technical inputs with others (e.g., to create the basis for legislation and infrastructure for EM).³¹

81. The interviews confirmed that most stakeholders (if not all) thought that the project contributed to empower and increase the capacities of decision-makers and legislators through concrete targeted activities such as:

- Capacity development events (e.g., regional technical workshop on clean transport and EM; thematic event on infrastructure, cities and global action; webinars in the framework of the CityAdapt initiative; exchanges of relevant experiences on different aspects of developing and sustaining climate change long term strategies; etc.) and platforms (e.g., with the aim of accelerating EM in the region, UNEP launched MOVE, a regional platform that provides capacity building to a network of more than 600 members, with a focus on public sector technical officers;³² similarly, a community of practice was supported under the AIM during 2022, including 4-6 webinars, a resource repository, 200+ participants, etc.)
- Guidelines and advice (e.g., practical guide for the development of a national EM strategy; Identification of regional priority areas under the AMI's Strategic Agenda on Climate Change Adaptation; support to the national mobility strategies of Argentina, Panama and Colombia; study on climate finance in cities; roadmap to establish a regional vision for Sustainable Cities; identification of platforms/systems and review of national to strengthen transparency schemes and comply with the ETF's MPGs; practical guide for the introduction, scale-up and replication of electric buses in LAC; methodology for the evaluation of the economic, environmental and social benefits derived from the implementation of public policies on electric mobility and piloting of the methodology in 5 cities, etc.)
- Regional outlook (e.g., Progress Reports on the State of Electric Mobility in LAC; Publication of the Zero Carbon Report Latin America, etc.)

82. For example, a regional workshop on EM legislation was held in Buenos Aires (May 2018), with the participation of members of the parliament from nine countries (Argentina, Chile, Colombia, Costa Rica, Ecuador, Mexico, Paraguay, Peru, and Uruguay) to exchange lessons learned and knowledge in terms of policies related to the promotion and regulation of EM. Representatives from private sector (from the

³¹ In line with the decisions and outcomes of the XXI Meeting of the Dialogue of Ministers of Environment, Costa Rica and Argentina organized a high-level regional dialogue to promote regional cooperation on EM. The regional dialogue was supported by 13 countries (Argentina, Barbados, Bolivia, Chile, Costa Rica, Colombia, El Salvador, Guatemala, Granada, Honduras, Mexico, Saint Lucia and Uruguay) that affirmed their willingness to cooperate in the following fields:

- Learning with respect to the strategies and regulatory frameworks of electric mobility with emphasis on urban public transport and low emission and resilient development of the countries
- Financial instruments and/or business models that promote electric mobility.
- Creation of capacities and exchange of knowledge and information for the public and private sector, society, users and academia, among others.
- Collaboration for pilot projects in countries or cities.
- Explore synergies and opportunities in areas such as public health and the creation of innovative industries and decent work, such as recharging and digital services related to electric mobility.

For more information refer to "UN Environment (2018) Electric Mobility: Developments in Latin America and the Caribbean and Opportunities for Regional Collaboration" available at: <http://movelatam.org/wp-content/uploads/2019/01/MOVE-2018-Regional-report-electric-mobility.pdf>

³² MOVE also provide technical assistance and climate resource mobilization. This has resulted in the formulation and implementation of technical assistance projects focused on electric buses in Costa Rica, as well as support to Colombia, Panama and Argentina in the formulation of their national EM strategies. In terms of knowledge creation, MOVE publishes an annual status report focused on the advancement of electric mobility in LAC. Furthermore, MOVE has led the formulation of technical studies which link electric mobility and air quality in cities. For further details, visit: www.movelatam.org

automotive industry and electric utilities), as well as international research institutions, also participated. As an outcome of this event, a Latin American group of Legislators for the Promotion of EM was formed.³³

83. Similarly, the project supported a working session within the technical workshop on EM and clean transportation organized in Costa Rica by the Ministry of Environment and Energy of Costa Rica and the Ministry of Environment and Sustainable Development of Argentina (August 2018). The event allowed 12 countries from the region discussing the strategic importance of clean transport and EM, identifying opportunities for regional collaboration, disseminating progress and good practices, identifying common challenges, etc.
84. The support provided to developing climate change long term strategies in the region included mainstreaming gender through an integrated regional dialogue between the countries involved in the project that included the gender and climate change focal points, as well as leaders responsible for the development of the strategies of the respective countries. Specific activities to support this regional dialogue included (i) the identification, systematization and dissemination of best practices, needs and opportunities as well as (ii) developing a gender mainstreaming tool and plan.³⁴

Component 2

85. The project contribution to strengthening policies and regulatory frameworks related to EM and EbA was well documented and fully confirmed during the interviews. In this sense, the project allowed the best policy advice to emerge by providing an open and neutral space for experts and institutions in the public and private sectors to find common ground on EM and EbA. This support contributed to the development of EM laws/strategies in at least nine countries, including five already approved (Panama, Colombia, Argentina, Paraguay and Mexico) and four at different stages of development (Nicaragua, Guatemala, Honduras and El Salvador). The project provided further support for incentive laws and technical guidelines/standards in various countries (e.g., charging stations, parking lots, etc.)
86. For example, the project provided support to the study on the impact of the national energy transition agenda as an engine of economic reactivation in Panama (published in April 2021). The study assessed how the five strategies that are part of the energy transition agenda (EM, universal access to energy, distributed generation and innovation of the national interconnected system) could serve as facilitators of employment generation, health improvement, increased GDP, etc. UNEP supported an innovative approach by using a global economic model. The study served as the basis for each of the public policy interventions and plans developed since then. It was for example cited not only in the strategies related to the use of electricity but also of green hydrogen (launched April 2023).
87. The national strategies, incentive laws, technical guidelines and standards were/are obviously crucial to create the conditions for an accelerated deployment of climate technologies in EbA and EM. For example, only 0.25 megawatts/month of distributed solar generation were installed in Panama before 2019. It grew to 0.7

³³ For more information, visit: <https://movelatam.org/legisladores-de-america-latina-debaten-politicas-publicas-en-favor-de-la-movilidad-electrica-en-la-region/>

³⁴ The dialogue aims to create a communication channel between countries that have made progress in including gender in the NDCs so that opportunities to incorporate gender into Long-Term Climate Strategies can be identified. The dialogue offers a forum to exchange ideas, discuss challenges and explore solutions related to achieving gender inclusion in climate strategies in the region.

megabytes/month with the publication of the market analysis and to 1 megabytes/month with the approval of the strategy and training/information to key actors. As mentioned above, the TOC and logical framework is a bit confusing about the expected contribution of the project in this area. Nevertheless, the project contribution was acknowledged in terms of pilot/demonstration projects, gaining support from policymakers and raising overall awareness.

88. For example, project contributed to size the solar energy generation market (commercial and residential) in Panama and Colombia and create a financial mechanism through local banks (Generacion Sole program). The interviews confirmed the high appreciation by government entities, Panamanian Chamber of Solar Energy and banks. As put by an interviewee, they had never seen the level of commitment and interaction with national banks, more than 80 risk analysts from 16 banks were trained. The number of banks financing solar projects increased from only one when the project started (mainly farms) to currently six (out of the 16 capacitated).
89. Pilot projects were implemented in several countries. For example, in Guatemala with technical assistance from the Ministry of Environment and National Resources (e.g., light-cargo electric fleets, electric bicycles for the National Civil Police and electric three-wheeler in Chimaltenango) or in Uruguay under the National Urban Mobility Policy project (to develop strategic lines for a more sustainable urban mobility in the country, as well as to improve capacities for mobility planning in cities with an emphasis on EM).
90. In terms of gaining support from policymakers, the project contributed to (i) creation of the regional network of legislators for EM, (ii) adoption of the Strategic Agenda on Climate Change Adaptation in the Andes (including EbA and water resources as regional priority areas), and (iii) establishment of the Latin American Association for Sustainable Mobility (ALAMOS), composed of EM associations from 10 countries.
91. The project also contributed to strengthen the conditions by raising awareness on climate technologies in EbA and EM (e.g., MECOMPROMETO campaign and Central American electric vehicle ride). The ride covered more than 1,800 km from Guatemala City to Panama City (4-11 November 2022) and showcased the advances in EM in Central America demonstrating the existence of cross-border infrastructure for deploying the technology.³⁵

Component 3

92. The project was very successful at implementing activities to increase access to climate finance in key initiatives to support the NDCs. With an estimated investment of approximately USD 144,000 as seed “seed capital” (e.g., developing concept noted), the project leveraged over USD 12 million in 13 approved projects (13). In addition, the concept note has been approved for five project with a total value of USD 50 million and four more are under development for a total value of over USD 137 million.

Table 4: Estimated funds leveraged by the project (in USD)

	Leveraged funds	Used resources
Approved projects	12,342,502	97,000

³⁵ More than 70 chargers were inaugurated, allowing electric vehicles to travel this route independently. The allies that made the event possible are the Central American Bank for Economic Integration (CABEI), European Union, German Government through KfW, through its Green MSMEs Initiative; BAC, ENEL X Way, Evergo, and Uber. This activity mobilized the private sector to install public electric vehicle chargers and was a communication campaign directed to citizens to get to know the technology better. The activity was co-funded by the GCF readiness project and EUROCLIMA+.

Hard pipeline (concept note approved)	49,669,833	27,000
Soft pipeline (under development)	75,400,000	20,000
TOTAL	137,412,335	144,000

93. The funds were attracted from different donors and mechanisms such as the Green Climate Fund (GCF), Global Environment Facility (GEF), Adaptation Fund (AF), NDC Partnership, etc. The projects address different thematic areas (e.g., EM, urban EbA, financial flows/taxonomies, green recovery, green energy, transparency, participatory processes, etc.) and have different geographical coverage (national, sub-regional or regional). For further details on these projects, see Annex VII.

94. Unsuccessfully, a concept note was developed to get support for a project to promote EM in public transport in Panama from the LAIF. Rather than a gap in the project's effectiveness, this demonstrates a design flaw. Although specifically mentioned under Outcome 3.a, UNEP does not seem to bring significant added value to mobilize funds from LAIF compared with other mechanisms as demonstrated above.

95. For further details on likelihood of impact, see also Section H.

Rating for Effectiveness: Highly Satisfactory [HS]

E. Financial Management

96. Financial management and procurement under the project adhered to UNEP's regulations, rules, policies and procedures, as well as its programme manual. The project also complied with the requirements and systems put in place by the donor (such as reporting in EUCLIDES – the dedicated platform managed by the PS). The donor and the PS allowed flexibility in the format to provide the financial information.

97. Therefore, the project regularly made available complete financial information in line with UMOJA's requests. The PS reported financial information to the SC as planned but, as all implementing agencies provided the financial information according to their own internal procedures, grouping the information into components such as activities and outputs was complicated and mostly aggregated information was available.

98. As confirmed during the interviews, the communication between finance and project management staff was smooth, including awareness of the project's financial status, status of disbursements. The Fund Management Officer and Project Manager collaborated in the preparation of financial and progress reports and to address any financial management issues. All project reports were accepted by donors.

Table 5: Financial Management

Financial management components:		Rating
1. Adherence to UNEP's policies and procedures:		HS
Any evidence that indicates shortcomings in the project's adherence to UNEP or donor policies, procedures or rules		No
2. Completeness of project financial information:		HS
Provision of key documents to the reviewer (based on the responses to A-H)		Yes
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes

B.	Revisions to the budget	No
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes
D.	Proof of fund transfers	N/A
E.	Proof of co-financing (cash and in-kind)	N/A
F.	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	Yes
G.	Copies of any completed audits and management responses (<i>where applicable</i>)	N/A
H.	Any other financial information that was required for this project (list):	N/A
3. Communication between finance and project management staff		HS
Project Manager and/or Task Manager's level of awareness of the project's financial status.		HS
Fund Management Officer's knowledge of project progress/status when disbursements are done.		HS
Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.		HS
Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.		HS
Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the review process		HS
Overall rating		HS

99. The total cost of the project was EUR 1,630,500 distributed among five outputs, namely (1) policy dialogues, (2) strategies and policies, (3) access to finance, (4) staff, and (5) evaluation. As of January 2022, the project expenses accounted for over 97% of the available budget (consumable). The distribution of the budget per output was in line with the initial plan and almost 80% of the total funds were used to deliver the three substantive outputs.

Table 6: Project's expenditure per output

	Estimated cost (at design)	Actual cost (expenditure)	Expenditure ratio (actual/planned)
Output 1. <i>At least 3 policy dialogues with decision makers and/or legislators organized in the framework of the Forum of LAC Ministers or related meetings</i>	31%	33%	106%
Output 2. <i>At least 3 strategies, policies, norms, bills, standards or guidelines developed on any of the 2 climate sectors</i>	42%	36%	86%
Output 3. <i>At least 3 projects designed scaling up access to climate finance with the participation of the private sector</i>	9%	8%	89%
Output 4. <i>Staff costs</i>	18%	21%	117%
Output 5. <i>Evaluation costs</i>	2%	2%	100%

100. Most of the funds were allocated to personnel/consultancies (over 47%) and transfers/grants to implementing partners (29%). As foreseen, the project was financed by the EU (92%)³⁶ and UNEP (8%). An addendum signed in November 2020 slightly modified the amounts under each budget line but the total cost remained the same.

³⁶ According to the EU funding decision, the global EUROCLIMA+ programme (EUR 40 million) was implemented by selected EU MSAs (EUR 37 million) and two UN Organizations, namely ECLAC and UNEP (EUR 1.5 million each).

Table 7: Project budget and funding sources (in EUR)

	Total cost (original)			Total cost (after the addendum of November 2020)
	EU contribution	UNEP contribution	Total cost	
Personnel and consultancies	660,000	85,500	745,500	762,526
Contractual services	49,569	0	49,569	50,097
Operational & other direct costs (evaluation)	30,000	0	30,000	36,593
Equipment, vehicles and furniture	5,000	0	5,000	4,702
Implementing partner transfer / grant	430,000	28,250	458,250	466,416
Travel	227,300	16,750	244,050	212,035
Subtotal	1,401,869	130,500	1,532,369	1,532,369
UN Project Service Cost (7%)	98,131	0	98,131	98,131
TOTAL	1,500,000	130,500	1,630,500	1,630,500

Rating for Financial Management: Highly Satisfactory [HS]

F. Efficiency

101. The project put in place a comprehensive, clear and appropriate governance and supervision model, including a PSC, NFPs, PMC and PS. This organizational structure was given by the overall EUROCLIMA+ broad programme and seems coherent with the complexities of coordinating activities with 18 countries, several EU MSAs, the European Commission, UNEP and ECLAC. On the other hand, it required additional efforts from the project staff in terms of communication and coordination that at times were overwhelming requirements in relation to UNEP's role (UNEP managed less than 1% of the total funds committed by EUROCLIMA+ during the implementation period). See Section G for further details.

102. The project efficiency increased as a result of effective efforts to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives. In this sense, the project benefited from UNEP's role as the permanent Secretariat to the Forum and its different bodies. Regional policy dialogue and exchange of information to advance climate change action were promoted using the platform provided by the Forum and related meetings.

103. The policy dialogue took place in the form of the bi-yearly meeting of the Forum as well as in the intersessional meetings and other spaces such as meetings of the regional climate change platform (established by the Forum). The contents of the dialogues and cooperation efforts focus on the two pre-defined priority sectors (EM and EbA) but also included other relevant areas for climate change as requested by the member countries. This was the main entry point to (i) ensure political buy-in for the development of policies, legislation and other regulatory tools allowed and (ii) connect the regional and global environmental agendas.³⁷

104. During the interviews, most stakeholders agreed that the project contributed to Strengthen sector coordination beyond the project activities. This included

³⁷ The Forum serves as the regional gathering for discussion and preparation of consolidated views and inputs from Latin America and the Caribbean to the United Nations Environment Assembly (UNEA Resolution 2/2), and the Forum of the Countries of Latin America and the Caribbean on Sustainable Development.

strengthened coordination with the agencies responsible to implement the overall programme's Horizontal Component. For example, synergies were exploited between (i) the Gender Network of the Forum of Ministers (led by UNEP) and the gender activities under the Horizontal Component (led by FIIAPP); (ii) UNEP's MOVE platform and the ME activities under the Horizontal Component (led by GIZ); etc. Among other things, strengthened cooperation and access to large networks/platforms allowed to disseminate lessons and results throughout broader audiences (e.g., communities of practices proved to be effective mechanisms appreciated by most stakeholders).

105. In most cases, UNEP was involved in the inception part of the work, supervised the process and gave approval to the final products developed by the executing partners. In other cases, UNEP worked together with the partners in the technical development of the products. The need to extend the project duration by 50% (duration increased from 36 to 54 months after three no-cost extensions) seems to indicate that the outcomes were not realistic with respect to the timeframe and scale of the intervention (under-ambitious resource mobilization strategy). Such extensions represented an increase in unstated costs to UNEP as management or project support costs were not increased.
106. Other factors that were mentioned during the interviews as contributors to some delays and inefficiencies included (i) the COVID-19 pandemic and related restrictions, (ii) a complex governance and institutional arrangements that responded to the much larger overall EUROCLIMA+ programme, and (iii) steep learning curve to reach a smooth communication (among implementing agencies, participating countries and consultants/experts) mainly due to the large number of actors involved and lack of responsiveness of some of them (e.g., more than six months were needed to reach an agreement on the budget and working plan).

Rating for Efficiency:	Satisfactory [S]
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G. Monitoring and Reporting

107. The project had two lines of reporting (PIMS and EUCLIDES). Despite some challenges mentioned above, the monitoring system was operational and both UNEP's and the donor's reporting commitments were overall fulfilled.
108. Since 2018, the project reported every semester to the donor through narrative reports. Since 2019, the EU introduced the EUCLIDES system, a tailor-made online tool where all implementing agencies reported progress based on the approved Programme consolidated logic framework. The project team elaborated annual (technical and financial) and half-year (technical) reports as well as short quarterly updates (Q1 and Q3 as well as Q2 and Q4 in case the annual or half-year reports are delayed). Special short reports were also produced in the run-up to PSC meetings.
109. The monitoring system facilitated the timely tracking of results and progress towards the objectives. The interviews confirmed the high quality of the project reporting (referred to as "very eloquent" by some interviewees). Nevertheless, representation and participation of disaggregated groups was not systematically tracked as the indicators were not disaggregated by gender, marginalization or vulnerability (e.g., those living with disabilities).
110. In addition, the project did not report in PIMS until late in the implementation as the donor reporting was highly demanding with numerous activities, stakeholders and teams involved in the reporting (mitigation, adaptation, transparency and

communication). At the beginning of implementation, the team struggled with numerous inter-agency coordination calls (usually scheduled at European time) and to respond to short-notice requests to provide quality comments on numerous documents. The situation improved after general coordination and communication improvements and an enlarged team, including a dedicated representative in the PS.

111. In line with the size of the project and UNEP's procedures, the project did not benefit from a Mid-Term Review. The resources allocated for the TR were limited for such as complex initiative (e.g., country missions were not envisaged).

Rating for Monitoring and Reporting:	Satisfactory [S]
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H. Sustainability

112. A crucial factor that contributed to strengthen the project's sustainability was the effective partnership strategy both internal (with the other implementing agencies) and external (with beneficiary countries and other entities). In general, the interviews confirmed that most stakeholders thought that EUROCLIMA strengthened the cooperation/coordination among agencies working in the region. Nevertheless, some believed that this cooperation has been sub-optimal and much more could have been done (e.g., in the framework of the elaboration of the EM strategies, AMI's Strategic Agenda on Climate Change Adaptation, elaboration of long-term strategies, etc.)

113. Regarding internal partnerships and recognizing the limited resources implemented by UNEP, the project made effective efforts to build on its results and implement follow-up actions. For example, UNEP has already signed additional agreements with the EU to implement new projects under EUROCLIMA+. This alone confirms the donor satisfaction with the results as well as UNEP's added value in terms of trusted institution and linkages with the regional dimension. Other examples of partnerships included:

- EM triangular cooperation in Honduras (PROMOVEHR) under which UNEP will contribute to developing the National EM Strategy and establishing linkages with regional experts.
- Information management and participation in joint communication and dissemination events under the Platform for Sustainable Urban Mobility in Latin America (MobiliseYourCity/EUROCLIMA+), including for example LinkedIn and Twitter spaces or participating in events within the COP27.³⁸
- Strategic partnership with H2LAC-GIZ under which UNEP will be part of the management team.³⁹
- Exchange of information and advice with AFD for obtaining GCF resources.

³⁸ See for example: <https://www.linkedin.com/groups/12571056>

³⁹ H2LAC is a collaborative platform to promote the development of green hydrogen and its derivatives in the LAC region in order to promote its production, use and export. It was created in 2020 by the GIZ together with the WB, ECLAC and Euroclima+. For further details, visit: <https://h2lac.org>

- Collaboration with the European Investment Bank to identify needs, opportunities and potential partners (commercial banks) to finance solar panels in Panama (project SOLE).⁴⁰
- Moderated by the PS and with the participation of the EUROCLIMA+ implementing agencies, the community of practice on gender was created at the end of 2021 to discuss state of art and annual work plans with activities in all countries.

114. As mentioned, most of the actions implemented by the project were on demand and ratified at the highest level (e.g., Forum of Ministers) which ensured high country and institutional commitment. The ownership of the project's activities and results by the beneficiaries was extensively evidenced through bilateral and multilateral communications among countries and further confirmed during the interviews. UNEP and the project put in place an effective strategy to strengthen key factors for sustainability, including:

- Full cooperation with key stakeholders on planning implementation.
- Provision of tailored technical assistance and knowledge products in response to specific needs of decision makers, legislators, planners and technical institutions.
- Facilitating countries' follow-up actions, including keeping the momentum after elections and changes in governments.
- Implementation of "seed projects" to amplify the project's actions and results.

115. The project highly prioritized regional cooperation by fully aligning with the regional institutionality which ensured beneficiary's buy-in and south-south cooperation. For example, some of the less advanced countries in terms of EM benefited from the experience of the most advanced ones under the initiative. During the interviews, some stakeholders highlighted that there was room to strengthen operationalization at the country level.

116. The role of public policy to create favorable conditions must be complemented with efforts to add other stakeholders beyond the ministries of the environment (e.g., to promote clean transport and EM). During the interviews, some stakeholders highlighted that the role of the NFPs was not sufficient to involve effectively and systematically other key stakeholders such as government institutions or the private sector. There are already experiences in the region that can be replicated (e.g., working groups and national tables in Chile and Colombia bring together decisionmakers as well as technical experts from ministries and companies in matters of automotive technologies, charging infrastructure and electricity markets).

117. For example, many vehicle companies (cars, buses and taxis) had already begun their insertion in the electric market and there was a risk of having government strategies, on the one hand, and companies, on the other, which could slow down the advance of these technologies (e.g., incompatible charging infrastructure). Therefore, it was essential to cooperate around ideas and create a dialogue between key actors. In this sense, the project carried out inter-operability baseline studies and established a group of 20 countries that shared knowledge through regular meetings (five until now in collaboration with OLADE). Some countries were already making decisions based on the recommendations and guidance provided.

⁴⁰ Concept note developed to build an enabling environment that catalyses private investments towards the incipient distributed solar PV market in Colombia and Panama.

Rating for Sustainability: Highly Satisfactory [HS]

VI. CONCLUSIONS AND RECOMMENDATIONS

A. Conclusions

118. The project was fully aligned with UNEP's strategic priorities climate work in the region with focus on the priorities in the Latin America's NDCs and strengthening the countries' capacities to ensure the effective implementation of the goals of the Paris Agreement and UNFCCC, i.e., increasingly make the transition to low-emission economic development and enhance their adaptation and resilience to climate change.
119. By focusing on the priorities in the Latin America's NDCs (i.e., regional policy dialogue and cooperation as well as mitigation, adaptation and climate finance actions in two key strategic sectors for low-emission and climate-resilient development such as EM and EbA), UNEP's interventions within the EUROCLIMA+ programme responded to the regional and countries priorities and needs.
120. The project clearly prioritised a regional approach in line with decisions adopted by LAC countries in specialized technical events and high-level ministerial forums. This allowed UNEP to also to promote south-south cooperation in the two selected sectors.
121. Furthermore, UNEP's reputation and role (e.g., as the Secretariat of the Forum of Ministers of Environment of LAC) was a key comparative advantage that allowed the project to be fully aligned with the regional institutionality and connect the regional and global environmental agendas.
122. The "softly earmarked" funds at national level allowed the UNEP and the project to work on demand upon country requests. This flexibility contributed to operationalize the Forum's decisions and adapt the actions to the different national contexts and government agendas.
123. As a result of all the above, the project and UNEP participation contributed to strengthen the relationship between the EU and LAC countries, including the relevance of the flagship cooperation programme on environmental sustainability and climate change in the region.
124. The project was implemented in a favourable operation context and, despite some gaps (e.g., lack of consideration of issues related to gender/women or minority/vulnerable groups in the logical framework), the overall quality of the design was satisfactory. Despite some delays partly due to an under-ambitious resource mobilization strategy, the project delivered most of the planned outputs with high quality.
125. Similarly, the project achieved the planned outcomes at both national and regional level (despite some unclarity in the TOC):
- Regional/national policy dialogues were launched on EM, EbA and other key climate change innovation sectors (Outcome 1.a), including increased capacities and further empowerment of decision-makers and/or legislators (Outcome 1.b).
 - EM and EbA policy and regulatory frameworks were strengthened in several countries (Outcome 2.a) which in turn contributed to creating the conditions for an accelerated deployment of climate technologies in EbA and EM (Outcome 2.b).
 - Climate finance was leveraged for strategic projects supporting the implementation of the LA countries' NDCs (Outcome 3.a and Outcome 3.b).

126. Both UNEP's and the donor's reporting commitments were fulfilled. The financial management and procurement under the project adhered to UNEP's regulations, rules, policies and procedures, as well as its programme manual. The project also complied with the requirements and systems put in place by the donor.
127. The project efficiency increased as a result of effective efforts to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives.
128. In particular, the effective partnership strategy implemented by the project (with the other implementing agencies as well as with beneficiary countries and other entities) was a crucial factor to increase the sustainability of results.

B. Summary of project findings and ratings

129. The table below provides a summary of the ratings and finding discussed in Section V. Overall, the project demonstrates a rating of Highly Satisfactory [HS].

UNEP Evaluation Office Validation of Performance Ratings:

The UNEP Evaluation Office formally quality assesses (see Annex X) management led Terminal Review reports and validates the performance ratings therein by ensuring that the performance judgments made are consistent with evidence presented in the Review report and in-line with the performance standards set out for independent evaluations.

The Evaluation Office assesses a Terminal Review report in the same way as it assesses the initial draft of a Terminal Evaluation report. It applies the following assumptions in its validation process:

- That what is being assessed is the contents of the report and the extent to which it makes a consistent and justifiable case for the performance ratings it records.
- That the consultant has, within the report, presented all the evidence that was made available to them.
- That the Review has been based on a robust Theory of Change, reconstructed where necessary, which reflects UNEP's definitions at all levels of results.

That the project team and key stakeholders have already reviewed a draft version of the report and provided substantive comments and made factual corrections to the Review Consultant, who has responded to them. The Evaluation Office assumes, therefore, that it has received the Final (revised) version of the report.

In this instance the Evaluation Office validates the overall project performance rating at the '**Satisfactory**' level.

Table 8: Summary of project findings and ratings

Criterion	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
Strategic Relevance	HS	Rating validated	HS
1. Alignment to UNEP MTS, POW and strategic priorities	HS	Rating validated	HS
2. Alignment to Donor/Partner strategic priorities	HS	Rating validated	HS
3. Relevance to global, regional, sub-regional and national environmental priorities	HS	Rating validated	HS
4. Complementarity with relevant existing interventions/coherence	HS	The assessment does not explicitly address complementarity of the project's results with other recent / ongoing / planned interventions working on the same problem in LAC; however, this complementarity is generally implied within the narrative and the project's regional approach.	S
Quality of Project Design	S	Rating is retained at S. It is noted, however, that even though the project was approved in 2017, vulnerable groups/gender/minority groups were not taken into consideration at the design stage. Environmental and social safeguards and risks were also not taken into consideration.	S
Nature of External Context	F	Rating validated	F
Effectiveness	HS	This aggregation is affected by adjusted ratings of the sub-categories	S
1. Availability of outputs	S	The assessment does not provide a robust analysis of the delivery of programmed outputs and is not sufficient to support the 'Satisfactory' rating given for this sub-criterion. Of 17 output indicators, review only notes that "most ...were achieved" with no disaggregation, and little quantitative /qualitative information. However, an inference regarding Outputs from the positive assessment of Outcomes in the text, has been accepted.	S

Criterion	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
2. Achievement of project outcomes	HS	While the three outcomes appear to have been fully achieved, this analysis suffers from the fact that the TOC was not reconstructed and/or analysed comprehensively. This is particularly important as the project managed only 1% of the funds available to EUROCLIMA+ (para 101) during the project implementation period and a more insightful TOC was needed to be able to identify the project's effects. The rating is adjusted on account of missing information on whether the Assumptions for progress from project outputs to project outcome(s) hold fully, and/or the Drivers to support transition from outputs to project outcome(s) are fully in place.	S
3. Likelihood of impact	HL	There is no specific section dedicated to the analysis of this sub-criterion. The review lacks an analysis relating to the likelihood of Impact that follows logically from the assessment of Outputs and Outcomes presented in the same chapter. There is no cross reference to the TOC, and no linkages made to the roles of key factors (drivers and assumptions) influencing the change process. The report records a 'HL' rating for this sub-criterion but this is neither sufficiently explained nor differentiated within the report. A rating of L has been assigned based on the level at which the project approach was embedded in regional networks and the finances leveraged (Annex VII).	L
Financial Management	HS	Rating validated	HS
1. Adherence to UNEP's financial policies and procedures	HS	Rating validated	HS
2. Completeness of project financial information	HS	Rating validated	HS
3. Communication between finance and project management staff	HS	Rating validated	HS
Efficiency	S	Project duration increased by 50% (after 3 no-cost extensions), implying a mismatch between the ambition of the project and its designed timeframe, as well incurring unstated project costs to UNEP	MS
Monitoring and Reporting	S	Rating validated	S

Criterion	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
1. Monitoring design and budgeting	S	There is no explicit information regarding the design and budget; there is, however, an indication that more funds ought to have been allocated for the monitoring of such a complex initiative, including provision of funds for a mid-point review.	MS
2. Monitoring of project implementation	S	Rating validated	S
3. Project reporting	HS	Rating changed to 'Satisfactory' – Although donor reporting, while being highly demanding, was done to specification and high standards; the review however indicates that PIMS reporting suffered in consequence. It is also noted that monitoring reports did not include disaggregation of indicators by gender, marginalisation, or vulnerability	S
Sustainability	HS	This aggregation is affected by adjusted ratings of the sub-categories, noting that the aggregation for Sustainability is determined by the lowest rating of the sub-categories ⁴¹ .	L
1. Socio-political sustainability	HL	The report records a HL rating but the consultant's assessment of 'Socio-political sustainability' is not explicitly explained or differentiated within the report, in a manner that adequately supports this rating. It does however provide information that cautiously implies a high likelihood of national-level cooperation and buy-in, and its influence on sustaining outcomes. (para 115).	L

⁴¹ UNEP Evaluation Office standard guidance, tools and templates.

Criterion	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
2. Financial sustainability	L	The assessment of 'Financial sustainability' is not explicitly explained or differentiated within the report. It records a 'L' rating, but the review does not discuss how results will be sustained financially going forward, after the project has ended. The source of sustained financial support mentioned is the European Investment Bank, but there is no evidence that anything concrete is already in place. However, the engagement with the private sector (para 116 and 117) suggests the project's benefit are likely to receive financial inputs beyond the public sector.	L
3. Institutional sustainability	HL	The report records a HL rating but the consultant's assessment of 'Institutional sustainability' is not explicitly explained or differentiated within the report. The review however provides an impression that the institutional set-up is likely to contribute to sustainability of results although there is still a need to further strengthen operationalization at the country level	L
Factors Affecting Performance	S	There are no specific discussions of these factors and the validation has been based on the report as a whole.	S
1. Preparation and readiness	S	The assessment of the project design indicates that there was adequate analysis of the pre-project situation and main problems to be addressed, and that stakeholders were well identified. The report also identifies some flaws in the design and preparation phase (e.g., an under-ambitious resource mobilization strategy, vagueness in the causal pathways, etc.). The 'Efficiency' criterion mentions that the need to extend the project duration by 50% could also indicate that the expected outcomes were not realistic with respect to the timeframe and scale of the intervention. The evidence presented cannot sufficiently support a 'Satisfactory' rating	MS

Criterion	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
2. Quality of project management and supervision	HS	Very limited information and analysis is presented in the report to adequately assess this criterion (and sub-criteria). A Programme Steering Committee (PSC) is said to have provided oversight, and the Programme Management Committee (PMC) is reported to have met almost monthly. There is no mention of the quality of the oversight function during project implementation. However, the favourable features of project management mentioned are: the HS rating on financial management, quality of reports (para 109, 110), engagement with many parties. On the other hand, a project of over 4 years' duration should have reported on some form of reflection at its mid-point, even if this had been a no-cost, internal process. The rating is validated at Satisfactory.	S
2.1 UNEP/Implementing Agency:	HS	Sub-criterion not rated at validation due to a lack of disaggregated data.	N/R
2.2 Partners/Executing Agency:	S	Sub-criterion not rated at validation due to a lack of disaggregated data.	N/R
3. Stakeholders' participation and cooperation	S	Rating validated	S
4. Responsiveness to human rights and gender equality	MS	The review mentions activities that included mainstreaming of gender and human rights considerations (para 84, 104). However, there is little information at the outcome level as the report also indicates (under 'Monitoring') that participation of disaggregated groups was not systematically tracked as the monitoring indicators were not disaggregated by gender, marginalization or vulnerability	MS
5. Environmental and social safeguards	MU	Social and Environmental Safeguards and associated risks were not discussed in the review. As the project was approved in 2017, two years after UNEP introduced a Economic, Social and Environmental Safeguards Framework', this omission is rated as Unsatisfactory.	U
6. Country ownership and driven-ness	HS	Rating validated	HS
7. Communication and public awareness	S	Rating validated	S

Criterion	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
Overall Project Performance Rating	HS	Rating adjusted based on a weighted scoring of all the criteria above	S

C. Recommendations

Recommendation #1:	Strengthen the TOC by clarifying the causality and mechanisms that influence changes in policies and practices and private sector engagement, including concrete efforts to engage different areas of UNEP and partners/beneficiaries in the discussion.
Challenge/problem to be addressed by the recommendation:	For the design of future work but also to strengthen ongoing activities, it will contribute to better define the boundaries of the system/project (attribution vs. contribution) and in turn focus the activities on the project's sphere of control and strengthen partnerships on the sphere of influence.
Priority Level:	Medium
Type of Recommendation	Project level
Responsibility:	Project Team
Proposed implementation time-frame:	By October 2023

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

- Section B

Recommendation #2:	Strengthen the outcome and impact level indicators, including specific ones to track the human rights and gender dimensions of the project (specific expertise in these areas may be necessary from inside or outside UNEP).
Challenge/problem to be addressed by the recommendation:	Human rights and gender are implicit or explicit in all UNEP interventions and should be identified in the project's logic.
Priority Level:	Medium
Type of Recommendation	Project level
Responsibility:	Project Team
Proposed implementation time-frame:	By end 2023

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

- Sections A and B

Recommendation #3:	The role of the National Focal Points should be complemented by engaging other stakeholders beyond the ministries of environment. This could mean exploring innovative channels of collaboration within the government sector such as inter-ministerial dialogues, including
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	spaces at both technical and decision-making level. These spaces would also facilitate the participation of other stakeholders such as the private sector, local governments or financial sector.
Challenge/problem to be addressed by the recommendation:	Creating favourable conditions for climate change innovation requires an effective and systematic engagement of key public sector institutions beyond the ministries of the environment as well as other key stakeholders (i.e., to avoid contradictory or incompatible strategies).
Priority Level:	Medium
Type of Recommendation	Project level
Responsibility:	Project Team
Proposed implementation time-frame:	By end 2023

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

- Section H

Recommendation #4:	Continue and strengthen the knowledge generation efforts by systematizing learning and results from the pilot projects as well as tacit knowledge exchanged in webinars, published in platforms, shared in different fora, etc. This knowledge is crucial to promote regional and south-south cooperation (technical cooperation schemes, demonstration projects, etc.) as well as to clarify the linkages between the regional and national levels.
Challenge/problem to be addressed by the recommendation:	In regional cooperation, there is a demand/opportunity to create information repositories that are easy to access and that are regularly updated as well as a growing need for technical capacity development.
Priority Level:	Medium
Type of Recommendation	Project level
Responsibility:	Project Team
Proposed implementation time-frame:	By end 2023

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

- Section F and H

ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS

Page Ref	Stakeholder comment	Reviewer Response
	No comments to the report	

ANNEX II. PEOPLE CONSULTED DURING THE REVIEW

Organisation	Name	Position	Gender
UNEP (LACO)	María de las Mercedes García Fariña	Project Manager / Climate Change Unit	Female
UNEP (LACO)	Jone Orbea	Mitigation (Electromobility) Coordinator / Climate Change Unit	Female
UNEP (LACO)	William Holness	Transparency Coordinator / Climate Change Unit	Male
UNEP (LACO)	Maria Jimena Jurado	Gender Focal Point / Climate Change Unit	Female
UNEP (LACO)	Priscila Chavarria	Administrative Lead / Climate Change Unit	Female
Consortio para el Desarrollo Sostenible de la Ecorregión Andina (CONDESAN)	Maria Arguello	Executive Director	Female
Consortio para el Desarrollo Sostenible de la Ecorregión Andina (CONDESAN)	Luis Daniel Llambi	Program Coordinator - Adaptation at Altitude	Male
Practical Action Perú	Jacqueline Gotuzzo	Gerente de Consultorías y Comunicaciones	Female
Lincoln Institute of Land Use Policy (Argentina)	Melinda Maldonado	Profesora de cursos de cambio climático y derecho urbano	Female
National Scientific and Technical Research Council of Argentina (CONICET)	Daniel Kozak	Senior Researcher	Male
Andean Mountains Initiative (AMI)	Karen Price	Responsable de la Secretaría Técnica de la Iniciativa Andina de Montañas	Female
Latin American Association for Sustainable Mobility (ALAMOS)	Silvia Rojas	Directora pro-tempore de ALAMOS	Female
Secretariat of Energy of Panama	Rosilena Lindo	Subsecretaria	Female
Ministry of Transport of Argentina	Gustavo Rinaldi	Director de impacto ambiental del transporte del Ministerio de Transporte	Male

Organisation	Name	Position	Gender
Intersectoral Commission on Electric Mobility in Panama	Guadalupe Gonzalez	Directora de Electricidad, Secretaría Nacional de Energía	Female
Technical Planning Secretary (Paraguay)	Adilio Celle	Viceminister	Male
Dirección General de Análisis de Políticas Públicas (Paraguay)	Carolina Paredes Balmori	Directora-Dirección de Análisis Económico	Female
Dirección General de Análisis de Políticas Públicas (Paraguay)	Gaviota Perez	Ing ambiental	Female
Dirección General de Análisis de Políticas Públicas (Paraguay)	Lucero Rios	Ing. ambiental	Male
VG mobility (Colombia)	Maria Fernanda Ortiz	Business Development Officer	Female
UNEP (LACO)	Daniella Suger	Carbon Markets Specialist	Female
Ministry of Environment of Panama	Mirthia Gonzalez Barrios	Climate Change Specialist	Female
Global Change Center UC (Chile)	Cristian Salas	Executive Director	Male
International Institute for Applied Systems Analysis (IIASA)	Zuel Araujo	Consultant	Female
European Commission	Andrew Scyner	Directorate-General for International Partnerships	Male
GIZ	Andrea Palma	Technical Advisor for the EUROCLIMA+ Urban Mobility Component	Female
OLADE – Latin American Energy Organization	Medardo Cadena	Director de Estudios, Proyectos e Información	Male
Ministerio del Ambiente y Desarrollo Sostenible (Paraguay)	Nora C. Páez O.	Ing. Ambiente / Departamento de Adaptación Dirección Nacional de Cambio Climático	Female
Ministerio del Ambiente y Desarrollo Sostenible (Argentina)	Marta Lidia Testani	Secretaria Técnica del Comité Nacional de Montaña de la República Argentina	Female

Organisation	Name	Position	Gender
UNEP (LACO)	Sara Cabrejas	Project Team (former member of the Secretariat of EUROCLIMA+ Programme)	Female
Secretariat of EUROCLIMA+ Programme	Roberto Canessa	Head of EUROCLIMA+ Secretariat	Male
European Investment Bank	Jose Manuel Otero Barros	Global Partners Department / Responsible for Operations in Central America	Male

ANNEX III. KEY DOCUMENTS CONSULTED

- Project Document (ProDoc)
- Logical Framework
- Theory of Change
- Annual and mid-year reports 2018, 2019, 2020 and 2021
- Mid-year report 2022
- Original and amended budgets
- Activity Plans and provisional budgets 2020, 2021 and 2022
- Project design documents, including minutes of the project design review meeting at approval.
- Annual Work Plans and Budgets or equivalent, 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 any other monitoring materials.
- Project's websites such as MOVE, CityAdapt, Regatta, Recuperacionverde.com, etc.)
- Relevant information related to EM and EbA in participating countries, details of executing entities and project partners.
- Project deliverables, including communication and visibility products, MOVE webinars, EbA webinars, concept notes of projects developed and presented to different funds, National Electric Mobility Strategies, publications like Zero Carbon, Status of Electric Mobility reports, Air Quality Tool/Methodology, NbS Guides, courses in EM and EbA, etc.
- Evaluations and Reviews of similar projects.

ANNEX IV. PROJECT'S LOGICAL FRAMEWORK

Component 1. Political dialogue																					
<p>Outcome 1.a. Increased policy dialogue on climate change innovation, in the context of the Forum of LAC Ministers or related meetings</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;"><i>Indicator: # of policy dialogues with decision makers and/or legislators to translate the NDC goals into concrete policy/legislative measures in the EM and EbA sectors organized in the framework of the Forum of LAC Ministers or related meetings</i></td> <td style="width: 15%; text-align: center;">Baseline</td> <td style="width: 15%; text-align: center;">Target</td> </tr> <tr> <td></td> <td style="text-align: center;">0</td> <td style="text-align: center;">3</td> </tr> </table>	<i>Indicator: # of policy dialogues with decision makers and/or legislators to translate the NDC goals into concrete policy/legislative measures in the EM and EbA sectors organized in the framework of the Forum of LAC Ministers or related meetings</i>	Baseline	Target		0	3	<p>Outcome 1.b. Increased capacities and further empowerment of decision-makers and/or legislators in Latin American countries to translate the NDC goals into concrete policy/legislative measures in the EM and EbA sectors</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;"><i>Indicator: # of capacity building events for decision-makers and/or legislators in Latin American countries to translate the NDC goals into concrete policy/legislative measures in the EM and EbA sectors</i></td> <td style="width: 15%; text-align: center;">Baseline</td> <td style="width: 15%; text-align: center;">Target</td> </tr> <tr> <td></td> <td style="text-align: center;">0</td> <td style="text-align: center;">3</td> </tr> </table>	<i>Indicator: # of capacity building events for decision-makers and/or legislators in Latin American countries to translate the NDC goals into concrete policy/legislative measures in the EM and EbA sectors</i>	Baseline	Target		0	3								
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	0	3																			
<p>Output 1.1: Provide support and promote policy dialogue with legislators or high-level decision-makers around priority themes, including within the Forum of LAC Ministers, to ensure political buy-in for the development of policies, legislation and other regulatory tools</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;"><i>Indicator: # of meetings organised in the framework of the Forum of LAC Ministers or related meetings to ensure political buy-in for the development of policies, legislation and other regulatory tools in the EM and EbA sectors</i></td> <td style="width: 15%; text-align: center;">Baseline</td> <td style="width: 15%; text-align: center;">Target</td> </tr> <tr> <td></td> <td style="text-align: center;">0</td> <td style="text-align: center;">3</td> </tr> </table>				<i>Indicator: # of meetings organised in the framework of the Forum of LAC Ministers or related meetings to ensure political buy-in for the development of policies, legislation and other regulatory tools in the EM and EbA sectors</i>	Baseline	Target		0	3												
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	0	3																			
Component 2. Policies, regulatory frameworks and climate technology																					
<p>Outcome 2.a. Strengthened EM and EbA policy and regulatory frameworks which advance the region in meeting their NDCs and enable the implementation of the Paris Agreement</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;"><i>Indicator: # of EM and EbA policies, norms, bills, standards or guidelines developed</i></td> <td style="width: 15%; text-align: center;">Baseline</td> <td style="width: 15%; text-align: center;">Target</td> </tr> <tr> <td></td> <td style="text-align: center;">0</td> <td style="text-align: center;">3</td> </tr> </table>	<i>Indicator: # of EM and EbA policies, norms, bills, standards or guidelines developed</i>	Baseline	Target		0	3	<p>Outcome 2.b. Creation of conditions for the accelerated deployment of climate technologies in EbA and EM, with participation and investments from the private sector</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;"><i>Indicator: # of strategies and guidelines for the accelerated deployment of climate technologies in EbA or EM with participation from private sector</i></td> <td style="width: 15%; text-align: center;">Baseline</td> <td style="width: 15%; text-align: center;">Target</td> </tr> <tr> <td></td> <td style="text-align: center;">0</td> <td style="text-align: center;">1</td> </tr> </table>	<i>Indicator: # of strategies and guidelines for the accelerated deployment of climate technologies in EbA or EM with participation from private sector</i>	Baseline	Target		0	1								
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<p>Output 2.1. Guidelines and strategies: Provide support to the development of strategies, policies, norms, bills, standards or guidelines in EM and EbA</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;"><i>Indicator:</i></td> <td style="width: 15%; text-align: center;">Baseline</td> <td style="width: 15%; text-align: center;">Target</td> </tr> <tr> <td><i># guidelines for MRE for countries that have prioritized monitoring adaptation</i></td> <td style="text-align: center;">0</td> <td style="text-align: center;">1</td> </tr> <tr> <td><i># of webinars on best practices for MRE organised</i></td> <td style="text-align: center;">0</td> <td style="text-align: center;">3</td> </tr> <tr> <td><i># guidelines for the use of economic incentives and financial mechanisms for EbA in water management in Latin America</i></td> <td style="text-align: center;">0</td> <td style="text-align: center;">1</td> </tr> <tr> <td><i># of webinars on best practices for the use of economic incentives for EbA in water management in Latin America organised</i></td> <td style="text-align: center;">0</td> <td style="text-align: center;">3</td> </tr> <tr> <td><i># of national EM strategies approved in Latin America</i></td> <td style="text-align: center;">0</td> <td style="text-align: center;">3</td> </tr> </table>				<i>Indicator:</i>	Baseline	Target	<i># guidelines for MRE for countries that have prioritized monitoring adaptation</i>	0	1	<i># of webinars on best practices for MRE organised</i>	0	3	<i># guidelines for the use of economic incentives and financial mechanisms for EbA in water management in Latin America</i>	0	1	<i># of webinars on best practices for the use of economic incentives for EbA in water management in Latin America organised</i>	0	3	<i># of national EM strategies approved in Latin America</i>	0	3
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<i># of national EM strategies approved in Latin America</i>	0	3																			
<p>Output 2.2. Technology Transfer - Learning exchanges: Transfer of climate technologies through preparation of enabling conditions, provision of information and contacts between countries in the region</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;"><i>Indicator:</i></td> <td style="width: 15%; text-align: center;">Baseline</td> <td style="width: 15%; text-align: center;">Target</td> </tr> <tr> <td><i># of learning exchanges on MRE and EbA in cities conducted</i></td> <td style="text-align: center;">0</td> <td style="text-align: center;">2</td> </tr> <tr> <td><i># of webinars on best practices/lessons learned to enable conditions for electric mobility</i></td> <td style="text-align: center;">0</td> <td style="text-align: center;">18</td> </tr> </table>				<i>Indicator:</i>	Baseline	Target	<i># of learning exchanges on MRE and EbA in cities conducted</i>	0	2	<i># of webinars on best practices/lessons learned to enable conditions for electric mobility</i>	0	18									
<i>Indicator:</i>	Baseline	Target																			
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<i># of webinars on best practices/lessons learned to enable conditions for electric mobility</i>	0	18																			
<p>Output 2.3. Studies and workshops: Develop output-oriented analysis and technical reports/studies, assessments, as well as gathering technical information, organization of technical meetings and development of appropriate communication and awareness raising tools</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;"><i>Indicator:</i></td> <td style="width: 15%; text-align: center;">Baseline</td> <td style="width: 15%; text-align: center;">Target</td> </tr> <tr> <td><i># of publications on EbA technologies for cities</i></td> <td style="text-align: center;">0</td> <td style="text-align: center;">1</td> </tr> <tr> <td><i># of webinars on EbA technologies for cities</i></td> <td style="text-align: center;">0</td> <td style="text-align: center;">3</td> </tr> <tr> <td><i># of workshops organised jointly with REGATTA and GAN that includes the use of economic incentives and financial mechanisms for EbA in water management in Latin America in the agenda</i></td> <td style="text-align: center;">0</td> <td style="text-align: center;">1</td> </tr> <tr> <td><i># of publications estimating air quality benefits from electric mobility in cities across Latin America</i></td> <td style="text-align: center;">0</td> <td style="text-align: center;">1</td> </tr> <tr> <td><i># of publications on EM assessments in cities across Latin America to quantify benefits attained from transitioning to zero emission EM in strategic means of transport</i></td> <td style="text-align: center;">0</td> <td style="text-align: center;">1</td> </tr> </table>				<i>Indicator:</i>	Baseline	Target	<i># of publications on EbA technologies for cities</i>	0	1	<i># of webinars on EbA technologies for cities</i>	0	3	<i># of workshops organised jointly with REGATTA and GAN that includes the use of economic incentives and financial mechanisms for EbA in water management in Latin America in the agenda</i>	0	1	<i># of publications estimating air quality benefits from electric mobility in cities across Latin America</i>	0	1	<i># of publications on EM assessments in cities across Latin America to quantify benefits attained from transitioning to zero emission EM in strategic means of transport</i>	0	1
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Component 3. Access to climate finance																					
<p>Outcome 3.a. Increased access to climate finance in key initiatives supporting strategically the implementation of Latin American countries' NDCs</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;"></td> <td style="width: 15%; text-align: center;">Baseline</td> <td style="width: 15%; text-align: center;">Target</td> </tr> </table>		Baseline	Target	<p>Outcome 3.b. Increased access to Latin America Investment Facility (LAIF)⁴² or other climate finance resources in the deployment of actions which support strategically the implementation of Latin American countries' NDCs</p>																	
	Baseline	Target																			

⁴² LAIF is one of the European Union's regional blending facilities, aiming to mobilize funding for development projects by combining EU grants with financial resources from European and regional financial institutions, governments and the private sector. For further details see: <https://www.eulaif.eu>

<i>Indicator: # of projects designed scaling up access to climate finance supporting strategically the implementation of Latin American countries' NDCs</i>	0	2	<i>Indicator: # of LAIF initiatives developed</i>	Baseline	Target
Output 3.1. Development of a concept note and a full proposal for an adaptation project					
<i>Indicator: # of concept notes for adaptation projects developed</i>			Baseline	Target	
			0	1	

ANNEX V. REVIEW FRAMEWORK

[EQ1] Are UNEP’s interventions within the EUROCLIMA+ programme in line with the respective countries priorities and needs related to climate change and the respective government agenda?

Strategic Relevance

Sub-question 1.1: What needs did the project address?

Indicators	Methods/Informants
I 1.1.1 A credible and comprehensive analysis of the pro-project situation was undertaken I 1.1.2 Specific needs were identified at different levels (national, regional, etc.) and for different groups (women, etc.) I 1.1.3 Stakeholders share the project’s objectives as the most effective response to the current needs	<ul style="list-style-type: none"> • Document review • Remote semi-structured interviews

Sub-question 1.2: Did the project align with and contribute to the UNEP strategic objectives and the global development agenda?

Indicators	Methods/Informants
I 1.2.1 Extent to which the project is aligned with the UNEP policies and strategic objectives I 1.2.2 Extent to which the project is aligned with the UN development agenda I 1.2.3 Stakeholders' opinion about the alignment of the project with donor and partner strategic priorities	<ul style="list-style-type: none"> • Document review • Remote semi-structured interviews

Sub-question 1.3: Was the project design appropriate to achieve the envisaged objectives?

Indicators	Methods/Informants
I 1.3.1 Robustness of the project’s TOC and impact pathway	<ul style="list-style-type: none"> • Document review • Remote semi-structured interviews

<p>I 1.3.2 Stakeholders' opinion on apparent weaknesses at design and consequences on the effectiveness of the project</p> <p>I 1.3.3 Extent to which the project's TOC reflected the intended change process, including clear assumptions and drivers</p> <p>I 1.3.4 Extent to which the project's TOC is consistent with the Logical Framework</p> <p>I 1.3.5 Extent to which the project's outcomes are expressed as the uptake or use of outputs</p> <p>I 1.3.6 Extent to which the project's objectives are supported by measurable deliverables and a defined timeline</p>	
<p>Effectiveness</p>	
<p>Sub-question 1.4: Did the project delivered the planned outputs?</p>	
<p>Indicators</p>	<p>Methods/Informants</p>
<p>I 1.4.1 Extent to which the project provided support and promoted policy dialogue with legislators or high-level decision-makers around priority themes, including within the Forum of LAC Ministers, to ensure political buy-in for the development of policies, legislation and other regulatory tools (Output 1.1)</p> <p>I 1.4.2 Evidence of the project's support to the development of strategies, policies, norms, bills, standards or guidelines in EM and EbA (Output 2.1)</p> <p>I 1.4.3 Extent to which the project facilitated the transfer of climate technologies through preparation of enabling conditions, provision of information and contacts between countries in the region (Output 2.2)</p> <p>I 1.4.4 Evidence of the project's support to analysis and technical studies, including gathering technical information, organization of technical meetings and development of communication tools (Output 2.3)</p> <p>I 1.4.5 Evidence of the project's support to the development of adaptation projects (concept note and full proposal) Output 3.1)</p> <p>I 1.4.6 Stakeholders' opinion about the timeliness and quality of the project's products and services</p> <p>I 1.4.7 Reasons behind the success or shortcomings in delivering the outputs and meeting expected quality standards</p>	<ul style="list-style-type: none"> • Document review • Remote semi-structured interviews
<p>Sub-question 1.5: Did the project achieve the intended outcomes?</p>	

Indicators	Methods/Informants
<p>I 1.5.1 Evidence of increased policy dialogue on climate change innovation in the context of the Forum of LAC Ministers or related meetings (Outcome 1.a)</p> <p>I 1.5.2 Evidence of improved capacities and further empowerment of decision-makers and/or legislators in Latin American countries to translate the NDC goals into concrete policy/legislative measures in the EM and EbA sectors (Outcome 1.b)</p> <p>I 1.5.3 Evidence of strengthened EM and EbA policy and regulatory frameworks which advance the region in meeting their NDCs and enable the implementation of the Paris Agreement (Outcome 2.a)</p> <p>I 1.5.4 Evidence of improved conditions for the accelerated deployment of climate technologies in EbA and EM, with participation and investments from the private sector (Outcome 2.b)</p> <p>I 1.5.5 Evidence of increased access to climate finance in key initiatives supporting strategically the implementation of Latin American countries' NDCs (Outcome 3.a)</p> <p>I 1.5.6 Evidence of increased access to LAIF or other climate finance resources in the deployment of actions which support strategically the implementation of Latin American countries' NDCs (Outcome 3.b)</p> <p>I 1.5.7 Extent to which the stakeholder analysis still appropriate and adequate to support the project's ambitions</p> <p>I 1.5.8 Implementation challenges and risks to achieve the programmed outcomes</p>	<ul style="list-style-type: none"> • Document review • Remote semi-structured interviews
<i>Sub-question 1.6: Is the project likely to contribute to the expected impact?</i>	
Indicators	Methods/Informants
<p>I 1.6.1 Extent to which the project provided a neutral space for discussion</p> <p>I 1.6.2 Evidence of the project contribution to the partner organization's priorities</p> <p>I 1.6.3 Extent to which stakeholders adopted or are likely to adopt new practices or policies as a result of their participation in the project</p> <p>I 1.6.4 Extent to which the project is playing a catalytic role or is promoting longer-term scaling up and/or replication</p> <p>I 1.6.5 Extent to which the global multi-stakeholder partnership contributes towards scaling up and increased development impact</p>	<ul style="list-style-type: none"> • Document review • Remote semi-structured interviews

I 1.6.6 Extent to which the project is contributing to the localization of the SDGs	
I 1.6.7 Likelihood that the project may lead, or contribute, to unintended negative effects	
I 1.6.8 Implementation challenges and risks to achieve the expected impact	
[EQ2] Has the regional approach prioritized by UNEP worked? To what extent has UNEP managed to enforce regional and south-south cooperation?	
<i>Financial Management and Efficiency</i>	
<i>Sub-question 2.1: To what extent are the project implementation mechanisms and approach appropriate to deliver the planned products and services?</i>	
Indicators	Methods/Informants
I 2.1.1 Stakeholders' opinion about the appropriateness of the project implementation mechanisms and approach to deliver preliminary results in the current context	<ul style="list-style-type: none"> • Document review • Remote semi-structured interviews
I 2.1.2 Number and type of project partners over time (e.g. local, national, international, public sector, private sector, academia/research, donors, Non-Governmental Organizations, Inter-governmental/Multi-lateral organizations, etc.)	
I 2.1.3 Evidence of measures implemented to avoid duplication and exploit synergies with other initiatives	
I 2.1.4 Rate of expenditure	
I 2.1.5 Timeliness of project execution	
<i>Sub-question 2.2: To what extent are the project governance mechanisms appropriate to achieve the expected outcomes?</i>	
Indicators	Methods/Informants
I 2.2.1 Evidence that the project achieved its results at the lowest possible cost (cost-effectiveness focusing on the translation of inputs into outputs; have alternative interventions or approaches been considered?)	<ul style="list-style-type: none"> • Document review • Remote semi-structured interviews • Partner institutions survey
I 2.2.2 Stakeholders' opinion about the appropriateness of the governance structure in the current context	
I 2.2.3 Main challenges and risks related to the project's governance	

<p>I 2.2.4 Secretariat’s human, financial and technical capacity to effectively support the functioning of the project (e.g. adequate and timely financial contributions, number of staff and short-term consultants, rotation rate, team dynamics, etc.)</p> <p>I 2.2.5 Stakeholders’ level of satisfaction with the Secretariat services</p> <p>I 2.2.6 Evidence of cost or time-saving measures put in place to maximize results</p>	
<p>Monitoring and Reporting</p>	
<p>Sub-question 2.3: To what extent were UNEP and donor reporting commitments fulfilled?</p>	
<p>Indicators</p>	<p>Methods/Informants</p>
<p>I 2.3.1 Evidence of a quality and useful financial reporting system (e.g. is the system operational and facilitates the timely tracking of results and progress towards project milestones and targets throughout the implementation period?)</p> <p>I 2.3.2 Evidence of an effective project implementation tracking system (e.g. is it separated from, and supports, reporting in the UNEP Project Information Management System - PIMS?)</p> <p>I 2.3.3 Evidence of the usefulness of the project implementation tracking system (e.g. indicator, target, result, driver and assumption frameworks are actively monitored and used to adjust activities)</p> <p>I 2.3.4 Main challenges and risks (e.g. overlaps, conflicts of interest, etc.) related to the UNEP’s multiple roles and services in establishing and maintaining the GGKP (e.g. facilitator, convener, technical, programmatic services)?</p> <p>I 2.3.5 Main challenges and risks related to the UNEP’s systems in order to ensure the effective functioning of the project</p>	<ul style="list-style-type: none"> • Document review • Remote semi-structured interviews • Partner institutions survey
<p>[EQ3] How has this project strengthened the relationship between the European Commission and Latin America?</p>	
<p>Sustainability</p>	
<p>Sub-question 3.1: To what extent is the project contributing to maximize sustainability?</p>	
<p>Indicators</p>	<p>Methods/Informants</p>

<p>I 3.1.1 Evidence of the project's contribution to assess the key conditions or factors that are likely to undermine or contribute to the endurance of the project's benefits at the outcome level (including factors already embedded in the project design and contextual circumstances or conditions that have evolved during implementation)</p> <p>I 3.1.2 Evidence of recommendations from previous performance assessments being appropriately addressed</p> <p>I 3.1.3 Evidence of the appropriateness of the partners' capacity to continue commitment as expected</p> <p>I 3.1.4 Evidence of an effective exit strategy (e.g. are the elements needed for the project's benefits to be sustained after the project end, being incorporated in the project implementation?)</p> <p>I 3.1.5 Evidence of linkages with other major initiatives</p> <p>I 3.1.6 Evidence of the multi-stakeholder partnership's contribution as a tool for achieving the 2030 Agenda</p> <p>I 3.1.7 Other main challenges and factors affecting the project's sustainability?</p> <p>I 3.1.8 To what extent has the project contributed to strengthen cooperation between the EU and LA</p>	<ul style="list-style-type: none"> • Document review • Remote semi-structured interviews • Partner institutions survey
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ANNEX VI. PROJECT DESIGN QUALITY

A. Operating Context			
1	Does the project document identify any unusually challenging operational factors that are likely to negatively affect project performance?	i) Ongoing/high likelihood of conflict?	NO
		ii) Ongoing/high likelihood of natural disaster?	NO
		iii) Ongoing/high likelihood of change in national government?	NO
B. Project Preparation			
2	Does the project document entail clear and adequate problem and situation analyses?		YES
3	Does the project document include a clear and adequate stakeholder analysis, including by gender/minority groupings or indigenous peoples?		YES
4	<i>If yes to Q3: Does the project document provide a description of stakeholder consultation/participation during project design process?</i>		YES
5	Does the project document identify concerns with respect to human rights, including in relation to sustainable development? (e.g. integrated approach to human/natural systems; gender perspectives, rights of indigenous people).		NO
C Strategic Relevance			
6	Is the project document clear in terms of its alignment and relevance to:	i) UNEP MTS, PoW and Strategic Priorities (including Bali Strategic Plan and South-South Cooperation)	YES
		ii) GEF/Donor strategic priorities	YES
		iii) Regional, sub-regional and national environmental priorities?	YES
		iv) Complementarity with other interventions	YES
D Intended Results and Causality			
7	Are the causal pathways from project outputs (Availability of goods and services to intended beneficiaries) through outcomes (changes in stakeholder behaviour) towards impacts (long lasting, collective change of state) clearly and convincingly described in either the logframe or the TOC? <i>(NOTE if there is no TOC in the project design documents a reconstructed TOC at Review Inception will be needed)</i>		YES
8	Are impact drivers and assumptions clearly described for each key causal pathway?		YES
9	Are the roles of key actors and stakeholders, including gendered/minority groups, clearly described for each key causal pathway?		YES
10	Are the outcomes realistic with respect to the timeframe and scale of the intervention?		NO
E Logical Framework and Monitoring			
11	Does the logical framework...	i) Capture the key elements of the Theory of Change/ intervention logic for the project?	YES
		ii) Have appropriate and 'SMART' results at output level?	YES
		iii) Have appropriate and 'SMART' results at outcome level?	YES
		iv) Reflect the project's scope of work and ambitions?	NO
12	Is there baseline information in relation to key performance indicators?		YES
13	Has the desired level of achievement (targets) been specified for indicators of outputs and outcomes?		NO
14	Are the milestones in the monitoring plan appropriate and sufficient to track progress and foster management towards outputs and outcomes?		YES
15	Have responsibilities for monitoring activities been made clear?		NO
16	Has a budget been allocated for monitoring project progress?		YES

17	Is the workplan clear, adequate and realistic? (<i>e.g. Adequate time between capacity building and take up etc</i>)	NO
F	Governance and Supervision Arrangements	
18	Is the project governance and supervision model comprehensive, clear and appropriate?	YES
19	Are roles and responsibilities within UNEP clearly defined?	YES
G	Partnerships	
20	Have the capacities of partners been adequately assessed?	NO
21	Are the roles and responsibilities of external partners properly specified and appropriate to their capacities?	YES
H	Learning, Communication and Outreach	
22	Does the project have a clear and adequate knowledge management approach?	YES
23	Has the project identified appropriate methods for communication with key stakeholders?	YES
24	Are plans in place for dissemination of results and lesson sharing at the end of the project? <i>If yes, do they build on an analysis of existing communication channels and networks?</i>	YES
I	Financial Planning / Budgeting	
25	Are the budgets / financial planning adequate at design stage? (<i>coherence of the budget, do figures add up etc.</i>)	YES
26	Is the resource mobilization strategy reasonable/realistic?	NO
J	Efficiency	
27	Has the project been appropriately designed/adapted in relation to the duration and/or levels of secured funding?	YES
28	Does the project design 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?	YES
29	Does the project document refer to any value for money strategies (i.e. increasing economy, efficiency and/or cost-effectiveness)?	NO
30	Has the project been extended beyond its original end date?	YES
K	Risk identification and Social Safeguards	
31	Are risks appropriately identified in both the TOC/logic framework and the risk table?	NO
32	Are potentially negative environmental, economic and social impacts of the project identified and is the mitigation strategy adequate?	NO
33	Does the project have adequate mechanisms to reduce its negative environmental foot-print?	NO
L	Sustainability / Replication and Catalytic Effects	
34	Did the design address any/all of the following: socio-political, financial, institutional and environmental sustainability issues?	YES
35	Was there a credible sustainability strategy and/or appropriate exit strategy at design stage?	YES
36	Does the project design present strategies to promote/support scaling up, replication and/or catalytic action? (<i>if yes, capture this feature in the reconstructed TOC at Review Inception</i>)	YES
M	Identified Project Design Weaknesses/Gaps	
37	Were recommendations made by the PRC adopted in the final project design? If no, what were the critical issues raised by PRC that were not addressed.	YES
38	Were there any critical issues not flagged by PRC? If yes, what were they?	NO
N	Gender Marker Score	
39	What is the Gender Marker Score applied by UNEP during project approval? (<i>This applies for projects approved from 2017 onwards</i>)	N/A

ANNEX VII. RESOURCES LEVERAGED BY THE PROJECT

UNEP Team	EUROCLIMA action	Project	Leveraged resources (USD)	Country/ies	Donor	Status	Date submitted	Date approved	EUROCLIMA resources used (USD)
Finanzas	LA2/AC/11 Fortalecimiento de los sistemas financieros a través de su alineación con los objetivos de cambio climático del Acuerdo de París	“Aligning financial flows of the financial sector in Panama with the Paris Agreement climate change goals” y “Aligning financial flows of the financial sector in Costa Rica with the Paris Agreement climate change goals”	1.423.464,00	Panamá y Costa Rica	GCF Readiness	Aprobado	Dec-20	Aug-22	10.000,00
Finanzas	LA2/AC/11 Fortalecimiento de los sistemas financieros a través de su alineación con los objetivos de cambio climático del Acuerdo de París	Second phase of the project “Aligning financial flows of the financial sector in Panama with the Paris Agreement climate change goals”	600.000,00	Panamá	GCF Readiness	Hard-pipeline	Jun-23		5.000,00
Finanzas	LA1/AC/24 Programa de apoyo a la recuperación económica post-COVID19 en línea con el Acuerdo de París sobre cambio climático en	Resilient Recovery Rapid Readiness Support en Honduras	300.000,00	Honduras	GCF Readiness	Aprobado	Feb-21	Aug-21	10.000,00
		LAC Green Recovery Tracker & cost-benefit analysis of the implementation of the Costa Rica's decarbonization plan	350.000,00	Regional	SIDA	Aprobado	Jun-21	Sep-21	5.000,00

UNEP Team	EUROCLIMA action	Project	Leveraged resources (USD)	Country/ies	Donor	Status	Date submitted	Date approved	EUROCLIMA resources used (USD)
	América Latina y el Caribe								
Finanzas	LA2/AC/16 Desarrollo e implementación de un marco coherente, interoperable y transparente sobre financiación sostenible en todos los países de ALC	Common Framework of Sustainable Finance Taxonomies for LAC	125.000,00	Regional	UNDP	Aprobado	Mar-22	Mar-22	1.000,00
Finanzas	LA2/AC/15 Generar las condiciones para las inversiones en el despliegue de la generación solar distribuida en la región	Generacion Sole	420.000,00	Panamá y Colombia	AECID	Aprobado	Feb-20	Feb-21	5.000,00
		Clean Energy Latin America Facility (CELAF)	20.000.000,00	Colombia, El Salvador, y Ecuador	IKI	Hard-pipeline (Nota conceptual aprobada por IKI)	Feb-23		5.000,00
Transparencia	LA3/AC/22 Acción Transparencia en los Mercados de Carbono	Desarrollo de capacidades para prepararse para la implementación de mercados de carbono y el Artículo 6 en América Latina (8 países).	2.250.000,00	Guatemala, Honduras, Nicaragua, El Salvador, Costa Rica, Panama, Rep Dominicana, Costa Rica, y Argentina	GCF Readiness	Aprobado	2023	2023	12.000,00
Transparencia	LA1/AC/27 - Colaboración regional para la transparencia y cumplimiento	Iniciativa de Construcción de Capacidades para la Transparencia Climática (CBIT) para Panamá - versión 2.0 (CBIT 2.0)	1.900.000,00	Panamá	GEF	Hard-pipeline (CEO Endorsement Document por ser	2022	2023	8.000,00

UNEP Team	EUROCLIMA action	Project	Leveraged resources (USD)	Country/ies	Donor	Status	Date submitted	Date approved	EUROCLIMA resources used (USD)
	de Contribuciones Determinadas a Nivel Nacional (NDC) y generación de capacidades para las Estrategias a largo plazo (ELP)					enviado al GEF)			
		Iniciativa de Construcción de Capacidades para la Transparencia Climática (CBIT) para Belice - versión 1.0 (CBIT 1.0)	1.400.000,00	Belice	GEF	Soft-pipeline	2023	2024	8.000,00
		GCF Simplified Approval Process (SAP) Incorporando el Cambio Climático en la Transparencia de los Procesos de Inversión Pública y Adaptación en Panamá.	25.000.000,00	Panamá	GCF Simplified Approval Process (SAP)	Soft-pipeline	2023	2024	12.000,00
		Fortalecimiento de Procesos Participativos en la Implementación de la NDC de Perú	168.410,00	Perú	NDC Partnership	Aprobado	2022	2024	5.000,00
		Integrar los equipos del Ministerio de Hacienda y el Ministerio de Medio Ambiente para mejorar e incrementar los esfuerzos de acción climática que conduzcan a una mayor ambición climática y transparencia.	223.684,00	Panamá	NDC Partnership	Aprobado	2022	2024	6.000,00
Transparencia	LA3/AC/22 Acción Transparencia en los Mercados de Carbono	Operativizar el Mercado Nacional de Carbono (Decreto Ejecutivo N° 142, 2021) para transversalizar la reducción de emisiones	74.986,00	Panamá	NDC Partnership	Aprobado	2022	2024	6.000,00
Mitigación	LA1/AC/16 Diálogo político de alto nivel y cooperación regional en movilidad eléctrica	Avanzando con un enfoque regional hacia la movilidad eléctrica en América Latina	2.800.000,00	Argentina, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Guatemala, Honduras, México, Nicaragua,	GCF Readiness	Aprobado	2019	2019	15.000,00

UNEP Team	EUROCLIMA action	Project	Leveraged resources (USD)	Country/ies	Donor	Status	Date submitted	Date approved	EUROCLIMA resources used (USD)
				Republica Dominicana, Panamá, Paraguay, Uruguay					
Mitigación	LA2/AC/17 Movilización de fondos para el desarrollo y despliegue de la tecnología del hidrógeno verde en la región de ALC.	Propuesta de proyecto de hidrogeno verde que fortalecerá la estructuración legal en 3 países (Honduras, El Salvador, y Jamaica) y el desarrollo de proyectos de hidrogeno en otros 4 países (Trinidad y Tobago, Bolivia, Chile y Uruguay)	2.049.971,00	Honduras, El Salvador, y Jamaica, Trinidad y Tobago, Bolivia, Chile y Uruguay	GCF Readiness	Aprobado	2022	Q1 2023	10.000,00
Mitigación		Promote innovation and technology transfer for sustainable energy breakthroughs for electric drive technology and electric mobility	876.712,00	Costa Rica	GEF	Aprobado	2021	2022	5.000,00
Mitigación		Promote innovation and technology transfer for sustainable energy breakthroughs for electric drive technology and electric mobility	1.280.275,00	Ecuador	GEF	Aprobado	2021	2023	7.000,00
Mitigación		The project aims to support Mexico in implementing a climate-just NZNP to support implementation of the Paris Agreement through capacity building, demonstrations, policies, business models and financial mechanisms.	13.169.833,00	México	GEF	Hard-pipeline	2023		9.000,00
Adaptación	LA2/AC/06 Consecución de financiamiento mediante la creación de proyectos de Adaptación basada en	CityAdapt 2.0	35.000.000	Mexico	GCF	Soft-pipeline	2023		
		Urban Arcadia: Nature-based urban resilience in Northern Central America” (título provisional)	14.000.000	El Salvador, Guatemala y Honduras	Fondo de Adaptación	Hard-pipeline Nota de concepto aprobada	Jan-23		

UNEP Team	EUROCLIMA action	Project	Leveraged resources (USD)	Country/ies	Donor	Status	Date submitted	Date approved	EUROCLIMA resources used (USD)
	Ecosistemas (AbE) en zonas urbanas								
Adaptación	LA2/AC/07 Apoyo para la consecución de fondos para implementación de la "Agenda Estratégica de Adaptación al Cambio Climático en los Andes"	Nota preconceptual centrada en AbE y en recursos hídricos	14.000.000	Argentina, Bolivia, Chile, Colombia, Ecuador, Perú y Venezuela	Fondo de Adaptación	Soft-pipeline			
			137.412.335,00						144.000,00

TOTALES	USD	USD
Aprobados	12.342.502,00	97.000,00
Hard-pipeline (nota conceptual aprobada)	49.669.833,00	27.000,00
Soft-pipeline (en desarrollo)	75.400.000,00	20.000,00
TOTAL	137.412.335,00	144.000,00

ANNEX VIII. BRIEF CV OF THE REVIEWER

Raul Guerrero

Profession	Engineer
Nationality	Spain
Country experience	<ul style="list-style-type: none"> • Europe: Albania, EU, Kosovo • Africa: Egypt, Ethiopia, Ghana, Kenya, Rwanda, Tanzania • Americas: Barbados, Bolivia, Colombia, Costa Rica, Dominican Rep., El Salvador, Guatemala, Guyana, Honduras, Nicaragua, Panama, Suriname, Trinidad & Tobago
Education	<ul style="list-style-type: none"> • Masters in Equality and Non-Discrimination • Masters in Engineering specialization in Agriculture Economics

Mr Guerrero is an external evaluator with over two decades of international experience in development cooperation. He has managed and led more than 30 high-quality evaluations of complex projects, programmes, policies, countries, sectors, strategies, etc. for the United Nations system, European Union, bilateral cooperation agencies and other international organizations. In the past, he worked as permanent staff with the European Commission and European Investment Bank. He holds Masters Degrees on Gender Equality and Non Discrimination and Engineering with specialization on Agriculture Economics.

ANNEX IX. REVIEW TORS (WITHOUT ANNEXES)

TERMS OF REFERENCE

Terminal Review of the UNEP project EUROCLIMA+ Accelerating Climate Action in Latin America 2017/393-456", Project ID 02006

Section 1: PROJECT BACKGROUND AND OVERVIEW

1. Project General Information

Table 1. Project summary

UNEP PIMS ID:	Project ID : 02006. Project Identification: 113.5 Umoja ID: SB:009914		
- Implementing Partners:	<ul style="list-style-type: none"> - Consorcio para el Desarrollo Sostenible de la Ecorregión Andina (CONDESAN) - Instituto de Gobernabilidad Ambiental y Desarrollo Territorial - Universidad de Ginebra - Centro Para la Sostenibilidad Urbana (CPSU) - Technical University of Denmark (DTU) - Wageningen Environmental Research (WENR) - Practical Action - Fondo Mexicano para la Conservación de la Naturaleza - Centro Mario Molina - Clean Air Institute - Universidad de Corea - Agencia Chilena de Sostenibilidad Energética (ASE) - Asociación Latinoamericana de Movilidad Sostenible (ALAMOS) - University of Oxford - Green Fiscal Policy Network - YAPU Solutions - Instituto Internacional de Análisis de Sistemas Aplicados (IIASA) - International Council on Clean Transportation (ICCT) 		
SDG(s) and indicator(s)	<p>SDG 11, 16 and 13 (as stated in the contract signed with the donor)</p> <ul style="list-style-type: none"> • 11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons <ul style="list-style-type: none"> • 11.2.1 Proportion of population that has convenient access to public transport, by sex, age and persons with disabilities 		

	<ul style="list-style-type: none"> • 11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations <ul style="list-style-type: none"> • 11.5.2 Direct economic loss in relation to global GDP, damage to critical infrastructure and number of disruptions to basic services, attributed to disasters • 11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management <ul style="list-style-type: none"> • 11.6.2 Annual mean levels of fine particulate matter (e.g. PM2.5 and PM10) in cities (population weighted) • 11.b By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015–2030, holistic disaster risk management at all levels <ul style="list-style-type: none"> • 11.b.2 Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies • 13.2 Integrate climate change measures into national policies, strategies and planning <ul style="list-style-type: none"> • 13.2.1 Number of countries with nationally determined contributions, long-term strategies, national adaptation plans, strategies as reported in adaptation communications and national communications • 13.a Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly \$100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible <ul style="list-style-type: none"> • 13.a.1 Amounts provided and mobilized in United States dollars per year in relation to the continued existing collective mobilization goal of the \$100 billion commitment through to 2025 • 13.b Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities <ul style="list-style-type: none"> • 13.b.1 Number of least developed countries and small island developing States with nationally determined contributions, long-term strategies, national adaptation plans, strategies as reported in adaptation communications and national communications • 16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels <ul style="list-style-type: none"> • 16.7.2 Proportion of population who believe decision making is inclusive and responsive, by sex, age, disability and population group 		
<p>Sub-programme:</p>	<p>Climate change</p>	<p>Expected Accomplishment(s):</p>	<p>PoW 2020-2021 EA (a) Countries increasingly advance their national adaptation plans, which integrate ecosystem-based adaptation.</p>

			PoW 2020-2021 EA (b) Countries increasingly adopt and/or implement low greenhouse gas emission development strategies and invest in clean technologies.	
UNEP approval date:	22/12/2017	Programme of Work Output(s):	<ul style="list-style-type: none"> - Tools, methods, science, knowledge networks to advance the national adaptation plan process that integrates ecosystem-based adaptation are available - Tools, science, knowledge networks and approaches to develop low emission policies and plans are available - Ecosystem-based adaptation is piloted and integrated into national development plans - Renewable energy, energy efficiency and short-lived climate pollutant initiatives are implemented - Finance for mitigation and readiness is available - Outreach, communication 	
Expected start date:	22/12/2017	Actual start date:	22/12/2017	
Planned operational completion date:	22/06/2022	Actual operational completion date:	22/06/2022	
Planned total project budget at approval (show breakdown of individual sources/grants):	1,628,877.37 USD (European Union) 141,712.34 USD (UN Contribution) Total approved = 1,770,589.70 USD Consumable = 1,543,860.57 USD	Actual total expenditures reported as of 21/10/2022:	1,460,196.67 USD	
First disbursement:	647,350 EUR	Planned date of financial closure:	22/06/2022	
No. of project revisions:	Three	Date of last approved project revision:	19/11/2021	
No. of Steering Committee meetings:	3 Programme Steering Committees 36 Management Committee Meetings (1 per month approximately)	Date of last/next Steering Committee meeting:	Last: PSC 21/10/2021	Next: Not yet planned

			MCM 08/02/2021
Mid-term Review/ Evaluation⁴³ (planned date):	Not carried out	Mid-term Review/ Evaluation (actual date):	Not carried out
Terminal Review (planned date):	04/04/2022	Terminal Review (actual date):	TBC
Coverage - Country(ies):	18 Countries (Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay and Venezuela)	Coverage - Region(s):	Latin America
Dates of previous project phases:	03/06/2014 – 14/06/2018	Status of future project phases:	"Accelerating Climate Action in Latin America under the EUROCLIMA+ Programme 2021" started execution on 26/11/2020 until 2023-11-26

2. Project Rationale

1. The United Nations Environment Programme (UNEP) is the leading global environmental authority that sets the global environmental agenda, promotes the coherent implementation of the environmental dimension of sustainable development within the United Nations system and serves as an authoritative advocate for the global environment.
2. The UNEP Latin America and the Caribbean Office (LACO), located in Panama City, works closely with the 33 countries of the region and its activities are integrated into the Medium-Term Strategy and the Programme of Work approved by the United Nations Environment Assembly (UNEA).
3. Climate change is rapidly becoming one of the biggest global challenges of the 21st century, with direct consequences on the population's economies and lifestyles. Latin America is particularly affected and is facing significant risks with potentially overwhelming consequences in several critical areas such as migration, competition for land use, food production and food security, energy generation and access, population concentration in megacities etc. In September 2015, the United Nations General Assembly adopted the 2030 Agenda for Sustainable Development (Agenda 2030) that forms the new global development framework anchored around 17 Sustainable Development Goals (SDGs) covering economic, social development and environmental protection. The 2015 United Nations Climate Change Conference (COP21) held in Paris, France, in December 2015 resulted in the adoption of the Paris Agreement, a global agreement on the reduction of climate change, the text of which represented a consensus of the representatives of the 196 parties attending it. The New European Consensus on Development, adopted in May 2017, places a focus on supporting conservation and sustainable management of all natural resources. Aligned with the Paris Climate Change Agreement, a coordinated action on global public goods is called for, as well as a renewed emphasis on mitigation and adaptation strategies to climate change. The Agenda 2030, the Paris Agreement and the New European Consensus for Development set a common framework of analysis and intervention, emphasizing common development goals, mutual

⁴³ UNEP policies require projects with planned implementation periods of 4 or more years to have a mid-point assessment of performance. For projects under 4 years, this should be marked as N/A.

accountability and global partnerships for development. In Latin America, attaining the SDGs will require a more ambitious approach to EU-LAC cooperation, especially in its regional dimension. Environment and climate change are declared priorities in the dialogue between Latin America and the EU. During the EU-CELAC (European Union - Community of Latin American and Caribbean States) Summit held in Brussels in June 2015, leaders of both regions committed themselves to enhance cooperation on climate-resilient development policies, strategies and actions, e.g. in the areas of renewable energy use and energy efficiency, and on preserving and restoring forest resources. The European Commission (COM) suggested that EU-CELAC cooperation could be stepped up through the inclusion of climate services as the EU is investing a great deal in this field through initiatives such as Horizon 2020 and the Copernicus Climate Change Service. Already prior to the 2015 Paris Conference, environmental sustainability and climate change were declared a focal sector in the Multiannual Programme (MIP) for Latin America under the EU's Development Cooperation Instrument (DCI). In fact, it is the focal sector with the largest allocation (EUR 300 million out of a total budget of EUR 805 million), made available for 18 eligible Latin American countries⁴⁴ over the period 2014-2020. Even if a sizeable percentage of the available funds is to be spent through other means (most notably blending operations in the context of the Latin America Investment Facility) the assumption is that EUR 150 to 200 million will be made available in the form of grants for development cooperation in climate-related issues and sectors. In 2015 and 2016 a total of five rounds of discussions took place between the European Commission and representatives from the eligible Latin American countries to discuss and decide on priorities of cooperation within this focal sector. Based on (a) these discussions, (b) on experiences (including the results of an external evaluation of the programme) made with the successful EUROCLIMA Programme that was completed at the end of June 2017 and (c) on discussions held with EU Member States Agencies (MSAs) and two UN organizations (UNEP and ECLAC (Economic Commission for Latin America and the Caribbean)), the new EUROCLIMA+ Programme was developed and a budget of Euros (EUR) 80 million was made available by the European Union for this flagship programme, with additional allocations foreseen over the following years.

4. UNEP is the leading authority on environmental issues. It provides leadership and encourages global action on environmental protection, inspiring, informing and strengthening capacities of nations and peoples in improving their quality of life while ensuring the one of future generations is maintained. UNEP's climate work in Latin America focuses on strengthening the capacities of countries to ensure the effective implementation of the goals of the Paris Agreement on Climate Change. Activities are mainly directed to promoting action on adaptation planning, access to finance, climate technology deployment, transparency, electric mobility, sustainable energy and policy dialogue.

5. Under this 36-month (later amended to 54 months) project and within the framework of EUROCLIMA+, UNEP promoted regional policy dialogue and exchange of information to advance climate change action - with a focus on the two priority sectors of this project and beyond - using the platform provided by the Forum of Ministers of the Environment of Latin America and the Caribbean, and related meetings. UNEP also supported Latin American countries by accelerating action in two key sectors identified as strategic for the successful implementation of NDCs in Latin America, namely electric mobility and ecosystem-based adaptation (EbA). These two sectors are priorities in Latin America's NDCs under mitigation and adaptation respectively. UNEP counts with specific expertise, experience and technical capacities to support countries and accelerate regional action in these key sectors. Actions supported create conditions for the accelerated deployment of climate technologies, actively seeking participation and investments from the private sector in the two main areas mentioned. Activities also aim at increasing access to climate finance in key initiatives supporting strategically the implementation of Latin American countries' NDCs and making improved use of financial mechanisms in the region, such as the European Commission's Latin American Investment Facility (LAIF).

3. Project Results Framework

6. General objective

7. The general objective of the EUROCLIMA+ programme and of this project implemented by UNEP is to contribute to environmentally sustainable and more climate-resilient development of Latin America, particularly where it affects the living conditions of vulnerable populations. Doing so will support the effective implementation of the Paris Agreement on Climate Change.

8.

⁴⁴ The 18 countries are: Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay and Venezuela.

9. Specific objectives

10. UNEP's objective in supporting EUROCLIMA+ is to accelerate country action and strengthen regional cooperation to effectively and successfully comply with key sectors of the NDCs in Latin America. This is expected to contribute to the long-term implementation of the Paris Agreement on Climate Change. This project focuses on three components, namely:

11. (1) Policy dialogue and cooperation on climate change in Latin America
12. (2) Electric mobility
13. (3) Ecosystem-based adaptation

14. This project contributed to meeting the goal of the UNEP Climate Change Subprogramme, enabling Latin American countries to increasingly make the transition to low-emission economic development, and enhance their adaptation and resilience to climate change. As guided by the UNEP Medium-Term Strategy (MTS) for the period 2018-21, UNEP helped countries address the challenge of climate change by enhancing resilience to its adverse impacts, reducing GHG (Greenhouse gas) emissions by supporting energy efficiency and seizing new investment opportunities that reduce emissions.

15. Project activities target action on both adaptation (Ecosystem-based Adaptation) and mitigation (electric mobility) and therefore help to support Expected Accomplishments in both climate sectors. Ecosystem-based Adaptation activities help support the Expected Accomplishments (EA) (a) "countries increasingly advance their national adaptation plans which integrate ecosystem-based adaptation" and EA (b) "countries increasingly adopt and /or implement low emission development plans and invest in clean technologies".

16. This project enables supporting the UNEP Programme of Work (PoW) outputs 1.2 "Technical support provided to countries to implement Ecosystem-based Adaptation demonstrations and integrate them into national development plans", 4.1 "Technical support provided to countries to implement and scale up energy efficiency projects", and, 5.2 "Technical support provided to countries and institutions to access or mobilize climate finance".

17. The project also contributes to supporting the UN Sustainable Development Goals 11 (Make Cities Resilient), 13 (Climate Action), and 15 (Sustainable Use of Terrestrial Ecosystems).

18.

19. Objectives, rationale and expected results

20. The UNEP goal is not to support all components of NDCs and climate sectors, but instead, focus on three critical components, including two sectors of climate change in Latin America:

21. (1) Policy dialogue and cooperation on climate change in Latin America
22. (2) Electric Mobility (e-Mobility)
23. (3) Ecosystem-based adaptation (EbA)

24.

25. The rationale for these areas is as follows:

1. Policy dialogue and cooperation on climate change in Latin America

26. The Forum of Ministers of the Environment of Latin America and the Caribbean is the highest-level mechanism in the region to discuss environmental matters. The XX Forum of Ministers of Environment of Latin America in 2016 highlighted the need for the Forum to focus more on concrete actions and cooperation rather than on the discussion of documents and stressed the common responsibility and challenges that the Ministers of Environment are facing in their countries and the region. The dialogue took place in the form of the bi-yearly Forum of Ministers as well as in the "Intersessionals". Other spaces such as meetings of the regional climate change platform established by the Forum of Ministers have been relevant for the project. The action aimed to foster dialogue in the sectors (e-Mobility and EbA) but also in other relevant and important areas of climate change, which were requested in the framework of the Forum of Ministers of the Environment in the LAC region. The specific definition of contents for the policy dialogues and cooperation efforts has been defined jointly between UNEP and the European Commission. The activities supported by the project have been made visible as the contribution of EUROCLIMA+ to climate change regional cooperation in Latin America in the framework of the regional climate change platform created by the Forum of Ministers of the Environment.

2. e-Mobility: a key solution to mitigating transport's emissions and air pollution

27. According to the EUROCLIMA-UNEP study “Movilidad Electrica: Oportunidades para Latinoamerica, 2016”, transport is among the top mitigation priorities in the NDCs of Latin American countries; eleven out of eighteen countries in the region have prioritized transport in their NDCs. Urban mobility was also chosen by EUROCLIMA+’s National Focal Points as one of the 6 priority sectors for the programme.

28. Transport contributes with almost a quarter of the current global energy-related greenhouse gas (GHG) emissions and is growing faster than any other energy end-use sector. Complying with the Paris Agreement requires changing this transport emissions trajectory (UNFCCC, 2015). Decarbonization of transport would result in the displacement of about 1.4 GtCO₂e (gigatonnes in carbon dioxide equivalent) per year from the BAU (Business as usual) scenario by 2050 with associated reduction of fossil fuel consumption and improvement of air quality. This relatively large avoided cost enables the electric versions to become competitive with the fossil fuel options by 2025 (UNEP/DTU, Zero Carbon Latin America, 2015).

29. Latin America is the region in the world with the highest increase in motorization rates. By mid-century UNEP estimates the amount of vehicles in the region to quadruple, with the consequent increase CO₂ (Carbon dioxide) emissions and health impacts due to local air pollution. At the same time the region has the highest number of buses per capita in the world, and the use of public transport remains the main mode of land transport in most Latin American cities. With a constant decrease of costs and the high political interest in the region, electric mobility can be a key measure to achieve NDC implementation, while at the same time improving local air quality and public health. This is a key priority for UNEP and for Ministers of the Environment of the world as evidenced in the discussions held in UNEA 3. For that transformation to e-mobility to happen, it is necessary to engage in public-private partnerships and create capacities, regulatory and investment conditions.

30. For this shift to e-mobility to happen, significant barriers need to be addressed. These include, among others:

31. a) Lack of energy efficiency and emissions standards, labels and other tools to enable electric vehicles to compete on a level playing field with internal combustion vehicles.

32. b) Market imperfections including imports of used internal combustion vehicles which present a massive barrier for electric vehicles to compete in the market, or fossil fuel subsidies (calculated at about 1% of GDP (Gross Domestic Product) in 2013), which continue to promote their use and to delay the adoption of alternative power sources in transport.

33. c) Minimal incentives and enabling policy frameworks to accelerate the transformation of markets to electric mobility.

34. d) Lack of infrastructure (e.g. charging stations) and public-private partnerships to promote investments that enable change in fleets.

35. The need to accelerate the transition to electric mobility was prioritized in various EUROCLIMA+’s meetings in 2016 and 2017.

3. Ecosystem-based Adaptation (EbA) to adapt to the multiple impacts of climate change

36. Given the prominence of agriculture, farming, land use and water availability in the NDCs of the region, there is a need for sound and cost effective adaptation across these sectors. Most Latin American country decision-makers support recognition of the services that ecosystems play in order to adapt to climate change, reducing costs to the economy while at the same time making ecosystems more resilient for future generations. One example of this in the field of coastal management is what mangroves and coastal forests can do to adapt to increasing levels of sea-level rise in coastal zones and decrease the impacts of storms and other disasters which will be aggravated by climate change. Despite recognizing the value of these services, there is a need to create the enabling frameworks which mainstream EbA measures and increase the implementation of successful examples so that this approach becomes the norm in the region.

37. Evidence shows that EbA has provided numerous opportunities for natural solutions to manage the impacts of climate change in Latin America, both in rural communities and in urban environments. EbA experiences in rural environments include the promotion of better agricultural practices, sustainable use of resources and the promotion of resilient economic activities, such as agroecology or ecotourism. In urban environments, the understanding of how ecosystems work in cities is increasing and EbA measures are being integrated with other adaptation approaches to reduce climate change impacts such as heat, flooding and water scarcity i.e. by promoting green walls and roofs, maintaining/enhancing urban green or restoring adjacent watershed headers responsible for water provision service.

38. In this framework, various countries in Latin America explicitly mention ecosystem-based approaches as a priority in their NDCs (Argentina, Colombia, Costa Rica, Mexico, Uruguay), while others mention it indirectly by

highlighting the importance of ecosystems and their role in adaptation and disaster risk management. In addition, ecosystem-based interventions in the region's priority NDC sectors can offer opportunities to generate a range of significant social, economic, and environmental co-benefits and require comparatively small investments compared to the long-term social, economic and environmental benefits they generate.

39. Despite recognizing the advantages of this approach, there is a need to create the enabling policy frameworks and to increase the implementation of successful examples so that the approach is effectively mainstreamed into national climate change adaptation in the region.

Expected results:

Increased policy dialogue on climate change innovation, including in the context of the Forum of Ministers of Latin America and the Caribbean.

Strengthened e-Mobility and EbA policy and regulatory frameworks which advance the region in meeting their NDCs and the implementation of the Paris Agreement.

Increased capacities and further empowerment of decision-makers and/or legislators in Latin American countries to translate the NDC goals into concrete policy/legislative measures in the e-mobility and EbA sectors.

Creation of conditions for the accelerated deployment of climate technologies in ecosystem-based adaptation and electric mobility, with participation and investments from the private sector (in the two sectors chosen).

Increased access to climate finance in key initiatives supporting strategically the implementation of Latin American countries' NDCs.

Increased access to climate finance resources, including LAIF, in the deployment of actions that support strategically the implementation of Latin American countries' NDCs.

Activities:

Support and promote policy dialogues with legislators and/or high-level decision-makers around priority themes, including within the Forum of Ministers of the Environment, to ensure political buy-in for the development of policies, legislation and other regulatory tools.

Support the development of strategies, regulatory frameworks, legislation, norms, standards or administrative guidelines in e-Mobility and Ecosystem-based Adaptation.

Within in e-Mobility and Ecosystem-based Adaptation, deployment or transfer of climate technologies through the preparation of enabling conditions, provision of information and contacts between countries in the region.

Support access to climate finance for strategic scale-up projects in e-Mobility and EbA, with private sector engagement for the implementation of the countries' NDCs.

Depending on demand and needs, develop output-oriented analyses and technical reports/studies, assessments, as well as gathering technical information, organization of technical meetings and development of appropriate communication and awareness-raising tools.

Logical framework:

Activities/inputs	Outputs	Outcomes	Impacts
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<p>Provide support and promote policy dialogues with legislators or high-level decision-makers around priority themes, including within the Forum of Ministers of the Environment, to ensure political buy-in for the development of policies, legislation, and other regulatory tools.</p>	<p>At least three policy dialogues with decision-makers and/or legislators organized, in the framework of the Forum of Ministers of Latin America and the Caribbean, or related meetings</p>	<p>Increased policy dialogue on climate change innovation, in the context of the Forum of Ministers of Latin America and the Caribbean.</p> <p>Increased capacities and further empowerment of decision-makers and/or legislators in Latin American countries to translate the NDC goals into concrete policy legislative measures in thee-Mobility and EbA sectors.</p>	<p>Increased Latin America cooperation, knowledge, and capacities to take action to enable effective NDC implementation.</p>
<p>Provide support to the development of strategies, regulatory frameworks, legislation, norms, standards or administrative guidelines in e-Mobility and EbA.</p> <p>Transfer of climate technologies through the preparation of enabling conditions, provision of information and contacts between countries in the region.</p> <p>Develop output-oriented analysis and technical reports/studies, assessments, as well as gathering technical information, organization of technical meetings and development of appropriate communication and awareness-raising tools.</p>	<p>At least three strategies, policies, norms, bills, standards or guidelines were developed on any of the two climate sectors.</p>	<p>Strengthened e-mobility and EbA policy and regulatory frameworks which advance the region in meeting their NDCs and enable the implementation of the Paris Agreement.</p> <p>Creation of conditions for the accelerated deployment of climate technologies in ecosystem-based adaptation and electric mobility, with participation and investments from the private sector (in the two themes chosen)</p>	<p>Strategic, policy, legislative or regulatory conditions for NDC implementation improved in the region in e-mobility and EbA.</p> <p>Climate technologies in EbA and Electric Mobility, deployment with contributions from the private sector.</p>
<p>Provide support to access to climate finance for strategic scale-up projects in e-Mobility and EbA, with private sector engagement for the implementation of the countries' NDCs</p>	<p>At least three projects designed scaling up access to climate finance with the participation of the private sector</p>	<p>Increased access to climate finance in key initiatives supporting strategically the implementation of Latin American countries NDCs.</p> <p>Increased access to LAIF or other climate finance resources</p>	<p>Climate finance projects for NDC implementation, with the engagement of the private sector, are in place.</p>

		in the deployment of actions that support strategically the implementation of Latin American countries' NDCs.	
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Outcome	Indicator(s)	Achieved/ Not Achieved/On target
<p>Outcome 1.a: Increased policy dialogue on climate change innovation, in the context of the Forum of Ministers of Latin America and the Caribbean, or related meetings.</p>	<p># of policy dialogues with decision-makers and/or legislators to translate the NDC goals into concrete policy/legislative measures in the e-mobility and EbA sectors organized in the framework of the Forum of Ministers of Latin America and the Caribbean, or related meetings.</p>	<p>Achieved</p> <ul style="list-style-type: none"> - Regional dialogue "EbA in urban areas" facilitated under the framework of the NAP EXPO - Regional consultation meeting for the Andean Mountain Initiative (AMI) - Regional Dialogue of Ministers of Environment on electric mobility under the framework of the Forum of Ministers of Environment and Latin America and the Caribbean - High-level side event "Raising the ambition level of NDCs through electric mobility" at PRECOP25 - Supported achievement of the first global resolution on sustainable mobility in UNEA4
<p>Outcome 1.b: Increased capacities and further empowerment of decision-makers and/or legislators in Latin American countries to translate the NDC goals into concrete policy/legislative measures in the e-mobility and EbA sectors.</p>	<p># of capacity building events for decision-makers and/or legislators in Latin American countries to translate the NDC goals into concrete policy/legislative measures in the e-mobility and EbA sectors.</p>	<p>Achieved</p> <ul style="list-style-type: none"> - Regional technical workshop on clean transport and electric mobility under the framework of the Forum of Ministers of Environment and Latin America and the Caribbean - Development of a Practical Guide for the development of a National Electric Mobility Strategy - Thematic event on infrastructure, cities and global action focused on transport

		during the Latin American Climate Change Week.
Outcome 2.a: Strengthened e-mobility and EbA policy and regulatory frameworks which advance the region in meeting their NDCs and enable the implementation of the Paris Agreement.	# of e-mobility and EbA policies, norms, bills, standards or guidelines developed.	<p>Achieved</p> <ul style="list-style-type: none"> - Support the Ministry of Environment and Sustainable Development of Argentina in the creation of a National Mobility Strategy. - Adoption of the National Mobility Strategy by the National Energy Secretariat (SNE) and the Ministry of Environment (MiAmbiente) of Panama. - Adoption of the National Mobility Strategy by the Ministry of Environment and Sustainable Development, the Ministry of Mines and Energy and the Ministry of Transport of Colombia. - Technical support for the development of a National Law on Electric Mobility in Argentina.
Outcome 2.b: Creation of conditions for the accelerated deployment of climate technologies in EbA and electric mobility, with participation and investments from the private sector.	# of strategies and guidelines for the accelerated deployment of climate technologies in EbA or electric mobility with participation from the private sector.	<p>Achieved</p> <ul style="list-style-type: none"> - Technical support to the Latin American and Caribbean Parliament (Parlatino) for the development of a model law on electric mobility - Creation of the regional network of legislators for electric mobility "electro-legislators". - Strategic Agenda on Climate Change Adaptation in the Andes adopted by the 7 countries, including EbA and water resources as regional priority areas. - Conducting a study to identify the background and provide recommendations for the elaboration, updating and sustaining of Long-Term Strategies in Latin American countries.

		<ul style="list-style-type: none"> - Design, launch, implementation and closure of the MECOMPROMETO (I COMMIT) Campaign - Support and incubation of the Latin American Association for Sustainable Mobility (ALAMOS), composed of electric mobility associations from 10 countries.
<p>Outcome 3.a: Increased access to climate finance in key initiatives supporting strategically the implementation of Latin American countries' NDCs.</p>	<p># of projects designed scaling up access to climate finance supporting strategically the implementation of Latin American countries' NDCs.</p>	<p>Achieved</p> <ul style="list-style-type: none"> - Design and approval of regional preparation proposal "Advancing a regional approach to electric mobility in Latin America" to the GCF. (Countries: ARG, COL, CRI, CUB, ECU, SLV, GTM, HND, MEX, NIC, PAN, PRY, DOM, URY) - Consultation meetings with the participation of country representatives to discuss the importance of adaptation in their countries, discussed an initial draft of regulatory options for the Andean Mountains Initiative and received information about possible financing avenues for an EbA project. - Mexico and Honduras supported in the submission of e-mobility and renewables project proposals to the Climate Action Enhanced Package (CAEP) of the NDC Partnership. (Proposals approved) - Design and submission of e-mobility project proposal to the GEF7 in Costa Rica. (Approved) - Design of e-mobility project proposals to GEF7 in Ecuador - Design and approval of regional preparatory urban EbA project proposal to the GCF (Nature4Cities Latam) (Countries: CUB, DOM, ECU, HND) - Design and submission of urban EbA project proposal in Mexico (EF and/or GCF donors) (CityAdapt 2.0)
<p>Outcome 3.b: Increased access to LAIF or other climate finance</p>	<p># of LAIF initiatives developed.</p>	<p>Achieved</p>

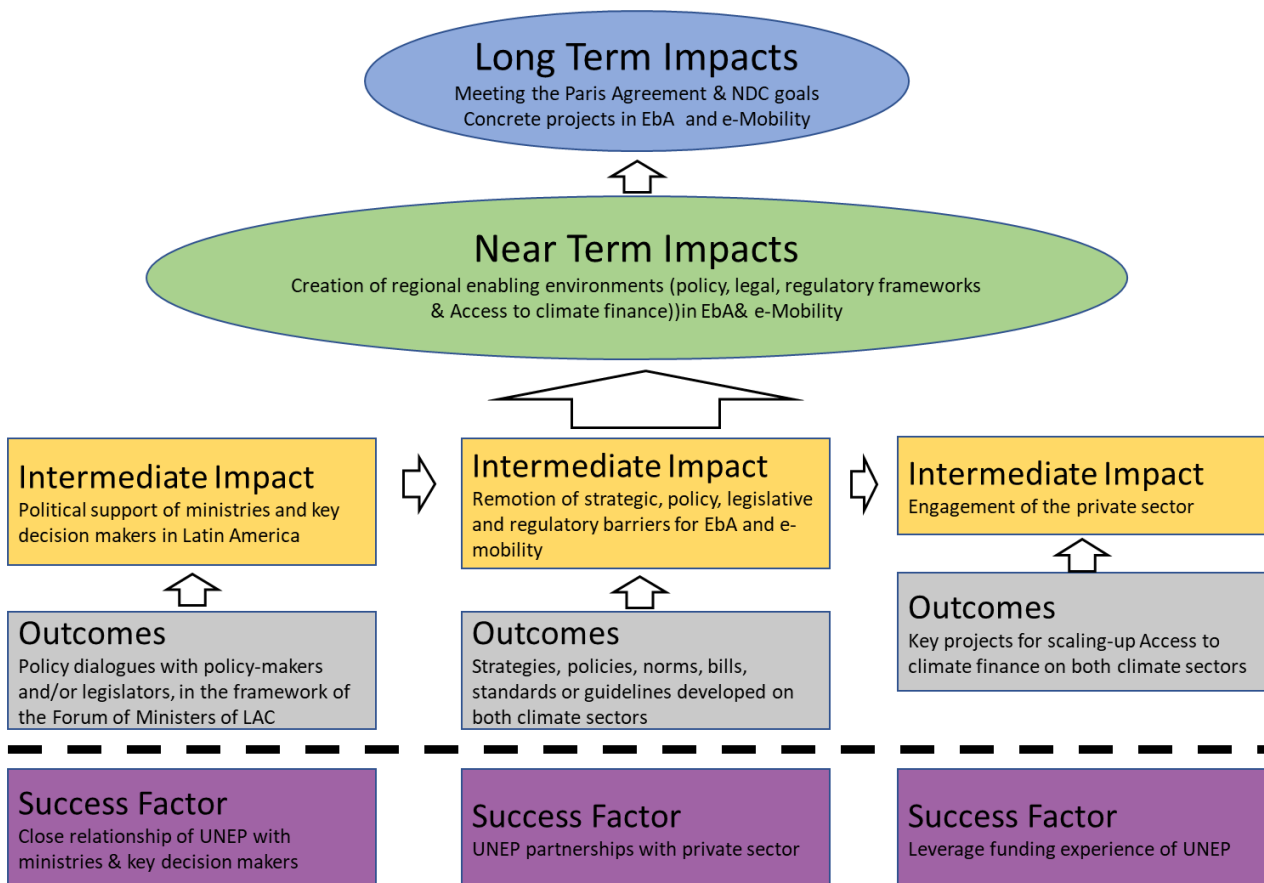
<p>resources in the deployment of actions which support strategically the implementation of Latin American countries' NDCs.</p>		<ul style="list-style-type: none"> - Presentation of a concept note to the Latin American Investment Facility (LAIF) related to electric mobility in public transport in Panama. - Development of a concept note with the objective to support the governments of Colombia and Panama to build an enabling environment that catalyses private investments towards the incipient distributed solar PV market
<p>Output (s)</p>	<p>Indicator(s)</p>	<p>Achieved/ Not Achieved/On target</p>
<p>Output 1.1.: Provide support and promote policy dialogue with legislators or high-level decision-makers around priority themes, including within the Forum of Ministers of Latin America and the Caribbean, to ensure political buy-in for the development of policies, legislation and other regulatory tools</p>	<p># of meetings organised in the framework of the Forum of Ministers of Latin America and the Caribbean, or related meetings to ensure political buy-in for the development of policies, legislation and other regulatory tools in the e-mobility and EbA sectors.</p>	<p style="text-align: center;">Achieved</p> <ul style="list-style-type: none"> - Creation of a proposal for a governance structure for the Andean Mountain Initiative - Consolidation of the Regional Coordination Mechanism of the Andean Mountain Initiative by the 7 countries - Supported achievement of the first global resolution on sustainable mobility in UNEA4 - Facilitation of the regional dialogue of Environment Ministers on electric mobility under the framework of the Forum of Environment Ministers and Latin America and the Caribbean.
<p>Output 2.1: Guidelines and strategies. Provide support to the development of strategies, policies, norms, bills, standards or guidelines in e-mobility and EbA</p>	<p># of webinars on best practices for MRE organised</p>	<p style="text-align: center;">Achieved</p> <ul style="list-style-type: none"> - Design, organisation and implementation of webinars in the framework of the CityAdapt initiative, 8 to date.
	<p># guidelines for the use of economic incentives and financial mechanisms for EbA in water management in Latin America.</p>	<p style="text-align: center;">Achieved</p> <ul style="list-style-type: none"> - Identification of regional priority areas under the Strategic Agenda on Climate Change Adaptation of the Andean Mountain Initiative by the 7 countries including EbA and water resources as regional priority areas, and adoption of the agenda.

	<p># of webinars on best practices for the use of economic incentives for EbA in water management in Latin America organised.</p>	<p>Substituted</p> <ul style="list-style-type: none"> - Priorities changed for the participating countries, however many other webinars on best practices on EbA in cities have been carried out.
	<p># of national electric mobility strategies approved in Latin America.</p>	<p>Achieved</p> <ul style="list-style-type: none"> - Support the Ministry of Environment and Sustainable Development of Argentina in the creation of a National Mobility Strategy. - Adoption of the National Mobility Strategy by the National Energy Secretariat (SNE) and the Ministry of Environment (MiAmbiente) of Panama. - Adoption of the National Mobility Strategy by the Ministry of Environment and Sustainable Development, the Ministry of Mines and Energy and the Ministry of Transport of Colombia.
<p>Output 2.2 Technology Transfer - Learning exchanges. Transfer of climate technologies through the preparation of enabling conditions, provision of information and contacts between countries in the region.</p>	<p># of learning exchanges on MRE and EbA in cities conducted.</p>	<p>Achieved</p> <ul style="list-style-type: none"> - [In progress Continues in the new EUROCLIMA Phase] A study on climate finance in cities driving the implementation of NDCs and LTS, review of success stories from within and outside Latin America, and policy recommendations to enhance cities' access to climate finance. - 7 Exchanges of relevant experiences on different aspects of developing and sustaining LTS among the countries of the initiative and between them and other countries. - [In progress – Continues in the new EUROCLIMA Phase] Roadmap that compiles, analyses and recommends the development of activities to establish a regional vision for Sustainable Cities - Governance and Financing for Local Climate Action aligned to the Paris Agreement. - Report identifying national MRV and M&E platforms and/or systems together with a review of the national contexts in which some kind of tool or system would

		<p>be required or useful to strengthen transparency schemes and comply with the ETF's MPGs.</p>
	<p># of webinars on best practices/lessons learned to enable conditions for electric mobility</p>	<p>Achieved</p> <ul style="list-style-type: none"> - Design, organisation and execution of 56 webinars to date - Development and publication of Progress Reports on the State of Electric Mobility in Latin America and the Caribbean (2018 and 2019) - Development and publication of a practical guide for operators for the successful introduction, scale-up and replication of electric buses in Latin America and the Caribbean. - Development and publication of a methodology for the evaluation of the economic, environmental and social benefits derived from the implementation of public policies on electric mobility and piloting of the methodology in 5 cities of countries in the region. - Development and publication of the Zero Carbon Report Latin America (transport and energy generation)
<p>Output 2.4: Assessments, dialogues and community of practice produced, delivered and shared with relevant stakeholders</p>	<p># of country-specific, evidence-based, sector-focused analyses using the Green Economy Model (GEM) showing the opportunities of integrating low-emission climate-resilient strategies into recovery packages, proving through scientific/economic data how economic recovery plans aligned to the Paris Agreement are a forward-looking investment for the governments of the LAC countries, that encourage higher economic growth while achieving climate goals and social co-benefits.</p>	<p>Achieved</p> <p>[In progress – Carried out for Panama - Continues in the new EUROCLIMA Phase] The development of country-specific, evidence-based, sector-focused analyses using the Green Economy Model (GEM), together with the provision of political advice based on the results of the studies. This initiative is conducting assessments that analyse the opportunities of integrating low-emission climate-resilient strategies into recovery packages, proving through scientific/economic data how economic recovery plans aligned to the Paris Agreement are a forward-looking investment for the governments of the LAC countries, that encourage higher economic growth while achieving climate goals and social co-benefits.</p>

	Support the realization of 3 regional dialogues and a congress within the Andean Mountains Initiative	Achieved
	Assessment of international and regional best practices on EbA in urban areas, together with the identification of opportunities and recommendations for the implementation of EbA in urban areas in the region	To be started
	Community of practice with the Andean Mountains Initiative and other relevant actors in the Andes	To be started

Theory of change:



4. Executing Arrangements

The Climate Change Unit of the UNEP’s Office for Latin America and the Caribbean has been in charge of the implementation of the EUROCLIMA+ project. Since the project is a relatively on-demand project with many smaller activities according to the priorities of the country in their NDCs, the expertise of UNEP in certain areas like electric mobility and EbA, and the priorities of the Commission. A significant amount of execution partners has taken part in the implementation of the project:

- Consorcio para el Desarrollo Sostenible de la Ecorregión Andina (CONDESAN) (NGO)
- Instituto de Gobernabilidad Ambiental y Desarrollo Territorial -Universidad de Ginebra (Academia)
- Centro Para la Sostenibilidad Urbana (CPSU) (NGO)
- Technical University of Denmark (DTU) (Academia)
- Wageningen Environmental Research (WENR) (Academia)
- Practical Action (NGO)
- Centro Mario Molina (NGO)
- Clean Air Institute (Academia)
- Korea University (Academia)
- Agencia Chilena de Sostenibilidad Energética (ASE) (NGO)
- Asociación Latinoamericana de Movilidad Sostenible (ALAMOS) (NGO)
- University of Oxford (Academia)
- Green Fiscal Policy Network (Group of NGOs)
- YAPU Solutions (Private sector)
- Instituto Internacional de Análisis de Sistemas Aplicados (IIASA) (Academia)
- International Council on Clean Transportation (ICCT) (NGO)

In the majority of cases, UNEP has been involved in the inception part of the work, supervised the process and given approval to the final products developed by the executing partners. In other cases UNEP has worked together with the partners in the technical development of the products. The link of each partner with the final product or activity will be available to the consultant through the provision of any product requested and through the semestrial and annual reports developed for the European Commission as part of UNEP's reporting duties.

EUROCLIMA+ Programme Governance

Programme Steering Committee

EUROCLIMA+ is governed by a Programme Steering Committee (PSC), which is comprised, on the Latin American side, by Ministers or their representatives/national focal points. The PSC gives overall strategic directions to the programme based on the region's needs. On the EU side, the European Commission, represented by the Directorate General for International Partnerships (DG-INTPA), as well as the Member States Agencies (MSAs) involved in the Programme implementation, are also part of the PSC, as is the Government of Germany as cofinancier. Other key programme partners, in particular the Technical Assistance, ECLAC and UNEP, are invited to the Steering Committee as appropriate. Each Latin American country has nominated a National Focal Point for programme coordination. The Focal Point coordinates programme activities within the participating country among national ministries and relevant authorities involved (such as the Ministry of Foreign Affairs, Environment, Agriculture, Energy, Planning or Finance).

Programme Management Committee

A Programme Management Committee is established, comprised of representatives of DG-INTPA and the participating MSAs (as well as Technical Assistance plus UNEP and ECLAC as appropriate). The Management Committee meets more regularly and discuss operational aspects of the Programme (about once a month), such as preparation of meetings, and the related agenda, programme visibility measures, planning of deployment of technical assistance, composition of evaluation committees etc.

Programme Secretariat

Given the complexities of coordinating a programme that carries out activities in 18 countries, several EU MSAs, the European Commission, UNEP and ECLAC a Programme Secretariat (PS) is installed in Brussels (in the case of UNEP its member is in Panama, and in the case of ECLAC in Chile). The PS is responsible for the preparation of meetings, the day-to-day coordination of activities, the coordination of reporting (including financial reporting), M&E, logistics linked to the organization of meetings (including interpretation, translation), programme communication strategy (visibility) etc. The office space for the PS is provided by a service contractor, and added to that, it has representatives from (a) the Technical Assistance Team as well as (b) from MSAs as appropriate. The PS also assists with the preparations of the meetings of the Management Committee and the Programme Steering Committee.

5. Project Cost and Financing

The funding decision for the 2017 financial allocation EUROCLIMA+ (EUR 40 million) foresaw the implementation by the programme through (a) a number of selected EU MSAs (total available budget: EUR 37 million; "indirect management") plus (b) two UN Organisations, ECLAC and UNEP (total available budget EUR 3 million, "indirect management").

The distribution of funds is the following:

EU Contribution 2017 Implementing organisation	EUROCLIMA+ sectors					Total
	Horizontal	Food prod.	Energy	Urban water	UN	
AECID			6 000 000	4 000 000		10 000 000
AFD			4 000 000	6 000 000		10 000 000
Expertise France		1 955 000				1 955 000
FIHAPP						0
GIZ		8 045 000				8 045 000
UN Environment					1 500 000	1 500 000
ECLAC					1 500 000	1 500 000
TOTAL	[7 000 000]¹¹	10 000 000	10 000 000	10 000 000	3 000 000	33 000 000

Of which UNEP had its funds distributed in the following manner:

UMOJA Code	UMOJA Class Description	EC Contribution (EUR)	UN Environment Contribution (EUR)	Total Cost (EUR)	Period 1 from EC Contribution (EUR)
010	Personnel and consultancies	660,000	85,500	745,500	265,000
120	Contractual Services	49,569	0	49,569	15,750
125	Operational & other direct costs (evaluation)	30,000	0	30,000	0
130	Supplies and Materials	0	0	0	0
135	Equipment, vehicles and furniture	5,000	0	5,000	5,000
140	Implementing Partner transfer/grant	430,000	28,250	458,250	220,000
150	Implementing Partner Project Service Cost	0	0	0	0
160	Travel	227,300	16,750	244,050	99,250
	Subtotal	1,401,869	130,500	1,532,369	605,000
155	Maximum UN Project Service Cost (7%)	98,131	0	98,131	42,350
	Grant Total	1,500,000	130,500	1,630,500	647,350

Output	Description (Output/Activity)	Grant and SB	FUNCTIONAL AREA (SMA Derived)	FUND CENTER (SMA Derived)	Funding (secured/Unsecured)	CLASS	2018 Amount	2019 Amount	2020 Amount	2021 Amount	2022 Amount	2023 Amount	Grand Total
TOTAL					Fund	Total	570,596	747,371	111,762	256,671			1,686,400
					Generic	STAFF PERSONNEL	136,306	246,109	160,052	95,100			637,566
					Generic	TRAVEL	62,475	88,369	14,344				165,188
					Generic	CONTRACT SERVICE	7,494	4,513	5,446	472			17,925
					Generic	OPERAT OTH COSTS	14,612	17,837	20	10			32,478
					Generic	SUPPL COM MATER							
					Generic	EQUIP VEH FURNIT	4,243	1,160					5,403
					Generic	TRANSFER/GRANT TO IP	314,775	340,440	(75,411)	142,399			722,203
					Generic	GRANTS OUT							

					Generic	IP-PSC						
					Generic	UN-PSC	30,690	48,944	7,312	18,690		105,636
Output 1	At least 3 policy dialogues with decision makers and/or legislators organized in the framework of the Forum of Ministers of Latin America and the Caribbean or related meetings	M1-32CPL-000378 SB-009914	14AC0001	11229	Generic	Total	163,904	464,510	(234,455)	120,705		514,664
						STAFF PERSONNEL	30,480	44,926	22,400	28,600		126,406
						TRAVEL	36,164	44,790	(333)			80,621
						CONTRACT SERVICE	77	396	4,219	37		4,729
						OPERAT OTH COSTS	4,229	13,986				18,215
						SUPPL COM MATER						
						EQUIP VEH FURNIT						
						TRANSFER/GRANT TO IP	84,716	329,988	(245,403)	82,273		251,574
						GRANTS OUT						
						IP-PSC						
						UN-PSC	8,237	30,425	(15,338)	9,795		33,119
Output 2	At least three strategies, policies, norms, bills, standard or guidelines developed on any of the two climate sectors	M1-32CPL-000378 SB-009914	14AC0001	11229	Generic	Total	276,734	92,388	205,366	135,966		710,454
						STAFF PERSONNEL	33,280	55,485	74,617	66,500		229,882
						TRAVEL	15,771	23,691	763			40,224
						CONTRACT SERVICE	7,417	4,117	1,143	435		13,112
						OPERAT OTH COSTS	10,383	3,590	10	10		13,993
						SUPPL COM MATER						

						EQUIP VEH FURNIT						
						TRANSFER/GRANT TO IP	195,932	(550)	115,398	60,126		370,906
						GRANTS OUT						
						IP-PSC						
						UN-PSC	13,951	6,055	13,435	8,895		42,336
Output 3	At least three projects designed scaling up access to climate finance with the participation of the private sector	M1-32CPL-000378 SB-009914	14AC0001	11229	Generic	Total	64,358	48,824	43,878	0		157,059
						STAFF PERSONNEL	15,480	16,920	(24,000)			8,400
						TRAVEL	10,540	17,704	10,319			38,564
						CONTRACT SERVICE			84			84
						OPERAT OTH COSTS			10			10
						SUPPL COM MATER						
						EQUIP VEH FURNIT						
						TRANSFER/GRANT TO IP	34,127	11,002	54,594			99,723
						GRANTS OUT						
						IP-PSC						
						UN-PSC	4,210	3,198	2,870	0		10,278
Output 4	Staff costs	M1-32CPL-000378 SB-009914	14AC0001	11229	Generic	Total	65,601	141,649	96,973			304,223
						STAFF PERSONNEL	57,066	128,778	87,035			272,879

						TRAVEL		2,184	3,594				5,778
						CONTRACT SERVICE							
						OPERAT OTH COSTS		260					260
						SUPPL COM MATER							
						EQUIP VEH FURNIT	4,243	1,160					5,403
						TRANSFER/GRANT TO IP							
						GRANTS OUT							
						IP-PSC							
						UN-PSC	4,292	9,267	6,344				19,902
Output 5	Evaluation costs	M1-32CPL-000378 SB-009914	14AC0001	11229	Generic	Total						35,412	35,412
						STAFF PERSONNEL							
						TRAVEL							
						CONTRACT SERVICE							
						OPERAT OTH COSTS						35,412	35,412
						SUPPL COM MATER							
						EQUIP VEH FURNIT							
						TRANSFER/GRANT TO IP							
						GRANTS OUT							
						IP-PSC							
						UN-PSC							

As of the 24/01/2022 the project presents the following figures:

DONOR END	GRANT END	TOTAL APPROVED	CONSUMIBLE	PRE-COMMITMENTS	COMMITMENTS	ACTUALS	GASTADO	DISPONIBLE	PRESUPUESTO APROBADO	EJECUTADO
2022-06-22 110 dias	2023-06-22 475 dias	1,863,354	1,552,475.57	0	166,905.87	1,342,814.64	1,509,720.51	42,755.06		97.25%

6. Implementation Issues

40. At the beginning of implementation of the project UNEP had problems to read, analyze and provide quality comments to the large number of documents requested by the European Commission and the Programme in short period of notice, considering that the UNEP team was already on full capacity executing and managing ongoing activities. Furthermore, too many demanding requirements of calls and coordination took away time for direct execution of ongoing activities. In general, calls for inter-agency coordination were scheduled at European time, resulting in untimely schedules for implementing agencies located in the Latin American region. This has since been improved by increasing the team, appointing a dedicated representative in the PSU and with general improvements in the way of working and communicating with the actors that compose the programme.

41. COVID-19 Pandemic

42. Most of the activities being executed by the project had to be adapted to the new reality, by identifying and recognizing impacts, implications and interlinks between the health and economic crisis caused by the COVID-19 and the climatic crisis. For that, all activities related to knowledge creation (reports, tools, etc.), capacity building (communities of practice, webinars, etc.), high-level policy dialogue (forums, dialogues, etc.) started to include the topic and its interlinks with the climate crisis, and to emphasize the vision of moving towards a low-emission, climate-resilient regional economy that generates jobs and leaves no one behind as the cornerstone for a sustainable COVID19 recovery phase.

43. Apart from that, making use of the resources still available, under the UNEP's COVID-19 strategic response Block 3 "Building Back Better", together with the European Commission, the Climate Change Unit of UNEP's Office for Latin America and the Caribbean started to support policy-decision makers from LAC countries in seizing the opportunity to incorporate climate actions into COVID19 response measures.

44. In that sense, this project started the "Programme to support the post-COVID19 economic recovery in line with the Paris Agreement on climate change in Latin America and the Caribbean". This programme consists of two projects that work in two fronts, on one hand, gathering evidence and providing policy advice based in reliable economic and fiscal assessments in order to support decision makers from LAC countries in seizing the opportunity to incorporate climate actions into COVID19 economic recovery plans. And the second front on the collection and analysis of COVID-19 fiscal policy measures and investments announced by the LAC countries since the pandemic started in order to determine the alignment of these investments and policies with the NDCs and with a sustainable recovery from the COVID-19 pandemic. Other more punctual activities carried out by the unit are listed in the table below. <https://recuperacionverde.com>

45. Revisions

46. In terms of revisions to the logframe, the project has suffered three addendums, for the following reasons:

47. The first addendum was approved and signed by the European Commission and UNEP's Executive Director on 23/11/2020 and 07/12/2020 respectively. The requested amendment was to extend the implementation period of the original Agreement until December 2021 (from 36 to 48 months). At the same time, the submitted addendum requested a budget movement between budget lines. The COVID-19 pandemic had impacts on the implementation of the agreement. Among others, the budget allocated to the travel line was not going to be possible to be executed in full. This is why a budget movement between lines was requested. In addition, an extension of the deadline for the implementation of the agreement was required, as the implementation of the new country demands, support for green recovery, would be completed in 2021.

48. With this addendum, during this year 2021, a part of the project funds was spent on the development of country-specific, evidence-based, sector-focused analyses using the Green Economy Model (GEM), together with the provision of political advice based on the results of the studies. This initiative is conducting assessments that analyze the opportunities of integrating low-emission climate-resilient strategies into recovery packages, proving through scientific/economic data how economic recovery plans aligned to the Paris Agreement are a forward-looking investment for the governments of the LAC countries, that encourage higher economic growth while achieving climate goals and social co-benefits.

49. The second addendum was approved and signed by the European Commission and UNEP's Executive Director on 08/07/2021 and 28/07/2021 respectively. This addendum was made in order to be able to spend the final remaining budget, that last remaining budget needed to be moved to personnel that would help

complete the remaining activities within the adaptation team. The adaptation team finally decided that they would prefer to make use of the funds through implementing partners instead of staff. It is because of that, that a third addendum was sent to the European Commission (26/10/2021) and signed by the European Commission and UNEP's Executive Director on the 16/12/2021. This addendum just moved all remaining funds to the IP class for the implementation of the remaining activities.

50. Due to administrative delays, the high workload of COP26 and the fact that the administrative year was about to end, the addendum also extended the implementation period from 48 to 54 months, ending in June 2022, to ensure that activities fell within the temporal scope of the agreement.

51. In terms of evaluation and reporting, the project has been reporting every semester to the European Commission since 2018 through narrative reports. Furthermore, since 2019, the European Commission introduced the EUCLIDES system, a tailor-made online tool where all implementing agencies have been reporting progress based on the logic framework established by the European Commission. Apart from that, the project has not passed a mid-term review or been reported in PIMS until recently because the reporting of the donor was highly demanding given the number of smaller activities, stakeholders and teams (mitigation, adaptation, transparency and communication) involved in the reporting.

52.

Section 2. OBJECTIVE AND SCOPE OF THE REVIEW

7. Objective of the Review

53. In line with the UNEP Evaluation Policy⁴⁵ and the UNEP Programme Manual⁴⁶, the Terminal Review (TR) is undertaken at operational completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The Review has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and the European Commission (DG-INTPA). Therefore, the Review will identify lessons of operational relevance for future project formulation and implementation, especially for future phases of the project, where applicable.

8. Key Review principles

54. Review findings and judgements will be based on **sound evidence and analysis**, clearly documented in the Review 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 judgements should always be clearly spelled out.

55. **The “Why?” Question.** As this is a Terminal Review and a follow-up project is currently ongoing, particular attention will be given to learning from the experience. Therefore, the “why?” question should be at the front of the consultant(s)' minds all through the review exercise and is supported by the use of a theory of change approach. This means that the consultant(s) 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 (i.e. what contributed to the achievement of the project's results). This should provide the basis for the lessons that can be drawn from the project.

56. **Attribution, Contribution and Credible Association:** In order to *attribute* any outcomes and impacts to a project intervention, one needs to consider the difference between what has happened with, and what would have happened without, the project (i.e. take account of changes over time and between contexts in order to isolate the effects of an intervention). This requires appropriate baseline data and the identification of a relevant counterfactual, both of which are frequently not available for reviews. Establishing the *contribution* made by a project in a complex change process relies heavily on prior intentionality (e.g. approved project design documentation, logical framework) and the articulation of causality (e.g. narrative and/or illustration of the

⁴⁵ <https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies>

⁴⁶ <https://wecollaborate.unep.org>

Theory of Change). Robust evidence that a project was delivered as designed and that the expected causal pathways developed supports claims of contribution and this is strengthened where an alternative theory of change can be excluded. A *credible association* between the implementation of a project and observed positive effects can be made where a strong causal narrative, although not explicitly articulated, can be inferred by the chronological sequence of events, active involvement of key actors and engagement in critical processes.

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

9. Key Strategic Questions

In addition to the review criteria outlined in Section 10 below, the Review will address the **strategic questions**⁴⁷ listed below (no more than 3 questions are recommended). These are questions of interest to UNEP and to which the project is believed to be able to make a substantive contribution:

- (a) Key questions:
 - (i) ARE UNEP'S INTERVENTIONS WITHIN THE EUROCLIMA+ PROGRAMME IN LINE WITH THE RESPECTIVE COUNTRIES PRIORITIES AND NEEDS RELATED TO CLIMATE CHANGE AND THE RESPECTIVE GOVERNMENT AGENDA?
 - (ii) HAS THE REGIONAL APPROACH PRIORITIZED BY UNEP WORKED? TO WHAT EXTENT HAS UNEP MANAGED TO ENFORCE REGIONAL AND SOUTH-SOUTH COOPERATION?
 - (iii) HOW HAS THIS PROJECT STRENGTHENED THE RELATIONSHIP BETWEEN THE EUROPEAN COMMISSION AND LATIN AMERICA?
- (b) (Where relevant) What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance?

10. Review Criteria

58. All review criteria will be rated on a six-point scale. Sections A-I below, outline the scope of the review criteria. The set of review 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 availability 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.

59. Annex 1 of these Terms of Reference provides a table with a list of various tools, templates and guidelines that can help Review Consultant(s) to follow a thorough review process that meets all of UNEP's needs.

A. Strategic Relevance

60. The Review will assess the extent to which the activity is suited to the priorities and policies of the donors, implementing regions/countries and the target beneficiaries. The Review will include an assessment of the project's relevance in relation to UNEP's mandate and its alignment with UNEP's policies and strategies at the time of project approval. Under strategic relevance an assessment of the complementarity of the project with

⁴⁷ The strategic questions should not duplicate questions that will be addressed under the standard review criteria described in section 10.

other interventions addressing the needs of the same target groups will be made. This criterion comprises four elements:

i. Alignment to the UNEP's Medium-Term Strategy⁴⁸ (MTS), Programme of Work (POW) and Strategic Priorities

61. The Review should assess the project's alignment with the MTS and POW under which the project was approved and include, in its narrative, reflections on the scale and scope of any contributions made to the planned results reflected in the relevant MTS and POW. UNEP strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building⁴⁹ (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.

ii. Alignment to Donor/Partner Strategic Priorities

62. Donor strategic priorities will vary across interventions. The Review will assess the extent to which the project is suited to, or responding to, donor priorities. In some cases, alignment with donor priorities may be a fundamental part of project design and grant approval processes while in others, for example, instances of 'softly-earmarked' funding, such alignment may be more of an assumption that should be assessed.

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

63. The Review will assess the alignment of the project with global priorities such as the SDGs and Agenda 2030. 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 will also be considered. Examples may include: UN Development Assistance Frameworks (UNDAF) or, national or sub-national development plans, poverty reduction strategies or Nationally Appropriate Mitigation Action (NAMA) plans or regional agreements etc. Within this section consideration will be given to whether the needs of all beneficiary groups are being met and reflects the current policy priority to leave no-one behind.

iv. Complementarity with Relevant Existing Interventions/Coherence⁵⁰

64. An assessment will be made of how well the project, either at design stage or during the project inception or mobilization⁵¹, took account of ongoing and planned initiatives (under the same sub-programme, other UNEP sub-programmes, or being implemented by other agencies within the same country, sector or institution) that address similar needs of the same target groups. The Review 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 work within UNDAFs or One UN programming. Linkages with other interventions should be described and instances where UNEP'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
- Country ownership and driven-ness

⁴⁸ UNEP's Medium Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes. <https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents>

⁴⁹ <http://www.unep.fr/ozonaction/about/bsp.htm>

⁵⁰ This sub-category is consistent with the new criterion of 'Coherence' introduced by the OECD-DAC in 2019.

⁵¹ A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

B. Quality of Project Design

65. The quality of project design is assessed using an agreed template during the review inception phase. Ratings are attributed to identified criteria and an overall Project Design Quality rating is established. The complete Project Design Quality template should be annexed in the Review Inception Report. Later, the overall Project Design Quality rating⁵² should be entered in the final review ratings table (as item B) in the Main Review Report and a summary of the project's strengths and weaknesses at design stage should be included within the body of the Main Review Report.

Factors affecting this criterion may include (at the design stage):

- Stakeholders participation and cooperation
- Responsiveness to human rights and gender equity

C. Nature of External Context

66. At review inception stage a rating is established for the project's external operating context (considering the prevalence of conflict, natural disasters and political upheaval⁵³). This rating is entered in the final review ratings table as item C. Where a project has been rated as facing either an *Unfavorable* or *Highly Unfavorable* external operating context, and/or a negative external event has occurred during project implementation, the ratings for Effectiveness, Efficiency and/or Sustainability may be increased at the discretion of the Review Consultant and Project Manager together. A justification for such an increase must be given.

D. Effectiveness

i. Availability of Outputs⁵⁴

67. The Review will assess the project's success in producing the programmed outputs and making them available to the intended beneficiaries as well as its success in 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, reformulations may be necessary in the reconstruction of the Theory of Change (TOC). In such cases a table should be provided showing the original and the reformulation of the outputs for transparency. The availability of outputs will be assessed in terms of both quantity and quality, and the assessment will consider their ownership by, and usefulness to, intended beneficiaries and the timeliness of their provision. It is noted that emphasis is placed on the performance of those outputs that are most important to achieve outcomes. The Review 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
- Quality of project management and supervision⁵⁵

⁵² In some instances, based on data collected during the review process, the assessment of the project's design quality may change from Inception Report to Main Review Report.

⁵³ Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management of the project team. From March 2020 this should include the effects of COVID-19.

⁵⁴ Outputs are the availability (for intended beneficiaries/users) of new products and services and/or gains in knowledge, abilities and awareness of individuals or within institutions (UNEP, 2019)

⁵⁵ In some cases 'project management and supervision' will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the executing agency and the technical backstopping provided by UNEP.

ii. **Achievement of Project Outcomes**⁵⁶

68. The achievement of project outcomes is assessed as performance against the outcomes as defined in the reconstructed⁵⁷ Theory of Change. These are outcomes that are intended to be achieved by the end of the project timeframe and within the project's resource envelope. Emphasis is placed on the achievement of project outcomes that are most important for attaining intermediate states. As with outputs, a table can be used to show where substantive amendments to the formulation of project outcomes is necessary to allow for an assessment of performance. The Review should report evidence of attribution between UNEP's intervention and the project outcomes. In cases of normative work or where several actors are collaborating to achieve common outcomes, evidence of the nature and magnitude of UNEP's 'substantive contribution' should be included and/or 'credible association' established between project efforts and the project outcomes realized.

Factors affecting this criterion may include:

- Quality of project management and supervision
- Stakeholders' participation and cooperation
- Responsiveness to human rights and gender equity
- Communication and public awareness

iii. **Likelihood of Impact**

69. Based on the articulation of long-lasting effects in the reconstructed TOC (*i.e. from project outcomes, via intermediate states, to impact*), the Review 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-lasting impacts. The Evaluation Office's approach to the use of TOC in project reviews is outlined in a guidance note and is supported by an excel-based flow chart, 'Likelihood of Impact Assessment Decision Tree'. Essentially the approach follows a 'likelihood tree' from project 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.

70. The Review will also consider the likelihood that the intervention may lead, or contribute to, unintended negative effects (e.g. will vulnerable groups such as those living with disabilities and/or women and children, be disproportionately affected by the project?). Some of these potential negative effects may have been identified in the project design as risks or as part of the analysis of Environmental and Social Safeguards.

71. The Review will consider the extent to which the project has played a catalytic role⁵⁸ or has promoted scaling up and/or replication as part of its Theory of Change (either explicitly as in a project with a demonstration component or implicitly as expressed in the drivers required to move to outcome levels) and as factors that are likely to contribute to greater or long-lasting impact.

⁵⁶ Outcomes are the use (i.e. uptake, adoption, application) of an output by intended beneficiaries, observed as changes in institutions or behavior, attitude or condition (UNEP, 2019)

⁵⁷ UNEP staff are currently required to submit a Theory of Change with all submitted project designs. The level of 'reconstruction' needed during a review 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 review.

⁵⁸ The terms catalytic effect, scaling up and replication are inter-related and generally refer to extending the coverage or magnitude of the effects of a project. Catalytic effect is associated with triggering additional actions that are not directly funded by the project – these effects can be both concrete or less tangible, can be intentionally caused by the project or implied in the design and reflected in the TOC drivers, or can be unintentional and can rely on funding from another source or have no financial requirements. Scaling up and Replication require more intentionality for projects, or individual components and approaches, to be reproduced in other similar contexts. Scaling up suggests a substantive increase in the number of new beneficiaries reached/involved and may require adapted delivery mechanisms while Replication suggests the repetition of an approach or component at a similar scale but among different beneficiaries. Even with highly technical work, where scaling up or replication involves working with a new community, some consideration of the new context should take place and adjustments made as necessary.

72. Ultimately UNEP 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-lasting or broad-based changes. However, the Review will assess the likelihood of the project to make a substantive contribution to the long-lasting changes represented by the Sustainable Development Goals, and/or the intermediate-level results reflected in UNEP's Expected Accomplishments and the strategic priorities of funding partner(s).

Factors affecting this criterion may include:

- Quality of Project Management and Supervision (including adaptive management)
- Stakeholders participation and cooperation
- Responsiveness to human rights and gender equity
- Country ownership and driven-ness
- Communication and public awareness

E. Financial Management

73. Financial management will be assessed under three themes: *adherence* to UNEP's financial policies and procedures, *completeness* of financial information and *communication* between financial and project management staff. The Review will establish the actual spend across the life of the project of funds secured from all donors. This expenditure will be reported, where possible, at output/component level and will be compared with the approved budget. The Review will verify the application of proper financial management standards and adherence to UNEP'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. The Review will record where standard financial documentation is missing, inaccurate, incomplete or unavailable in a timely manner. The Review will assess the level of communication between the Project 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.

Factors affecting this criterion may include:

- Preparation and readiness
- Quality of project management and supervision

F. Efficiency

74. Under the efficiency criterion, the Review will assess the extent to which the project delivered maximum results from the given resources. This will include an assessment of the cost-effectiveness and timeliness of project execution.

75. Focusing 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 Review 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 Review will describe any cost or time-saving measures put in place to maximize 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.

76. The Review will give special attention to efforts made by the project teams during project implementation to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities⁵⁹ with other initiatives, programmes and projects etc. to increase project efficiency.

77. The factors underpinning the need for any project extensions will also be explored and discussed. Consultants should note that as management or project support costs cannot be increased in cases of 'no cost extensions', such extensions represent an increase in unstated costs to UNEP and implementing parties.

⁵⁹ Complementarity with other interventions during project design, inception or mobilization is considered under Strategic Relevance above.

Factors affecting this criterion may include:

- Preparation and readiness (e.g. timeliness)
- Quality of project management and supervision
- Stakeholders participation and cooperation

G. Monitoring and Reporting

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

i. Monitoring Design and Budgeting

79. Each project should be supported by a sound monitoring plan that is designed to track progress against SMART⁶⁰ results towards the achievement of the project's outputs and outcomes, including at a level disaggregated by gender, marginalization or vulnerability, including those living with disabilities. In particular, the Review will assess the relevance and appropriateness of the project indicators as well as the methods used for tracking progress against them as part of conscious results-based management. The Review 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, where applicable.

ii. Monitoring of Project Implementation

80. The Review will assess whether the monitoring system was operational and facilitated the timely tracking of results and progress towards project objectives throughout the project implementation period. This assessment will include consideration of whether the project gathered relevant and good quality baseline data that is accurately and appropriately documented. This should include monitoring the representation and participation of disaggregated groups, including gendered, marginalized or vulnerable groups, such as those living with disabilities, in project activities. It will also consider the quality of the information generated by the monitoring system during project implementation and how it was used to adapt and improve project execution, achievement of outcomes and ensure sustainability. The Review should confirm that funds allocated for monitoring were used to support this activity.

iii. Project Reporting

81. UNEP has a centralized Project Information Management System (PIMS) in which project managers upload six-monthly progress reports against agreed project milestones. This information will be provided to the Review Consultant(s) by the Project Manager. Some projects have additional requirements to report regularly to funding partners, which will be supplied by the project team. The Review will assess the extent to which both UNEP and donor reporting commitments have been fulfilled. Consideration will be given as to whether reporting has been carried out with respect to the effects of the initiative on disaggregated groups.

Factors affecting this criterion may include:

- Quality of project management and supervision
- Responsiveness to human rights and gender equity (e.g. disaggregated indicators and data)

H. Sustainability

82. Sustainability⁶¹ is understood as the probability of the benefits derived from the achievement of project outcomes being maintained and developed after the close of the intervention. The Review will identify and

⁶⁰ SMART refers to results that are specific, measurable, achievable, relevant and time-oriented. Indicators help to make results measurable.

⁶¹ As used here, 'sustainability' means the long-term maintenance of outcomes and consequent impacts, whether environmental or not. This is distinct from the concept of sustainability in the terms 'environmental sustainability' or 'sustainable development', which imply 'not

assess the key conditions or factors that are likely to undermine or contribute to the endurance of achieved project outcomes (i.e. 'assumptions' and 'drivers'). 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

83. The Review will assess the extent to which social or political factors support the continuation and further development of the benefits derived from project 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 Review will consider whether individual capacity development efforts are likely to be sustained.

ii. Financial Sustainability

84. Some project 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 project 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 natural resource management approach. The Review 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 project outcomes have been extended into a future project phase. Even where future funding has been secured, the question still remains as to whether the project outcomes are financially sustainable.

iii. Institutional Sustainability

85. The Review will assess the extent to which the sustainability of project outcomes (especially those relating to policies and laws) 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. In particular, the Review will consider whether institutional capacity development efforts are likely to be sustained.

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
- Country ownership and driven-ness

I. Factors Affecting Project Performance and Cross-Cutting Issues

(These factors are rated in the ratings table but are discussed within the Main Review Report as cross-cutting themes as appropriate under the other review criteria, above. If these issues have not been addressed under the Review Criteria above, then independent summaries of their status within the reviewed project should be given in this section)

i. Preparation and Readiness

86. This criterion focuses on the inception or mobilization stage of the project (i.e. the time between project approval and first disbursement). The Review 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

living beyond our means' or 'not diminishing global environmental benefits' (GEF STAP Paper, 2019, Achieving More Enduring Outcomes from GEF Investment)

securing of funds and project mobilization. In particular the Review 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 included in the template for the assessment of Project Design Quality*).

ii. Quality of Project Management and Supervision

87. In some cases 'project management and supervision' may refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others it may refer to the project management performance of an implementing partner and the technical backstopping and supervision provided by UNEP. The performance of parties playing different roles should be discussed and a rating provided for both types of supervision (UNEP/Implementing Agency; Partner/Executing Agency) and the overall rating for this sub-category established as a simple average of the two.

88.

89.

90. The Review 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.); maintaining project relevance within changing external and strategic contexts; communication and collaboration with UNEP colleagues; risk management; use of problem-solving; project adaptation and overall project execution. Evidence of adaptive management should be highlighted.

iii. Stakeholder Participation and Cooperation

91. Here the term 'stakeholder' should be considered in a broad sense, encompassing all project partners, duty bearers with a role in delivering project outputs, target users of project outputs and any other collaborating agents external to UNEP and the implementing partner(s). 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 maximize 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.

iv. Responsiveness to Human Rights and Gender Equality

92. The Review 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 Review will assess to what extent the intervention adheres to UNEP's Policy and Strategy for Gender Equality and the Environment⁶².

93.

94. 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 Equality and Human Rights are adequately taken into account. In particular the Review will consider to what extent project design, implementation and monitoring have taken into consideration: (i) possible inequalities (especially those related to gender) in access to, and the control over, natural resources; (ii) specific vulnerabilities of disadvantaged groups (especially women, youth and children and those living with disabilities) to environmental degradation or disasters; and (iii) the role of disadvantaged groups (especially women, youth and children and those living with disabilities) in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation.

v. Environmental and Social Safeguards

⁶² The Evaluation Office notes that Gender Equality was first introduced in the UNEP Project Review Committee Checklist in 2010 and, therefore, provides a criterion rating on gender for projects approved from 2010 onwards. Equally, it is noted that policy documents, operational guidelines and other capacity building efforts have only been developed since then and have evolved over time.
https://wedocs.unep.org/bitstream/handle/20.500.11822/7655/-Gender_equality_and_the_environment_Policy_and_strategy-2015Gender_equality_and_the_environment_policy_and_strategy.pdf.pdf?sequence=3&isAllowed=y

UNEP projects address environmental and social safeguards primarily through the process of environmental and social screening at the project approval stage, risk assessment and management (avoidance, or mitigation of potential environmental and social risks and impacts associated with project and programme activities. The Review will confirm whether UNEP requirements⁶³ were met to: *review* risk ratings on a regular basis; *monitor* project implementation for possible safeguard issues; *respond* (where relevant) to safeguard issues through risk avoidance, minimization, mitigation or offsetting and *report* on the implementation of safeguard management measures taken. UNEP requirements for proposed projects to be screened for any safeguarding issues; for sound environmental and social risk assessments to be conducted and initial risk ratings to be assigned, are reviewed above under Quality of Project Design).

The Review will also consider the extent to which the management of the project minimised UNEP's environmental footprint.

vi. Country Ownership and Driven-ness

95. The Review will assess the quality and degree of engagement of government / public sector agencies in the project. While there is some overlap between Country Ownership and Institutional Sustainability, this criterion focuses primarily on the forward momentum of the intended projects results, i.e. either: a) moving forwards from outputs to project outcomes or b) moving forward from project outcomes towards intermediate states. The Review 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 (e.g. representatives from multiple sectors or relevant ministries beyond Ministry of Environment). 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 realized. Ownership should extend to all gender and marginalized groups.

vii. Communication and Public Awareness

96. The Review 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 behavior among wider communities and civil society at large. The Review should consider whether existing communication channels and networks were used effectively, including meeting the differentiated needs of gendered or marginalized groups, and whether any feedback channels were established. Where knowledge sharing platforms have been established under a project the Review will comment on the sustainability of the communication channel under either socio-political, institutional or financial sustainability, as appropriate.

Section 3. REVIEW APPROACH, METHODS AND DELIVERABLES

97. The Terminal Review will be an in-depth review using a participatory approach whereby key stakeholders are kept informed and consulted throughout the review process. Both quantitative and qualitative review 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 review implementation phase in order to increase their (and other stakeholder) ownership of the review 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.)

98.

99. The findings of the Review will be based on the following:

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

⁶³ For the review of project concepts and proposals, the Safeguard Risk Identification Form (SRIF) was introduced in 2019 and replaced the Environmental, Social and Economic Review note (ESERN), which had been in place since 2016. In GEF projects safeguards have been considered in project designs since 2011.

- Relevant background documentation, inter alia project's websites (MOVE, CityAdapt, Regatta, Recuperacionverde.com, etc.), information relevant to electric mobility and EbA in participating countries, details of executing entities and project partners;
- Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, 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 any other monitoring materials etc.;
- Project deliverables (e.g. publications, assessments etc): Communication and visibility products, MOVE webinars, EbA webinars, concept notes of projects developed and presented to different funds, National Electric Mobility Strategies, publications like Zero Carbon, Status of Electric Mobility reports, Air Quality Tool/Methodology, NbS Guides, courses in electric mobility and EbA, and others.
- Mid-Term Review or Mid-Term Evaluation of the project (not-applicable);
- Evaluations/Reviews of similar projects.

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

- UNEP Project Manager (PM);
- Project management team;
- Coordinators of Mitigation, Adaptation, Transparency and Finance in the Climate Change Unit in UNEP's Office for LAC.
- UNEP Fund Management Officer (FMO);
- Sub-Programme Coordinator;
- Project executing entities, including (CPSU, CONDESAN, DTU, Practical Action, etc.);
- Relevant resource persons.
- Representatives from civil society and specialist groups (such as women's, farmers and trade associations, ALAMOS, etc).
- Representatives from government entities in partner countries (Ministries of Environment of Argentina, Colombia, Costa Rica, Panama, and others, Secretariat of Energy of Panama, Ministry of Transport of Argentina, Intersectoral Commission on Electric Mobility in Panama, Andean Mountains Initiative, and others.).

(c) **Surveys** rating the performance of UNEP and the state of accomplishment of DG-INTPA expectations.

(d) **Other data collection tools** as proposed by the consultant.

11. Review Deliverables and Review Procedures

100. The Review Consultant will work under the overall supervision of the Project Manager, in consultation with the Fund Management Officer, the Head of Unit/Branch, and the Regional Coordinator of UNEP's Office for Latin America and the Caribbean, and will prepare:

- **Inception Report:** (see Annex 1 for a list of 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, review framework and a tentative review 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.
- **Draft and Final Review Report:** containing an executive summary that can act as a stand-alone document; detailed analysis of the review findings organized by review criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.

101. A **Review Brief** (a 2-page overview of the evaluand and review findings) for wider dissemination through the UNEP website may be required. This will be discussed with the Project Manager no later than during the finalization of the Inception Report.

102. **Review of the Draft Review Report.** The Review Consultant will submit a draft report to the Project Manager and revise the draft in response to their comments and suggestions. The Project Manager will then forward the revised draft report 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 Project Manager for consolidation. The Project Manager will provide all comments to the Review Consultant for consideration in preparing the final report, along with guidance on areas of contradiction or issues requiring an institutional response.

103. The final version of the Terminal Review report will be assessed for its quality by the UNEP Evaluation Office using a standard template and this assessment will be annexed to the final Terminal Review report.

104. At the end of the review process, the Project Manager will prepare a **Recommendations Implementation Plan** in the format of a table, to be completed and updated at regular intervals, and circulate the **Lessons Learned**.

12. The Review Consultant

105. The Review Consultant will work under the overall responsibility of the Project Manager, in consultation with the Fund Management Officer, the Head of Unit/Branch and the Regional Coordinators of UNEP's Office for Latin America and the Caribbean.

106. The Review Consultant will liaise with the Project Manager on any procedural and methodological matters related to the Review. It is, however, the consultants' individual responsibility (where applicable) 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 UNEP Project Manager and project team will, where possible, provide logistical support (introductions, meetings etc.) allowing the consultants to conduct the Review as efficiently and independently as possible.

The Review Consultant will be hired over a period of 5 months, the incumbent will work from home and should meet the following profile: an advanced university degree (i.e. master's degree or equivalent) in engineering, environmental sciences, urban planning, international development or other relevant political or social sciences area; a minimum of 7 years of technical / evaluation experience is required, preferably including evaluating large, regional or global programmes and using a Theory of Change approach; and a good/broad understanding of mitigation, adaptation and transparency with a focus in electric mobility and environment adaptation is desired. Spanish and English are the working languages of the United Nations Secretariat. For this consultancy, fluency in oral and written Spanish and English is a requirement. Working knowledge of the UN system and specifically the work of UNEP is an added advantage. The work will be home-based.

107. The Review Consultant will be responsible, in close consultation with the Project Manager, for overall quality of the review and timely delivery of its outputs, described above in Section 11 Review Deliverables, above. The Review Consultant will ensure that all review criteria and questions are adequately covered.

13. Schedule of the Review

108. The table below presents the tentative schedule.

Table 3. Tentative schedule for the Review

Milestone	Tentative Dates
Inception Report	4 weeks after start date of the contract
Review Mission (virtual)	10 weeks after start date of the contract
E-based interviews, surveys etc.	10 weeks after start date of the contract
PowerPoint/presentation on preliminary findings and recommendations	10 weeks after start date of the contract
Draft Review Report to Project Manager	14 weeks after start date of the contract
Draft Review Report shared with wider group of stakeholders	16 weeks after start date of the contract
Final Main Review Report	18 weeks after start date of the contract
Final Main Review Report shared with all respondents	20 weeks after start date of the contract

14. Contractual Arrangements

109. The Review Consultant(s) will be selected and recruited by the Project Manager under an individual Special Service Agreement (SSA) on a “fees only” basis (see below). By signing the service contract with UNEP/UNON, the consultant certifies 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.

110. The total amount allocated for this consultancy will be in accordance to the Economic Offer provided by the winning consultant of the process. Fees will be paid on an instalment basis, paid on acceptance and approval by the Project Manager of expected key deliverables. The following schedule of payment will be completed with the information of the winning Economic Offer and the installments will be paid as follows:

111. Schedule of Payment:

112. Deliverable	113. Percentage Payment	114. Payment Amount	115. Payment Dates	116. Effective Hours of Work
117. Approved Inception Report (as per Annex I document #9)	118. 30%	119.	120.	121.
122. Approved Draft Main Review Report (as per Annex I document 10)	123. 30%	124.	125.	126.
127. Approved Final Main Review Report	128. 40%	129.	130.	131.

132.

133. Fees only contracts: Where applicable, air tickets will be purchased by UNEP and 75% of the Daily Subsistence Allowance for each authorized travel mission will be paid up front. Local in-country travel will only be reimbursed where agreed in advance with the Project Manager and on the production of acceptable receipts. Terminal expenses and residual DSA entitlements (25%) will be paid after mission completion.

134. The consultant may be provided with access to UNEP's information management systems (e.g. PIMS, Anubis, SharePoint, etc.) 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 Review Report.

135. In case the consultant is not able to provide the deliverables in accordance with these guidelines, and in line with the expected quality standards by the Project Manager, payment may be withheld at the discretion of the Head of Branch/Unit until the consultants have improved the deliverables to meet UNEP's quality standards.

136. If the consultant fails to submit a satisfactory final product to the Project Manager in a timely manner, i.e. before the end date of their contract, UNEP reserves the right to employ additional human resources to finalize the report, and to reduce the consultant's fees by an amount equal to the additional costs borne by the project team to bring the report up to standard or completion.

ANNEX X. QUALITY ASSESSMENT OF THE REVIEW REPORT

Quality Assessment of the Terminal Review Report

Review Title: Terminal Review of the UNEP Project: "EUROCLIMA+ Accelerating Climate Action in Latin America" (02006)

Consultant: Mr Raul Guerrero

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

	UNEP Evaluation Office Comments	Final Review Report Rating
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 review product. It should include a concise overview of the review object; clear summary of the review objectives and scope; overall project performance rating of the project and key features of performance (strengths and weaknesses) against exceptional criteria (plus reference to where the review ratings table can be found within the report); summary of the main findings of the exercise, including a synthesis of main conclusions (which include a summary response to key strategic review questions), lessons learned and recommendations.</p>	<p>Final report:</p> <p>The Executive summary is complete; provides a good summary of the main findings of the review. There is no mention of lessons learned in the summary, however, recommendations are explicitly mentioned</p>	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 review; date of PRC approval and project document signature); results frameworks to which it contributes (e.g. Expected Accomplishment in POW); project duration and start/end dates; number of project phases (where appropriate); implementing partners; total secured budget and whether the project has been reviewed/evaluated in the past (e.g. mid-term, part of a synthesis evaluation, evaluated by another agency etc.)</p> <p>Consider the extent to which the introduction includes a concise statement of the purpose of the review and the key intended audience for the findings?</p>	<p>Final report:</p> <p>The introduction is well written and precise. It covers most of the elements required for this section, with the exception of a description of the implementing partners (though these are covered in III.D) and the intended audience of this review</p>	5
<p>II. Review Methods</p> <p>A data collection section should include: a description of review methods and information sources used, including the number and type of respondents; justification for methods used (e.g. qualitative/quantitative; electronic/face-to-face); any selection criteria used to identify respondents, case studies or sites/countries visited; strategies used to increase stakeholder engagement and consultation; details of how data were verified (e.g. triangulation, review by stakeholders etc.). Efforts to include the voices of different groups, e.g. vulnerable, gender, marginalised etc) should be described.</p> <p>Methods to ensure that potentially excluded groups (excluded by gender, vulnerability or marginalisation) are reached and</p>	<p>Final report:</p> <p>The section is complete and presents a well written summary of the review methods used. It covers all the elements required under this section. It details how data was collected, verified and analysed. Evaluation methods and analysis techniques are mentioned. There is a good sample size of those interviewed. Human rights and ethical issues were</p>	6

<p>their experiences captured effectively, should be made explicit in this section.</p> <p>The methods used to analyse data (e.g. scoring; coding; thematic analysis etc.) should be described.</p> <p>It should also address review limitations such as: low or imbalanced response rates across different groups; gaps in documentation; extent to which findings can be either generalised to wider review questions or constraints on aggregation/disaggregation; any potential or apparent biases; language barriers and ways they were overcome.</p> <p>Ethics and human rights issues should be highlighted including: how anonymity and confidentiality were protected and strategies used to include the views of marginalised or potentially disadvantaged groups and/or divergent views. E.g. <i>'Throughout the review process and in the compilation of the Final Review Report efforts have been made to represent the views of both mainstream and more marginalised groups. All efforts to provide respondents with anonymity have been made'</i></p>	<p>addressed allowing for anonymity and consent from participants. The limitations were highlighted mentioning where there could be potential for biased information from the participants selected</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>Results Framework:</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 • <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>Final report:</p> <p>The project description is complete and well-written. All the elements recommended for this section are adequately covered (including supporting footnotes and annexes where applicable)</p>	<p>6</p>
<p>IV. Theory of Change</p> <p>The reconstructed TOC at Review should be presented clearly in both diagrammatic and narrative forms. Clear articulation of each major causal pathway is expected, (starting from outputs to long term impact), including explanations of all drivers and assumptions as well as the expected roles of key actors.</p> <p>This section should include a description of how the <i>TOC at Review</i>⁶⁴ was designed (who was involved etc.) and applied to the context of the project? Where different groups (e.g. vulnerable, gender, marginalised etc) are included in, or affected by the project in different ways, this should be reflected in the TOC.</p> <p>Where the project results as stated in the project design documents (or formal revisions of the project design) are not an accurate reflection of the project's intentions or do not follow UNEP's definitions of different results levels, project</p>	<p>Final report:</p> <p>There is a TOC presented in both diagrammatic and narrative forms. This section, however, presents a critique of a TOC that appears to have been developed prior to the Review. It appears that there was no attempt to reconstruct the TOC during the Terminal Review.</p> <p>The narrative does not provide a sufficient description of the causal logic from the programmed Outputs, to expected</p>	<p>2</p>

⁶⁴ During the Inception Phase of the review process a *TOC at Design* is created based on the information contained in the approved project documents (these may include either logical framework or a TOC or narrative descriptions). During the review process this TOC is revised based on changes made during project intervention and becomes the *TOC at Review*.

<p>results may need to be re-phrased or reformulated. In such cases, a summary of the project's results hierarchy should be presented for: a) the results as stated in the approved/revised Prodoc logframe/TOC and b) as formulated in the TOC at Review. <i>The two results hierarchies should be presented as a two-column table to show clearly that, although wording and placement may have changed, the results 'goal posts' have not been 'moved'.</i> This table may have initially been presented in the Inception Report and should appear somewhere in the Main Review report.</p>	<p>Outcomes, through to Intermediate States and the intended Impact.</p> <p>There is no identification or discussion of any Drivers and/or Assumptions influencing the causal pathways.</p>	
<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 UNEP's mandate and its alignment with UNEP's policies and strategies at the time of project approval. An assessment of the complementarity of the project at design (or during inception/mobilisation⁶⁵) 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 UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities vi. Alignment to Donor/Partner Strategic Priorities vii. Relevance to Regional, Sub-regional and National Environmental Priorities viii. Complementarity with Existing Interventions 	<p>Final report:</p> <p>The section covers the required elements to a satisfactory level, although it doesn't explicitly mention complementarity to pre-existing interventions working on the same problem/issue in the project countries /LAC region. However, it emphasizes the importance of a regional approach, recognizes the shared responsibility and challenges faced by Latin American and Caribbean countries, and emphasizes the need for concrete actions and collaboration among stakeholders to address climate change.</p>	6
<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>	<p>Final report:</p> <p>Section is complete; includes a summary of design strengths and weaknesses and overall assessment based on a detailed quality assessment exercise (of which the completed assessment tool is found in the annexes)</p>	5
<p>C. Nature of the External Context</p> <p>For projects where this is appropriate, key external features of the project's implementing context that may have been reasonably expected to limit the project's performance (e.g. conflict, natural disaster, political upheaval⁶⁶) and how they have affected performance, should be described.</p>	<p>Final report:</p> <p>This is well articulated in the report</p>	6
<p>D. Effectiveness</p> <p>(i) Outputs and Project Outcomes: How well does the report present a well-reasoned, complete and evidence-based</p>	<p>Final report:</p> <p>Section lacks a detailed assessment of the qualitative</p>	4

⁶⁵ A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

⁶⁶ Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management of the project team.

<p>assessment of the a) availability of outputs, and b) achievement of project outcomes? How convincing is the discussion of attribution and contribution, as well as the constraints to attributing effects to the intervention.</p> <p>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>and/or quantitative aspects of Outputs. The primary supporting evidence appears to be the project's own reporting against output indicators. The narrative presented does not adequately support the "Satisfactory" rating given for this sub-criterion.</p> <p>The assessment of Outcomes is however much better in terms of the level of detail and supporting evidence presented, some of which refers to output availability.</p>	
<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?</p> <p>How well are change processes explained and the roles of key actors, as well as drivers and assumptions, explicitly discussed?</p> <p>Any unintended negative effects of the project should be discussed under Effectiveness, especially negative effects on disadvantaged groups.</p>	<p>Final report:</p> <p>The report lacks a comprehensive analysis of the likelihood of Impact achievement in spite of its mention in the TOC. It is however vaguely covered under the 'Sustainability' criterion</p>	1
<p>E. Financial Management</p> <p>This section should contain an integrated analysis of all dimensions evaluated under financial management and include a completed 'financial management' table.</p> <p>Consider how well the report addresses the following:</p> <ul style="list-style-type: none"> • <i>adherence</i> to UNEP's financial policies and procedures • <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>The assessment covers all the aspects of financial management recommended for this section, though not to the level of detail that adequately supports the overall performance rating given.</p>	5
<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 during project implementation 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 UNEP's environmental footprint. 	<p>Final report:</p> <p>Section adequately addresses delays and extensions, highlighting the use of pre-existing institutions and partnerships, and mentioning the project's governance structure. It also adequately covers aspects detailing the efforts taken to increase efficiency in project execution. It highlights some of the shortfalls experienced and ways in which management tried to execute the project effectively under the circumstances.</p>	5
<p>G. Monitoring and Reporting</p> <p>How well does the report assess:</p>	<p>Final report:</p>	4.5

<ul style="list-style-type: none"> Monitoring design and budgeting (<i>including SMART results with measurable 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 reports</i>) 	<p>The three recommended aspects of 'monitoring and reporting' are covered to varying degrees of detail. There is no explicit information regarding the design and budget; however, the system is said to have facilitated timely tracking of results against the log frame, and progress reporting is said to have been generally well regarded by partners/beneficiaries.</p>	
<p>H. Sustainability How well does the review identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of achieved project outcomes including:</p> <ul style="list-style-type: none"> Socio-political Sustainability Financial Sustainability Institutional Sustainability (<i>including issues of partnerships</i>) 	<p>Final report:</p> <p>The report does not provide a distinction between the three sub-criteria therefore their individual assessment has to be gleaned from the overall assessment of 'Sustainability'. It is however possible to get an impression of the likelihood of sustainability through discussions presented concerning effective partnerships, ownership by beneficiaries, regional cooperation, involvement of stakeholders beyond the environment ministries, and efforts to promote cooperation and dialogue among key actors.</p>	4.5
<p>I. Factors Affecting Performance These factors are <u>not</u> discussed in stand-alone sections but are integrated in criteria A-H as appropriate. Note that these are described in the Evaluation Criteria Ratings Matrix. To what extent, and how well, does the review report cover the following cross-cutting themes:</p> <ul style="list-style-type: none"> Preparation and readiness Quality of project management and supervision⁶⁷ Stakeholder participation and co-operation Responsiveness to human rights and gender equity Environmental and social safeguards Country ownership and driven-ness Communication and public awareness 	<p>Final report:</p> <p>The factors are not presented in a stand-alone section within the report. These themes are however covered to varying degrees within the report. Unfortunately, in several instances, there is a lack of evidence to clearly support the performance rating indicated against these criteria. The report would have benefited from the inclusion of summary assessments for these factors within the 'Summary</p>	4

⁶⁷ In some cases 'project management and supervision' will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the Executing Agency and the overall supervision/technical backstopping provided by UNEP, as the Implementing Agency. Comments and a rating should be provided for both types of supervision and the overall rating for this sub-category established as a simple average of the two.

	of ratings' table, to help rationalise the ratings given	
<p>VI. Conclusions and Recommendations</p> <p>Quality of the conclusions: The key strategic questions should be clearly and succinctly addressed within the conclusions section.</p> <p>It is expected that the conclusions will highlight the main strengths and weaknesses of the project, and connect them in a compelling story line. Human rights and gender dimensions of the intervention (e.g. how these dimensions were considered, addressed or impacted on) should be discussed explicitly. Conclusions, as well as lessons and recommendations, should be consistent with the evidence presented in the main body of the report.</p>	<p>Final report:</p> <p>The section captures some highlights of strengths and weaknesses identified in the review though these are not necessarily put together in a compelling narrative so it is not easy to appreciate the overall performance to which the Reviewer gave a 'Highly Satisfactory' rating.</p> <p>Strategic questions from the Review TOR were neither included, nor responded to, and the table of project ratings does not include summative statements to accompany the performance ratings. Some material relevant to the questions is within the report.</p> <p>Failure to have a comprehensive TOC analysis also has an implication on the extent to which a conclusion on the project's progress towards achieving its intended Impact can be meaningfully discussed.</p>	4
<p>ii) Quality and utility of the lessons: Both positive and negative lessons are expected and duplication with recommendations should be avoided. Based on explicit review findings, lessons should be rooted in real project experiences or derived from problems encountered and mistakes made that should be avoided in the future. Lessons are intended to be adopted any time they are deemed to be relevant in the future and must have the potential for wider application (replication and generalization) and use and should briefly describe the context from which they are derived and those contexts in which they may be useful.</p>	<p>Final report:</p> <p>The report does not present any lessons learned even though in the Introduction section it states that the "<i>TR gives particular attention to identify lessons of operational relevance that could be useful in future project formulation and implementation...</i>"</p>	N/A
<p>iii) Quality and utility of the recommendations:</p> <p>To what extent are the recommendations <u>proposals for specific action to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results?</u> They should be feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when.</p> <p>At least one recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions, should be given.</p> <p>Recommendations should represent a measurable performance target in order that the Evaluation Office can monitor and assess compliance with the recommendations.</p>	<p>Final report:</p> <p>The recommendations are anchored on actual problems identified by the Review; however, they lack measurable targets.</p>	3

<p>In cases where the recommendation is addressed to a third party, compliance can only be monitored and assessed where a contractual/legal agreement remains in place. Without such an agreement, the recommendation should be formulated to say that UNEP project staff should pass on the recommendation to the relevant third party in an effective or substantive manner. The effective transmission by UNEP of the recommendation will then be monitored for compliance.</p> <p>Where a new project phase is already under discussion or in preparation with the same third party, a recommendation can be made to address the issue in the next phase.</p>		
<p>VII. Report Structure and Presentation Quality</p>		
<p>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, including a gender disaggregation total for respondents.</p>	<p>Final report:</p> <p>The report follows the recommended structure and content in part. Annexes presented in the report are satisfactory. Guidelines regarding analysis of the TOC, and disaggregated assessment of criteria that have sub-criteria, were not adhered to well.</p>	<p>4</p>
<p>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 UNEP Evaluation Office formatting guidelines?</p>	<p>Final report:</p> <p>The report is written in a clear language that is easy to comprehend, the tone is professional, tabular data is used to convey information, and the formatting is satisfactory.</p>	<p>5</p>
<p>OVERALL REPORT QUALITY RATING</p>		<p>4.5 = Satisfactory</p>

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