



**United Nations Environment Programme**

**Terminal Evaluation of the UNEP Project:  
“63-P4 sustainable United Nations (SUN) Facility”  
(GFL-2328-2721-4981)**

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## Disclaimer

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## List of acronyms & abbreviations

Acronym/Abbreviation	
DaO	Delivery as One
UN DELE	United Nations Delegation
DIR	Draft Inception Report
DTIE	Division of Technology, Industry and Economics
EMG	Environmental Management Group
EPA	Environmental Protection Agency
GHG	Greenhouse Gases
HLCM UN	High Level Committee on Management United Nations
IAMLADP	International Annual Meeting on Language Arrangements, Documentation and Publications
IATN	Inter Agency Travel Network
ICT	Information and Communication Technologies
IMG	Issue Management Group
INEM	International Network for Environmental Management
PD	Project Document
PIMS	Programme Information and Management System
PIR	Progress Information Report
PoW	Programme of Work
RE	Resource Efficiency
ROtI	Review of Outcomes to Impacts
SMS	Sustainable Management System
SUN	Sustainable United Nations
TE	Terminal Evaluation
TOC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environmental Programme
WG	Working Group

**Table 1: Project Identification Table**

<b>UNEP PIMS ID:</b>	0177	<b>IMIS number:</b>	3726
<b>Sub-programme:</b>	#4 Environmental Governance (PoW 2014-15) #6 Resource Efficiency (PoW 2010-11, 2012-13)	<b>Expected Accomplishment(s):</b>	EA 3 (PoW 2010-11) EA 4 (PoW 2012-13) PoW 2014-15 (a)
<b>UNEP approval date:</b>	18 March 2010	<b>PoW Output(s):</b>	#634 (PoW 2010-11) #643 (PoW 2012-13) #413 (PoW 2014-15)
<b>Expected Start Date:</b>	July 2008	<b>Actual start date:</b>	April 2008
<b>Planned completion date:</b>	December 2014	<b>Actual completion date:</b>	December 2014
<b>Planned project budget at approval:</b>	\$6,750,000 (pre 2010-11) \$10,000,000 (Revision 9)	<b>Total programmed budget</b>	\$ 8 317,138
<b>Planned Environment Fund (EF) allocation:</b>	\$916,362	<b>Total expenditure to date (March 2015)</b>	\$ 8 317,138
<b>Planned Extra-budgetary financing (XBF):</b>	\$6,525,096 (Trust Funds - Norway) 1,261,085 (Earmarked contrib. – several donors)	<b>Total unsecured funds:</b>	\$1 244,627
<b>Total secured funds:</b>	\$ 8 755,373	<b>No. of revisions:</b>	11
		<b>Date of last revision:</b>	February 2015
<b>Terminal Evaluation (actual date):</b>	April 2015	<b>Mid-term review/evaluation (actual date):</b>	N/A

Source: PIMS, Project Document Supplement February 2015 (rev.11)

## Executive summary

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### General project objectives and design

The Sustainable United Nations Facility (SUN) Project was launched July 2008 and, after several extensions of time, finished in June 2014. As stated in the Terms of Reference (ToR) of the present Terminal Evaluation, the SUN facility is a United Nations Environmental Program (UNEP) initiative that provides support to the United Nations and other organizations in measuring and reducing their greenhouse gas emissions and improving their overall sustainability performance, promoting climate neutrality and improved resource efficiency in business practices. Fourteen months after the project start-up, in September 2009, it was decided that SUN should assume responsibility over the functions of the Environment Management Group (EMG) on climate neutrality (in particular coordination of Issue Management Group (IMG), GHG inventory management and overall monitoring and reporting) and further expand the climate neutral approach to a wider sustainable management system approach, including sustainable procurement, to be implemented in 2010-2011.

The initial project design was well justified and reasonable. Indicators for evaluation of project execution performance were clearly defined, as well as project outputs, outcomes and milestones; indicators and milestones specified in the Project Document were clearly defined and easily quantifiable. The same can be said about both key performance indicators and the respective methods of data collection for all the project outputs and outcomes; it seems obvious that careful consideration has been given to the necessity of carrying out a detailed monitoring of the project development.

The risk analysis included in the Project Document was reasonable and realistic, as well as the strategies proposed to overcome the risks. The entities in charge of these actions were duly identified.

The initial project budget was prepared in a reasonable way. Only a more detailed description of monitoring and evaluation costs is missed. In fact, just a lump sum is indicated for monitoring and evaluation purposes, insufficient since it does not allow for visits the necessary the project sites. But the initial project budget had to be increased three times along the project lifetime, in order to make possible the continued delivery and conclusion of SUN outputs into 2014, while at the same time developing a new project document that will detail the activities of the project under the PoW 2014-2015. This included also a correspondent adjustment of targets and milestones that had already been met and surpassed and those that were not met and needed to be achieved in the time remaining until the project termination. The project lifetime was also extended due to delays in some activities, delayed disbursement of funds, etc. (in total the project document has been revised eleven times). Initial project budget was US\$ 6,750,000, but this budget was increased three times to reach a final total of US\$ 10,000,000. These budget increases were necessary to allow the continued delivery and conclusion of SUN outputs into 2014 while at the same time developing a new project document detailing the activities of the project under the PoW 2014-2015.

### Evaluation overview

The Project has involved a high number of participants and stakeholders: apart from UNEP itself, the main project partners are IMG; EMG; all UN agencies, funds and programs represented in the IMG; all 49 UN organizations and departments within the secretariat; inter-agency networks such as INFM, IATN, IAMLADP, ICT WG, HLCM PN, and

United Nations System Staff College; UN Hubs, DaO, pilot countries, etc. This large number of participants has implied many difficulties for the Evaluator at the time of carrying out the Evaluation. Due to budget constraints it has been impossible for the Evaluator to visit or maintain meetings with representatives of all of them. To overcome this inconvenience, a questionnaire was submitted to all the Focal Points of the project stakeholders, through a list made available to the Evaluator by the SUN project staff. The Project team did not make available a list of the stakeholders considered most relevant.

An added difficulty for the Evaluator has been the large amount of SUN-related documents supplied to him without indication of their relevance and contents, including different versions of the same document. Much effort has been devoted to make clear which documents were the really relevant ones, and which ones were the final versions. A previous selection by the project team before the evaluation start up would have saved much time and effort to the Evaluator.

A very important point is that, given the SUN success and the high degree of interest created among its stakeholders, a decision has been made to extend the SUN activities for a further period (2014 – 2017), hence the present Evaluation is really not a terminal one, but it is only referred to the project activities until June 2014.

## **Summary of the main evaluation findings**

### **A. Strategic relevance:**

The project objectives were reasonable and realistic at the time of project definition and clearly responded to a situation in which the concern about environmental issues had continuously increased (and is still increasing around the world). Clearly, an initiative like the SUN project is very important for an international organization of the importance of UN.

The SUN project is consequent with the present UN environmental policies and also with the UNEP Mid Term Strategy, and was clearly designed taking into consideration the UNEP thematic priorities. Both project objectives and strategies are consistent with the environmental issues and needs in the area in which the UN carries out its activities, and all the possible environmental impacts of these activities were taken into consideration.

### **B. Achievement of outputs:**

The initial scope of the SUN project included, apart from UN agencies, to consider as stakeholders some other governmental institutions of countries where major UN hubs are located and where parallel support to the host country would be welcome and strategically important for dissemination and fund raising. These countries included China, India, Brazil, Thailand, Chile, Panama, Lebanon, Ethiopia and Kenya. SUN also seeks to provide parallel assistance to Delivering as One (DaO) pilot countries (Albania Cape Verde, Mozambique, Pakistan Rwanda Tanzania Uruguay, and Vietnam). But this assistance to individual countries has failed to materialize due to lack of sufficient resources

### **C. Effectiveness (attainment of project objectives and results):**

The global results of the project at the time of the Terminal Evaluation can be considered very positive, and the project stakeholders seem to be satisfied with the project activities.

The project has been in general successful in creating a culture of sustainability and improved resource efficiency in business practices among UN organizations, but has failed to do the same in non-Un organizations, at both local and international level, as it was

initially scheduled. The project has succeeded in demonstrating the basic principles on resource efficiency in daily business practices, and its programmes on promoting sustainable procurement policies, guidelines and practices have been successful, although these tasks cannot be considered as terminated. 34 UN organizations have defined some form of emission reduction strategy, and others are in preparation.

As indicated above, a questionnaire was submitted to a list of Focal Points of all stakeholders. The list was made available to the Evaluator by the Project Team and was supposed to be complete and updated. Nevertheless, some responses indicated that some Focal Points had been replaced, and these changes were not indicated in the list.

In general the responses were very supportive of the SUN activities and of the project team management and all the received answers were strongly supportive of continuation of the SUN activities in the future.

#### **D. Sustainability and replication:**

The strategy created, based on day-to-day activities, can easily be replicated in other UN (and non-UN) organizations at the level of both governmental and private organizations. But an important effort of dissemination is still necessary.

#### **E. Efficiency:**

The attitude and control mechanisms implemented were reasonably designed and have given a clear idea about the progressive development of the project; imperfections of the project design were quickly detected and causes of delay recognized. Reactions in each case were adequate, and the main difficulties adequately faced. Especially important have been the efforts made to get the necessary supplementary funds for the project development. Analysis of the Progress Reports and other monitoring documents indicated that the monitoring plan was carried out according to the previously determined schedule throughout the entire period of project implementation.

#### **F. Factors affecting project performance:**

**According to information made available to the Evaluator, the SUN project has lacked sufficient manpower at certain times during its development. But these situations have been adequately amended and solved through adequate initiatives taken by the project management structure.**

Another important implementation challenge for the SUN facility was related to the institutional location of the project. While the project is closely attached to DTIE for staff and funding, the real effects and strategic directions on it come from the EMG, which provides no resources to the project (apart from a part time programme assistant and office space from September 2011 to December 2014). The ownership of the project outcomes is more with the EMG and UNEP executive office, as SUN represents a concrete support that UNEP (via the EMG) provides to the UN system. This split has made it difficult for SUN to obtain sufficient visibility and ownership in DTIE and this has also reflected on the provision of funds and on staff contracts. Consequently, in March 2014, the DTIE and EMG proposed to UNEP management to move the facility under EMG, in order for the SUN project to be implemented in a context where connections with inter-agency bodies are more regular and relevant. The UNEP Executive Office however preferred to maintain SUN in DTIE to underline its character of technical, substantial support to the UN general system and structure.



A new challenge for the organizations of the UN System was established by the UN Secretary General in occasion of the Climate Summit in September 2014: to achieve climate neutrality by 2020. As a result, four additional organizations offset some or all of their emissions and many more began to prepare to become climate neutral in 2015. The first on-line sustainability tutorial for UN staff was launched in June 2014.

**Table 2: Summary of Evaluation Ratings<sup>1</sup>**

Criterion	Overall Rating
<b>A. Strategic relevance</b>	<b>S</b>
<b>B. Achievement of outputs</b>	<b>S</b>
<b>C. Effectiveness: Attainment of objectives and planned results</b>	<b>S</b>
1. Achievement of direct outcomes as defined in the reconstructed TOC	<b>S</b>
2. Likelihood of impact using ROTI approach	<b>L</b>
3. Achievement of formal project objectives as presented in the Project Document.	<b>S</b>
<b>D. Sustainability and replication</b>	<b>L</b>
1. Socio-political sustainability	<b>HL</b>
2. Financial resources	<b>L</b>
3. Institutional framework	<b>L</b>
4. Environmental sustainability	<b>N/A</b>
5. Catalytic role and replication	<b>L</b>
<b>E. Efficiency</b>	<b>S</b>
<b>F. Factors affecting project performance</b>	
1. Preparation and readiness	<b>S</b>
2. Project implementation and management	<b>S</b>
3. Stakeholders participation and public awareness	<b>MS</b>
5. Organisation ownership and driven-ness	<b>S</b>
6. Financial planning and management	<b>S</b>
7. Supervision, guidance and technical backstopping	<b>S</b>
8. Monitoring and evaluation	<b>MS</b>
i. M&E design	<b>S</b>
ii. M&E plan implementation	<b>S</b>
iii. Budgeting and funding for M&E activities	<b>U</b>
<b>Overall project rating</b>	<b>S</b>

### Summary of lessons learned and recommendations

The **first lesson** to be learned is the adequacy of implementing a project of these characteristics on an institution which is worldwide extended, hence the project outputs and outcomes can be used as examples and/or guidelines for other institutions at both international and national level.

<sup>1</sup> Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS) Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability is rated from Highly Likely (HL) down to Highly Unlikely (HU).

A **second lesson** is related to the importance of the creation of tools and guidelines that are to be applied in the day-to day activities of the UN agencies' workers. The principle that the environment is everyone's responsibility has been successfully applied and, moreover, this general approach makes easier the extrapolation of the SUN activities to other agencies and institutions outside UN.

The **third lesson** refers to the necessity of a careful calibration of the resources needed for a project of this size and scope; scarcity of funds and manpower has resulted in delays and subsequent temporary interruptions of some project activities.

The idea of involving from the beginning of the project some non-UN agencies/institutions in countries where relevant UN agencies have their headquarters was very good, but unfortunately not sufficient resources were assigned to the project to cover these institutions. The **fourth lesson** refers to the necessity of a more careful estimation of funds for all the project activities at the time of project design, taking into consideration the number and types of stakeholders involved.

Another important issue is the necessity to maintain a continuously updated (really updated) list of Focal Points in each of the agencies and stakeholders involved. The lack of or inadequacy of this updating suggests that the communications with all the agencies involved has not been entirely fluid. **Fifth lesson.**

In the same way, it is reasonable to define and make available the roles and responsibilities of the Focal Points; the Evaluator has not been given access to any document defining these roles and responsibilities. A Focal Point should be much more than a mere representative of each stakeholder. This is the **sixth lesson.**

The **seventh lesson** refers to the necessity to consider the Project Evaluation as some sort of project activity and inform the stakeholders of their existence, objectives, etc. The Evaluator has detected lack of knowledge among agencies involved of the existence, purpose and objectives of the Evaluation.

### **Recommendations**

The **first recommendation** is of course to follow up the future developments of activities already in course of execution in the SUN agencies and stakeholders (inventories of pollutants, surveys and estimations of reductions, new policies regulating environmental impact of activities approved in each agency, etc). The existence of an extension of the SUN project from 2014 to 2017 seems to guarantee the fulfilment of this recommendation, at least during the indicated years.

Related to the first one, a **second recommendation** is to design a permanent follow up of the SUN activities in a continuous, non-ending way. A permanent control and reduction of environmentally harmful emissions can only be guaranteed through this continuous follow up and monitoring. In other words, environmental conservation of the planet is a continuous, never ending process. Attention should be paid to dissemination efforts (including maintenance and frequent updates of project websites, and creation of new websites for relevant purposes as deemed necessary).

**Third recommendation.** To continue the SUN activities through other projects with similar objectives, focused on agencies which have been outside the SUN scope, including non-UN agencies and governmental institutions of some countries (following the initial SUN approach), using the experiences and approaches derived from this project. It is very

important to consider the evolution towards a sustainable environment as a continuous process.

Attention should be paid to the formation of future workers on environmental issues (not only UN workers). A further **fourth recommendation** is to share the SUN-created tools and procedures with schools and universities, to get an adequate background on environmental issues for future students. This could be one of the activities of a future UNEP SUN-type project.

The **fifth recommendation** is to design Project Documents following the same pattern of the SUN PD: brief and concise, using no more wording than necessary to define project outputs, outcomes, etc. The Evaluator has unfortunately found many unnecessarily lengthy Project Documents whose analysis was very time-consuming and at the end failed to give a clear and concise overview of the project, which is the objective of any PD. The same can be said of the Progress Reports; those of the SUN project are concise and give a clear overview of the status of each Project Activity at the time of writing.

**Sixth recommendation.** Before each Evaluation, the project team should select for the Evaluation Team a set of documents to give a clear idea about the project developments, status of each activity, incidences, delays, financial problems, etc., instead of submitting dozens of documents without any previous selection. It has happened to the Evaluator to receive documents with no specification of their nature (the document titles should be descriptive, avoiding the use of acronyms whose significance can be unclear), or several versions of the same document without any information about which one should be considered as the definitive version, etc. In other words, the project team should put itself in place of the Evaluation Team and select the most useful pieces of information, including explanations about the contents and relevance of each document. Otherwise the Evaluation Team has to spend much time and effort to discern the validity and relevance of each document.

A **seventh recommendation** refers to the criteria applied for the Evaluation. It can be seen in the following pages (as in other evaluations of UNEP projects) that Monitoring and Evaluation are aspects of the evaluation which come together (it is so stated in the evaluation ToRs). This makes impossible for the Evaluator to make an independent assessment of monitoring, which is of course a task to be continuously carried out during the project lifetime, from Evaluation, which is only made one or twice, and which is different in nature. It is perfectly possible (as it is the case in the SUN project) that monitoring of the project has been defined, financed and carried out in a satisfactory way, whereas the same cannot be said for Evaluation (as specified elsewhere in this report).

An Eight Recommendation specifically relative to the Evaluation ToR is included under Annex X.

## 1 INTRODUCTION

The objectives of the present Terminal Evaluation (TE) of the Sustainable United Nations (SUN) project were to assess project performance (in terms of relevance, effectiveness and efficiency), and to determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability, and based on this assessment identify lessons of operational relevance for future project formulation and implementation.

### 1.1 Evaluation approach and methodology

The evaluation methods used to arrive at the results have consisted of:

Analysis of project documents and reports relative to all the carried out SUN activities, paying special attention to the project objectives (as stated in the Project Document (PD) and to their degree of realization, according to the successive progress reports.

Meetings with stakeholders to get their opinions about the project design and level of success of their activities. Given the large number of stakeholders and the limitations of the budget line corresponding to evaluation activities (it only allowed to a one week trip to New York, coincident to the celebration of several meetings mostly related to activities other than the SUN project), it was impossible to meet all of them, hence a questionnaire was prepared and submitted to all stakeholders.

Analysis of the information obtained during the meetings and the responses received to the questionnaires and comparison with data contained in the PIMS reports.

As required in the evaluation ToR, attention was paid to efforts made by the project to guarantee gender equality and consideration to human rights principles.

Apart from a detailed revision of relevant documents initially defining the project (made available by UNEP), a set of discussions was held with UNEP officials engaged in the project, both during the trip to New York and through e-mail, and new documents and energy policies of the relevant countries were analysed.

The general approach followed during the terminal Evaluation of the SUN project can be described as follows:

- Desk review of relevant project documentation and discussions with UNEP Evaluation Office.
- Preparation of a Draft Inception Report.
- Submission of the DIR to UNEP for comments.
- Field visit to NY, identification and first meetings with available stakeholders.
- Preparation of the final version of the Inception Report.
- Preparation of questionnaires to be submitted to stakeholders.
- Meetings (either on the phone or through Skype) with other relevant project stakeholders and partners. Distribute Questionnaire.
- Share main findings and conclusions with Project team by Skype.
- Preparation of Draft Terminal Evaluation Report and submission (by UNEP Evaluation Office) to project stakeholders for comments.

- Preparation of responses to the comments and modification of the Draft Terminal Evaluation Report as appropriate.
- Submission of the Terminal Evaluation Report to UNEP Evaluation Office.

The Table included under Annex VI contains a set of questions asked to stakeholders and partners either during the meetings or through submission of questionnaires, as indicated in the list above.

The evaluation has identified lessons of operational relevance for future project formulation and implementation, especially for the UN SUN Facility Phase II project (2014-2017).

### 1.1.1 Limitations

As indicated in Section 1.1 above and due to budget constraints, only one field trip was possible (to New York, to assist to a set of meetings relative to many activities (the SUN project being one of them) which were to be attended by many of the SUN project stakeholders). Given the mentioned budget constraints, the very large number of UN offices around the world in which the SUN project activities are to be reflected and the limited timeframe of the evaluation, it has been impossible for the Evaluator to visit or maintain meetings with representatives of all of them.

This inconvenience has been solved, after meetings held with the Project Team, through a questionnaire submitted to all the Focal Points of the project stakeholders, through a list made available to the Evaluator by the SUN project staff. The Evaluator learned later that this list was not updated, and this resulted in delays of the responses to the questionnaire. Not all the stakeholders submitted responses, and perhaps in some cases this was due to submission of the questionnaire to the wrong person.

Given the differences in size and nature of the stakeholders, the Evaluator requested the Project Team to submit a more reduced list indicating the most relevant ones, in order to put special emphasis on them (through Skype meetings if necessary), but the Project Team did not make available such a list.

## 1.2 Main evaluation criteria and questions

As established in the ToR, the Evaluation has focused on the following sets of key questions, based on the project's intended outcomes:

- To what extent has the project been successful in creating a culture of sustainability and improved resource efficiency (RE) in business practices, among UN organizations and other public organizations, at both the local and international level?
- To what extent did the project succeed in demonstrating the basic principles on resource efficiency in daily business practices, and how effective were its programmes on promoting sustainable procurement policies, guidelines and practices that reduce carbon footprint and other environmental impacts?
- What is the degree of success by the project in implementing a UNEP Environmental Management System and Climate Neutral Strategy as an example that can be replicated by other UN organizations and organizations outside the UN, and in particular, governmental organizations in developing countries?
- Have the methodologies, tools and capacity building programs developed by the project been able to sufficiently support UN and non-UN governmental organisations manage, reduce and report on their eco-footprint?

- e) Has the project successfully developed and promoted resource efficiency and sustainability performance standards (for the One UN Reform), policy proposals, guidance documents, and training of UN facility
- f) What were the most effective strategies used by the project and what were the key drivers and assumptions required to influence the achievement of project's planned objectives and overall results?
- g) What is the validity of the assumed input-output-outcome results chain?
- h) What is the level of satisfaction of key stakeholders with the objectives and activities of the evaluand?
- i) How do inputs compare with outputs?
- j) To what extent did governance and management structures and processes enable or hinder delivery of products and services?
- k) To what extent are immediate outcomes shown in the log frame actually occurring?
- l) What unintended (positive/negative) outcomes might be occurring because of external factors?
- m) What is the level of satisfaction of different groups of key stakeholders?
- n) What is the efficacy of partnership arrangements?

Both the questions asked by the Evaluator during the meetings with stakeholders and those included in the questionnaire were focused on getting concrete data and comments relative to the above set of questions.

When asking about the above questions, the Evaluator realized that the stakeholders were in general happy with the SUN project, but they seemed not to have a high degree of knowledge about the concrete project contents, as defined in the PD. For this reason, questions g), i), and k) were not answered. Question l) was considered too theoretical (stakeholders responses were focused on the benefits and positive effects of the SUN activities on their respective organizations), and question n) obtained ambiguous responses (when any) of the type "Well, probably exemplarity is a positive thing in a partnership".

## 2 PROJECT BACKGROUND

### 2.1 Context

The basic idea of the SUN project was to make clear that the UN environmental policy was not only made of a general set of recommendations to be followed worldwide, but that it is necessary to show that the UN is opening ways to put into practice its own policy ("walking the walk") and giving sound examples of improvement of the environmental impact of the activities of the different agencies.

The SUN project started in July 2008 and, after several modifications of the Project Document and extensions of time (which are commented in the next paragraphs and in Section 2.8 below), finished in April 2015.

In 2007, on World Environment Day (5 June), The UN General Secretary made public his ambition to make the United Nations more efficient in its operations. In October 2007, at the

meeting of the UN System Chief Executives Board for Coordination, the Executive Heads of UN agencies, funds and programmes committed to move their respective organizations towards climate neutrality, and developed the UN Climate Neutral Strategy

The Environment Management Group (EMG) took the responsibility of coordinating the implementation of the UN Climate Neutral Strategy. In 2008-2009, in support of this effort, a network of climate neutral focal points in each UN organization was established (referred to as the Issue Management Group (IMG)) on climate change. In addition, a coherent emission inventory system was developed and adopted, and tools and methodologies to support emission reduction were elaborated in areas such as facility management, travel, procurement, green meetings, ICT support etc.

Later on, at the Senior Official meeting of EMG in New York in September 2009 it was decided that SUN should take over the functions of EMG on climate neutrality (in particular coordination of IMG, GHG inventory management and overall monitoring and reporting) and further expand the climate neutral approach to a sustainable management system approach, including sustainable procurement, to be implemented in 2010-2011.

## 2.2 Project Objectives and Components

The general objective of the SUN facility is to ensure that United Nations shows leadership in the field of climate neutrality and environmental sustainability for its facilities and operations. SUN is devoted to promote climate neutrality and improved resource efficiency in business practices in the UN organizations and other public organizations. By practicing basic principles on resource efficiency translated to daily business practices, the UN system will set examples for other organizations at the local and international level to follow.

The missions of the SUN facility are:

- i. To ensure that all United Nations agencies monitor their environmental impacts, establish targets to reduce them and report on progress.
- ii. To ensure that the United Nations rules and procedures deliver improved efficiencies and sustainability. It is essential that sustainability is embedded in the organisation's working practices and supported by the administrative system.
- iii. To ensure staff understands what is happening, why and how they can contribute. This strand of work is designed to encourage and enable staff to get involved in making the United Nations a more sustainable organisation.

As established in the Project Document, the five main activity components of the project are:

**Component 1:** Develop methodologies, tools and capacity building programs to support the UN organizations and organizations outside the UN, in particular governmental organizations in developing countries, to manage, reduce and report on their eco-footprint (incl. their carbon footprint) as a way to advance efficiency in their business practices. This component includes coordination of the Issue Management Group on Sustainability Management Systems and associated activities.

**Component 2:** Develop and implement a UNEP environmental management system and roll out UNEP's climate neutral strategy, ensuring that UNEP sets an example as the leading UN agency in this field by demonstrating how improved facilities management, revised administrative systems, improved travel and communication strategies, and staff engagement, can reduce the environmental footprint, improve efficiency, staff satisfaction including gender perspectives, and cut costs in the organization.

**Component 3:** Organize programmes to support UN agencies and other international or regional public organisations to develop and introduce sustainable procurement policies,

guidelines and practices, addressing their carbon footprint and other material environmental impacts. Beyond this, support to external organizations would mainly be channelled through parallel activities in locations where SUN would engage directly with the UN hub, e.g. in DaO pilot countries.

**Component 4:** Develop and promote resource efficiency and broader sustainability performance standards, taking into account gender issues, for the One UN Reform, including guidance documents, training UN facility managers and other key staff, and delivering policy proposals to relevant high level UN bodies.

**Component 5:** Establish a Greening the UN network among existing and new green initiatives in the UN to share resources, strengthen cooperation, highlight recognition, and draw on experience to foster a culture of sustainability among all levels of UN staff members and promote this among the UN's partner and stakeholder organisations.

The main project activities include the following:

- Common Greenhouse Gas Inventories for the UN system
- Emission Reduction Strategies
- Policy Guidance
- Training and Capacity Building
- Technical Guidelines
- Communication
- Sharing of Best Practices
- Green Field Operations
- Integration with Business Management Systems
- Common Facilities
- Sustainable Travel

The SUN project logical framework is shown in Annex III.

### 2.3 Target groups and key partners

The SUN facility is a global effort, in principle reaching out to all parts of the UN system regardless of their geographic location, as well as to organizations outside the UN. But SUN is primarily addressing the UN and not individual countries. However the project initially tried to provide targeted assistance to countries where major regional UN hubs are located and where parallel support to the host country would be welcome and strategically important for dissemination and fund raising. These countries included China, India, Brazil, Thailand, Chile, Panama, Lebanon, Ethiopia and Kenya. SUN also seeks to provide parallel assistance to Delivering as One (DaO) pilot countries (Albania Cape Verde, Mozambique, Pakistan Rwanda Tanzania Uruguay, and Vietnam). Initially targeted assistance to individual countries has failed to materialize due to lack of sufficient resources.

It is important to emphasize that SUN does not work with countries, rather only with UN organisations. Nevertheless, the need for improving Resource Efficiency and reduce the climate footprint of organizations is shared by most countries, and it is in developing countries where the need for external assistance is most needed. Countries where major UN hubs are located are also often strategically important in that associated support to local authorities will substantiate the combined internal (UN)-external (developing countries) benefits delivered through SUN. Although (as indicated in the previous paragraph) direct SUN support to individual countries has not materialized, it is clear that the adoption of SUN



methodologies and tools could constitute a good example for use in environments other than UN agencies; at the end, the SUN main purpose is to “walk the talk” and this has the secondary effect of acting as a “lighthouse” or reference to other institutions.

## 2.4 Milestones in Project Design and Implementation

The following table shows the initially planned project milestones, and their achievement status, according to information provided by the Project Director.

Project Milestone	Expected Delivery Date	Real Date
M1 CN Net help Desk established	June 2010	June 2010: Informally two SUN staff have been providing advice to the only 2-3 queries coming from the “clients” of the Help Desk. June 2012; in the second half of 2011 CN net project terminated. Hence this milestone should be terminated
M1 Five tools developed	Jan 2011	Accomplished
M1 Emission Reduction Plan established and adopted	July 2011	Accomplished
M1 5 reports developed to support emissions reductions in UN agencies	June 2012	Accomplished (more than 5)
M1 Proposal for UN Common Sustainability Office approved	Dec 2012	Accomplished
M1 Emission reduction plans for 20 organizations approved	Jun 2013	Accomplished (plans are either approved or in draft form)
M1 Emission reduction plans for 10 more organizations approved	Dec 2013	Accomplished
M1 Model Environmental Management System published	June 2014	Accomplished
M2 Adoption by ED/SMT of Climate Neutral Strategy	March 2010	Accomplished
M2 Key indicators adopted	Dec 2010	Accomplished
M2 Office (>10 staff) specific emission reduction plan adopted	June 2011	Accomplished
M2 UNEP 2011 Inventory produced and disseminated	Dec 2012	Accomplished
M2 UNEP SMS or extended reduction strategies produced for approval	Jun 2013	Not achieved until June 2015. Peer review done
M2 UNEP 2012 GHG inventory finalized and disseminated	Dec 2013	Accomplished
M2 UNEP environmental policy approved	June 2014	June 2015
M3 Sustainable Procurement handbook finalized	Sep 2010	September 2011
M3 Training sessions carried out	June 2011	Accomplished
M3 8 UN agencies have applied policies to at least one procurement case	Dec 2011	Accomplished (more than 8)
M3 At least 1 awareness raising material developed	Jun 2012	Accomplished
M3 Online training tool uploaded on website	Dec 2012	Accomplished
M4 Preliminary design review of 3 houses ***	June 2011	Accomplished
M4 UNDG adopted guidelines	Dec 2012	Not achieved because of UNDP partnership fell (no funds from UNDEP as anticipated)
M4 Construction plans for 3 UN buildings	Dec 2013	Accomplished

Project Milestone	Expected Delivery Date	Real Date
adopted		
M4 Development of a simple methodology to compare energy performance in buildings	Jun 2012	Milestone revised. See below *
M4 Proxy methodology to estimate energy consumption developed	Dec 2012	Milestone revised. See below*
M4 Design review of 3 houses initiated	June 2013	Accomplished
M4 Inputs provided to 6 UN facilities	Dec 2013	Accomplished (with a short delay)
M4 Final draft for online training on facilities management	June 2014	The initial draft is developed on time. However the project is on stall due to difficulties in the partner UNDP. The project will be reinitiated in the next SUN phase II currently under PRC review
M5 Internet based network platform established	June 2010	Accomplished
M5 Senior green UN leaders group created	Dec 2010	Steering committee on environmental sustainability management created by the end of 2011
M5 Greening UN campaign launched	June 2011	Accomplished
M5 Pledgethlon for World Environment Day 2012 organized	June 2012	Accomplished
M5 Greening the Blue website reaches 7000 visitors/month	Dec 2012	Accomplished***
M5 Sustainability tutorial for UN staff launched	June 2013	Tutorial launched in June 2015
M5 Greening the Blue campaign initiated in 5 major UN stations	Dec 2013	Accomplished
Publication of 2013 edition of Moving Towards Climate Neutral UN report	June 2014	Accomplished

\* PIMS June 2012: "In early 2012 the project SUN has gone through an important transition phase with a change in management and also a serious reduction in human and financial resources. The project has therefore streamlined the number of deliverables (4 reports; ongoing campaign greening the blue; 2 IMG meetings organized) and focused on the support to member states in Rio for a decision on UN internal sustainability (ref the future we want paragraph 96) as well as support to the UN internal discussion and reactions to such decision (ref Un secretary general request that a CEB discussion on internal UN sustainability)." "Construction plans including sustainability features exist for the new office facility in Nairobi, the CMP in New York and the Vietnam one UN house. The construction of the new office facility in Nairobi was concluded in March 2011, the CMP is underway and the construction of the Hanoi One UN house has yet to start.

\*\*\*In June 2010 UNEP launched the greening the blue campaign (web based) in support of the greening UN initiative. The campaign provides data, information, training on communications and adaptable materials for UN agencies to develop their own internal campaigns. Because of the campaign and of the substantive work it has highlighted over the past year, in August 2011, the UN Secretary-General presented the Department of Field Support (DFS) and UNEP with the UN21 Award for Moving Towards Climate Neutrality that recognizes outstanding initiatives by UN teams or staff members to improve the delivery of the Organization's programmes and promote its values. "

## 2.5 Implementation Arrangements

As indicated in the Evaluation ToR, the SUN facility has been coordinated from Paris and employed staff and consultants in New York, London, Geneva, Nairobi, Bangkok and Vienna. SUN is established as a project in the Sustainable Consumption and Production Branch in

UNEP Division of Technology, Industry and Economics (DTIE). SUN is managed by the SUN Coordinator, with support from senior staff in UNEP DTIE and EMG Secretariat. The Environment Management Group and its Secretariat is closely associated with decisions about the design and implementation of activities via the submission of the SUN/IMG programme of work and achievements report to the EMG Secretariat and then to the Senior Officials Meeting on an annual basis. As described above, the implementation of the UN climate neutral strategy and the subsequent interagency Strategic Plan for Environmental Sustainability Management has been agreed in the framework of the EMG by 47 UN organisations. Typically then the EMG gas submitted its decisions to CEB via the HLCM which both approved them. So SUN 'mandate stems from these two high level interagency mechanisms( EMG and CEB) and are closely followed by the Office of the UN Secretary General. The SUN project provides the management and technical support to EMG and CEB members for reaching the UN climate neutral strategy and the Strategic Plan.

A key element in the picture is the Issue Management Group (IMG) on Sustainability Management. The IMG is composed by working level representatives in over 64 UN entities representing the EMG members and a few other international organisations. The IMG is the direct beneficiary of the SUN facility advice and is the key mechanism for coordinating the work across the system to achieve climate neutrality and sustainability.

As indicate above, it was decided in September 2009 that SUN should assume responsibility over the functions of the Environment Management Group (EMG) on climate neutrality (in particular coordination of Issue Management Group (IMG), GHG inventory management and overall monitoring and reporting) and further expand the climate neutral approach to a sustainable management system approach, including sustainable procurement, to be implemented in 2010-2011

## 2.6 Project Financing

The total project cost has been USD 10,000,000 of which the overall secured funding was USD 8,317,136, and unsecured funding was USD 1,244,627. These figures represent an important increase of the original project budget which was USD 6,750,000 at project inception, following a number of revisions due to the following two reasons:

- To allow the continued delivery and conclusion of SUN outputs into June 2014 while at the same time developing a new project document that will detail the activities of the project under the PoW 2014-2015. This includes also a corresponding adjustment of targets and milestones that have already been met and surpassed and those that are not met and need to match the reality of what can be achieved in the time remaining until the June 2014.
- To ensure the full alignment of the project objectives with the increased budget (USD 10,000,000), including unsecured fundraising potential.
- Extensions in time

No supplementary funds were provided during the project cycle 2008 – 2011. For the project Phase 2 (2014 – 2017), external resources were obtained via networking and fund raising.

The following table (which is contained in the Project Document) contains data relative to project costs and variations in budget along the project development:

**Table 3: Project duration and cost**

Project Commencing: (07/2008)	Project Completing: 6/2014	Total duration in Months: (72)
Note (a)		

Approved Budget of the project (incl. PSC) [Pre 2010-2011] :	6,750,000
Increase in the approved Budget of the project [2010-2011 PoW /Rev 4]:	480,810
Increase in the approved Budget of the project [2012-2013 PoW /Rev 8]:	500,000
Increase in the approved Budget of the project PRC [2012-2013 PoW /Rev 9]:	2,269,190
<b>New Approved Total Budget of the Project (incl. PSC)</b>	<b>10,000,000</b>

The Project management team has made available to the Evaluator an updated summary corresponding to its termination in June 2014 (this term corresponds to the present Evaluation, although the SUN project is being continued). The yellow marks correspond to data never totally reflected in PIMS:

**Table 4: Revised Project duration and cost**

<b>Expected Start Date:</b>	July 2008	<b>Actual start date:</b>	April 2009
<b>Planned completion date:</b>	December 2013	<b>Actual completion date:</b>	30 June 2014
<b>Planned project budget at approval:</b>	\$6,750,000 (pre 2010-11) \$10,000,000 (Revision 9 November 2012)	<b>Total programmed budget</b>	\$10 000 000
<b>Planned Environment Fund (EF) allocation:</b>	\$916,362	<b>Total expenditure up to 2015 (the project closed in June 2014)</b>	\$ 8 755,373
<b>Planned Extra-budgetary financing (XBF):</b>	\$6,525,096 (Trust Funds - Norway) 1,261,085 (Earmarked contrib. – several donors)	<b>Total unsecured funds:</b>	\$ 1 244 627
<b>Total secured funds:</b>	\$ 8 755,373	<b>No. of revisions:</b>	11

Besides the above, according to the Project Team, the SUN project has leveraged in kind contributions from the whole UN system, and each SUN output can be considered to be the result of a collaboration of many organisations. These contributions have materialized as staff time along a period of four years. A number of project outputs (guides, trainings, policies) have been drafted in collaboration with stakeholders Focal Points. A rough estimation of the value of collaboration on specific project outputs is included under Annex 4.

## 2.7 Project partners

The Project has involved a high number of participants and stakeholders: apart from UNEP itself, the main project partners are IMG; EMG; all UN agencies, funds and programs; all 49 UN organizations and departments within the secretariat; inter-agency networks such as INFM, IATN, IAMLADP, ICT WG, HLCM PN, and United Nations System Staff College; UN Hubs, DaO, pilot countries, etc. This large number of participants has implied many difficulties for the Evaluator at the time of carrying out the Evaluation.

The SUN facility also works in close cooperation with key UN interagency networks to review and update common policies with the aim of encouraging and supporting sustainability in

the UN. Partnerships include existing initiatives and networks such as the UNEP Sustainable Building and Construction Initiative (SBCI) and International Sustainable Public Procurement Initiative (SPPI), the High Level Committee on Management's Procurement Network, the UN Inter-agency Network of Facility Managers.

Other key stakeholders for SUN include the following:

- Governing bodies (for the UN and other organizations) with an interest in the efficiency in delivery of the organization
- UN agencies, senior management and substantive offices (facilities, procurement travel, etc.) with which SUN will interact on a daily basis for the development of efficient and client oriented services/tools etc.
- Staff at all levels since sustainable management normally also have positive impact on the working environment of staff.
- The general public, having an interest in public organizations, including the UN, showing real leadership on climate change and resource efficiency issues
- Other organizations supporting the climate neutral and sustainability agenda through advocacy and provision of tools (e.g. GRI, ISO, WRI, WBCSD etc) have a direct interest in the UN that is showing hands-on leadership in this area

Clearly the SUN project has a high degree of complexity, due to the high number of agencies institutions involved, their geographical diversity, the political / economical stability of the different areas of the world in which the stakeholder agencies / organizations are based, the differences in legislation and approaches adopted for environmental issues in different countries, etc. But on the other side it is clear that environmental issues are becoming a matter of more and more concern everywhere around the world, hence the atmosphere for development of this type of initiatives has evolved in a very favourable way.

According to information made available to the Evaluator, the SUN project has lacked sufficient manpower at certain times during its development. But these situations have been adequately amended and solved through adequate initiatives taken by the project management structure.

The executing project partners clearly have shown the necessary expertise and capacity to carry out the project and implement the required measures. In fact, consciousness about the importance of environmental impact issues has always existed inside the UN, and the SUN project is just a very serious (and necessary) effort to unify policies and guarantee a wide implementation of them.

As indicated above, the SUN project has involved a very large number of participants and stakeholders. UNEP itself has been in charge of the project and the main project partners have been IMG, EMG, all the UN agencies, funds and programs, all the 49 UN organizations and departments within the secretariat, other inter-agency networks such as INFM, IATN, IAMLADP, ICT WG, HLCM PN, the United Nations System Staff College, UN Hubs, DaO, pilot countries, etc. Needless to say, such a large number of stakeholders has resulted in important organizational and dissemination efforts from the side of UNEP, although it has also to be said that a previous consciousness about the importance of environmental issues already existed at the time of the project inception, and that it was clear to everyone that UN should adopt a leading role on these issues and that this necessarily involved the necessity of "walking the talk".

## 2.8 Changes in design during implementation

The project started in July 2008 and, after several extensions of time, finished in June 2014. Initial project budget was US\$ 6,750,000, but this budget was increased three times to reach a final total of US\$ 10,000,000. These budget increases were necessary to allow the continued delivery and conclusion of SUN outputs into 2014 while at the same time developing a new project document detailing the activities of the project under the PoW 2014-2015. This included also a correspondent adjustment of targets and milestones that had already been met and surpassed and those that were not met and needed to match the reality of what had to be achieved in the time remaining until the project termination (see Section 2.4 above). For the same reasons, the Project Document was modified eleven times since the project inception.

These changes have been largely due to modifications in budget and extensions of time spans for certain activities and have not implied any relevant modification in the project design.

Other reasons for modification of the project design have been the new UN policies in the field of environmental impact of its activities, especially the objective to reach climate neutrality by 2020, established in September 2014; this has been one of the most relevant arguments to extend the SUN project activities to the period 2014-2017.

## 2.9 Reconstructed Theory of Change of the Project

The project outputs and outcomes of the SUN project are defined in the Project Document (log frame) and its subsequent revisions. The most relevant project milestones for each of them are indicated in the subsequent paragraphs, whereas their degree of success is analyzed in **Section 3.2** below.

For Output 1 the key milestones are the development of tools and the establishment of reduction plans. Both of them are basic elements for an effective reduction of emissions and improvement of sustainability.

For Output 2 the key milestones are the creation of UNEP Emission Reduction Strategies and the approval of UNEP Environmental Policy. These are basic requirements for the creation of common guidelines for reduction of emissions and improvement of sustainability in other UN agencies and bodies.

As for Output 3, clearly the finalization of a sustainable procurement handbook is the most relevant activity, since this makes possible to make available a tool for improvements in sustainability which can (and should) be applied in the day-to-day UN activities.

The key milestones for Output 4 are the development of a methodology to compare energy performance in UN buildings (this will make possible to detect differences and to investigate reasons for them and ways to improve consumption of energy) and to develop a proxy methodology to estimate energy consumption of facilities in which it is not possible to meter them directly.

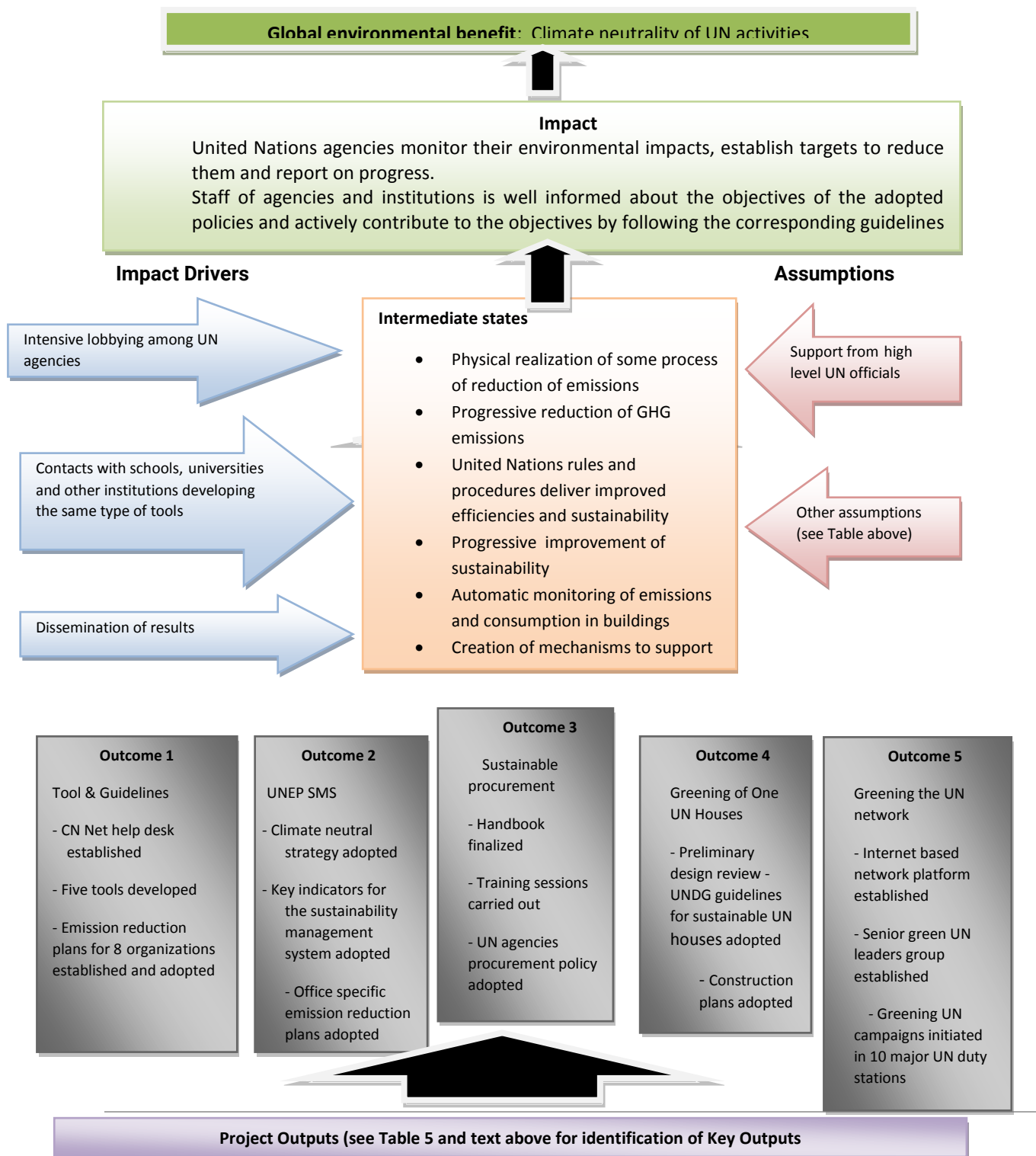
Output 5 is very relevant, since dissemination and general knowledge of the adopted guidelines, methods and policies is essential to guarantee the final impact of the project. From this viewpoint, the launching of a sustainability tutorial for UN staff is a very important milestone.

Dissemination of results and experiences is a very important impact driver. It must not be understood as a mere communication of final results, but as a continuous process involving exchange of experiences, communication with other research institutions with similar purposes, etc.

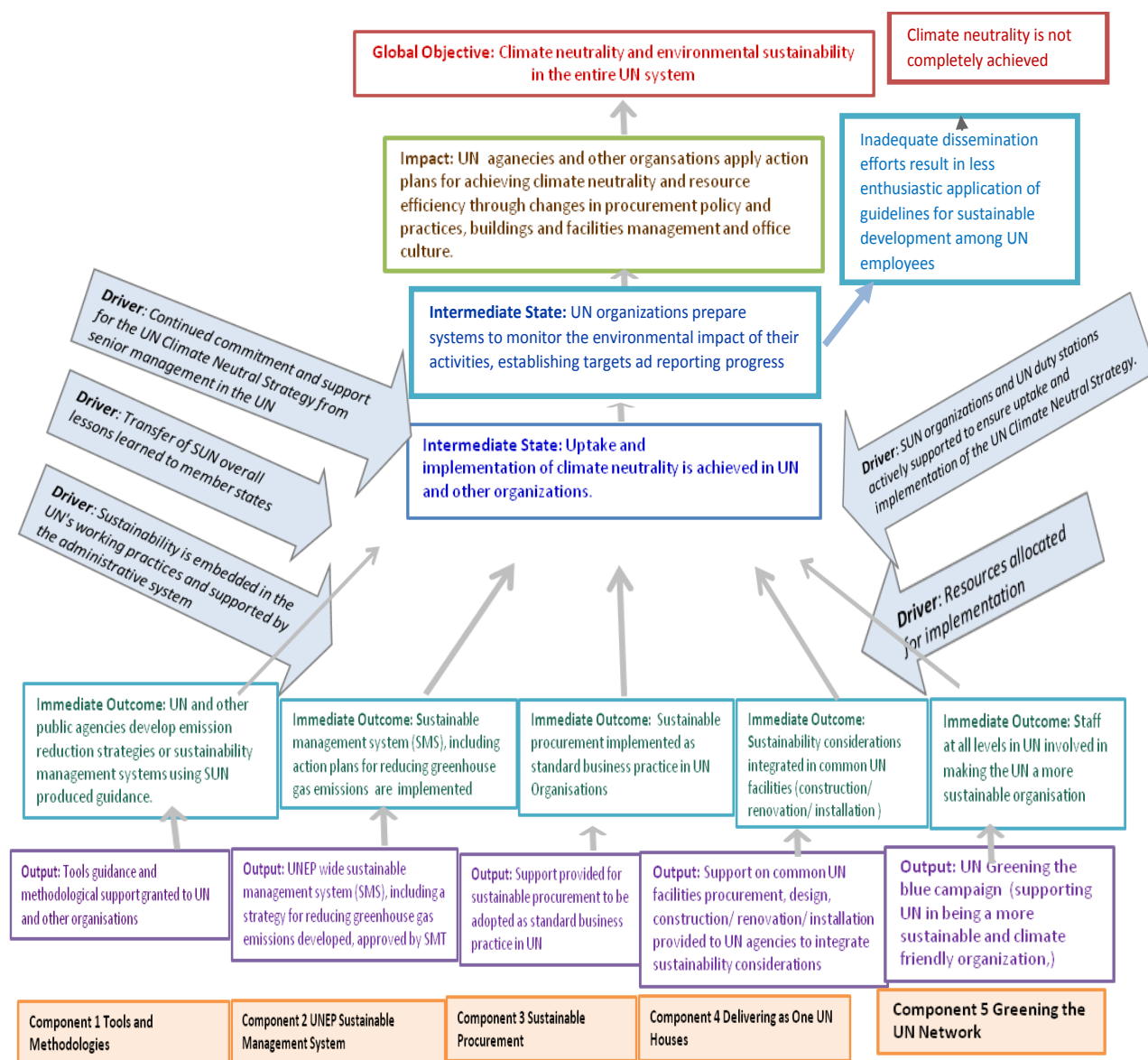
An important Intermediate State is the physical realization of some process of reduction of emissions, improvement in efficiency, etc. (exemplarity). The same can be said about the creation of mechanisms to supply funds for the necessary investments to improve efficiency (this is particularly important in existing buildings).

**Figure 1** below shows initial theory of change of the SUN project which was used for the field mission, specifying project outputs, outcomes, assumptions, impact drivers and intermediate stated considered. **Figure 2** shows the reconstructed theory of change, prepared after the field mission and reception of information submitted by stakeholders through their responses to the questionnaire.

**Figure 1: Preliminary Reconstructed Theory of Change (ToC) of the SUN Project**



**Figure 2. Final Reconstructed Theory of Change (ToC) of the SUN Project**



References: SUN Facility Prodoc (16 Mar 2010); SUN Project Log frame (Rev.9 Nov2013)

Upon preparation of tools and methodologies (Component 1), they are made available to UN and other agencies (Output), which can then use them to develop implementation strategies (Immediate Outcome) and to prepare implementation plans to obtain climate neutrality (Intermediate State). These plans are applied (Impact) and the global objective of the project (climate neutrality and environmental sustainability in the UN system) is reached.

After an UNEP Sustainable Management System is developed (Component 2), it is made available to UN agencies and approved (Output), and used to prepare implementation plans (Immediate Outcome), which are finally implemented (Intermediate State).

A control system is implemented in all the UN agencies to monitor the environmental impact of their activities, establishing targets and periodically reporting progress obtained (Intermediate State).

As for Component 3 (Sustainable Procurement) support for the implementation of sustainable procurement has to be made available to UN agencies (Output) and adopted as



a standard business practice (Immediate Outcome) to obtain the implementation of climate neutrality (Intermediate State).

The process starting in Component 4 (Delivering as One UN Houses) implies support on common UN facilities procurement, design, construction and maintenance of UN buildings (Output). These considerations are integrated in common UN facilities for construction, installation, maintenance, etc. (Immediate Outcome), and this results in implementation of climate neutrality (Intermediate State).

Component 5. Creation of Greening the Blue network results in a campaign among UN agencies to support environmental sustainability (Output), resulting in a strong commitment by UN personnel to improve the sustainability of their agencies (Immediate Outcome), which results in UN climate neutrality (Intermediate State).

Obviously, it is necessary that the UN senior management supports these processes along the entire chains (Driver), that the SUN lessons are adequately transferred to all the UN agencies (Driver), that the UN administrative system supports sustainability (Driver), that all UN duty stations support adequate dissemination and uptake for implementation of the UN Climate Neutral Strategy (Driver) and that all the necessary resources to carry out all the above are provided (Driver).

There are two possible pathways, depending on whether the dissemination efforts among personnel of the UN agencies are adequate or not. In the last case, climate neutrality can be only partially achieved, although this result does not seem probable, given the favourable general attitude detected towards sustainability and environmental issues among the responses received from stakeholders.

### 3 EVALUATION FINDINGS

The following paragraphs reflect the main findings of the evaluation, after the field trip to New York and detailed analysis of the documents received. In general, the Evaluator considers that the SUN project has had a favourable acceptance among all stakeholders.

As indicated elsewhere in the present report, a questionnaire was submitted to a list of Focal Points of all stakeholders. The list was made available to the Evaluator by the Project Team and was supposed to be complete and updated. Nevertheless, some responses indicated that some Focal Points had been replaced, and these changes were not indicated in the list.

The questionnaire included a set of general questions about the project activities and another set of questions focused on project effectiveness, efficiency, socio-political sustainability of the project, etc., following the aspects to be considered in the evaluation, as indicated in the corresponding ToR. Most of the questions included under this second set were not answered, which, according to demands for clarification made to the Evaluator, seems to indicate a general lack of knowledge of the UN agencies about the scheme applied by UNEP to evaluate the usefulness and impact of the project (and perhaps not only of this concrete project); the scheme based on the questions specified in the ToR was considered too complicated.

After the initial submission of the questionnaire several reminders were submitted to the Focal Points, but in spite of this only thirteen responses were received, all of them incomplete (although it has to be said that the Evaluator indicated to the respective Focal Point that only the questions they considered relevant to their respective agencies should be answered).

According to the responses received, the most relevant SUN activities were those related to inventories and monitoring of environmental pollutants. Programs for reduction of emissions have been formulated only in some cases and are beginning to produce results; in other cases they are being formulated or pending for approval by the responsible bodies of the corresponding agencies.

It is worth noting that, when asked about modifications to the Project Document along the lifetime of the project, several respondents answered saying that they did not know these modifications; they gave the impression they were not very familiar with the Project Document. But in many cases it was recognized that the lack of sufficient resources had put a burden on the project activities (apart from lack of human resources in several agencies to put into practice the SUN tools and recommendations).

In general the responses were very supportive of the SUN activities and of the project team management and all the received answers were strongly supportive of continuation of the SUN activities in the future.

According to the stipulations contained in the evaluation ToR, the different items commented in the next paragraphs have been rated according to a six-point scale.<sup>2</sup>

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<sup>2</sup> Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS) Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability is rated from Highly Likely (HL) down to Highly Unlikely (HU).

### 3.1 Strategic Relevance

The project objectives were reasonable and realistic at the time of project definition and clearly responded to a situation in which the concern about environmental issues had continuously increased (and is still increasing around the world). Clearly, an initiative like the SUN project is very important for an international organization of the importance of UN.

It is important to note that the purpose of the SUN Project is not to obtain improvements in environmental impact and sustainability, but to assist UN agencies to reach these objectives by implementing the UN climate neutral strategy. This is to be obtained through:

- Quantification and periodically monitoring of emissions.
- Assistance in the definition of emission reduction strategies.
- Consideration and assistance in the implementation of offsetting strategies.

The SUN project is consequent with the UNEP Mid Term Strategy and was clearly designed taking into consideration the UNEP thematic priorities. In fact, UNEP has been mandated by the General Assembly in its resolution 2997 (XXVII) of 15 December 1972:

The UN Conference on Sustainable Development in Rio de Janeiro in June 2012 asked UN to integrate sustainable development practices in facilities and operations, based on existing initiatives. This is a clear and specific reference to the SUN project, which was ongoing by then.

The General Assembly adopted on 21 December 2012 a landmark resolution (67/226) on the Quadrennial Comprehensive Policy Review (QCPR) of UN operational activities for development. The SUN activities had a very relevant influence on the adoption of this resolution, and SUN was responsible of the wording of the resolution. 67/226 is the culmination of two months of intensive intergovernmental negotiations underpinned by comprehensive analytical preparations supported by DESA and UN system entities. The QCPR is the mechanism through which the General Assembly assesses the effectiveness, efficiency, coherence and impact of UN operational activities for development and establishes system-wide policy orientations for the development cooperation and country-level modalities of the UN system in response to the evolving international development and cooperation environment.

The QCPR resolution reads (paragraph 15): Calls upon the United Nations system to improve the management of facilities and operations by taking into account sustainable development practices, building on existing efforts and promoting cost-effectiveness, in accordance with legislative frameworks, including financial rules and regulations, while maintaining accountability to Member States (Resolution adopted by the General Assembly on 21 December 2012 [on the report of the Second Committee (A/67/442/Add.1)] 67/226. Quadrennial comprehensive policy review of operational activities for development of the United Nations system)

Moreover, the normative approved in the Rio conference reads (paragraph 96): We call on the United Nations system to improve the management of facilities and operations, by taking into account sustainable development practices, building on existing efforts and promoting cost effectiveness, and in accordance with legislative frameworks, including financial rules and regulations, while maintaining accountability to Member States.

- To provide general policy guidance for the direction and coordination of environmental programmes within the UN system
- To review the implementation of environmental programmes within the UN

- To exchange environmental knowledge and information on technical aspects of formulation and implementation of environmental programmes within the UN
- UNEP will work to transform the way in which the United Nations system handles environmental matters.
- It will strengthen its leadership in key United Nations coordination bodies and will lead efforts to formulate United Nations system-wide strategies on the environment and enhance United Nations system-wide coherence on environmental matters. UNEP also aims to integrate environmental safeguards into international programmes and to support the “Delivering as one” approach at the national and regional levels

The SUN Project clearly follows all the above guidelines. Moreover, the UNEP Medium Term Strategy 2014 – 2017 establishes, among others, the following principles:

- Catalysing transformative change, in particular through the United Nations system
- Leveraging measurable impact through partnerships
- Promoting United Nations system wide coherence on environmental matters. The aim is to capitalize on the strengths and reach of the agencies in the United Nations system to maximize the potential for environmentally sound development

The design of the SUN Project, as stated in the Project Document, is evidently based on the above principles.

UNEP’s mandate is to be the leading global environmental authority, as underscored by the Nairobi Declaration on the role and mandate of UNEP. In that role, UNEP is in charge of setting the global environmental agenda, to promote the coherent implementation of the environmental dimension of sustainable development within the United Nations system and to serve as an authoritative advocate for the global environment.

Both project objectives and strategies were consistent with the environmental issues and needs in the area in which the UN carries out its activities, and all the possible environmental impacts of these activities were taken into consideration.

**Rating of Strategic Relevance: Satisfactory (S)**

### 3.2 Achievement of outputs

As indicated above, the Project Document has been modified to take into consideration the different environmental objectives considered by UN along the lifetime of the project. The general project purpose remained the same, but the new UN policies were specifically mentioned.

The activities consisting of the creation of the project team, project organization, etc., were adequately carried out; the project team was created, and the stakeholders have been adequately informed and trained about the project objectives and tasks. Nevertheless it has to be repeated here that the project team lacked adequate manpower at certain times and some tasks experienced delays.

Another consequence of this lack of sufficient resources was that the project failed to extend its scope to individual countries, as initially contemplated in the Project Document; it has only worked with UN agencies and organizations.

The following paragraphs are referred to the status of the project outputs, as defined in the successive versions of the Project Document, at the time of the project closing.

**Output 1. Tools, guidance and methodological support granted to organizations to reduce their climate and resource use footprint and improve their sustainability performance, including gender considerations.**

Status: Up to June 2014 SUN provided a large palette of tools to UN organisations ranging from sustainable procurement guidance to green buildings, green events and of course the UN Greenhouse Gases (GHG) inventory. SUN also provided advice to organisations on matters related to sustainable procurement, green buildings, sustainable events, and in some cases ToRs for hiring sustainability consultants. All the UN organizations have a common methodology (developed by SUN) to report their GHG emissions on an annual basis. The Greening the Blue web page (<http://www.greeningtheblue.org>) publishes data relative to inventories of GHG emissions and activities carried out by the UN agencies in the field of environmental protection.

Supply of these tools has been very useful, since it marked the starting point for quantification of GHG emissions, which is the basis for further reduction programmes and strategies.

**Output 2. UNEP wide sustainable management system (SMS), including a strategy for reducing greenhouse gas emissions.**

Status: UNEP is totally climate neutral since 2008 and has had an emissions reductions strategy since 2010. In 2012 the strategy expired and was due for renewal and upgrade as an environmental management system (EMS). As of June 2014, UNEP has not renewed its Climate Neutral Strategy into a new environmental management system but has however undertaken – via the peer review of the Gigiri complex and the Geneva environment house – the first steps consisting of the initial environmental review. The UNEP Peer Review's original Plan was completed by September 2014.

**Output 3. Support provided for sustainable procurement to be adopted as standard business practice in UN.**

Status: Sustainable procurement is not yet a common practice adopted as a standard the UN system but progress is visible as indicated under project results.

**Output 4. Support on common UN facilities procurement, design, construction/ renovation/installation provided to UN agencies to integrate sustainability considerations.**

Status: Via SUN UNEP started chairing the UN Interagency Network of Facilities Managers Working Group on Sustainability which provides advice and tools to UN building managers on Sustainability Management Systems; in addition UNEP SUN carried out peer reviews for 3 UN buildings (UNEP; Vienna International Centre and WMO) resulting in detailed advice related to better facilities, procurement, travel and events management. SUN also concluded by June concrete and tailored the advice to the DFS military base and support centre in Entebbe, Uganda; the greening of the ONE UN house in Vietnam; the greening of the forthcoming One UN Panama house and other advice in various UN locations.

These activities have created the basis for future construction and rehabilitation of UN premises under environmentally sustainable principles.

**Output 5. Greening the Blue campaign is supporting UN in being a more sustainable and climate friendly organization, is widely known and is granted support and endorsement by a relevant portion of staff at all levels in UN.**

Status: Creation and management of the web campaign Greening the Blue and the related publications on a weekly basis of case studies, and good examples of UN environmental practices. This campaign has been created and developed and has included training sessions, a web based campaign and thematic publications which were provided to help UN

organizations to approach internal sustainability resulting in: 7 organizations being climate neutral; 13 with an official emissions reduction strategy; 5 implementing an Environment Management System (EMS); 5 with a Sustainable Procurement strategy; 247 green practices reported on “Greening the Blue” portal; a UN- system wide decision to implement EMS. At the national level, support was also provided to governmental institutions to enhance their sustainable public procurement policies and practices included: the development of a training module on SPP and eco-labelling and its delivery in a regional training session, the publication of a Global review of SPP practices; agreements are under preparation for 9 countries to receive additional assistance from UNEP to develop and apply SPP action plans; The SPPI launched at Rio+20 is supporting stakeholders to adopt SPP practices and now has 61 members and 5 operational working groups.

Activities carried out and results obtained have been indicated in a number of reports prepared by several UN organizations. These results in general do not correspond to individual outputs and outcomes of the SUN project, but are the global impact of diverse activities and policies adopted (it would be a complicated task to try to disaggregate the results obtained and to attribute them to individual SUN outputs and outcomes). Moreover, it cannot be said that the results obtained are exclusively due to the influence of the SUN activities; environmental issues have been a matter of concern worldwide for many years, and this concern is continuously increasing (it is rare to find any newspaper or communication media which does not make daily (or almost daily) reference to one or more environmental issues (climate change, global warming, NO<sub>x</sub> or other pollutants in the atmosphere, etc.). It is an impossible task to separate the direct impact of SUN activities from the impact derived from the general world environmental concern, but their impact on the activities of UN agencies cannot be put in doubt.

A detailed description of the activities being carried out by all the UN agencies in the field of environmental sustainability is beyond the scope of the present document, but an overview of activities and plans implemented and quantitative results obtained during the years 2013 and 2014 can be found in <http://www.greeningtheblue.org/what-the-un-is-doing> for 58 UN agencies.

Evaluation of CO<sub>2</sub> emissions has been carried out in these UN agencies for the years 2013 and 2014 (data for 2015 are still unavailable at the time of writing). Since 2008 GHG emissions are evaluated and reported through a commonly agreed methodology developed by the SUN project, specifying those derived from air travel and indicating average emissions per employee. This periodical monitoring is an essential first step towards any strategy for reduction. Beside this, as indicated in Section 3.2 above, 34 organizations have defined some form of emission reduction strategy and others are in preparation (SUN has produced trainings, manuals and constant advice about how to draft such strategies). In general, offsetting is not yet considered.

**Rating of Achievement of Outputs: Satisfactory (S)**

### **3.3 Effectiveness: Attainment of objectives and planned results**

The following paragraphs contain an overview of the extent to which the project’s objectives were effectively achieved or are expected to be achieved.

A first analysis of the reconstructed Theory of Change of the project has been given in Section 2.9 above, which also contains a description on the causal pathways conducting from the project outputs to the global objective of the project.

**Global Rating of Effectiveness: Satisfactory (S)**

### 3.3.1 Achievement of direct outcomes as defined in the reconstructed ToC

As indicated in Table 6 below, the considered project outcomes are:

- Immediate Outcome 1. 34 UN agencies have developed some form of emission reduction strategies with support from the SUN project, and others are under preparation. These strategies are of course very specific, taking into consideration the activities of each agency; references and contents of these strategies are summarized in the Greening the Blue website.
- Immediate Outcome 2. Implementation of SMS. UN climate neutral strategy adopted. Key indicators for the sustainability management system adopted. Office specific emission reduction plans adopted.
- Immediate Outcome 3. Implementation of Sustainable Procurement. Handbook finalized. Training sessions carried out. UN agencies procurement policy adopted.
- Immediate Outcome 4. Sustainability integrated in UN facilities. Greening of One UN houses. Preliminary design review. UNDG guidelines for sustainable UN houses adopted.
- Immediate Outcome 5. Greening the UN Network. Internet based network platform established. Senior green UN leaders group established. Greening UN campaigns initiated in ten major UN duty stations.

As indicated above, the most relevant outputs for materialization of Outcome 1 are the development of tools and the definition of reduction plans. Outcome 2 is especially sensible to the creation of emission reduction strategies and the approval of UN Environmental Policy. For Outcome 3 the preparation of sustainable procurement handbook is of the utmost importance, whereas the development of a methodology to compare energy performance in buildings is essential for Outcome 4. Finally, the sustainability tutorial for UN staff is the key output for Outcome 5.

The importance of an impact driver as dissemination of results and experiences has to be emphasized; it must not be understood as a mere communication of final results, but as a continuous process involving exchange of experiences, communication with other research institutions with similar purposes, and also as a very useful tool to evaluate results and effective reduction of negative environmental impact.

As indicated above, Outcome 1 can be considered reached: tools have been created and made available to stakeholders for many different objectives (guidance for sustainable procurement, for green buildings, for GHG inventory, etc.), and 34 UN agencies have developed emission reduction strategies.

Outcome 2 has been partially reached: UNEP has already been climate neutral for seven years and created an emission reduction strategy in 2010, but the strategy fell due for reappraisal in 2012 and its renovation is still underway, although significant steps have been adopted.

Outcome 3 has also been partially reached: sustainable procurement is not yet universally adopted in UN agencies, but significant steps have been taken to reach it and it is reasonable to expect a complete adoption of sustainable procurement processes in all the project stakeholders in the coming few years. This fact will be reinforced by the scheduled extension of the SUN project until 2017.

In relation to Outcome 4, SUN has carried out peer reviews for three UN buildings and given advice to several others; these actions will act as examples and models to be followed in other buildings and installations.

Outcome 5. The Greening the Blue website has been created and diverse training sessions and greening campaigns have taken place. It is difficult to evaluate the concrete degree of involvement of UN staff in making UN a sustainable organization, but conversations with project stakeholders and answers to the evaluation questionnaire seem to indicate that it is positive and continuously growing (although this is not only attributable to SUN activities, but also to the general worldwide atmosphere of support to environmental protection).

Information relative to concrete activities and initiatives relative to all the outcomes above can be found in the Greening the Blue website (see Section 3.2 above).

It can be said that the project outcomes have been reached during the project life, albeit partially in some cases, but it is important to consider that the environmental sustainability is an objective with no term of finalization; in the future new activities will be initiated by the UN agencies and project stakeholders and their environmental sustainability will be always a matter of concern, always subject to possible improvements.

**Rating of Achievement of Direct Outcomes: Satisfactory (S)**

**3.3.2 Likelihood of impact using ROTI and based on Reconstructed ToC**

Table 6 below shows the likelihood of project impact, based on the reconstructed ToC, as described above. The rating system used is shown in Table 7.

**Table 6: Analysis of Likelihood of Project Impact**

Results Rating of the SUN project							
OUTPUTS	OUTCOMES (reformulated)	Rating A-D	INTERMEDIATE STATES	Rating A-D	IMPACT	Rating (+)	OVERALL
. Tools guidance and methodological support granted to UN and other organizations	1. UN and other public agencies develop emission reduction strategies or sustainability management systems using SUN-produced guidance	A	UN organizations prepare system to monitor the environmental impact of their activities, establish targets and reporting progress Staff well informed and with high degree of consciousness	A	UN agencies and other organizations apply action plans for achieving climate neutrality through changes in office practice.	AA	
UNEP wide sustainable management system (SMS), including development of a strategy to reduce greenhouse gas emissions, approved by SMT	2. Sustainable management system, including action plans for reduction of GHG emissions, is implemented.	A	Uptake and implementation of climate neutrality is achieved in UN and other organizations <b>Relevant Impact Driver:</b> Sustainability is embedded in the UN working system.	A	UN agencies and other organizations apply action plans for achieving climate neutrality through changes in facilities management	AA	
Support provided for sustainable procurement to be	3. Sustainable procurement implemented as	B	United Nations rules and procedures	B	UN agencies apply action plans to	BB	



adopted as standard business practice in UN.	standard business practice in UN organization		deliver improved efficiencies and sustainability		achieve climate neutrality in procurement		
Support on common UN facilities procurement, design, construction/ renovation/installation provided to UN agencies to integrate sustainability considerations	4. Sustainability considerations integrated in common UN facilities (construction, renovation, installation ...)	B	<b>Relevant Impact Driver:</b> Creation of mechanisms to support investments for improvements  Automatic monitoring of emissions and consumptions in buildings.	B	UN agencies apply action plans to achieve climate neutrality in buildings	BB	
Greening the blue campaign is supporting UN in being a more sustainable and climate friendly organization, is widely known and is granted support and endorsement by a relevant portion of staff at all levels in UN.	5. Staff at all levels in UN involved in making the UN a more sustainable organization.	A	Creation of mechanisms to support investments for improvements	B	Global environmental benefit.  Example for other organizations.	AB	
	<b>Rating Justification</b>  <b>Satisfactory degree of accomplishment of outputs.</b>  <b>Outcomes partially reached during project lifetime, with sound perspectives of continuity</b>	<b>A</b>	<b>Rating Justification</b>  <b>The project has created a high degree of consciousness about environmental issues in all the UN agencies and project stakeholders.</b>  <b>Reduction of emissions and environmental impact still limited</b>  <b>No activities among non-UN organizations</b>	<b>B</b>	<b>Rating Justification</b>  <b>Intermediate states already reached in some cases.</b>  <b>Stakeholders happy with the project main objective and actively pursuing a global environmental benefit through climate neutrality of UN activities.</b> <b>Offsetting not adopted</b>	<b>AB</b>	<b>L</b>

**Table 3: Rating Scale for Outcomes and Progress towards Intermediate States**

<b>Outcome Rating</b>	<b>Rating on progress toward Intermediate States</b>
D: The project's intended outcomes were not delivered	D: No measures taken to move towards intermediate states.
C: The project's intended outcomes were delivered, but were not designed to feed into a continuing process after project funding	C: The measures designed to move towards intermediate states have started, but have not produced results.
B: The project's intended outcomes were delivered, and were designed to feed into a continuing process, but with no prior allocation of responsibilities after project funding	B: The measures designed to move towards intermediate states have started and have produced results, which give no indication that they can progress towards the intended long

	term impact.
A: The project's intended outcomes were delivered, and were designed to feed into a continuing process, with specific allocation of responsibilities after project funding.	A: The measures designed to move towards intermediate states have started and have produced results, which clearly indicate that they can progress towards the intended long term impact.

As indicated in Section 3.3.1 above, it has to be noted that SUN project outcomes have not completely been reached at the time of writing. For instance, Outcome 1 has been reached in only a (large) part of UN organizations, but the rating has been made taking into consideration that specific allocation of responsibilities has been made in many cases and it is under preparation in others (the same can be said for Outcome 2).

In the same way, Outcome 3 has partially been reached, and the tendency is that it will be completed in the near future.

Outcome 4 is also underway, although important reductions in GHG emissions are only to be expected when the amount of UN buildings constructed or renovated under sustainability guidelines becomes significant.

Outcome 5 can be considered satisfactorily reached, although obviously involvement of UN staff on sustainability can always be improved in the future.

It has to be noted that the elimination of SUN activities addressed towards non-UN organizations will reduce the global impact. It is highly desirable that this issue is addressed in future UNEP projects.

Last but not least, it has to be emphasized again that the atmosphere among the stakeholders is very positive towards the SUN objectives; this is certainly not only due to the impact of the SUN activities, but it is clearly a solid base to assume that efforts against negative environmental impacts will continue in the future (and of course the general UN environmental policy points towards the same direction).

**The project is considered "Likely" to achieve impact.**

### 3.3.3 Achievement of the formal project objectives as presented in the Project Document

The Project Document does not specifically mention a concrete project goal; it indicates that SUN promotes climate neutrality and improved resource efficiency in business practices in the UN organizations and other public organizations, to set examples for other organizations at the local and international level to follow, by practising basic principles on resource efficiency translated to daily business practices.

It has nevertheless to be emphasized again that the SUN exemplarity towards other public organizations has failed to materialize, allegedly due to lack of sufficient manpower and resources.

Environmental issues are a very relevant concern around the world, and its importance is continuously growing; it can be said that the public opinion around the entire world gives more and more importance to the environmental impact of human activities. It is difficult to evaluate to what extent the SUN activities have contributed to the creation of this atmosphere, but undoubtedly this contribution would have been much larger if the project had been able to include other non-UN organizations (including governments of certain countries) among its stakeholders and beneficiaries.

Nevertheless, the UNEP initiative of "walking the walk" has clearly resulted in UN leadership in the field of environmental sustainability; the SUN activities are easily replicable in other large agencies around the world, although not yet done so.

**Rating of Achievement of Project Goal and planned objectives: Satisfactory (S)**

### 3.4 Sustainability and Replication

The first thing to be said when speaking about sustainability is that a project with the characteristics and objectives of SUN is clearly trying to be sustainable in itself; clearly any attempt to reduce environmental impact of any activity has to be sustainable if any success is to be reached. And clearly the concept of sustainability was a matter of first concern at the time of the project design (this is specifically indicated in the Project Document).

The following paragraphs refer to the different aspects of the sustainability and possibilities of replication of the SUN project.

**Global Rating of Sustainability and Replication: Likely (L)**

#### 3.4.1 Socio-political sustainability

The Evaluator has not detected any risks of a socio-political nature during the evaluation process. Consciousness about the importance of environmental impact of activities in UN agencies and project stakeholders is high, and the same thing happens among authorities of at least most countries and general public around the world.

- As indicated in Section 3.2 above, 56 UN agencies are publishing data on the environmental impact of their activities in the Greening the Blue website, as well as a summary of the strategies for reduction adopted. This periodical publication of environmental impacts is the result of the application of Sun-created tools, and there are no reasons to think that this practice will cease in the future.
- The development of these strategies implies that each agency has created the necessary capacity building: the information provided in the reports submitted to the Greening the Blue website indicates that environmental impacts are being metered and that measures for abatement of GHG emissions are being adopted. The SUN project has given support for this as stated in the corresponding project reports.
- Although the degree of development of these strategies is not uniform among them, there is no reason to fear any future lack of interest on these issues.
- The very decision to extend the SUN project until 2017 indicates that the project team conducted some sort of “succession planning” during the past project development.
- An important Driver (shown in the reconstructed Theory of Change in Section 2.9 above) is the support by the UN senior management to the UN Climate Neutral strategy. There is no reason to suspect that this support will decrease in the future

**Rating of Socio –Political Sustainability: Highly Likely (HL)**

#### 3.4.2 Sustainability of Financial Resources

The SUN project has faced financial difficulties at certain times of its development but, as indicated in the previous Section, the general attitude of the UN offices and project stakeholders towards the continuity of the SUN-related activities is favourable (this has been detected through conversations with stakeholders and responses to the questionnaire), and

this will presumably result in further financial support from the stakeholders themselves, apart from the funding of the future SUN activities.

It is important to note that the adoption of strategies for sustainability, hence the funding to materialize these strategies, is the responsibility of each agency and not of the SUN project. Nevertheless, according (again) to the opinions expressed to the Evaluator during the meetings in New York and to the responses given to the questionnaire, the project stakeholders are favourable to a continuation of these environmental policies.

Nevertheless, since not all the UN agencies have completely materialized their strategies, the collaboration of the SUN Project expertise is still necessary. This will imply the necessity of the corresponding financial support.

The Evaluator is not in a position to calibrate the financial resources necessary for the new phase of the SUN project until the year 2017, but the facts mentioned in the previous paragraphs and the very determination to extend the SUN project activities beyond its initially scheduled termination seem to indicate that the financial sustainability of the project is reasonably assured.

**Rating of Financial Sustainability: Likely (L)**

### 3.4.3 Sustainability of Institutional Frameworks

The general policies of the UN are very favourable to improvements in the environmental impacts of every human activity, and the tendency for the future seems to be focused on an increased attention towards these issues. On the other hand, the public opinion around the world is progressively putting more intense pressure on the respective national governments to take measures towards reduction of harmful impacts on the environment.

The implementation of policies for environmentally sustainable agencies in many UN agencies and the periodical evaluation of environmental impacts (as reflected in the already mentioned Greening the Blue website) seems to indicate that there is a firm commitment to make further advances and that the necessary structures have been (or are being) created.

**The rating for the institutional sustainability is Likely (L)**

### 3.4.4 Environmental sustainability

For a project with the characteristics of SUN, the environmental sustainability is somewhat redundant, since it intrinsically looks to be environmentally sustainable. The Evaluator considers that in the case of SUN this evaluation criterion is not applicable.

**The rating for the environmental sustainability element is Not Applicable (N/A)**

### 3.4.5 Catalytic Role and Replication

As repeatedly indicated above, the global concern about environmental issues has been continuously growing along the past years, and there is no reason for the time being to assume that this attitude is to be reversed. This general atmosphere plays in favour of the appearance of future projects with the same or very similar objectives to those of SUN.

The impact of SUN activities on UN agencies has already been indicated in previous sections of this report. Many of them have created environmental policies (perhaps modifying already existing ones) and applied the SUN methodology to evaluate GHG emissions.

To investigate behavioural changes in these agencies would require specific analysis and discussions with each of them, which have not been possible during the present evaluation. But, as repeatedly indicated in other sections of this report, there are sound indications of behavioural changes, expressed in the reports submitted to the Greening the Blue website.

Given the world relevance of an institution like UN, it seems probable that initiatives like SUN, if successful, play a very impacting role on agencies and institutions with similar day-to-day activities worldwide:

- Office work (implying use of heating/cooling devices, appliances, etc. whose use can be optimized to reduce their negative environmental impacts).
- Travelling (which can be replaced by video-conferences, at least in some cases).
- Car-sharing.
- Design, construction or refurbishment of premises, which can be done taking into consideration strategies for sustainability.
- Etc.

There are many governmental offices or agencies in any country, and any of them has activities which are very similar in nature to those indicated above for the SUN participating agencies and stakeholders (this is also applicable to non-governmental organizations, private enterprises, etc.).

Unfortunately, SUN has failed to carry out its primitive intentions to extend its activities and objectives to the governments of certain individual countries (see Section 2.3 above); this will result in a delay in the adoption of SUN tools and practices to other institutions outside UN.

Nevertheless, given that UN agencies maintain close relationships with governmental offices and institutions in every country, and if sufficient attention is paid to the dissemination of SUN activities outside the UN, the SUN activities will play a relevant catalytic role and will be replicated everywhere.

In concrete, behavioural changes have already been catalyzed during the SUN project lifetime; the Evaluator has detected a high degree of consciousness about environmental impact of activities in all the UN agencies consulted.

The incentives provided by the SUN project are exclusively of a social nature, giving concrete ways to act against the negative environmental effects of a set of human activities; the very nature of the project does not allow for economic or market-based incentives.

But from the viewpoint of institutional changes the exemplarity of SUN activities can be very relevant and be taken as guidelines for national authorities, large offices, agencies, etc. to improve the environmental impact of their activities. There is no evidence of any changes of policy in any country which can be considered to be directly derived from SUN activities.

The same can be said about possible policy changes regulating environmental impact of many different activities. As indicated above, the proximity of UN agencies to national governments worldwide plays in favour of a positive impact on environmental policies. In this sense, dissemination of results and approaches applied by UN agencies (either directly by the agencies or through the SUN project or any similar one) can have a positive influence on replication and scaling up of the SUN experiences. For the time being, no direct evidence exists that experiences derived from the SUN project are being replicated or scaled up outside the UN.

**The project's catalytic role and replication is rated as moderately satisfactory (MS)**

### 3.5 Efficiency

The Project has experienced delays in some of its activities due to insufficient funding, but the project team has managed to solve the situations created by successfully looking for the necessary supplementary funds through networking and fund-raising activities.

The insufficient funding has resulted in a reduction of the project ambitions in terms of guidance, and in more emphasis put on services upon demand. A clear example of this is the issue of Sustainable Procurement; SUN was the instigator of SP activities in the UN system (guidelines were developed, training programme prepared, several face-to-face trainings carried out ...), but later these activities had to be reduced and progressively stopped.

A consequence of the scarcity of funds has been that SUN had to develop an alternative work strategy based very much on interagency partnerships. Most of the publications and work finalised since 2011 has been organised in partnership with other entities, either by joining staff resources, or funds, or both. The table in Annex 4 summarizes these collaborations.

The predominant implementation issues experienced by the project have included those to do with delayed funding (e.g. delayed disbursement or allotment), delays due to UNEP administrative processes (e.g. legal, HR, procurement, etc.), lack of ownership within recipient countries/organisations/institutions, and delays resulting from capacity issues within the Implementing partners. The modifications of the Project Document (and budget) have been mainly focused on these issues, to adopt the project development to the changing circumstances.

A new challenge for the organizations of the UN System was established in September 2014: to achieve climate neutrality by 2020. As a result, four additional organizations offset some or all of their emissions and many more began to prepare to become climate neutral in 2015. 2014 also saw the launch of the UN's first on-line sustainability tutorial for staff.

In the course of the project, some consultants and partners were late in submitting their deliverables and/or the quality of deliverables was inadequate (e.g. in the case of the sustainable procurement guide and the handbook on the procuring of UN sustainable buildings); this affected project implementation and budget management.

Given the large number of institutions involved and the geographical dispersion among them, it was not difficult to foresee at the time of the project design that the timely availability of manpower (mainly consultants to provide support to stakeholders at the time of definition of their strategies, establish mechanism for monitoring and evaluation of their GHG emissions, etc.) was a serious issue for an efficient management of the project.

The project team has been successful at the time of creating interest on the project objectives among high level officials of the different UN agencies and other stakeholders. This was a very important pre-requisite to carry out the project activities in an efficient manner.

Clear advantage has been taken both at the time of project design and during the project development of existing plans, projects and programmes with objectives similar to those of SUN; especially relevant has been the takeover of the EMG activities. In this way efforts in the field of environmental impact of UN activities have been unified, hence duplication of efforts avoided.

**The overall rating for efficiency is Satisfactory (S)**

### 3.6 Factors affecting performance

The following paragraphs deal with issues related to the project development, from its initial design to the present, analysing both the difficulties arising and the measures taken to solve them.

#### 3.6.1 Preparation and readiness

Participants and project stakeholders were adequately chosen: given that the project objective was to improve the environmental effects of UN activities, these participants could be none other than all the UN agencies. The initial inclusion of several national governments of countries where certain UN agencies have their headquarters was reasonable, but it was probably too ambitious, and at the end it was necessary to eliminate that type of stakeholder altogether.

The Project Document was clear, concise and well designed to give a clear idea of the project objectives and structure (this is especially valuable at the time of the initial steps of a project evaluation).

- The general justification of the project clearly defines the background and description of other initiatives with similar objectives.
- The fact that SUN is a global effort covering many countries is indicated, recognizing that local implementation of measures to improve sustainability are the responsibility of each UN organization. First objectives (Delivering as One (DaO)) are defined, and the importance of countries where large UN hubs are located is taken into consideration.
- The five main activity components are adequately and rationally defined according to the SUN final goal.
- The importance of dissemination and communication among UN agencies to share resources, strengthen cooperation and draw on experience to foster a culture of sustainability is emphasized.
- The three tracks of work delivery (development of tools, direct support through technical advice and revision of common policies) are adequately defined to maximize benefits from project activities.
- The stakeholder analysis is insufficient and too ambiguous; a more detailed analysis (perhaps defining pilot UN agencies for initial work) should have been carried out.
- A difference is made between “stakeholder” and “partner”. No explanation is given for this.
- The contents of the paragraph entitled “Socio-economic contribution, including gender and poverty alleviation” have nothing to do with the title; it gives the impression that it has been added for the sake of mentioning gender and poverty alleviation.
- The critical factors that can have a significant impact in the project success are adequately identified and considered.
- The Logical Framework Matrix is in general adequately defined. It can be said, however, that more attention should have been paid to the real decrease in GHG in the UN premises, although (as indicated above) the responsibility of implementing GHG reduction plans, improve sustainability, etc, corresponds to the respective UN agency or entity.

- The assessment of risks is reasonable and complete. Risks are analyzed and described in a detailed way, and measures to avoid/mitigate them are included in the Project Document. Mention is not made of the possibility of political turmoil and/or social upheaval in some areas, which could affect the project activities and results.
- The Reporting & Evaluation chapter of the Project Document contains a detailed scheme indicating frequency and responsibility for monitoring actions.

The project background is solid and well described. The same can be said of the project design, including the description of the barriers to be overcome and how the project should remove these barriers. The project objectives and outcomes are in general reasonably defined, as well as the target groups and stakeholders.

Initial budget has been prepared in a reasonable way, although it resulted to be insufficient, and this was one of the causes of revision of the Project Document (new sources of funding resulted necessary). Only a more detailed evaluation and description of monitoring and evaluation costs is missed. In fact, just a lump sum is indicated for evaluation purposes, insufficient since it does not allow for visits to all the project sites.

Needless to say, financing is a very important chapter in a project of this nature; financing plan has been carefully prepared keeping in mind the size and complexity of the project. Introduction of new objectives and activities after the project start has resulted in increases of the budget, but the project has been successful at the time of finding more sources of financing.

The project objectives were reasonable and feasible, but the time frame proved to be too short for the available human and financial resources. The Executing agency was certainly adequately selected and the existing UN efforts in the field of environmental activities were duly considered.

**Overall, the project preparation and readiness was Satisfactory (S)**

### 3.6.2 Project implementation and adaptive management

The project implementation mechanisms contemplated in the Project Document were reasonable and were adequately followed during the project development. The changes, innovations and new objectives of UN environmental policies were adequately taken into consideration.

During the first period of implementation of the SUN project (2009-2010), an important challenge was the relatively short timelines provided for expending allocated funds; consequence of this was that significant amount of funds had to be spent within a short deadline, since otherwise they were lost. This certainly presented certain challenges in the management of the project.

During the period running from late 2011 to early 2012, the SUN project went through a difficult phase characterized by lack of funds (when the initial funding of more than 6 million US\$ from Norway had been mostly spent). These circumstances made necessary severe reductions in staff, and resulted in uncertainty in future funds, which had their toll on the staff motivation and morale. These challenges were overcome by consolidating the project, eliminating or reducing some non-essential project aspects and focussing on a few, key outputs (such as the Rio negotiations on a call from governments for UN internal sustainability and CEB decision on the matter). The move of the core team to Geneva proved to be a good choice as it allowed SUN to be closer to core clients. Administrative length and procedures are still unresolved challenges.



In early 2012 the project had to focus more on political decisions and discussions (e.g. from the proceedings of Rio + 20; CEB, EMG, future of SUN) that might have been beyond the primarily technical competencies of the UN sustainability focal points.

Another important implementation challenge for the SUN facility was related to the institutional location of the project. While the project is closely attached to DTIE for staff and funding, the real effects and strategic directions on it come from the EMG, which provides no resources to the project (apart from a part time programme assistant and office space from September 2011 to December 2014). The ownership of the project outcomes is more with the EMG and UNEP executive office, as SUN represents a concrete support that UNEP (via the EMG) provides to the UN system. This split has made it difficult for SUN to obtain sufficient visibility and ownership in DTIE and this has also reflected on the provision of funds and on staff contracts. Consequently, in March 2014, the DTIE and EMG proposed to UNEP management to move the facility under EMG, in order for the SUN project to be implemented in a context where connections with inter-agency bodies are more regular and relevant. The UNEP executive office however preferred to maintain SUN in DTIE to underline its character of technical, substantial support to the UN general system and structure.

The project document has been modified eleven times since the project inception. These revisions were necessary in order to allow the continued delivery and conclusion of SUN outputs into 2014 while at the same time developing a new project document (SUN Phase II) that would detail the activities of the project under the PoW 2014-2015. This includes also a correspondent adjustment of targets and milestones that had already been met and surpassed and those that were not yet met and need to match the reality of what could be achieved in the remaining project time span.

Given the SUN project success and the high degree of interest created among its stakeholders, a decision has been made to extend the SUN activities for a further period (2014 – 2017), hence the present Evaluation is really not a terminal one, but it is only referred to the project activities until April 2015.

The Project Management was successful at the time of organizing the project and carrying out its activities. The Evaluator has received favourable opinions from the consulted stakeholders about these issues.

In the same way, the project arrangements were reasonable and well designed, and the working teams adequately coordinated.

The Evaluator has not been informed nor detected any complaint or difficulty during the project realization between the project team and the project manager. The same can be said about lack of coordination among working teams; on the contrary, coordination with stakeholders was an important tool used to solve difficulties arisen from the lack of sufficient funds (see Section 3.5 above).

The main difficulties that arose during the project implementation had their origin in lack of sufficient funds and manpower (see Section 3.5 above). The project team successfully managed to overcome these difficulties, although they resulted in delays of some activities.

**The project's performance in implementation and management is rated Satisfactory (S)**

### **3.6.3 Stakeholder participation and Public Awareness**

Clearly, a project comprising many different agencies and stakeholders located in different parts of the world must ineluctably pay a high degree of attention to mechanisms of participation, exchange of information and experiences, etc. And awareness of the general public is also a relevant aspect.

Meetings with stakeholders and responses to the questionnaire have indicated that the information sharing mechanisms designed by the project have worked in a satisfactory way. Interexchange of experiences and development of plans for evaluation and monitoring of environmentally harmful emissions have been very useful, according to opinions received by the Evaluator.

Not all the meetings among project stakeholders have been presential; many of them have been video multi-conferences. This has been one of the mechanisms used to apply the general philosophy of “walking the talk”.

The Evaluator has detected a high degree of satisfaction among the consulted stakeholders with the tools developed by the project, and with the training sessions and mechanisms developed to make them familiar with their use.

No complaints have been detected among the consulted stakeholders about the participation mechanisms of the project at the time of taking relevant decisions about design of tools.

During the project implementation the Project Team maintained frequent contacts with stakeholders through meetings, bi-monthly bulletins, memos, etc. Close contact was also maintained with EMG, DTIE, regional offices and higher management of UN organizations.

Nevertheless in some aspects several stakeholders seem not have been adequately informed about the motivations for changes in the project document (as indicated above, these changes have been mainly due to delays (some of them due to inadequate time of submission of reports by hired individual experts) and lack of sufficient funds and manpower).

To the above it is necessary to add that the list of stakeholder Focal Points was not adequately updated, hence it cannot be said with absolute security that all the stakeholders were adequately informed during the entire project lifetime.

As for the awareness of the general public about the project objectives and results, they have been negatively affected by the above mentioned elimination of governmental institutions of several countries which were initially included as project stakeholders. Certainly the general public opinion knows about the high degree of concern of the UN about environmental issues, but the influence of the SUN project on this degree of knowledge has been scarce.

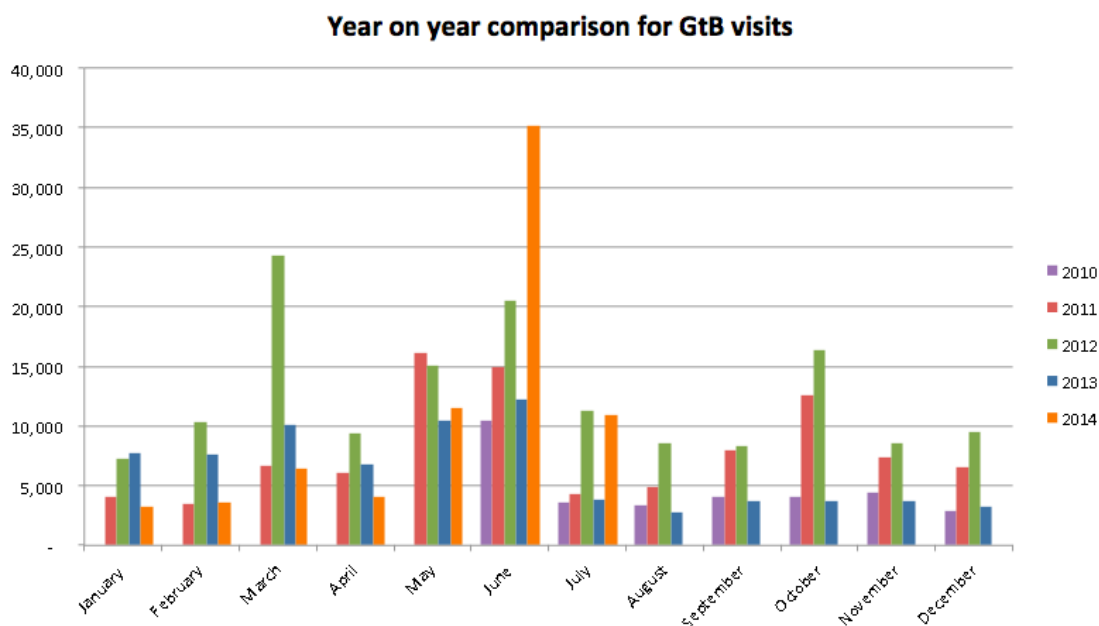
**Stakeholder participation and public awareness is rated Moderately Satisfactory (MS)**

#### **3.6.4 Organisation ownership and driven-ness**

The collaboration of UN agencies with the SUN project has been in general positive. Clearly a high degree of consciousness already existed about environmental issues before the project start up, and for this reason the definition of guidelines and tools to take specific and concrete care of these issues was particularly welcome.

The project team has been successful at the time of creating a sense of responsibility and ownership of the project results; tools are widely used, results shared, etc. (p. e. the already mentioned Greening the Blue (GtB) website contains information about measures and policies adopted). The operational efficiency of the UN agencies has improved, and in fact it is still improving in a continuous process. As indicated in previous sections, many UN agencies have already implemented policies for environmental sustainability of their activities, whereas some others have these policies under different stages of development or implementation.

The figure below shows statistical data about the number of visits received by the GtB website from its creation to June 2014.



Again, the project has not been able to exert direct influence on organizations outside UN; the initial project design was too ambitious, taking into consideration the available resources, but the SUN project is anyway an embryo for future similar projects focused on other organizations.

**Ownership and driven-ness is rated Satisfactory (S)**

### 3.6.5 Financial planning and management

The Evaluator has verified that there was proper financial management, timely planning of budgets, and timely requests of budget changes and reallocation. However, it is also to be noted that tendering and administrative processes for recruitment of consultants took longer due to the nature of the project and to financial constraints. This affected negatively the timing of some project outputs and the delivery of some reports.

As indicated in Sections 2.6 and 3.5 above, the project faced some financial difficulties during its development, which were solved through collaboration from stakeholders, both in kind (manpower) and funding (see tables in Annex 4).

Given the large number of UN agencies and other institutions initially considered, it was difficult to foresee the real necessities in terms of funds (for personnel, training, preparation of tools, etc.).

The reaction of the Project Management Team against the problems created by the lack of sufficient funds to carry out all the tasks contemplated in the project was reasonable; although some activities were abandoned (p. e. those related to non-UN organizations), others were eventually carried put with collaboration of several stakeholders.

The Project Team acted in a transparent way, and the situation was duly reported in the PIMs. The Evaluator has not detected any complaint among stakeholders about the financial management of the project.

Some recruited staff failed to supply their reports in due time; this certainly resulted in delays in some activities but, again, no complaints have been detected by the Evaluator. In general, the attitude adopted by the Project Team against these difficulties was reasonable.

**Overall project financial planning and management was Satisfactory (S)**

### 3.6.6 Supervision, guidance and technical backstopping

The project monitoring plans were adequately defined at the time of project design, taking due consideration of the special characteristics of the project, its foreseen duration and the high number of institutions involved. The information contained in the review reports is adequate to give a clear and detailed outlook of the situation of the project at a certain time.

As indicated in Section 3.6.5 above, the Project Management successfully managed to overcome the financial difficulties found during the project development and was able to find the necessary supplementary funding, although it was not possible to avoid some delays.

The SUN project has been managed by DTIE, but has served the EMG, which is the main beneficiary of the project activities and is well aware and interests on it. Sun has also served the Environmental Governance sub programme, which is managed by another division (DELIC). Since UEP works on a matrix structure this is in principle not a problem, but, according to the Project Team, SUN has not been a top priority for DELIC (although the project funds come from DELIC). This resulted in a formal proposal of the project being transferred to EMG; the process involved inter-exchange of memorandums and discussions which represented a distraction from the core project activities. Some confusion was created in reporting and management when EMG asked SUN to do work for EMG which has caused a distraction of staff from core project activities (and consequent lack of implementation of other activities).

The implementation of inventory processes for harmful environmental emissions, reductions of these emissions, etc. are of course the direct responsibility of each agency and project stakeholder, but the project has managed to get adequate information about the situation and impact of project activities.

The Evaluator considers that the initial mechanism adopted by UNEP to supervise the project was in general well designed.

**Rating of Supervision, Guidance and Technical Backstopping: Satisfactory (S)**

### 3.6.7 Monitoring and evaluation

In general terms the monitoring of the project activities during its development was reasonably designed and carried out, but the project evaluation shows important deficiencies, which are indicated below.

**Global Rating of Monitoring and Evaluation: Moderately Satisfactory (MS)**

#### M&E design

The project monitoring and evaluation indicators and means of verification contemplated in the Project Document were in general adequate and well designed, and seemed adequate to give clear and concise information about the project outputs and outcomes. The responsibilities of the project management entities regarding monitoring and reporting were clearly defined.

All the indicators were scheduled to be monitored on a yearly basis. This is somewhat insufficient and can have as a consequence a late detection of delays and difficulties and of the adoption of measures to deal with them. A revision every six months or less would have provided a more accurate view of the project developments.

The project Logical Framework was well designed to be used as a monitoring tool for the project activities. The indicators included in the project Logical Framework were duly specified for each of the project outputs and clearly relevant for them. They were also easy to meter, and the sources for their control were indicated; sources for baseline information on performance indicators were indicated. It can be said that the indicators for project implementation cover the SMART requirements (Specific, Measurable, Achievable, Relevant & Realistic and Time-bound & Timely & Traceable & Targeted). There are sufficient relevant indicators for each of the project outcomes. Not all of them are quantifiable, but this is a logical consequence of the very nature of some of the project outcomes.

Adequate contacts were maintained with the project stakeholders to define their necessities in the fields of training and technical support; the Evaluator detected no complaints relative to these fields.

The Project Document does not specify targets for project outputs, but this is logical taking into consideration that the responsibility of implementation of programs is not the project's responsibility, but corresponds to the respective agencies and stakeholders. Delivery dates for project milestones were however defined.

The external factors (both assumptions and risks) indicated in the Project Document covered all the reasonable possibilities at the time of project initiation.

#### **Rating of M & E Design: Satisfactory (S)**

#### **Budgeting and funding for M&E activities**

The initial project budget was prepared in a reasonable way. Only a more detailed evaluation and description of monitoring and evaluation costs is missing, as already indicated elsewhere in this report. In fact, just a lump sum is indicated for evaluation purposes, insufficient since it does not allow for visits to a sufficient number of project sites. No mention of the number of evaluations to be carried out (mid-term, terminal ...) is made.

There are no budget lines for monitoring activities.

The Project Document gives the impression that insufficient attention has been paid to the project evaluation; just a lump sum in the budget has been added, without considering the specific difficulties of an evaluation of a project like SUN, with many stakeholders disseminated around the world and the necessity to analyze many documents, reports, plans, etc. which were not systematically collected during the project development (thinking in the necessities of future evaluations). Apparently the evaluations were considered as a non-avoidable necessity imposed by UNEP regulations which did not deserve much attention, apart from a standard budget line (no justification is given for the amount considered).

#### **Rating of Budgeting and Funding of M & E activities: Unsatisfactory (U)**

#### **M&E plan implementation**

The project monitoring system worked adequately during the project development and the project results were timely tracked; delays were detected and remedies were adopted.

The progress and financial reports were clear and concise, and transmitted a clear perspective of the project developments at the time of their preparation. Scarcity of funds, delays in certain tasks, etc. were adequately detected and reported.

The information provided by the monitoring reports was adequately used during the project development to improve performance and to take the necessary measures to adapt the project development to changing circumstances (insufficient funding, delays, etc.).

Annex 5 below contains, among other titles of documents, those corresponding to the periodical progress reports, on which the affirmations above are based.

**Rating of M & E plan Implementation: Satisfactory (S)**

## **4 CONCLUSIONS, RECOMMENDATIONS & LESSONS LEARNED**

The following paragraphs are devoted to summarize the main general findings of the Evaluation and to give a resume of points to be taken into consideration at the time of designing and executing projects of a similar nature.

### **4.1 Conclusions**

The global results of the project at the time of the Terminal Evaluation can be considered very positive, and the project stakeholders seem to be satisfied with the project activities.

The project has been in general successful in creating a culture of sustainability and improved resource efficiency in business practices among UN organizations, but has failed to do the same in non-UN organizations, at both local and international level, as it was initially scheduled.

The project has been very successful in creating a good atmosphere for development of activities related to inventories of harmful environmental emissions, programmes for reduction, interexchange of experiences, etc.

The project has succeeded in demonstrating the basic principles on resource efficiency in daily business practices, and its programmes on promoting sustainable procurement policies, guidelines and practices have been successful, although these tasks cannot be considered as terminated. But this has been duly recognized, and an extension of the SUN activities is now underway.

Especially important is the degree of consciousness reached among workforce in all the participating entities about the importance and necessity of carrying out their activities in the most possible sustainable way.

The SUN project impact at the time of the present Terminal Evaluation can be considered successful. The strategy created, based on day-to-day activities, can easily be replicated in other UN (and non-UN) organizations at the level of both governmental and private organizations. But an important effort of dissemination is still necessary.

The methodologies, tools and capacity building programs developed by the SUN project have been able to give a good support to UN to report and manage their eco-footprint. But reductions of it are still underway, and with a long way ahead of them. As for non-UN governmental organizations, this way is still much longer.

The project has successfully developed and promoted resource efficiency and sustainability performance standards, guidance documents and training in UN agencies.

The project has developed guidance documents and has carried out training programmes to promote resource efficiency and sustainability performance in UN facilities.

The high number of agencies and institutions involved has implied many difficulties at the time of project execution, but this was absolutely necessary, taking into consideration the very nature of an institution like UN. More efforts should have been done to take these issues into consideration, both at the time of process design and later.

As repeatedly indicated elsewhere in this report, delays have been significant and have resulted in an extension of the project time span). This indicates that at the time of the project design the implications of the magnitude of the project and the number of institutions involved were not sufficiently considered.

The Evaluator has found many difficulties when carrying out its duties, due to the large number of stakeholders involved and to the impossibility to maintain detailed conversations with all of them, due to lack of sufficient funding and time constraints.

An added difficulty for the Evaluator has been the large amount of SUN-related documents supplied to him without indication of their relevance and contents, including different versions of the same document. Much effort has been devoted to make clear which documents were the really relevant ones, and which ones were the final versions. A previous selection by the project team before the evaluation start up would have saved much time and effort to the Evaluator.

The next Table summarizes the Project Evaluation Ratings. The ratings correspond to a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS) Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability is rated from Highly Likely (HL) down to Highly Unlikely (HU).

**Table 9: Summary of Evaluation criteria, assessment and ratings**

Criterion	Summary Assessment	Ref.	Rating
<b>A. Strategic relevance</b>	Reasonable objectives, consequent with UN policies	3.1	S
<b>B. Achievement of outputs</b>	Outputs generally achieved	3.2	S
<b>C. Effectiveness: Attainment of objectives and planned results</b>	Good atmosphere created. Favourable attitude towards Environmental issues among stakeholders	3.3	S
1. Achievement of direct outcomes as defined in the reconstructed TOC	Large part of outcomes achieved during the project lifetime	3.3.1	S
2. Likelihood of impact using ROTI approach	High degree of consciousness about day-to day activities created	3.3.2	L
3. Achievement of formal project objectives as presented in the Project Document.	Favourably attitude detected towards long term project impact	3.3.3	S
<b>D. Sustainability and replication</b>		3.4	L
1. Socio-political sustainability	Exemplarity of the project activities. Consciousness about environmental impact of day-to-day activities created	3.4.1	HL
2. Financial resources	Financial problems arisen during the project lifetime solved	3.4.2	L
3. Institutional framework	Support from UN institutions obtained	3.4.3	L
4. Environmental sustainability	Not applicable	3.4.4	N/A
5. Catalytic role and replication	High catalytic role. Easy to replicate to similar organizations	3.4.5	L

Criterion	Summary Assessment	Ref.	Rating
<b>E. Efficiency</b>	Good work done by the PM	3.5	S
<b>F. Factors affecting project performance</b>		3.6	
1. Preparation and readiness	Feasible objectives. Good and concise Project Document	3.6.1	S
2. Project implementation and management	Good performance of PM, with many agencies involved	3.6.2	S
3. Stakeholders participation and public awareness	No implication of non-UN institutions	3.6.3	MS
4. Organisation ownership and driven-ness	Good and favourable atmosphere created in UN agencies involved	3.6.4	S
6. Financial planning and management		3.6.5	
7. Supervision, guidance and technical backstopping	Difficulties arisen during the project lifetime overcome	3.6.6	S
8. Monitoring and evaluation		3.6.7	MS
i. M&E design	Good monitoring mechanism designed in PD.		S
ii. Budgeting and funding for M&E activities	No budget line for monitoring. One simple budget line for M&E, with no details		U
iii. M&E plan implementation	Clear and concise monitoring reports		S
<b>Overall project rating</b>			<b>S</b>

## 4.2 Lessons Learned

The **first lesson** to be learned is the adequacy of implementing a project of these characteristics on an institution which is worldwide extended, hence the project outputs and outcomes can be used as examples and/or guidelines for other institutions at both international and national level. This has been positive in the case of the SUN project, and could have been far better if activities would have extended beyond the UN.

A **second lesson** (and a very important one) is related to the importance of the creation of tools and guidelines that are to be applied in the day-to day activities of the UN agencies' workers. The negative environmental impact of human activities can only be improved with the use of practical tools adequate to each activity; a mere consciousness about the importance of environmental issues is not sufficient. The principle that the environment is everyone's responsibility has been successfully applied in this case and, moreover, this general approach makes easier the extrapolation of the SUN activities to other agencies and institutions outside UN.

The **third lesson** refers to the necessity of a careful calibration of the resources needed for a project of this size and scope; scarcity of funds and manpower has resulted in delays and subsequent temporary interruptions of some project activities. Experience shows that delays and difficulties are frequent, but it has to be avoided that activities initially included in a project become abandoned, or seriously delayed, or carried out without the adequate level of quality due to an inadequate estimation of the necessary funding or manpower.

The idea of involving from the beginning of the project some non-UN agencies/institutions in countries where relevant UN agencies have their headquarters was very good, but unfortunately not sufficient resources were assigned to the project to cover these institutions. The **fourth lesson** refers to the necessity of a more careful estimation of funds for all the project activities at the time of project design, taking into consideration the number and types of stakeholders involved. This lesson is very directly related to future replication of similar projects and activities.



Another important issue is the necessity to maintain a continuously updated (really updated) list of Focal Points in each of the agencies and stakeholders involved. The lack or inadequacy of this updating suggests that the communications with all the agencies involved has not been entirely fluid. **Fifth lesson.** It is true that the final decision about implementation of environmental policies corresponds to the respective agencies and institutions and not to the project, but it is especially important to keep all agencies informed about the project development; a first prerequisite for this is to maintain close interaction and communication with all the stakeholders, and to react to any lack of responses / enthusiasm from their side. This lesson is especially relevant for projects with many participants.

In the same way, it is reasonable to define and make public the role and responsibilities of the Focal Points; the Evaluator has not been given access to any document defining these roles and responsibilities. A Focal Point should be much more than a mere representative of each stakeholder: it should be deeply involved in project activities. This is the **sixth lesson**, and it is applicable to all projects, independently of their nature (although the degree and concrete circumstances of involvement are of course very dependent of the nature of each project).

The **seventh lesson** refers to the necessity to consider the Project Evaluation as some sort of project activity and inform the stakeholders of their existence, objectives, etc. The Evaluator has detected lack of knowledge among agencies involved of the existence, purpose and objectives of the Evaluation. This lesson should ideally be applied to any project, independently of its nature.

### 4.3 Recommendations

The **first recommendation** is of course to follow up the future developments of activities already in course of execution in the SUN agencies and stakeholders (inventories of pollutants, surveys and estimations of reductions, new policies regulating environmental impact of activities approved in each agency, etc.). The existence of an extension of the SUN project from 2014 to 2017 seems to guarantee the fulfilment of this recommendation, at least during the indicated years. This recommendation should be implemented by UNEP on a continuous basis.

Related to the first one, a **second recommendation**, also to be implemented by UNEP, is to design a permanent follow up of the SUN activities in a continuous, non-ending way. Only through this continuous follow up and monitoring can a permanent control and reduction of environmentally harmful emissions be guaranteed. In other words, environmental conservation of the planet is a continuous, never ending process. Attention should be paid to dissemination efforts (including maintenance and frequent updates of project websites, and creation of new websites for relevant purposes as deemed necessary).

**Third recommendation.** To continue the SUN activities through other projects with similar objectives, focused on agencies which have been outside the SUN scope, including non-UN agencies and governmental institutions of some countries (following the initial SUN approach), using the experiences and approaches derived from this project. It is very important to consider the evolution towards a sustainable environment as a continuous process. These projects do not necessarily have to be carried out by UNEP, but they should be supervised by UNEP, and it is advisable to design them as soon as possible.

Attention should be paid to the formation of future workers on environmental issues (not only UN workers). A further **fourth recommendation** is to share the SUN-created tools and procedures with schools and universities, to get an adequate background on environmental issues for future students. This could be one of the activities of a future UNEP SUN-type

project, and the main responsible body for implementation should be UNEP, with possible collaboration from other agencies, institutions, universities, etc.

The **fifth recommendation** is to design Project Documents following the same pattern of the SUN PD: brief and concise, using to more wording than necessary to define project outputs, outcomes, etc. The Evaluator has unfortunately found many unnecessarily lengthy Project Documents whose analysis was very time-consuming and at the end failed to give a clear and concise overview of the project, which is the objective of any PD. The same can be said of the Progress Reports; those of the SUN project are concise and give a clear overview of the status of each Project Activity at the time of writing. This recommendation should ideally be implemented by all the UN agencies to all their respective projects at the time of their definition.

**Sixth recommendation.** Before each Evaluation, the project team should select for the Evaluation Team a set of documents to give a clear idea about the project developments, status of each activity, incidences, delays, financial problems, etc., instead of submitting dozens of documents without any previous selection. It has happened to the Evaluator to receive documents with no specification of their nature (the document titles should be descriptive, avoiding the use of acronyms whose significance can be unclear), or several versions of the same document without any information about which one should be considered as the definitive version, etc. In other words, the project team should put itself in place of the Evaluation Team and select the most useful pieces of information, including explanations about the contents and relevance of each document. Otherwise the Evaluation Team has to spend much time and effort to discern the validity and relevance of each document. This recommendation should also ideally be implemented by all the UN agencies to all their respective projects at the time of their evaluations.

An **eight recommendation** refers to the criteria applied for the Evaluation. It can be seen in the preceding pages (as in other evaluations of UNEP projects) that Monitoring and Evaluation are aspects of the evaluation which come together (it is so stated in the evaluation ToRs). This makes impossible for the Evaluator to make an independent assessment of monitoring, which is of course a task to be continuously carried out during the project lifetime, from Evaluation, which is only made one or twice, and which is different in nature. It is perfectly possible (as it is the case in the SUN project) that monitoring of the project has been defined, financed and carried out in a satisfactory way, whereas the same cannot be said for Evaluation (as specified elsewhere in this report). This recommendation should also be applied to every kind of projects.

A **ninth recommendation** referred to the Evaluation ToR is included under Annex X.

# ANNEX I. TERMS OF REFERENCE FOR THE EVALUATION

(Without Annexes)

## TERMS OF REFERENCE

**Terminal Evaluation of the UNEP project: "63-P4 Sustainable United Nations (SUN) Facility"**

### PROJECT BACKGROUND AND OVERVIEW

#### Project General Information

**Table 1. Project Summary**

<b>UNEP PIMS ID:</b>	0177	<b>IMIS number:</b>	3726
<b>Sub-programme:</b>	#4 Environmental Governance (PoW 2014-15) #6 Resource Efficiency (PoW 2010-11, 2012-13)	<b>Expected Accomplishment(s):</b>	EA 3 (PoW 2010-11) EA 4 (PoW 2012-13) PoW 2014-15 (a)
<b>UNEP approval date:</b>	18 March 2010	<b>PoW Output(s):</b>	#634 (PoW 2010-11) #643 (PoW 2012-13) #413 (PoW 2014-15)
<b>Expected Start Date:</b>	July 2008	<b>Actual start date:</b>	April 2008
<b>Planned completion date:</b>	December 2014	<b>Actual completion date:</b>	December 2014
<b>Planned project budget at approval:</b>	\$6,750,000 (pre 2010-11) \$10,000,000 (Revision 9)	<b>Total programmed budget</b>	\$ 8 317,138
<b>Planned Environment Fund (EF) allocation:</b>	\$916,362	<b>Total expenditure to date (March 2015)</b>	\$ 8 317,138
<b>Planned Extra-budgetary financing (XBF):</b>	\$6,525,096 (Trust Funds - Norway) 1,261,085 (Earmarked contrib. – several donors)	<b>Total unsecured funds:</b>	\$1 244,627
<b>Total secured funds:</b>	\$ 8 755,373	<b>No. of revisions:</b>	11
		<b>Date of last revision:</b>	February 2015
<b>Terminal Evaluation (actual date):</b>	April 2015	<b>Mid-term review/ evaluation (actual date):</b>	N/A

Source: PIMS, Project Document Supplement February 2015 (rev.11)

#### Project rationale

1. The UN is leading and facilitating the work of the global community in key areas such as poverty alleviation, peace keeping, human rights, climate change mitigation and adaptation. While the work of UN is essential to addressing these problems, the operations of UN are often inadvertently also contributing to the problems, in particular in the form of negative environmental impact from resource use and greenhouse gas emissions. The scale of this negative impact is often significant and, in addition, undermines the credibility of the organizations' work in these areas since they are not seen as "walking the talk". This is in particular important for normative organizations such as UN and government authorities where the credibility of the organization enables delivery in all other areas. It is therefore a matter of high importance that UN addresses these issues internally and assists organizations outside UN to do the same.

2. In 2007, on World Environment Day (5 June), Secretary-General Ban Ki-moon, made public his ambition to make the United Nations (UN) more efficient in its operations. In October 2007, at the meeting of the UN System Chief Executives Board for Coordination (CEB), the Executive Heads of UN agencies, funds and programmes committed to move their respective organizations towards climate neutrality, and developed the UN Climate Neutral Strategy. Specifically, they committed to:

- Estimate the greenhouse gas emissions of UN system organizations consistent with accepted international standards;
- Undertake efforts to reduce greenhouse gas emissions;
- Analyze the cost implications and explore budgetary modalities of purchasing carbon offsets to eventually reach climate neutrality.

3. The Environment Management Group (EMG) was tasked with coordinating the implementation of the UN Climate Neutral Strategy. In 2008-2009, in support of this effort, a network of climate neutral focal points in each UN organization was established referred to as the Issue Management Group (IMG) on climate change. In addition, a coherent emission inventory system was developed and adopted, and tools and methodologies to support emission reduction were elaborated in areas such as facility management, travel, procurement, green meetings, ICT support etc. The Sustainable United Nations (SUN) facility is a UNEP initiative that provides support to the United Nations and other organizations in measuring and reducing their greenhouse gas emissions and improving their overall sustainability performance.

4. At the Senior Official meeting of EMG in New York in September 2009 it was decided that SUN should take over the functions of EMG on climate neutrality (in particular coordination of IMG, GHG inventory management and overall monitoring and reporting) and further expand the climate neutral approach to a sustainable management system approach, including sustainable procurement, to be implemented in 2010-2011. This work includes an effort to have all UN organizations adopting specific emission reduction plans, continued work on policy reviews in High-level Committee on Management (HLCM) networks, finalization of tools and continuation of training with an increased focus on field operations, progressing the review of the offset option, as well as an increased outreach to organizations outside the UN. This also includes integration of sustainability aspects in Delivering as One reform, with a focus on the common UN facilities under UNDG, and implementation of a sustainability strategy for UNEP specifically. In 2009, for the first time, all UN organisations worked together to measure the greenhouse gas emissions of the entire UN system. This involved measuring the emissions of each of the UN's offices in 530 locations, and every plane journey undertaken by UN staff - to establish a clear baseline for 2008, which was published at Copenhagen in December 2009 in "Moving Towards a Climate Neutral UN"<sup>3</sup>

5. The Rio Declaration agreed at the United Nations Conference on Environment and Development (Earth Summit, 1992) set out the principles of sustainable development; at the Rio+20 conference in June 2012 twenty years later, member states called on the UN system to improve the management of its facilities and operations by taking into account sustainable development practices, building on existing efforts and promoting cost effectiveness

6. In 2013, the United Nations emitted about 1.7 million tonnes of CO2 equivalent - the same as 155,109 homes in the United States - according to the organization's annual publication dedicated to reporting its own impact on climate change. As in previous years, over 50 per cent of emissions (898,368 tonnes of CO2) were from air travel, meaning this remains the biggest challenge to the United Nations in achieving climate neutrality - the achievement of net zero carbon emissions by balancing carbon released with an equivalent amount offset.<sup>4</sup>

7. In September 2014 UN Secretary-General set a new challenge for the organizations of the UN System - to achieve climate neutrality by 2020. As a result, four additional organizations offset some or all of their emissions and many more are preparing to become climate neutral in 2015. 2014 also saw the launch of the UN's first on-line sustainability tutorial for staff. Introducing the tutorial, UN Secretary-General Ban Ki-moon explained: "The new UN tutorial on sustainability shows how individuals and organizations can reduce greenhouse gas emissions, shrink our environmental footprint and cut costs. I count on colleagues across the UN system to follow the examples of Stick and Bean and contribute to a cleaner, healthier planet."

8. SUN responds to mandates given to UNEP for addressing resource efficiency and climate change, as well as environmental governance within and outside the UN system. The extensive knowledge base within UNEP to work on these issues put UNEP in a unique situation to support and coordinate this work across the UN, and to link it with parallel efforts outside the UN. SUN is primarily addressing UN system entities and not individual countries. However in some instances it tries to promote parallel assistance to the host country of major UN hubs upon request or in the "Delivering as One" countries where SUN will be involved in greening UN facilities. In particular this project is developing the tools, knowledge, networks and policies required to overcome internal barriers to sustainable management systems (climate neutrality and resource efficiency). It includes a specific component to support UNEP as a leading organization on resource efficient management within UN. It integrates the sustainable management approach in the Delivering as One UN reform, and will establish an active cooperation platform for greening UN activities.

#### **Project objectives and components**

9. The SUN facility (SUN) promotes climate neutrality and improved resource efficiency (RE) in business practices in the UN organizations and other public organizations. The objective is **to ensure the United Nations shows leadership in the field of Climate neutrality and environmental sustainability for its facilities and operations**. By practicing basic principles on resource efficiency translated to daily business practices, the UN system will set examples for other organizations at the local and international level to follow.

10. The mission of the Sustainable United Nations facility are as follows:

- (i) To ensure that all United Nations agencies monitor their environmental impacts, establish targets to reduce them and report on progress. It is well known that we only manage what we measure. To that end it is important that the United Nations is clear about its current performance, and set targets to improve it.
- (ii) To ensure that the United Nations rules and procedures deliver improved efficiencies and sustainability. It is essential that sustainability is embedded in the organisation's working practices and supported by the administrative system.
- (iii) To ensure staff understands what is happening, why and how they can contribute. This strand of work is designed to encourage and enable staff to get involved in making the United Nations a more sustainable organisation.

11. SUN is a global effort, in principle reaching out to all parts of the UN system regardless of their geographic location, as well as to organizations outside the UN. SUN is however primarily addressing the UN and not individual countries. However in some instances the project tries to provide targeted assistance to countries where major regional UN hubs are located and where parallel support to the host country would be welcome and strategically important for dissemination and fund raising. These countries include China, India, Brazil, Thailand, Chile, Panama, Lebanon, Ethiopia and Kenya. SUN also seeks to provide parallel assistance to Delivering as One (DaO) pilot countries (Albania Cape Verde, Mozambique, Pakistan Rwanda Tanzania Uruguay, and Vietnam).

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<sup>3</sup> <http://www.unep.org/publications/MovingTowardsClimateNeutralUN/>

<sup>4</sup> <http://www.greeningtheblue.org/news/united-nations-reports-its-2013-greenhouse-gas-emissions>

12. SUN did not work with countries, rather only with UN organisations. Nevertheless, the need for improving Resource Efficiency and reduce the climate footprint of organizations is shared by most countries, and it is in developing countries where the need for external assistance is most needed. Countries where major UN hubs are located are also often strategically important in that associated support to local authorities will substantiate the combined internal (UN)-external (developing countries) benefits delivered through SUN. This however does not limit SUN's support to only developing countries, but case-by-case basis opportunities to support strategically important organizations and partners will be considered – regardless of geographic location.

13. The project can be broadly described by its five **main activity components**:

14. **Component 1:** Develop methodologies, tools and capacity building programs to support the UN organizations and organizations outside the UN, in particular governmental organizations in developing countries, to manage, reduce and report on their eco-footprint (incl. their carbon footprint) as a way to advance efficiency in their business practices. This component includes coordination of the Issue Management Group on Sustainability Management Systems and associated activities.

15. **Component 2:** Develop and implement a UNEP environmental management system and roll out UNEP's climate neutral strategy, ensuring that UNEP sets an example as the leading UN agency in this field by demonstrating how improved facilities management, revised administrative systems, improved travel and communication strategies, and staff engagement, can reduce the environmental footprint, improve efficiency, staff satisfaction including gender perspectives, and cut costs in the organization.

16. **Component 3:** Organize programmes to support UN agencies and other international or regional public organisations to develop and introduce sustainable procurement policies, guidelines and practices, addressing their carbon footprint and other material environmental impacts. Beyond this, support to external organizations would mainly be channelled through parallel activities in locations where SUN would engage directly with the UN hub, e.g. in DaO pilot countries.

17. **Component 4:** Develop and promote resource efficiency and broader sustainability performance standards, taking into account gender issues, for the One UN Reform, including guidance documents, training UN facility managers and other key staff, and delivering policy proposals to relevant high level UN bodies.

18. **Component 5:** Establish a Greening the UN network among existing and new green initiatives in the UN to share resources, strengthen cooperation, highlight recognition, and draw on experience to foster a culture of sustainability among all levels of UN staff members and promote this among the UN's partner and stakeholder organisations.

19. The main project activities include the following:

- Common Greenhouse Gas Inventories for the UN system
- Emission Reduction Strategies
- Policy Guidance
- Training and Capacity Building
- Technical Guidelines
- Communication
- Sharing of Best Practices
- Green Field Operations
- Integration with Business Management Systems
- Common Facilities
- Sustainable Travel

The table below provides a summary of the project's intentionality: **Table 3: SUN Facility Project: Logical Framework**

1. Project Outcome	Indicators	Means of Verification	
<b>As per original project document and 2010-2011 PoW:</b> "Action plan for achieving climate neutrality and resource efficiency through changes in procurement practices, buildings and facilities management and office culture are developed and applied in United Nations System and other public institutions (20 action plans)"	Procurement practices, buildings and facilities management of UN agencies are increasingly applying climate neutrality and resource efficiency considerations (target: 8 UN agencies)	Reports of meetings or decisions on procurement, building and facility management reflecting the implementation of the action plans.	
<b>New project outcome as per PoW 2012-2013 and 2014-2015 for the extension to June 2014:</b> Support is provided to United Nations to <b>develop and apply action plans</b> and capacity-building for achieving climate neutrality and resource efficiency through changes in procurement policy and practices, buildings and facilities management and office culture. (Target: 18 action plans)	Number of UN agencies with action plans for climate neutrality and resource efficiency to guide procurement practices, buildings and facilities management. (Baseline: 0; target 18 agencies ) Number of UN agencies and bodies whose staff has direct access to tools and is exposed to awareness raising communication concerning sustainability and resource efficiency [target: 30 agencies]	Action plans submitted to SUN and/or endorsed  Reports of meetings or decisions, or other documents, on procurement, building and facility management.	
<b>1. Project Outputs (2010-2011):</b>	<b>Indicators:</b>	<b>Means of Verification:</b>	<b>PoW-EA Output</b>

<b>Outputs in original project document</b> Tools, guidance and methodological support granted to organizations to reduce their climate and resource use footprint and improve their sustainability performance, including gender considerations.	Number of UN and other public agencies that become active in using tools (such as methodologies/tools for sustainable travel, facilities management, ICT support, budgeting for sustainability investments, staff engagement, offsetting and greenhouse gas inventories) to reduce their climate and resource use footprint (target: 52 agencies).	Reports and decisions from UN agencies/other organizations, reflecting decision to use one or several of the tools.	634
<b>1a. Project Outputs 2012-2013 and 2014-2015 for the extension to June 2014:</b>	<b>Indicators:</b>	<b>Means of Verification:</b>	<b>PoW-EA Output</b>
"Tools guidance and methodological support granted to organisations to reduce their climate and resource use footprint and improve their sustainability performance, including gender considerations	Number of methodologies/tools for sustainable travel, facilities management, ICT support, staff engagement, and offsetting and greenhouse gas inventories produced.  Number of UN and other public agencies that have developed emission reduction strategies or sustainability management systems using also SUN produced guidance.  (Baseline 0 tools reports, guidance documents; 0 agencies. Target: 17 tools, reports, guidance documents and 38 agencies with draft emission reduction strategies (not yet approved by management)	Reports and decisions from UN agencies/other organisations and from UN interagency networks, reflecting decisions to develop with SUN and/or to use one or several of the tools.	12/13: 643 14/15: 413
<b>1. Project Milestones 2010-2011:</b>		<b>Expected Milestone Delivery Date</b>	
M1. Tool & Guidelines - CN Net help desk established - Five tools developed - Emission reduction plans for 8 organizations established and adopted		June 2010 Jan 2011 July 2011	
<b>1. Project Milestones 2012-2013 and 2014-2015 for the extension to June 2014:</b>		<b>Expected Milestone Delivery Date</b>	
M1 Tools, guidelines & EMG related work - 5 more reports developed aimed at supporting emissions reductions in UN agencies (procurement, sustainable events, facilities management, travel policies, etc) (10 in total since beginning of SUN project) - Proposal for a UN Common Sustainability Office approved by EMG - Emissions reduction plans for 20 more organisations established and adopted (28 (drafts and approved) in total since beginning of SUN project) - Emissions reduction plans for 10 organisations established and adopted (38 (drafts and approved) in total since beginning of SUN project) - Model Environmental Management System for the UN system published including benchmark study of ERS and EMS in the UN system.		June 2012  Dec 2012 Jun 2013 Dec 2013 June 2014	
<b>2. Project Outputs 2010-2011:</b>	<b>Indicators:</b>	<b>Means of Verification:</b>	<b>PoW-EA Output</b>
Outputs in original project document UNEP wide sustainable management system (SMS), including a strategy for reducing greenhouse gas emissions	Sustainable management system formally adopted by SMT/ED with resources allocated for implementation, including emission reduction targets based on the 2008 UNEP baseline (target for UNEP to be established by SMT/ED)	Annual reporting on key indicators, including GHG emissions	634
<b>2. Project Outputs 2012-2013 and 2014-2015 for the extension to June 2014:</b>	<b>Indicators:</b>	<b>Means of Verification:</b>	<b>PoW-EA Output</b>
UNEP wide sustainable management system (SMS), including a strategy for reducing greenhouse gas emissions, developed and approved by SMT	Sustainable management system formally adopted by SMT/ED with resources allocated for implementation, including emission reduction targets based on the 2008 UNEP baseline.	Annual reporting on key indicators, including GHG emissions  Minutes of SMT/ED meetings or other documents demonstrating	12/13: 643 14/15: 413

	[baseline: no SMS in place; target: SMS approved] [% of UNEP carbon emissions for 2010-11-12 offset 2008 baseline: 0, target: 100%]	approval of SMS or its components Procurement documents for offsets or other relevant documents	
<b>2. Project Milestones 2010-2011:</b>		<b>Expected Milestone Delivery Date</b>	
M2. UNEP sustainable management system - Adoption by ED/SMT of climate neutral strategy - Key indicators for the sustainability management system are adopted - Office specific emission reduction plans are adopted for all UNEP offices with more than 10 staff		March 2010 Dec 2010 June 2011	
<b>2. Project Milestones 2012-2013 and 2014-2015 for the extension to June 2014:</b>		<b>Expected Milestone Delivery Date</b>	
M2. UNEP sustainable management system -- Energy Analysis of the New Office Facility (NOF) released - UNEP's 2011 GHG Inventory produced and disseminated and offset purchased - UNEP SMS or extended Emission reduction strategies produced for approval - UNEP's 2012 GHG Inventory finalized, disseminated and offsets purchased - UNEP environmental policy approved		Jun 2012 Dec 2012 Jun 2013 Dec 2013 June 2014	
<b>3. Project Outputs 2010-2011:</b>	<b>Indicators:</b>	<b>Means of Verification:</b>	<b>PoW-EA Output</b>
Outputs in original project document Support provided for sustainable procurement to be adopted as standard business practice in UN.	UN agencies procurement policies and practices include sustainability criteria (target: 8 UN agencies)	Decisions by UN agencies to practice sustainable procurement.	634
<b>3. Project Outputs 2012-2013 and 2014-2015 for the extension to June 2014 :</b>	<b>Indicators:</b>	<b>Means of Verification:</b>	<b>PoW-EA Output</b>
same as above	Number of UN agencies that have adopted sustainability criteria in their procurement policies and practices (baseline: 0; target: 25 in total since beginning of SUN project)	Decisions by UN agencies to practice sustainable procurement. Approved procurement manuals or emission reduction strategies Procurement documentation for specific cases.	12/13: 643 14/15: 413
<b>3. Project Milestones 2010-2011:</b>		<b>Expected Milestone Delivery Date</b>	
M3 Sustainable procurement - Sustainable procurement handbook finalized - Training sessions (for requisitioners, procurers and vendors) carried out - 8 UN agencies have applied the environmentally sustainable procurement policy to at least one procurement case		Sep 2010 June 2011 Dec 2011	
<b>3. Project Milestones 2012-2013 and 2014-2015 for the extension to June 2014:</b>		<b>Expected Milestone Delivery Date</b>	
M3 Sustainable procurement - At least 1 awareness raising material developed on Sustainable Procurement services. - Online training tool uploaded on website (in depth training) - 4 Training sessions (for requisitioners, procurers and vendors) carried out; - 10 more UN agencies having adopted on Sustainable Procurement policies or practices (policies or tenders) (18 in total since beginning of SUN project). - 7 more UN agencies having adopted on Sustainable Procurement policies or practices (policies or tenders) (25 in total since beginning of SUN project)		June 2012 Dec 2012 June 2013 Dec 2013 June 2014	
<b>4. Project Outputs 2010-2011:</b>	<b>Indicators:</b>	<b>Means of Verification:</b>	<b>PoW-EA Output</b>
Outputs in original project document Common UN houses design, building and renovation support provided to UN	UN Houses in pilot countries, constructed/renovated during the biennium, integrate sustainability	Approved construction plans for common UN buildings in pilot countries	634

agencies to integrate sustainability considerations including building performance and internal set-up of offices and support systems	performance considerations in their design (target: 3 UN houses). Target for delivery: December 2013	including sustainability features.	
<b>4. Project Outputs 2012-2013 and 2014-2015 for the extension to June 2014:</b>	<b>Indicators:</b>	<b>Means of Verification:</b>	<b>PoW-EA Output</b>
Support on common UN facilities procurement, design, construction/ renovation/installation provided to UN agencies to integrate sustainability considerations	Number of UN facilities procured/ constructed/ renovated/ installed during, and with assistance from the project integrating sustainability performance considerations (Baseline: 0, target: six in total since beginning of SUN project].	Approved procurement/ Construction / renovation/ installation plans including sustainability features, energy/ environmental assessments, other facility management supports such as procurement documents, maintenance contracts, etc.	12/13: 643 14/15: 413
<b>4. Project Milestones 2010-2011:</b>		<b>Expected Milestone Delivery Date</b>	
M4. Greening of One UN Houses - Preliminary design review of three houses initiated - UNDG adopted guidelines for the sustainability performance in common UN houses. - Construction plans for three common UN buildings adopted with sustainability features included		June 2011 Dec 2012 Dec 2013	
<b>4. Project Milestones 2012-2013 and 2014-2015 for the extension to June 2014:</b>		<b>Expected Milestone Delivery Date</b>	
M4 Greening of UN Facilities - Develop with the Interagency Network for Facility Managers (INFM) a simple methodology to compare energy performance of UN buildings; - A proxy methodology to estimate energy consumption for those facilities who are unable to get energy data from landlords developed - Preliminary design review of three houses initiated; - Inputs provided by SUN to 6 UN facilities (in total since beginning of project) to construct/renovate/install their buildings or facilities, according to environmental sustainability principles - Final draft for on line training script for UN staff on facilities management		Jun 2012  Dec 2012 June 2013 Dec 2013 June 2014	
<b>5. Project Outputs 2010-2011:</b>	<b>Indicators:</b>	<b>Means of Verification:</b>	<b>PoW-EA Output</b>
Outputs in original project document Greening UN network to make UN a more sustainable and climate friendly organization, known and support granted to secure endorsement by a majority of staff at all levels in UN.	The Sustainable UN website linked to, or integrated in all major UN Intranets, thereby reaching a majority of staff, approximately 70.000 staff. (Target: intranets at UN HQ, UNOG, UNON, UNOV and regional commissions)	User data (no of hits) on relevant Inter/Intranet webpages.	634
<b>5. Project Outputs 2012- 2013 and 2014-2015 for the extension to June 2014:</b>	<b>Indicators:</b>	<b>Means of Verification:</b>	<b>PoW-EA Output</b>
Greening the blue campaign is supporting UN in being a more sustainable and climate friendly organization, is widely known and is granted support and endorsement by a relevant portion of staff at all levels in UN.	Number of major UN Intranets sites linking or integrating the Sustainable UN website (Baseline 0; Target: intranets at UN HQ, UNOG, UNON, UNOV and regional commissions plus at least 54 other UN entities) Number of major UN duty stations where "Greening the blue" campaign is initiated (47 in total since beginning of SUN project) Number of staff demonstrating interest by accessing website or participating in events promoted by the campaign (Baseline 0, target: approximately 1200	Intranet home-pages of agencies User data (no of hits) on relevant inter/Intranet webpages. Records of participants in campaign events	12/13: 643 14/15: 413



	staff).		
<b>5. Project Milestones 2010-2011:</b>		<b>Expected Milestone Delivery Date</b>	
M5 Greening the UN network - Internet based network platform established - Senior green UN leaders group established - Greening UN campaigns initiated in 10 major UN duty stations		June 2010 Dec 2010 June 2011	
<b>5. Project Milestones 2012-2013 and 2014-2015 for the extension to June 2014:</b>		<b>Expected Milestone Delivery Date</b>	
M5 Greening the blue campaign - Pledgethlon for World environment Day 2012 organised - Greening the blue website reaches the level of at least 7000 visitors a month - Sustainability tutorial for UN staff launched - Greening the blue campaign initiated in 5 more major UN duty stations (47 in total since beginning of SUN project) - Publication of the 2013 edition of the Moving Towards Climate Neutral UN Report		June 2012 Dec 2012 June 2013 Dec 2013 June 2014	

Source: Project Document Rev. 9 November 2013

#### Executing Arrangements

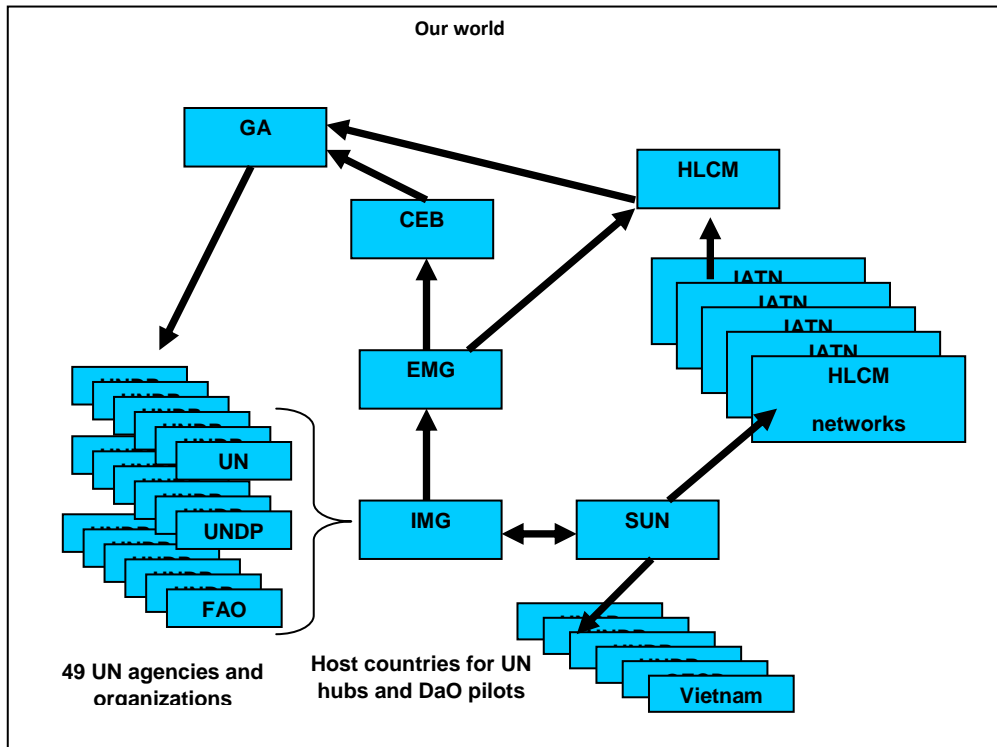
20. The SUN facility is coordinated from Paris and employs staff and consultants in New York, London, Geneva, Nairobi, Bangkok and Vienna. SUN is established as a project in the Sustainable Consumption and Production Branch in UNEP Division of Technology, Industry and Economics (DTIE)<sup>5</sup>. SUN is managed by the SUN Coordinator, with support from senior staff in UNEP DTIE and EMG Secretariat. The Environment Management Group<sup>6</sup> and its Secretariat is closely associated with decisions about the design and implementation of activities via the submission of the SUN/IMG programme of work and achievements report to the EMG Secretariat and then to the Senior Officials Meeting on an annual basis. As described in the points 3 and 4 above, the implementation of the UN climate neutral strategy and the subsequent interagency Strategic Plan for Environmental Sustainability Management has been agreed in the framework of the EMG by 47 UN organisations. The SUN project provides the management and technical support to EMG for reaching the UN climate neutral strategy and the Strategic Plan.

21. A key element in the picture is the Issue Management Group (IMG) on Sustainability Management. The IMG is composed by working level representatives in over 64 UN entities representing the EMG members and a few other international organisations. The IMG is the direct beneficiary of the SUN facility advice and is the key mechanism for coordinating the work across the system to achieve climate neutrality and sustainability.

#### Fig. 1: Picture 1: Implementation structure for SUN

<sup>5</sup> Sustainable Lifestyles, Cities and Industry Branch

<sup>6</sup> \* The Environment Management Group is a United Nations System-wide coordination body on environment and human settlements. The EMG identifies issues on the international environmental agenda that warrant cooperation, and finds ways of engaging its collective capacity in coherent management responses to those issues. The Group is chaired by the Executive Director of UNEP and reports to the UN Environmental Assembly of UNEP and –via the UNEA- to the General Assembly. EMG regroups 47 specialised agencies, programmes and organs of the United Nations, including secretariats of the Multilateral Environmental Agreements, the Global Environment Facility (GEF), the Bretton Woods institutions and the World Trade Organisation.



22. SUN facility also works in close cooperation with key UN interagency networks to review and update common policies with the aim of encouraging and supporting sustainability in the UN. Partnerships include existing initiatives and networks such as the UNEP Sustainable Building and Construction Initiative (SBCI) and International Sustainable Public Procurement Initiative (SPPI), the High Level Committee on Management’s Procurement Network, the UN Inter-agency Network of Facility Managers. Other key stakeholders for SUN include the following:

- Governing bodies (for the UN and other organizations) with an interest in the efficiency in delivery of the organization
- UN agencies’ senior management and substantive offices (facilities, procurement travel etc.) with which SUN will interact on a daily basis for the development of efficient and client oriented services/tools etc.
- Staff at all levels since sustainable management normally also have positive impact on the working environment of staff.
- The general public, having an interest in public organizations, including the UN, showing real leadership on climate change and resource efficiency issues
- Other organizations supporting the climate neutral and sustainability agenda through advocacy and provision of tools (e.g. GRI, ISO, WRI, WBCSD etc) have a direct interest in the UN that is showing hands-on leadership in this area.

23. Greening the Blue is the official United Nations platform for raising awareness about the importance of sustainability within the UN system. The website<sup>7</sup> highlights what has been achieved, what is happening next, and how UN staff can get involved. *Greening the Blue* is a one-stop shop for UN staff and the general public who have an interest in creating a more sustainable United Nations.

24. While SUN fosters close cooperation amongst the members of the EMG on internal sustainability matters, it is the individual UN organizations that are ultimately responsible for the implementation of their climate neutrality and sustainability management systems, which is why their cooperation and willingness to assign staff and resources as needed is vital.

#### Project Cost and Financing

25. The project cost is USD 10,000,000 of which the overall secured funding is USD 8 317,136, and unsecured funding is USD 1,244,627. This is an increase from the original project budget which was USD 6,750,000.- at project inception, following a number of revisions due to the following reasons:

- To allow the continued delivery and conclusion of SUN outputs into 2014 while at the same time developing a new project document that will detail the activities of the project under the PoW 2014-2015. This includes also a correspondent adjustment of targets and milestones that have already been met and surpassed and those that are not met and need to match the reality of what can be achieved in the time remaining until the June 2014.

<sup>7</sup> <http://www.greeningtheblue.org/>

- To ensure the full alignment of the project objectives with the increased budget (USD 10,000,000 including unsecured fundraising potential).

26. The breakdown of the project budget is presented in Table 4 below:

**Table 4: Project duration and cost**

<b>Project Commencing: (07/2008)</b>	<b>Project Completing: 6/2014</b>	<b>Total duration in Months: (72)</b>
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**Note (a):**

Approved Budget of the project (incl. PSC) [Pre 2010-2011] :	6,750,000
Increase in the approved Budget of the project [2010-2011 PoW /Rev 4]:	480,810
Increase in the approved Budget of the project [2012-2013 PoW /Rev 8]:	500,000
Increase in the approved Budget of the project PRC [2012-2013 PoW /Rev 9]:	2,269,190
<b>New Approved Total Budget of the Project (incl. PSC)</b>	<b>10,000,000</b>

**Implementation Issues**

27. The predominant implementation issues experienced by the project have included those to do with delayed funding (e.g. delayed disbursement or allotment), delays due to UNEP administrative processes (e.g. legal, HR, procurement, etc.), lack of ownership within recipient countries / organisations / institutions, and delays resulting from capacity issues within the Implementing partners.

28. In the course of the project, some consultants and partners were late in submitting their deliverables and/or the quality of deliverables was inadequate (e.g. in the case of the sustainable procurement guide and the handbook on the procuring of UN sustainable buildings); this affected project implementation and budget management.

29. A major challenge the SUN project has been the relatively short timelines provided in the first period of the project (2009-2010) for expending allocated funds, whereby significant amount of funds must be spent within a short deadline or they are lost. This has consequently presented certain challenges in the management of the project.

30. Delays in UNEP internal processes (e.g. delivery of admin. related information, HR procedures, response to questions related to funds allocation, etc.) have been a challenge to the smooth management of the project and as they shift the focus of project managers from the delivery of substantive inputs and project management to administrative issues.

31. In late 2011/ early 2012 the SUN project went through a difficult phase characterized by lack of funds (when the initial 6 and over million from Norway had been mostly spent) in funds, severe reductions in staff and uncertainty in future funds which had their toll on the staff motivation and morale. These challenges were overcome by consolidating the project, eliminating or reducing some non-essential project aspects and focussing on a few, key outputs (such as the Rio negotiations on a call from governments for UN internal sustainability and CEB decision on the matter). The move of the core team to Geneva has proven a good choice as it allows SUN to be closer to core clients. Administrative length and procedures are still unresolved challenges.

32. In early 2012 the project had to focus more on political decisions and discussions (e.g. from the proceedings of Rio + 20; CEB, EMG, future of SUN) that might have been beyond the primarily technical competencies of the UN sustainability focal points.

33. Another important implementation challenge for the SUN facility has been related to the institutional location of the project. While the project is closely attached to DTIE for staff and funding, the real effects and strategic directions on it come from the EMG, which provides no resources to the project (apart from a part time programme assistant and office space from September 2011 to December 2014). The ownership of the project outcomes is more with the EMG and UNEP executive office, as SUN represents a concrete support that UNEP (via the EMG) provides to the UN system. This split has made it difficult for SUN to obtain sufficient visibility and ownership in DTIE and this has also reflected on the provision of funds and on staff contracts. Consequently, in March 2014, the DTIE and EMG proposed to UNEP management to move the facility under EMG, in order for the SUN project to be implemented in a context where connections with inter-agency bodies are more regular and relevant. The UNEP executive office however preferred to maintain SUN in DTIE to underline its character of technical, substantial support to the UN system.

34. The project document has undergone eleven (11) revisions since its inception. These revisions were necessary in order to allow the continued delivery and conclusion of SUN outputs into 2014 while at the same time developing a new project document (SUN Phase II) that would detail the activities of the project under the PoW 2014-2015. This includes also a correspondent adjustment of targets and milestones that have already been met and surpassed and those that are not met and need to match the reality of what can be achieved in the remaining project time.

**TERMS OF REFERENCE FOR THE EVALUATION**

**Objective and Scope of the Evaluation**

35. In line with the UNEP Evaluation Policy<sup>8</sup> and the UNEP Programme Manual<sup>9</sup>, the Terminal Evaluation is undertaken at completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine

<sup>8</sup> <http://www.unep.org/eou/StandardsPolicyandPractices/UNEPEvaluationPolicy/tabid/3050/language/en-US/Default.aspx>

<sup>9</sup> [http://www.unep.org/QAS/Documents/UNEP\\_Programme\\_Manual\\_May\\_2013.pdf](http://www.unep.org/QAS/Documents/UNEP_Programme_Manual_May_2013.pdf)

outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and the main project partners (e.g. IMG; EMG; UN agencies, funds and programs; all 49 UN organizations and departments within the secretariat; inter-agency networks such as INF, IATN, IAMLADP, ICT WG, HLCM PN, and United Nations System Staff College; UN Hubs, DaO pilot countries, etc.) Therefore, the evaluation will identify lessons of operational relevance for future project formulation and implementation, especially for the UN SUN Facility Phase II project (2014-2017).

36. It will focus on the following sets of **key questions**, based on the project's intended outcomes, which may be expanded by the consultants as deemed appropriate:

- a) To what extent has the project been successful in creating a culture of sustainability and improved resource efficiency (RE) in business practices, among UN organizations and other public organizations, at both the local and international level?
- b) To what extent did the project succeed in demonstrating the basic principles on resource efficiency in daily business practices, and how effective were its programmes on promoting sustainable procurement policies, guidelines and practices that reduce carbon footprint and other environmental impacts?
- c) What is the degree of success by the project in implementing a UNEP Environmental Management System and Climate Neutral Strategy as an example that can be replicated by other UN organizations and organizations outside the UN, and in particular, governmental organizations in developing countries?
- d) Have the methodologies, tools and capacity building programs developed by the project been able to sufficiently support UN and non-UN governmental organisations manage, reduce and report on their eco-footprint?
- e) Has the project successfully developed and promoted resource efficiency and sustainability performance standards (for the One UN Reform), policy proposals, guidance documents, and training of UN facility
- f) What were the most effective strategies used by the project and what were the key drivers and assumptions required to influence the achievement of project's planned objectives and overall results?

#### **Overall Approach and Methods**

37. The Terminal Evaluation of the Project will be conducted by independent consultants under the overall responsibility and management of the UNEP Evaluation Office in consultation with the UNEP Project Manager and the Sub-programme Coordinators of the Resource Efficiency and Environmental Governance Sub-programmes.

38. It will be an in-depth evaluation using a participatory approach whereby key stakeholders are kept informed and consulted throughout the evaluation process. Both quantitative and qualitative evaluation methods will be used to determine project achievements against the expected outputs, outcomes and impacts. It is highly recommended that the consultant(s) maintains close communication with the project team and promotes information exchange throughout the evaluation implementation phase in order to increase their (and other stakeholder) ownership of the evaluation findings.

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

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

- Relevant background documentation, inter alia UNEP Medium-term Strategy (MTS) 2010-13 and MTS 2014-17 and relevant Programmes of Work (2010-11, 2012-2013 and 2014-2015), relevant policies and legislation, including project background information available on relevant publications and websites;
- 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 Supplements), 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 etc.;
- Project outputs (e.g. tools, reports, publications, guidance documents, environmental/sustainability management strategies, systems and plans, websites, training programmes, etc.)
- Project reviews (if available) and Evaluations/reviews of similar projects
- Any other documentation of relevance to the desk review exercise.

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

- UNEP Project Manager and other members of the project management team;
- UNEP Fund Management Officer (FMO);
- Resource Efficiency Sub-programme Coordinator;
- Director of the EMG Secretariat;
- Chief of the Sustainable Lifestyles, Cities and Industry Branch;
- Director, UNEP Office for Operations (OfO);
- Staff at all levels
- UN agencies' senior management and substantive offices that interact with SUN
- Project partners, including representatives from the IMG, EMG, HLCM networks, DaO, and other organizations supporting the climate neutral and sustainability agenda (e.g. GRI, ISO, WRI, WBCSD)
- Relevant resource persons from other UN agencies and organisations outside of the UN, Public organizations in developing countries, local authorities from countries where major UN hubs are located, and businesses supplying the UN with goods and services.

- (c) **Surveys** (e.g. staff surveys within UN agencies, partner surveys, etc.)
- (d) **Field visits** (such locations may include the **major hubs** where UN agencies receive support of SUN: Geneva, New York, Rome)<sup>10</sup> )
- (e) **Other data collection tools**

### Key Evaluation principles

40. Evaluation findings and judgements should be based on **sound evidence and analysis**, clearly documented in the evaluation report. Information will be triangulated (i.e. verified from different sources) to the extent possible, and when verification was not possible, the single source will be mentioned. Analysis leading to evaluative judgements should always be clearly spelled out.

41. The evaluation will assess the project with respect to a **minimum set of evaluation criteria** grouped in six categories: (1) **Strategic Relevance**; (2) **Attainment of objectives and planned result**, which comprises the assessment of outputs achieved, effectiveness and likelihood of impact; (3) **Sustainability and replication**; (4) **Efficiency**; (5) **Factors and processes affecting project performance**, including preparation and readiness, implementation and management, stakeholder participation and public awareness, country ownership and driven-ness, financial planning and management, UNEP supervision and backstopping, and project monitoring and evaluation; and (6) **Complementarity with the UNEP strategies and programmes**. The evaluation consultants can propose other evaluation criteria as deemed appropriate.

42. **Ratings.** All evaluation criteria will be rated on a **six-point scale**. However, complementarity of the project with the UNEP strategies and programmes is not rated. Annex 3 provides guidance on how the different criteria should be rated and how ratings should be aggregated for the different evaluation criterion categories.

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

44. As this is a terminal evaluation and there is a follow-up project<sup>11</sup>, particular attention should be given to learning from the experience. Therefore, the **"Why?"** question should be at front of the consultants' minds all through the evaluation exercise. This means that the consultants need to go beyond the assessment of *"what"* the project performance was, and make a serious effort to provide a deeper understanding of *"why"* the performance was as it was, i.e. of processes affecting attainment of project results (criteria under category F – see below). This should provide the basis for the lessons that can be drawn from the project. In fact, the usefulness of the evaluation will be determined to a large extent by the capacity of the consultants to explain *"why things happened"* as they happened and are likely to evolve in this or that direction, which goes well beyond the mere review of *"where things stand"* at the time of evaluation.

45. A key aim of the evaluation 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 evaluation process and in the communication of evaluation findings and key lessons.

46. Communicating evaluation results. Once the consultant(s) has obtained evaluation findings, lessons and results, the Evaluation Office will share the findings and lessons with the key stakeholders. Evaluation results should be communicated to the key stakeholders in a brief and concise manner that encapsulates the evaluation exercise in its entirety. There may, however, be several intended audiences, each with different interests and preferences regarding the report. The Evaluation Manager will plan with the consultant(s) which audiences to target and the easiest and clearest way to communicate the key evaluation findings and lessons to them. This may include some or all of the following; a webinar, conference calls with relevant stakeholders, the preparation of an evaluation brief or interactive presentation.

### Evaluation Reference Group

47. As part of the consultative process in undertaking the review, an external advisory panel comprising a few selected individuals from different organisations will be set up. The members of this advisory panel will be selected by the Evaluation Office on the basis of their recognized stature in the field of resource efficiency and environmental governance, and their familiarity with the UN processes. Their participation will be voluntary and it is anticipated that they will enrich the exercise by (i) providing strategic direction to the evaluation based on their own experiences and contextual knowledge; and (ii) boost buy-in to, and the credibility and legitimacy of the evaluation process. They will participate by reviewing and providing comments on the inception, draft and final reports. The UNEP Evaluation Office will also form part of this reference group, and will remain in existence until the final review, completion and dissemination of the report.

### Evaluation criteria

#### Strategic relevance

48. The evaluation will assess, in retrospect, whether the project's objectives and implementation strategies were consistent with global, regional and national environmental issues and needs.

<sup>10</sup> The project invested considerably in the greening of the UN house in Vietnam (green refurbishment of a building where several UN organizations will be located as of June 2015) and an interview could meaningfully be organized with the management of the building

<sup>11</sup> Sustainable UN facility Phase II

49. The evaluation will also assess 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. 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 SPs. The evaluation will assess whether the project makes a tangible/plausible contribution to any of the EAs specified in the MTS 2010-13 and 2014-17. The magnitude and extent of any contributions and the causal linkages should be fully described.

50. Based on an analysis of project stakeholders, the evaluation should assess the relevance of the project intervention to key stakeholder groups.

#### **Achievement of Outputs**

51. The evaluation will assess, for each component, the project's success in producing the programmed outputs and milestones as presented in Table 2 above, both in quantity and quality, as well as their usefulness and timeliness.

52. Briefly explain the reasons behind the success (or failure) of the project in producing its different outputs and meeting expected quality standards, cross-referencing as needed to more detailed explanations provided under Section F (which covers the processes affecting attainment of project results). Were key stakeholders appropriately involved in producing the programmed outputs?

#### **Effectiveness: Attainment of Objectives and Planned Results**

53. The evaluation will assess the extent to which the project's objectives were effectively achieved or are expected to be achieved.

54. The **Theory of Change (ToC)** of a project depicts the causal pathways from project outputs (goods and services delivered by the project) through outcomes (changes resulting from the use made by key stakeholders of project outputs) towards impact (long term changes in environmental benefits and living conditions). The ToC will also depict any intermediate changes required between project outcomes and impact, called 'intermediate states'. The ToC further defines the external factors that influence change along the major pathways; i.e. factors that affect whether one result can lead to the next. These external factors are either drivers (when the project has a certain level of control) or assumptions (when the project has no control). The ToC also clearly identifies the main stakeholders involved in the change processes.

55. The evaluation will reconstruct the ToC of the project based on a review of project documentation and stakeholder interviews. The evaluator will be expected to discuss the reconstructed ToC with the stakeholders during evaluation missions and/or interviews in order to ascertain the causal pathways identified and the validity of impact drivers and assumptions described in the ToC. This exercise will also enable the consultant to address some of the key evaluation questions and make adjustments to the ToC as appropriate (the ToC of the intervention may have been modified / adapted from the original design during project implementation).

56. The assessment of effectiveness will be structured in three sub-sections:

- (a) Evaluation of the **achievement of outcomes as defined in the reconstructed ToC**. These are the first-level outcomes expected to be achieved as an immediate result of project outputs. For this project, the main question will be to what extent the project has developed and applied action plans and capacity-building for achieving climate neutrality and resource efficiency through: changes in procurement practices, buildings and facilities management, and office culture in United Nations System and other public institutions. Additional questions would be to what extent the project has realized verifiable indicators of the achievement of this outcome.
- (b) Assessment of the **likelihood of impact** using a Review of Outcomes to Impacts (ROtI) approach<sup>12</sup>. The evaluation will assess to what extent the project has to date contributed, and is likely in the future to further contribute, to [intermediate states], and the likelihood that those changes in turn to lead to positive changes in the natural resource base, benefits derived from the environment and human well-being.
- (c) Evaluation of the **achievement of the formal project overall objective, overall purpose, goals and component outcomes** using the project's own results statements as presented in the Project Document<sup>13</sup>. This sub-section will refer back where applicable to the preceding sub-sections (a) and (b) to avoid repetition in the report. To measure achievement, the evaluation will use as much as appropriate the indicators for achievement proposed in the Logical Framework (Logframe) of the project, adding other relevant indicators as appropriate. Briefly explain what factors affected the project's success in achieving its objectives, cross-referencing as needed to more detailed explanations provided under Section F. Most commonly, the overall objective is a higher level result to which the project is intended to contribute. The section will describe the actual or likely **contribution** of the project to the objective.
- (d) The evaluation should, where possible, disaggregate outcomes and impacts for the key project stakeholders.

#### **Sustainability and replication**

57. Sustainability is understood as the probability of continued long-term project-derived results and impacts after the external project funding and assistance ends. The evaluation will identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of benefits. Some of these factors might be direct results of the project while others will include contextual circumstances or developments that are not under control of the project but that may

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<sup>12</sup> Guidance material on Theory of Change and the ROtI approach is available from the Evaluation Office.

<sup>13</sup> Or any subsequent **formally approved** revision of the project document or logical framework.

condition the sustainability of benefits. The evaluation should ascertain to what extent follow-up work has been initiated and how project results will be sustained and enhanced over time. The reconstructed ToC will assist in the evaluation of sustainability, as the drivers and assumptions required to achieve higher-level results are often similar to the factors affecting sustainability of these changes.

58. Four aspects of sustainability will be addressed:

- (a) *Socio-political sustainability.* Are there any social or political factors that may influence positively or negatively the sustenance of project results and progress towards impacts? Is the level of ownership by the main stakeholders sufficient to allow for the project results to be sustained? Are there sufficient government and other key stakeholder awareness, interests, commitment and incentives to implement policies and programmes on climate neutrality and resource efficiency, both within UN and outside? Did the project conduct 'succession planning' and implement this during the life of the project? Was capacity building conducted for key stakeholders?
- (b) *Financial resources.* To what extent are the continuation of project results and the eventual impact of the project dependent on financial resources? What is the likelihood that adequate financial resources<sup>14</sup> will be or will become available to use capacities built by the project? Are there any financial risks that may jeopardize sustenance of project results and onward progress towards impact?
- (c) *Institutional framework.* To what extent is the sustenance of the results and onward progress towards impact dependent on issues relating to institutional frameworks and governance? How robust are the institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. required to sustaining project results and to lead those to impact on human behaviour and environmental resources, goods or services?
- (d) *Environmental sustainability.* Are there any environmental factors, positive or negative, that can influence the future flow of project benefits? Are there any project outputs or higher level results that are likely to affect the environment, which, in turn, might affect sustainability of project benefits? Are there any foreseeable negative environmental impacts that may occur as the project results are being up-scaled?

59. **Catalytic role and replication.** The *catalytic role* of UNEP interventions is embodied in their approach of supporting the creation of an enabling environment and of investing in pilot activities which are innovative and showing how new approaches can work. UNEP also aims to support activities that upscale new approaches to a national, regional or global level, with a view to achieve sustainable global environmental benefits. The evaluation will assess the catalytic role played by this project, namely to what extent the project has:

- (a) *catalyzed behavioural changes* in terms of use and application, by the relevant stakeholders, of capacities developed;
- (b) provided *incentives* (social, economic, market based, competencies etc.) to contribute to catalyzing changes in stakeholder behaviour;
- (c) contributed to *institutional changes*, for instance institutional uptake of project-demonstrated technologies, practices or management approaches;
- (d) contributed to *policy changes* (on paper and in implementation of policy);
- (e) contributed to sustained follow-on financing (*catalytic financing*) from governments, private sector, donors etc.;
- (f) created opportunities for particular individuals or institutions ("*champions*") to catalyze change (without which the project would not have achieved all of its results).

60. *Replication* is defined as lessons and experiences coming out of the project that are replicated (experiences are repeated and lessons applied in different geographic areas) or scaled up (experiences are repeated and lessons applied in the same geographic area but on a much larger scale and funded by other sources). The evaluation will assess the approach adopted by the project to promote replication effects and determine to what extent actual replication has already occurred, or is likely to occur in the near future. What are the factors that may influence replication and scaling up of project experiences and lessons?

#### **Efficiency**

61. The evaluation will assess the cost-effectiveness and timeliness of project execution. It will describe any cost- or time-saving measures put in place in attempting to bring the project as far as possible in achieving its results within its (severely constrained) secured budget and (extended) time. It will also analyse how delays, if any, have affected project execution, costs and effectiveness. Wherever possible, costs and time over results ratios of the project will be compared with that of other similar interventions. Evaluations/reviews of other large assessments may provide some comparative information on efficiency.

62. The evaluation will give special attention to efforts by the project teams to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. to increase project efficiency. For instance, the evaluation will consider how well other information sources (on global and regional environmental status and trends, and on the costs and benefits of different policy options) accessible to the different target audiences have been tapped, and how the project ensured the complementarity of its process and products to other assessment processes and information sources, to avoid duplication of efforts? Was there sufficient

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<sup>14</sup> Those resources can be from multiple sources, such as the national budget, public and private sectors, development assistance etc.

information about the assessment capacity of collaborating institutions and experts and about other capacity building initiatives, to limit and target training and technical support to what was really needed, avoiding duplication?

#### **Factors and processes affecting project performance**

63. **Preparation and readiness.** This criterion focuses on the quality of project design and preparation. Were project stakeholders<sup>15</sup> adequately identified and were they sufficiently involved in project development and ground truthing e.g. of proposed timeframe and budget? Were the project's objectives and components clear, practicable and feasible within its timeframe? Are potentially negative environmental, economic and social impacts of projects identified? Were the capacities of executing agencies properly considered when the project was designed? Was the project document clear and realistic to enable effective and efficient implementation? Were the partnership arrangements properly identified and the roles and responsibilities negotiated prior to project implementation? Were counterpart resources (funding, staff, and facilities) and enabling legislation assured? Were adequate project management arrangements in place? Were lessons from other relevant projects properly incorporated in the project design? What factors influenced the quality-at-entry of the project design, choice of partners, allocation of financial resources etc.? Were any design weaknesses mentioned in the Project Review Committee minutes at the time of project approval adequately addressed?

64. **Project implementation and management.** This includes an analysis of implementation approaches used by the project, its management framework, the project's adaptation to changing conditions and responses to changing risks including social and environmental safeguard issues (adaptive management), the performance of the implementation arrangements and partnerships, relevance of changes in project design, and overall performance of project management. The evaluation will:

- (a) Ascertain to what extent the project implementation mechanisms outlined in the project document have been followed and were effective in delivering project milestones, outputs and outcomes. Were pertinent adaptations made to the approaches originally proposed?
- (b) Evaluate the effectiveness and efficiency of project management and how well the management was able to adapt to changes during the life of the project.
- (c) Assess the role and performance of the teams and working groups established and the project execution arrangements at all levels.
- (d) Assess the extent to which project management responded to direction and guidance provided by the UNEP Project Manager.
- (e) Identify operational and political / institutional problems and constraints that influenced the effective implementation of the project, and how the project tried to overcome these problems.

65. **Stakeholder participation, cooperation and partnerships.** The Evaluation will assess the effectiveness of mechanisms for information sharing and cooperation with other UNEP projects and programmes, external stakeholders and partners. The term stakeholder should be considered in the broadest sense, encompassing both project partners and target users (such as UN agencies, UN hubs, DaO pilot countries, etc.) of project outputs. The TOC and stakeholder analysis should assist the evaluators in identifying the key stakeholders and their respective roles, capabilities and motivations in each step of the causal pathways from activities to achievement of outputs, outcomes and intermediate states towards impact. The assessment will look at three related and often overlapping processes: (1) information dissemination to and between stakeholders, (2) consultation with and between stakeholders, and (3) active engagement of stakeholders in project decision making and activities. The evaluation will specifically assess:

- (a) The approach (es) and mechanisms used to identify and engage stakeholders (within and outside UNEP) in project design and at critical stages of project implementation. What were the strengths and weaknesses of these approaches with respect to the project's objectives and the stakeholders' motivations and capacities?
- (b) How was the overall collaboration between different functional units of UNEP involved in the project? What coordination mechanisms were in place? Were the incentives for internal collaboration in UNEP adequate?
- (c) Was the level of involvement of the Regional, Liaison and Out-posted Offices in project design, planning, decision-making and implementation of activities appropriate?
- (d) Has the project made full use of opportunities for collaboration with other projects and programmes including opportunities not mentioned in the Project Document<sup>16</sup>? Have complementarities been sought, synergies been optimized and duplications avoided?
- (e) What was the achieved degree and effectiveness of collaboration and interactions between the various project partners and stakeholders during design and implementation of the project? This should be disaggregated for the main stakeholder groups identified in the inception report.
- (f) To what extent has the project been able to take up opportunities for joint activities, pooling of resources and mutual learning with other organizations and networks? In particular, how useful are partnership mechanisms and initiatives (e.g. interagency networks such as INFM, IATN, IAMLADP, ICT WG, HLCM PN, and UN System Staff College), to build stronger coherence and collaboration between participating organisations?

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<sup>15</sup> Stakeholders are the individuals, groups, institutions, or other bodies that have an interest or 'stake' in the outcome of the project. The term also applies to those potentially adversely affected by the project.

<sup>16</sup> [If the ProDoc mentions any opportunities for collaboration with other projects and programmes, present these here in the footnote]



- (g) How did the relationship between the project and the collaborating partners (institutions and individual experts) develop? Which benefits stemmed from their involvement for project performance, for UNEP and for the stakeholders and partners themselves? Do the results of the project (strategic programmes and plans, monitoring and management systems, sub-regional agreements etc.) promote participation of stakeholders, including users, in environmental decision making?

66. **Communication and public awareness.** The evaluation will assess the effectiveness of any public awareness activities that were undertaken during the course of implementation of the project to communicate the project's objective, progress, outcomes and lessons. This should be disaggregated for the main stakeholder groups identified in the inception report. Did the project identify and make use of existing communication channels and networks used by key stakeholders? Did the project provide feedback channels?

67. **Organisation ownership and driven-ness.** The evaluation will assess the degree and effectiveness of involvement of the UN agencies in the project, in particular those involved in project execution and those in various cooperation agreements with SUN facility to help the project deliver its mandate.

- (a) To what extent have UN organisations and departments within the secretariat assumed responsibility for the project and provided adequate support to project execution, including the degree of cooperation received from the various external organisations?
- (b) How and how well did the project stimulate ownership of project outputs and outcomes?
- (c) Has the project directly influenced organizations outside the UN to expand their engagement in climate change and resource efficiency issues? Has the project support to UN organizations helped to improve their operational efficiency, and has this increased project ownership at the agency level?

68. **Financial planning and management.** Evaluation of financial planning requires assessment of the quality and effectiveness of financial planning and control of financial resources throughout the project's lifetime. The assessment will look at actual project costs by activities compared to budget (variances), financial management (including disbursement issues), and co-financing. The evaluation will:

- (a) Verify the application of proper standards (clarity, transparency, audit etc.) and timeliness of financial planning, management and reporting to ensure that sufficient and timely financial resources were available to the project and its partners;
- (b) Assess other administrative processes such as recruitment of staff, procurement of goods and services (including consultants), preparation and negotiation of cooperation agreements etc. to the extent that these might have influenced project performance;
- (c) Present the extent to which co-financing has materialized as expected at project approval (see Table 1). Report country co-financing to the project overall, and to support project activities at the national level in particular. The evaluation will provide a breakdown of final actual costs and co-financing for the different project components (see tables in Annex 4).
- (d) Describe the resources the project has leveraged since inception and indicate how these resources are contributing to the project's ultimate objective. Leveraged resources are additional resources—beyond those committed to the project itself at the time of approval—that are mobilized later as a direct result of the project. Leveraged resources can be financial or in-kind and they may be from other donors, NGO's, foundations, governments, communities or the private sector.

69. Analyse the effects on project performance of any irregularities in procurement, use of financial resources and human resource management, and the measures taken UNEP to prevent such irregularities in the future. Determine whether the measures taken were adequate.

70. **Supervision, guidance and technical backstopping.** The purpose of supervision is to verify the quality and timeliness of project execution in terms of finances, administration and achievement of outputs and outcomes, in order to identify and recommend ways to deal with problems which arise during project execution. Such problems may be related to project management but may also involve technical/institutional substantive issues in which UNEP has a major contribution to make.

71. The evaluators should assess the effectiveness of supervision, guidance and technical support provided by the different supervising/supporting bodies including:

- (a) The adequacy of project supervision plans, inputs and processes;
- (b) The realism and candour of project reporting and the emphasis given to outcome monitoring (results-based project management);
- (c) How well did the different guidance and backstopping bodies play their role and how well did the guidance and backstopping mechanisms work? What were the strengths in guidance and backstopping and what were the limiting factors?

72. **Monitoring and evaluation.** The evaluation will include an assessment of the quality, application and effectiveness of project monitoring and evaluation plans and tools, including an assessment of risk management based on the assumptions and risks identified in the project document. The evaluation will assess how information generated by the M&E system during project implementation was used to adapt and improve project execution, achievement of outcomes and ensuring sustainability. M&E is assessed on three levels:

- (a) *M&E Design.* The evaluators should use the following questions to help assess the M&E design aspects:
- Arrangements for monitoring: Did the project have a sound M&E plan to monitor results and track progress towards achieving project objectives? Have the responsibilities for M&E activities been clearly defined? Were the data sources and data collection instruments appropriate? Was the time frame for various M&E activities specified? Was the frequency of various monitoring activities specified and adequate?
  - How well was the project logical framework (original and possible updates) designed as a planning and monitoring instrument?

- SMART-ness of indicators: Are there specific indicators in the logframe for each of the project objectives? Are the indicators measurable, attainable (realistic) and relevant to the objectives? Are the indicators time-bound?
  - Adequacy of baseline information: To what extent has baseline information on performance indicators been collected and presented in a clear manner? Was the methodology for the baseline data collection explicit and reliable? For instance, was there adequate baseline information on pre-existing accessible information on global and regional environmental status and trends, and on the costs and benefits of different policy options for the different target audiences? Was there sufficient information about the assessment capacity of collaborating institutions and experts etc. to determine their training and technical support needs?
  - To what extent did the project engage key stakeholders in the design and implementation of monitoring? Which stakeholders (from groups identified in the inception report) were involved? If any stakeholders were excluded, what was the reason for this?
  - Arrangements for evaluation: Have specific targets been specified for project outputs? Has the desired level of achievement been specified for all indicators of objectives and outcomes? Were there adequate provisions in the legal instruments binding project partners to fully collaborate in evaluations?
  - Budgeting and funding for M&E activities: Determine whether support for M&E was budgeted adequately and was funded in a timely fashion during implementation.
- (b) *M&E Plan Implementation.* The evaluation will verify that:
- the M&E system was operational and facilitated timely tracking of results and progress towards projects objectives throughout the project implementation period;
  - Half-yearly Progress & Financial Reports were complete and accurate;
  - the information provided by the M&E system was used during the project to improve project performance and to adapt to changing needs.

#### **The Consultant**

73. For this evaluation, the evaluation will be undertaken by one independent Consultant. Details about the specific roles and responsibilities of the consultant are presented in Annex 1 of these TORs. The following expertise and experience is required:

- Advanced university degree in environmental sciences.
- Extensive evaluation experience, including of large, regional or global programmes and using a Theory of Change approach;
- A good understanding of Corporate Social Responsibility (ISO 14001, Global Reporting Initiative), facilities management, energy efficiency and carbon measurement system (GHG protocol) ;
- A broad understanding of large-scale, consultative assessment processes and factors influencing use of assessments and/or scientific research for decision-making;
- Knowledge of the UN system, and specifically of UNEP if possible;
- Excellent report-writing and communication skills
- Bi-lingual/multi-lingual skills (English and other UN languages) are desirable
- Attention to detail and respect for deadlines;
- Minimum 15 years of professional experience.

74. The Consultant will coordinate data collection and analysis, and the preparation of the main report for the evaluation. S/He will ensure that all evaluation criteria and questions are adequately covered.

75. By undersigning the service contract with UNEP/UNON, the Consultant certifies that s/he has 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, s/he will not have any future interests (within six months after completion of the contract) with the project's executing or implementing units.

#### **Evaluation Deliverables and Review Procedures**

##### **Inception Report**

76. The evaluation consultant will prepare an **inception report** (see Annex 2(a) of TORs for guidelines on the Inception Report outline) containing a thorough review of the project context, project design quality, a draft reconstructed Theory of Change of the project, the evaluation framework and a tentative evaluation schedule.

77. It is expected that a large portion of the desk review will be conducted during the inception phase. It will be important to acquire a good understanding of the project context, design and process at this stage. The review of design quality will cover the following aspects (see Annex 7 for the detailed project design assessment matrix):

- Strategic relevance of the project
- Preparation and readiness;
- Financial planning;
- M&E design;
- Complementarity with UNEP strategies and programmes;
- Sustainability considerations and measures planned to promote replication and up-scaling.

78. The inception report will present a draft, desk-based **reconstructed Theory of Change** of the project. It is vital to reconstruct the ToC *before* most of the data collection (review of progress reports, in-depth interviews, surveys etc.) is done, because the ToC will define which direct outcomes, drivers and assumptions of the project need to be assessed and measured – based on which indicators – to allow adequate data collection for the evaluation of project effectiveness, likelihood of impact and sustainability.

79. The inception report will also include a **stakeholder analysis** identifying key stakeholders, networks and channels of communication. This information should be gathered from the Project document and discussion with the project team.

80. The **evaluation framework** will present in further detail the overall evaluation approach. It will specify for each evaluation question under the various criteria what the respective indicators and data sources will be. The evaluation framework should summarize the information available from project documentation against each of the main evaluation parameters. Any gaps in information should be identified and methods for additional data collection, verification and analysis should be specified. Evaluations/reviews of other large assessments can provide ideas about the most appropriate evaluation methods to be used.

81. Effective **communication strategies** help stakeholders understand the results and use the information for organisational learning and improvement. While the evaluation is expected to result in a comprehensive document, content is not always best shared in a long and detailed report; this is best presented in a synthesised form using any of a variety of creative and innovative methods. The evaluator is encouraged to make use of multimedia formats in the gathering of information e.g. video, photos, sound recordings. Together with the full report, the evaluator will be expected to produce a **2-page summary of key findings and lessons** (please refer to annex 10).

82. The inception report will also present a **tentative schedule** for the overall evaluation process, including a draft programme for the country visit and tentative list of people/institutions to be interviewed.

83. The inception report will be submitted for review and approval by the Evaluation Office before the any further data collection and analysis is undertaken.

84. [Optional] When data collection and analysis has almost been completed, the evaluation consultant will prepare a short **note on preliminary findings and recommendations** for discussion with the project team and the Evaluation Reference Group. The purpose of the note is to allow the evaluation consultant to receive guidance on the relevance and validity of the main findings emerging from the evaluation.

#### **Preparation of the main report**

85. The main evaluation report should be brief (around 50 pages – excluding the executive summary and annexes), to the point and written in plain English. The report will follow the annotated Table of Contents outlined in Annex 2. It must explain the purpose of the evaluation, exactly what was evaluated and the methods used (with their limitations). The report will present evidence-based and balanced findings, consequent conclusions, lessons and recommendations, which will be cross-referenced to each other. The report should be presented in a way that makes the information accessible and comprehensible. Any dissident views in response to evaluation findings will be appended in footnote or annex as appropriate. To avoid repetitions in the report, the authors will use numbered paragraphs and make cross-references where possible.

#### **Review of the draft evaluation report**

86. The evaluation consultant will submit a **“zero draft”**<sup>17</sup> to the UNEP EO and revise the draft following the comments and suggestions made by the EO. Once a draft of adequate quality has been accepted, the EO will share it with the Task Manager as a **“first draft”** report, who will alert the EO in case the report would contain any blatant factual errors. The Evaluation Office will then forward the first draft report to the other project stakeholders, in particular the UNEP GEF Unit, FAO Senegal, National Project Coordinator, the NTSCs and RTSC, and national focal points 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. It is also very important that stakeholders provide feedback on the proposed recommendations and lessons. Comments would be expected within two weeks after the draft report has been shared. Any comments or responses to the draft report will be sent to the UNEP EO for collation. The EO will provide the comments to the evaluation consultant for consideration in preparing the final draft report, along with its own views.

87. The evaluation consultant will submit the **“final draft”** report no later than 2 weeks after reception of stakeholder comments. The consultant will prepare a **response to comments**, listing those comments not or only partially accepted by them that could therefore not or only partially be accommodated in the final report. They will explain why those comments have not or only partially been accepted, providing evidence as required. This response to comments will be shared by the EO with the interested stakeholders to ensure full transparency.

88. **Submission of the final evaluation report.** The **final report** shall be submitted by Email to the Head of the Evaluation Office. The Evaluation Office will finalize the report and share it with the interested Divisions and Sub-programme Coordinators in UNEP. The final evaluation report will be published on the UNEP Evaluation Office web-site [www.unep.org/eou](http://www.unep.org/eou).

89. As per usual practice, the UNEP EO will prepare a **quality assessment** of the zero draft and final draft report, which is a tool for providing structured feedback to the evaluation consultant. The quality of the report will be assessed and rated against the criteria specified in Annex 3.

90. The UNEP Evaluation Office will assess the ratings in the final evaluation report based on a careful review of the evidence collated by the evaluation consultant and the internal consistency of the report. Where there are differences of opinion

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<sup>17</sup> This refers to the earliest, completed main report that will be submitted by the consultant(s) for review by the EO before transitioning to a ‘first draft’ that meets an acceptable standard and that can be circulated for external review.

between the evaluator and UNEP Evaluation Office on project ratings, both viewpoints will be clearly presented in the final report. The UNEP Evaluation Office ratings will be considered the final ratings for the project.

91. At the end of the evaluation process, the Evaluation Office will prepare a Recommendations Implementation Plan in the format of a table to be completed and updated at regular intervals by the Task Manager. After reception of the Recommendations Implementation Plan, the Task Manager is expected to complete it and return it to the EO within one month. (S)he is expected to update the plan every six month until the end of the tracking period. As this is a Terminal Evaluation, the tracking period for implementation of recommendations will be 18 months, unless it is agreed to make this period shorter or longer as required for realistic implementation of all evaluation recommendations. Tracking points will be every six months after completion of the implementation plan.

**Logistical arrangements**

92. This Terminal Evaluation will be undertaken by one independent evaluation consultant contracted by the UNEP Evaluation Office. The consultant will work under the overall responsibility of the UNEP Evaluation Office and will consult with the EO on any procedural and methodological matters related to the evaluation. It is, however, the consultant’s individual responsibility to arrange for his/her travel, visa, obtain documentary evidence, plan meetings with stakeholders, organize online surveys, and any other logistical matters related to the assignment. The UNEP Project Manager and project team will, where possible, provide logistical support (introductions, meetings, site visits, etc.) allowing the consultant to conduct the evaluation as efficiently and independently as possible.

**Schedule of the evaluation**

93. Table 7 below presents the tentative schedule for the evaluation.

**Table 7. Tentative schedule for the evaluation**

<b>Milestone</b>	<b>Tentative timelines</b>
Consultant recruitment and contracting process	July 2015
Inception and Kick off meetings	August 2015
Final Inception Report	August 2015
Evaluation Missions	September 2015
Telephone interviews, surveys etc.	September 2015
'Zero' draft report	October 2015
First Draft Report shared with UNEP Project Manager	October 2015
[Revised] First Draft Report shared with project team	November 2015
Draft Report shared with external stakeholders	November 2015
Final Report and 2-page summary of key findings and lessons	November - December 2015

## ANNEX II. EVALUATION PROGRAM

The general approach applied during the terminal Evaluation of the SUN project can be described as follows:

Milestone	Timeline
Consultant recruitment and contracting process	July 2015
Inception and Kick off meetings	September 2015
Final Inception Report	November 2015
Evaluation Missions (1)	November 2015
Telephone interviews, surveys etc.	November 2015
'Zero' draft report	December 2015/January 2016*
First Draft Report shared with UNEP Project Manager	December 2015/January 2016*
[Revised] First Draft Report shared with project team	December 2015/January 2016*
Draft Report shared with external stakeholders	January 2016
Final Report and 2-page summary of key findings and lessons	January/February 2016

*Evaluation ToR mentions possible field visits to Geneva, Rome and elsewhere, including Viet Nam. This was discussed with the UNEP Evaluation Office during the first field visit to New York, from 4 to 10 October 2015, and was dropped due to budget constraints.*

*\* According to requirements from the UNEP Evaluation Office, the Zero Draft Report was submitted at the end of November 2015. But comments from the Evaluation Office were not received by the Evaluator until mid February 2016, and the First Draft Report was submitted by him on 29 March 2016, including the 2-page summary of Key Findings and Lessons.*

## ANNEX III. SUN FACILITY PROJECT: LOGICAL FRAMEWORK

1. Project Outcome	Indicators	Means of Verification	
As per original project document and 2010-2011 PoW: "Action plan for achieving climate neutrality and resource efficiency through changes in procurement practices, buildings and facilities management and office culture are developed and applied in United Nations System and other public institutions (20 action plans)"	Procurement practices, buildings and facilities management of UN agencies are increasingly applying climate neutrality and resource efficiency considerations (target: 8 UN agencies) available and/or use to indicators to delimit the specific part of the Project Outcome that this Project is addressing	Reports of meetings or decisions on procurement, building and facility management reflecting the implementation of the action plans. available	
New project outcome as per PoW 2012-2013 and 2014-2015 for the extension to June 2014: Support is provided to United Nations to develop and apply action plans and capacity-building for achieving climate neutrality and resource efficiency through changes in procurement policy and practices, buildings and facilities management and office culture. (Target: 18 action plans)	Number of UN agencies with action plans for climate neutrality and resource efficiency to guide procurement practices, buildings and facilities management. (Baseline: 0; target 18 agencies ) Number of UN agencies and bodies whose staff has direct access to tools and is exposed to awareness raising communication concerning sustainability and resource efficiency [target: 30 agencies]	Action plans submitted to SUN and/or endorsed  Reports of meetings or decisions, or other documents, on procurement, building and facility management.	
1. Project Outputs (2010-2011):	Indicators:	Means of Verification:	PoW-EA Output
Outputs in original project document Tools, guidance and methodological support granted to organizations to reduce their climate and resource use footprint and improve their sustainability performance, including gender considerations.	Number of UN and other public agencies that become active in using tools (such as methodologies/tools for sustainable travel, facilities management, ICT support, budgeting for sustainability investments, staff engagement, offsetting and greenhouse gas inventories) to reduce their climate and resource use footprint (target: 52 agencies).	Reports and decisions from UN agencies/other organizations, reflecting decision to use one or several of the tools.	634
1a. Project Outputs 2012-2013 and 2014-2015 for the extension to June 2014:	Indicators:	Means of Verification:	PoW-EA Output
"Tools guidance and methodological support granted to organisations to reduce their climate and resource use footprint and improve their sustainability performance, including gender considerations	Number of methodologies/tools for sustainable travel, facilities management, ICT support, staff engagement, offsetting and greenhouse gas inventories produced. Number of UN and other public agencies that have developed emission reduction strategies or sustainability management systems using also SUN produced guidance. (Baseline 0 tools reports, guidance documents; 0 agencies. Target: 17 tools, reports, guidance documents and 38 agencies with draft emission reduction strategies (not yet approved by management)	Reports and decisions from UN agencies/other organisations and from UN interagency networks, reflecting decisions to develop with SUN and/or to use one or several of the tools.	12/13: 643 14/15: 413
1. Project Milestones 2010-2011:		Expected Milestone Delivery Date	
M1. Tool & Guidelines - CN Net help desk established - Five tools developed - Emission reduction plans for 8 organizations established and adopted		June 2010 Jan 2011 July 2011	
1. Project Milestones 2012-2013 and 2014-2015 for the extension to June 2014:		Expected Milestone Delivery Date	

<p>M1 Tools, guidelines &amp; EMG related work</p> <p>5 more reports developed aimed at supporting emissions reductions in UN agencies (procurement, sustainable events, facilities management, travel policies, etc) (10 in total since beginning of SUN project)</p> <p>Proposal for a UN Common Sustainability Office approved by EMG</p> <p>Emissions reduction plans for 20 more organisations established and adopted (28 (drafts and approved) in total since beginning of SUN project)</p> <p>Emissions reduction plans for 10 organisations established and adopted (38 (drafts and approved) in total since beginning of SUN project)</p> <p>Model Environmental Management System for the UN system published including benchmark study of ERS and EMS in the UN system.</p>		<p>June 2012</p> <p>Dec 2012</p> <p>Jun 2013</p> <p>Dec 2013</p> <p>June 2014</p>	
2. Project Outputs 2010-2011:	Indicators:	Means of Verification:	PoW-EA Output
Outputs in original project document UNEP wide sustainable management system (SMS), including a strategy for reducing greenhouse gas emissions	Sustainable management system formally adopted by SMT/ED with resources allocated for implementation, including emission reduction targets based on the 2008 UNEP baseline (target for UNEP to be established by SMT/ED)	Annual reporting on key indicators, including GHG emissions	634
2. Project Outputs 2012-2013 and 2014-2015 for the extension to June 2014:	Indicators:	Means of Verification:	PoW-EA Output
UNEP wide sustainable management system (SMS), including a strategy for reducing greenhouse gas emissions, developed and approved by SMT	Sustainable management system formally adopted by SMT/ED with resources allocated for implementation, including emission reduction targets based on the 2008 UNEP baseline.  [baseline: no SMS in place; target: SMS approved]  [% of UNEP carbon emissions for 2010-11-12 offset 2008 baseline: 0, target: 100%]	Annual reporting on key indicators, including GHG emissions  Minutes of SMT/ED meetings or other documents demonstrating approval of SMS or its components  Procurement documents for offsets or other relevant documents	12/13: 643 14/15: 413
2. Project Milestones 2010-2011:		Expected Milestone Delivery Date	
<p>M2. UNEP sustainable management system</p> <ul style="list-style-type: none"> <li>- Adoption by ED/SMT of climate neutral strategy</li> <li>- Key indicators for the sustainability management system are adopted</li> <li>- Office specific emission reduction plans are adopted for all UNEP offices with more than 10 staff</li> </ul>		<p>March 2010</p> <p>Dec 2010</p> <p>June 2011</p>	
2. Project Milestones 2012-2013 and 2014-2015 for the extension to June 2014:		Expected Milestone Delivery Date	
<p>M2. UNEP sustainable management system</p> <ul style="list-style-type: none"> <li>-- Energy Analysis of the New Office Facility (NOF) released</li> <li>- UNEP's 2011 GHG Inventory produced and disseminated and offset purchased</li> <li>- UNEP SMS or extended Emission reduction strategies produced for approval</li> <li>- UNEP's 2012 GHG Inventory finalized, disseminated and offsets purchased</li> <li>- UNEP environmental policy approved</li> </ul>		<p>Jun 2012</p> <p>Dec 2012</p> <p>Jun 2013</p> <p>Dec 2013</p> <p>June 2014</p>	
3. Project Outputs 2010-2011:	Indicators:	Means of Verification:	PoW-EA Output
Outputs in original project document Support provided for sustainable procurement to be adopted as standard business practice in UN.	UN agencies procurement policies and practices include sustainability criteria (target: 8 UN agencies)	Decisions by UN agencies to practice sustainable procurement.	634
3. Project Outputs 2012-2013 and 2014-2015 for the extension to June 2014 :	Indicators:	Means of Verification:	PoW-EA Output

same as above	Number of UN agencies that have adopted sustainability criteria in their procurement policies and practices (baseline: 0; target: 25 in total since beginning of SUN project)	Decisions by UN agencies to practice sustainable procurement. Approved procurement manuals or emission reduction strategies Procurement documentation for specific cases.	12/13: 643 14/15: 413
3. Project Milestones 2010-2011:		Expected Milestone Delivery Date	
M3 Sustainable procurement - Sustainable procurement handbook finalized - Training sessions (for requisitioners, procurers and vendors) carried out - 8 UN agencies have applied the environmentally sustainable procurement policy to at least one procurement case		Sep 2010 June 2011 Dec 2011	
3. Project Milestones 2012-2013 and 2014-2015 for the extension to June 2014:		Expected Milestone Delivery Date	
M3 Sustainable procurement - At least 1 awareness raising material developed on Sustainable Procurement services. - Online training tool uploaded on website (in depth training) - 4 Training sessions (for requisitioners, procurers and vendors) carried out; - 10 more UN agencies having adopted on Sustainable Procurement policies or practices (policies or tenders) (18 in total since beginning of SUN project). - 7 more UN agencies having adopted on Sustainable Procurement policies or practices (policies or tenders) (25 in total since beginning of SUN project)		June 2012 Dec 2012 June 2013 Dec 2013 June 2014	
4. Project Outputs 2010-2011:	Indicators:	Means of Verification:	PoW-EA Output
Outputs in original project document Common UN houses design, building and renovation support provided to UN agencies to integrate sustainability considerations including building performance and internal set-up of offices and support systems	UN Houses in pilot countries, constructed/renovated during the biennium, integrate sustainability performance considerations in their design (target: 3 UN houses). Target for delivery: December 2013	Approved construction plans for common UN buildings in pilot countries including sustainability features .	634
4. Project Outputs 2012-2013 and 2014-2015 for the extension to June 2014:	Indicators:	Means of Verification:	PoW-EA Output
Support on common UN facilities procurement, design, construction/ renovation/installation provided to UN agencies to integrate sustainability considerations	Number of UN facilities procured/ constructed/ renovated/ installed during, and with assistance from the project integrating sustainability performance considerations (Baseline: 0, target: six in total since beginning of SUN project].	Approved procurement/ Construction / renovation/ installation plans including sustainability features, energy/ environmental assessments, other facility management supports such as procurement documents, maintenance contracts, etc.	12/13: 643 14/15: 413
4. Project Milestones 2010-2011:		Expected Milestone Delivery Date	
M4. Greening of One UN Houses - Preliminary design review of three houses initiated - UNDG adopted guidelines for the sustainability performance in common UN houses. - Construction plans for three common UN buildings adopted with sustainability features included		June 2011 Dec 2012 Dec 2013	
4. Project Milestones 2012-2013 and 2014-2015 for the extension to June 2014:		Expected Milestone Delivery Date	
M4 Greening of UN Facilities - Develop with the Interagency Network for Facility Managers (INFM) a simple methodology to compare energy performance of UN buildings; - A proxy methodology to estimate energy consumption for those facilities who are unable to get energy data from landlords developed		Jun 2012 Dec 2012	



<ul style="list-style-type: none"> <li>- Preliminary design review of three houses initiated;</li> <li>- Inputs provided by SUN to 6 UN facilities (in total since beginning of project) to construct/renovate/install their buildings or facilities, according to environmental sustainability principles</li> <li>- Final draft for on line training script for UN staff on facilities management</li> </ul>		<p>June 2013 Dec 2013 June 2014</p>	
5. Project Outputs 2010-2011:	Indicators:	Means of Verification:	PoW-EA Output
<p>Outputs in original project document</p> <p>Greening UN network to make UN a more sustainable and climate friendly organization, known and support granted to secure endorsement by a majority of staff at all levels in UN.</p>	<p>The Sustainable UN website linked to, or integrated in all major UN Intranets, thereby reaching a majority of staff, approximately 70.000 staff. (Target: intranets at UN HQ, UNOG, UNON, UNOV and regional commissions)</p>	<p>User data (no of hits) on relevant Inter/Intranet webpages.</p>	634
5. Project Outputs 2012- 2013 and 2014-2015 for the extension to June 2014:	Indicators:	Means of Verification:	PoW-EA Output
<p>Greening the blue campaign is supporting UN in being a more sustainable and climate friendly organization, is widely known and is granted support and endorsement by a relevant portion of staff at all levels in UN.</p>	<p>Number of major UN Intranets sites linking or integrating the Sustainable UN website (Baseline 0; Target: intranets at UN HQ, UNOG, UNON, UNOV and regional commissions plus at least 54 other UN entities)</p> <p>Number of major UN duty stations where "Greening the blue" campaign is initiated (47 in total since beginning of SUN project)</p> <p>Number of staff demonstrating interest by accessing website or participating in events promoted by the campaign (Baseline 0, target: approximately 1200 staff).</p>	<p>Intranet home-pages of agencies</p> <p>User data (no of hits) on relevant inter/Intranet webpages.</p> <p>Records of participants in campaign events</p>	<p>12/13: 643 14/15: 413</p>
5. Project Milestones 2010-2011:		Expected Milestone Delivery Date	
<p>M5 Greening the UN network</p> <ul style="list-style-type: none"> <li>- Internet based network platform established</li> <li>- Senior green UN leaders group established</li> <li>- Greening UN campaigns initiated in 10 major UN duty stations</li> </ul>		<p>June 2010 Dec 2010 June 2011</p>	
5. Project Milestones 2012-2013 and 2014-2015 for the extension to June 2014:		Expected Milestone Delivery Date	
<p>M5 Greening the blue campaign</p> <ul style="list-style-type: none"> <li>- Pledgethlon for World environment Day 2012 organised</li> <li>- Greening the blue website reaches the level of at least 7000 visitors a month</li> <li>- Sustainability tutorial for UN staff launched</li> <li>- Greening the blue campaign initiated in 5 more major UN duty stations (47 in total since beginning of SUN project)</li> <li>- Publication of the 2013 edition of the Moving Towards Climate Neutral UN Report</li> </ul>		<p>June 2012 Dec 2012 June 2013 Dec 2013 June 2014</p>	

Source: Project Document Rev. 9 November 2013

## ANNEX IV. PROJECT COSTS AND CO-FINANCING TABLES

### Project duration and cost

<b>Project Commencing: (07/2008)</b>	<b>Project Completing: 6/2014</b>	<b>Total duration in Months: (72)</b>
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**Note (a):**

Approved Budget of the project (incl. PSC) [Pre 2010-2011] :	6,750,000
Increase in the approved Budget of the project [2010-2011 PoW /Rev 4]:	480,810
Increase in the approved Budget of the project [2012-2013 PoW /Rev 8]:	500,000
Increase in the approved Budget of the project PRC [2012-2013 PoW /Rev 9]:	2,269,190
<b>New Approved Total Budget of the Project (incl. PSC)</b>	<b>10,000,000</b>

### Project co – financing

SUN outputs between 2011-2017 developed with contributions from other UN entities						
Output	Year	Interagency network	Cash cost to UNEP	Contributing agency/ies	Contributions (USD)	In kind from contributing agency
1 UN Sustainable Procurement Guide	2011	HLCM Procurement network	10,000	UNOPS; ILO; ITCILO	0	3 months professional staff each; text drafting, case studies collection etc.
2 Online training on SP (goes with guide)	2012	HLCM Procurement network	70,000	UNOPS; ILO; ITCILO	0	1 months professional staff each; text drafting, case studies collection etc.
3 Sustainable events guide	2012	IAMPLADP (conference services)	0	UNON	50,000	
4 EMS cost benefit analysis for UN organisations	2013	CEB	12,000	WFP		2 months staff
5 UN Sustainability tutorial (1h animation about UN climate neutral strategy)	2014	EMG/IMG	24,000	UNDP	24,000	The 24K of UNDP paid 1 year part time consultant for Project management
6 Repository of waste management best practices in UN field offices	2015	EMG/IMG	12,000	FAO		2 months staff
7 UN Climate neutrality campaign (Climate Neutral Now/greening the blue joint efforts)	2015	CEB	25,000	UNFCCC	25,000	
8 NEW UN wide Environmental management software (tracks GHG, waste, water and other environmental indicators)	2015-2017	CEB	0	cash from HLCM Trust fund and staff time from WB, FAO, UNDP, UNHQ, ICAO, UPU, IFAD, ITU, UNFPA, WFP, UNFCCC	210,000	3 weeks per partner agency x2 years
Totals			153,000		309,000	

## ANNEX V. DOCUMENTS CONSULTED

- 3-P4 SUN PDS 12.11.12
- 63-P4 SUN PDS 15.11.13
- 63-P4 SUN PRC Report
- 02022015 Revision Document11
- A Vision of a Sustainable UN\_27.01.13
- Briefing paper EMS in the UN 23 feb
- Final TOR\_SUN Facility TE\_June2015
- Financial Agreement\_UNEP UNOPS\_2009
- IMG contact list - revised -20.02.2015
- Introduction Letter\_SUN Facility\_TE
- LOA Amendment\_ITC-ILO\_February 2011
- LOA\_UNEP\_WFP\_May 2009
- LOA\_ITC ILO\_SUN\_October 2009
- MOU\_UNEP\_SEMCo\_December 2010
- SSFA RRC.AP\_SUN\_October 2010
- SSFA Zoinet\_SUN\_May 2010
- SSFA\_forum for the future\_Amendment 2\_June 2010
- SSFA\_forum for the future\_SUN\_amendment 1\_December 2009
- SSFA\_Forum for the Future\_SUN\_November 2009
- SSFA\_THISD\_SUN\_November 2009
- SSFA\_UNEP\_ICLEI\_UNON\_March 2011
- SSFA\_Zoinet\_SUN\_February 2011
- SUN Facility Budget
- SUN Facility Prodoc and Revised Budget\_04.2010
- SUN Facility Prodoc Revision 2010
- SUN Facility SIGNED Prodoc and Budget\_03.2010
- SUN Mid-Term Report 30 Sep 2010
- SUN progress report 30 Sep 2010
- SUN\_progress\_report\_October\_2011\_JMIMJKDB
- SUN\_Revision 9 - FINAL AMENDED\_ Nov 2013 IM
- Sustainable United Nations -SUN- Facility PRC Report-ocr
- TOR\_SUN Facility TE\_July2015
- UNOPS\_SUN\_Financial Agreement\_January 2010
- GtB website, including submissions by the UN agencies about their activities and policies relatives to environmental sustainability.

## ANNEX VI. EVALUATION QUESTIONNAIRE

**Please indicate the name of your organization:**

=====

### **General questions:**

- i. Of the SUN project outputs, which ones have had any reflect on your agency/office/institution?

**ANSWER:**

- ii. Can you describe the initiatives and activities carried out in your agency/office/institution as a result of the SUN project?

**ANSWER:**

- iii. Did your organization support the SUN project objectives at the time of project implementation?

**ANSWER:**

- iv. Has your opinion about the project objectives changed along the project lifetime?

**ANSWER:**

- v. Why?

**ANSWER:**

- vi. Do you agree with the modifications of the Project Document made during the project lifetime?

**ANSWER:**

- vii. Of the SUN project objectives, which ones are the most relevant for your organization?

**ANSWER:**

- viii. Has your organization used any of the SUN-created tools?

**ANSWER:**

- ix. Which ones?

**ANSWER:**

- x. Can you evaluate the impact of their use?

**ANSWER:**

- xi. Please indicate the difficulties found at the time of implementation of SUN-derived programs and guidelines.

**ANSWER:**

- xii. From your viewpoint, have the project milestones been reached in a timely manner?

**ANSWER:**

xiii. Are you satisfied with the management of the SUN project?

**ANSWER:**

xiv. Would you support an extension of the SUN activities?

**ANSWER:**

xv. If yes, which ones?

**ANSWER:**

xvi. What improvements would you incorporate into future SUN (or similar) initiatives?

**ANSWER:**

<b>Evaluation Criteria</b>	<b>Key Evaluation Questions</b>	<b>Answer</b>
<i>Achievement of Outputs and Activities</i>	Were the planned outputs produced? Were they produced in due time?	
<i>Effectiveness</i>	If the guidelines derived from SUN activities have been duly prepared: have they been applied successfully? Have the effects been metered?	
<i>Efficiency</i>	Any delay? Why? Measures taken to recover time? Any increment in costs? Why? ? Are there financial difficulties?	
<i>Review of Outcomes to Impacts</i>	Has the initial opinion about the project general objectives changed? Why? In what sense?	
<i>Socio-political sustainability</i>	Has it been any variation in the regulations concerning GHG emissions, sustainability, etc.? Is there any variation of public perception of environmental issues? Has the above been taken into consideration in future SUN-type projects?	
<i>Financial resources</i>	Is future financing of SUN-related activities guaranteed?	

	Is financing for the application of SUN plans and guidelines available?	
<i>Institutional framework</i>	Is there any regulatory approach for environmental impact of activities, in the respective country?  Is there any contradiction between SUN-derived plans and guidelines and local legislation?  Is there any modification of existing regulations envisaged?	
<i>Environmental sustainability</i>	Are there any limitations (in use of financial resources or other type) which can result in any variation of the expected environmental benefits of the project?	
<i>Catalytic Role and Replication</i>	Is there any intention of creation new projects similar to SUN?  If yes: From UN?  From other organizations?  From public institutions?  Has any regulatory measurement changed as a result of the project activities?  Would it be easier now to get financing resources for new SUN-type projects?  Have been dissemination activities carried out?	
<i>Preparation and readiness</i>	How realistic was the initial project duration for the realization of the foreseen activities?  Was the necessary financing guaranteed from the beginning?	
<i>Implementation Approach and Adaptive Management</i>	What were the reasons to modify the SUN project objectives?  Were the subsequent variations in the budget adequately managed?	
<i>Stakeholders participation and public awareness</i>	Did the media make mention of the project activities?  How often?	
<i>Country ownership and driven-ness</i>	To what extent have the respective Governments and/or public institutions collaborated with the project?	
<i>Financial planning and management</i>	Are there variations between financial planning and real situation?  What were the causes?  How was the situation solved	

## ANNEX VII. SUMMARY OF EVALUATION FINDINGS AND LESSONS

### **63-P4 Sustainable United Nations (SUN) Facility**

#### **Results and lessons learned**

##### **About the project**

The general objective of the SUN facility is to ensure that United Nations shows leadership in the field of climate neutrality and environmental sustainability for its facilities and operations. SUN is devoted to promote climate neutrality and improved resource efficiency in business practices in the UN organizations. The SUN project started in July 2008 and, after several modifications of the Project Document and extensions of time, finished in April 2015.

The Sun project corresponds to Sub - programmes #4 Environmental Governance (PoW 2014-15) and #6 Resource Efficiency (PoW 2010-11, 2012-13) of UNEP and is controlled by the DTIE Division. It is a worldwide project, in the sense that its field of application is composed of all the UN agencies and institutions worldwide.

The total project cost has been USD 10,000,000, of which the overall secured funding was USD 8 317,136, and unsecured funding was USD 1,244,627. These figures represent an important increase of the original project budget which was USD 6,750,000 at project inception, following three revisions. Some stakeholders provided significant support to the project in the form of cash and/or manpower. For the project Phase 2 (2014 – 2015), external resources were obtained via networking and fund raising.

The field phase of the present evaluation took place in October 2015.

Detailed information about the SUN project and other UNEP activities can be found in [www.unep.org/resourceefficiency/Consumption/SustainableUN](http://www.unep.org/resourceefficiency/Consumption/SustainableUN).

##### **Relevance**

The SUN project is consequent with the UNEP Mid Term Strategy and was clearly designed taking into consideration the UNEP thematic priorities. The project complies with the objectives stated in the General Assembly Resolution 2997 (XXVII) of 15 December 1972 and is consequent with the UNEP Mid Term Strategy. Moreover, the General Assembly adopted on 21 December 2012 a landmark resolution (67/226) on the quadrennial comprehensive policy review (QCPR) of UN operational activities for development of environmentally related activities which clearly falls inside the scope of the SUN project.

The project objectives were reasonable and realistic at the time of project definition and clearly responded to a situation in which the concern about environmental issues had continuously increased (and is still increasing) around the world. Unfortunately the project has failed to extend its activities to organizations beyond the UN, but clearly its objectives, created tools and impact are very relevant at the environmental level, which is a worldwide



issue. Project Document was clear, concise and well designed to give a clear idea of the project objectives and structure

## **Performance**

The project outcomes have been reached during the project life, albeit partially in some cases, but it is important to consider that the environmental sustainability is an objective with no term of finalization; in the future new activities will be initiated by the UN agencies and project stakeholders and their environmental sustainability will be always a matter of concern, always subject to possible improvements. A set of tools and training programs have been created to improve the environmental impact of activities of UN agencies (to monitor emissions from day-to-day activities, among other uses). 56 UN agencies are publishing data on the environmental impact of their activities in the Greening the Blue website, as well as a summary of the strategies for reduction adopted. Of these agencies, 34 have already adopted strategies for reduction of the environmental impact of their activities. Unfortunately the project failed to extend its activities to institutions beyond the UN (as it was initially scheduled), due to insufficient funding.

## **Factors affecting performance**

The project team lacked adequate manpower at certain times and some tasks experienced delays. The initial project budget was inadequate and, in spite of several increases, it was insufficient to carry out all the initially scheduled activities; a consequence of the scarcity of funds has been that SUN had to develop an alternative work strategy based very much on interagency partnerships which, on the other side, created a more intense compromise of the members of these partnership with the project policies and objectives.

Another factor which affected the project performance was the institutional location of the project. For staff and funding, the project was attached to DTIE, but the strategic direction came from the EMG, which in general did not provide resources to the project. This split made difficult for SUN to obtain sufficient visibility and ownership in DTIE and was also reflected on the provision of funds and on staff contracts. Consequently, the DTIE and EMG proposed to UNEP management to move the facility under EMG, but the UNEP executive office however preferred to maintain SUN in DTIE to underline its character of technical, substantial support to the UN general system.

## **Key Lessons Learned**

Implementation of a project of these characteristics in a worldwide organization is positive, since the project outputs and outcomes are easily replicable at international level in organizations with similar activities (in public offices, banks, offices, enterprises, etc.). Elaboration of tools and guidelines is also positive for practical purposes. It is important to adequately define the budget for so ambitious a project to avoid later elimination or reduction of activities. It is very advisable to contemplate activities beyond the UN in a project of these characteristics. It is important to enforce involvement of stakeholders in the project objectives through direct participation in the project activities and clear definition of their roles and responsibilities. Due attention should be paid to the consideration of project evaluations and to give information to stakeholders about their existence, objectives and processes/mechanisms to be followed during their realization. Follow up of activities of a

project of this type after its termination is very important to guarantee continuity of results and improvements.

## ANNEX VIII. RESPONSES TO COMMENTS FROM STAKEHOLDERS

*Comments not mentioned in the table below have either been accepted or did not require any response.*

Comment	Origin of the comment	Paragraph to which the comment is referred	Response
<p>We did this was a request made several times and w gave such list i m surprised by such comment. the evaluator was also able to meet the most relevant stakeholders in ny in october 2015</p>	<p>Project team</p>	<p>The project team did not make available a list of the stakeholders considered most relevant.</p>	<p>Only a list of the focal points of all the stakeholders involved was supplied. I asked in writing for a selection of the most relevant ones (i was not in a position to determine which ones were the most relevant and why), and this selection was never made available to me.</p>
<p>Fair enough but it was not also clear to us what the evaluator was looking for</p>	<p>Project team</p>	<p>A previous selection by the project team before the evaluation start up would have saved much time and effort to the evaluator</p>	<p>As indicated in the evaluation report, a large set of documents were made available, but without any previous indication of their contents and relevance. In the same way, several versions of the same document were supplied without any indication about which one was the final version.</p>
<p>Here there is mention of scope but not of outputs which is the subject of the chapter</p>	<p>Project team</p>		<p>Here only an aspect is mentioned. a detailed description of achievements of outputs is made elsewhere in the report.</p>
<p>True but we achieved al our outcomes and the outcome related to countries was a secondary one</p>	<p>Project team</p>	<p>SUN also seeks to provide parallel assistance to delivering as one (DAO) pilot countries (Albania, Cape Verde, Mozambique, Pakistan, Rwanda Tanzania, Uruguay, and Vietnam), but this assistance to individual countries has failed to materialize due to lack of sufficient resources</p>	<p>I am not saying that the outcomes were not reached. And no consideration of primary and secondary outcomes is mentioned in the project document.</p>
<p>This has been always a secondary objective eliminated from the project in 2012 halfway through the project</p>	<p>Project team</p>	<p>... both local and international level, as it was initially scheduled.</p>	<p>Same as above. Clearly the project impact would have been larger should it not had been eliminated. And there is no distinction between primary and secondary objectives.</p>

<p>Stakeholder participation is huge and public awareness only partly applies to this project but can be demonstrated via the success of the greening the blue website</p>	<p>Project team</p>	<p>Stakeholder participation and public awareness .....</p>	<p>The GHG website is repeatedly mentioned in the report. and the rating refers not only to participation of stakeholders, but also to public awareness (outside the stakeholders)</p>
<p>Provided funds are available (see lesson learned 4)</p>	<p>Project team</p>	<p>To continue the sun activities through other projects with similar objectives, focused on agencies which have been outside the sun scope, including non-un agencies and governmental institutions of some countries (following the initial sun approach), using the experiences and approaches derived from</p>	<p>Of course</p>
<p>Make public? i am not sure i understand, there is a document defining the tor of our img which, by extension defines the role of the focal points but i do not recall a question from the evaluator to me (or to the focal points) about this role, may be this was a misunderstanding</p>	<p>Project team</p>	<p>In the same way, it is reasonable to define and make public the role and responsibilities of the focal points; the evaluator has not been given access to any document defining these roles and responsibilities</p>	<p>The only thing stated in the text is that i had no access to any document defining roles and responsibilities of the focal points; it is a good new that these roles are defined.</p> <p>Anyway, the term "to make public" is somewhat exaggerated; the text has been modified. But the Evaluator has detected lack of knowledge of stakeholders about some aspects of the PD (see responses to comment on page 41 below).</p>
<p>I have moved this text to annex x as the evaluator's feedback to the eou. since the tor is not the thing being evaluated in this case, to be fair on the project they should not be faulted for its content and structure.</p> <p>Eighth recommendation: WFP strongly agrees with this recommendation and would venture that most IMG focal points found the process difficult to engage with. The approach that needed to be followed seemed unduly complicated and WFP expects that it impeded the extraction of meaningful answers</p>	<p>UNEP Evaluation Office</p> <p>WFP</p>	<p>Last but not least, an eight recommendation refers to the evaluation ToR themselves: they are complicated, difficult to understand and repetitive; many of the requirements contained refer to the same thing under different (?) viewpoints, and sometimes it is very difficult for the evaluator to understand what is really required. The evaluator has the experience of other projects and has detected that this tendency is increasing. to detect the usefulness, possibilities of replication, impact, etc. of a</p>	<p>The important thing is that this recommendation is considered. But please note that a part of the evaluation is to consider the monitoring and evaluation mechanisms considered for the project, and clearly the evaluation ToR are a part of this.</p>

		certain project is mostly a matter of common sense, and too theoretical approaches are unnecessary from a practical viewpoint	
<p>Certainly the ToR is meant for your consumption, not your respondents.</p> <p>I'm afraid that the impression given here is that the tor was at fault for respondents' poor response to a questionnaire you developed.</p>	UNEP Evaluation Office	The questionnaire included a set of general questions about the project activities and another set of questions focused on project effectiveness, efficiency, socio-political sustainability of the project, etc., following the aspects to be considered in the evaluation, as indicated in the corresponding tor. most of the questions included under this second set were not answered, which, according to demands for clarification made to the evaluator, seems to indicate a general lack of knowledge of the un agencies about the scheme applied by unep to evaluate the usefulness and impact of the project (and perhaps not only of this concrete project); the scheme based on the questions specified in the tor was considered too complicated	Please note that all the questions contained in the questionnaire were related to requirements specified in the ToR, hence to satisfy these requirements implies asking specific questions to stakeholders; if stakeholders are not sufficiently familiar with the tor concepts and terminology it is difficult for them to give answers.
<p>May be there is a fundamental misunderstanding: focal points are not supposed to be involved in the sun project document</p> <p>It is expected that staff not directly engaged in a particular project would not be aware of changes to the prodoc.</p> <p>what would be of greater concern, is if sun project team [and key implementing partners] were not aware of project modifications. was this the case?</p>	Project team	It is worth noting that, when asked about modifications to the project document along the lifetime of the project, several respondents answered saying that they did not know these modifications; they gave the impression they were not very familiar with the project document.	<p>Well, i think that the focal points should know about the project objectives, outputs, outcomes, milestones; otherwise it is not understandable what thing a focal point is and how it is expected that they collaborate to reach the project objectives, outputs, etc.</p> <p>The case is that defined in the paragraph: several respondents said that they did not know about the modifications.</p>

<p>Thanks to Sun input, ...</p> <p>Concerning the issue mentioned in Annex VIII (page 82) with reference to para 85 of the evaluation text, WFP wishes to corroborate the SUN coordinator's statement relative to para 96 of the Rio+20 Outcome Statement (subsequently incorporated into the referenced GA resolution), ie, that this decision was "... the direct result of SUN staff work in NY (D1 environmental sustainability advisor to UN Dept of Management and Geneva-based SUN coordinator)" WFP can confirm that the NY-based advisor, funded by UNEP, was directly responsible for proposing the original language for the Rio+20 declaration, finding a member state to sponsor it, fostering the negotiations and liaising with the Geneva-based SUN coordinator throughout. The NY advisor now serves at WFP and has reviewed this segment to ensure clarity and accuracy</p>	<p>Project team</p> <p>WFP</p>	<p>The general assembly adopted on 21 december 2012 a landmark resolution (67/226) on ...</p>	<p>Whereas it is clear and undeniable that the SUN activities had an impact on GA resolution, the evaluator is not in a position to determine whether the GA decision was just due to SUN inputs. The fact that the original language was the direct responsibility of SUN is undoubtedly very relevant, but does not mean that the SUN activities were the only reasons for GA to adopt its decision.</p> <p>The paragraph has been nevertheless modified to emphasize the influence of SUN activities.</p>
<p>I would like to stress that this key decision as well as all the other ones of ceb are the direct result of sun staff work in ny (d1 environmental sustainability advisor to un department of management) and geneva 5sun coordinator) a</p>	<p>Project team</p>	<p>... calls upon the united nations system to improve the management of facilities and operations by taking into account sustainable development practices, building on existing efforts and promoting cost-effectiveness, ...</p>	<p>No evidence has been given that this decision was just a direct result of sun activities.</p>
<p>This was never the intended purpose of the project so i disagree with his statement</p>	<p>Project team</p>	<p>There is no evidence of any changes of policy in any country which can be considered to be directly derived from sun activities</p>	<p>I am not saying that this was an intended purpose of the project; i am just indicating a fact.</p>
<p>I am not aware that the focal points had to be involved in the project document. they were involved in our work i would like to discuss this aspect with evaluation team to understand why we should have involved them.</p>	<p>Project team</p>	<p>Nevertheless in some aspects several stakeholders seem not have been adequately informed about the motivations for changes in the project document</p>	<p>I am not saying that focal points have to be involved in the project document, but they certainly should know certain aspects of it, and certain parts of its contents.</p>
<p>There is a lot to say about this:</p>	<p>Project team</p>	<p>As for the awareness of the general public about the</p>	<p>It is clear that the general public opinion knows about</p>

<p>Our website greening the blue had last year 250,000 hits and over 600,000 visitors. our facebook and twitter total around 15000 followers amongst general public so this shows that we do interact with the interested public. also several materials and aspects of the un work are not for public domain. i would like to discuss this with evaluation team</p>		<p>project objectives and results, they have been negatively affected by the above mentioned elimination of governmental institutions of several countries which were initially included as project stakeholders. certainly the general public opinion knows about the high degree of concern of the un about environmental issues, but the influence of the sun project on this degree of knowledge has been scarce</p>	<p>the un concern about environmental issues (as stated in the corresponding paragraph of the report), but it is also clear that the elimination of governmental institutions from the sun beneficiaries has had negative effects.</p>
<p>We announced the evaluation i thin in a bulletin+ invited mr blasco to the meeting and gave him space to present his evaluation. but we can do more next time of course.</p>	<p>Project team</p>	<p>The seventh lesson refers to the necessity to consider the project evaluation as some sort of project activity and inform the stakeholders of their existence, objectives, etc. the evaluator has detected lack of knowledge among agencies involved of the existence, purpose and objectives of the evaluation. this lesson should ideally be applied to any project</p>	<p>Yes, that is right, and i am thankful for it, but i am referring to the convenience to inform stakeholders about the evaluation before it takes place.</p>
<p>I agree with the evaluator's opinion that the ToR of the evaluation (as presented in the annex) are (over)complicated and repetitive. Perhaps as a consequence the report seems to me also repetitive. My comments (under change-marking) are intended in a positive spirit</p>	<p>Peter Ransome (ITU)</p>		<p>The UNEP evaluation Office has been warned about this issue</p>
<p>Please explain the overall rating codes in table 2 (e.g. expand the column or provide a separate key: perhaps this is the footnote to para #81.)</p>	<p>Peter Ransome (ITU) WFP</p>	<p>Table of evaluation ratings</p>	<p>Done</p>
<p>Would a better lesson be that the principle of an emergent strategy should be accepted, and detailed resourcing be made only up to the initial checkpoints, with a system flexibility allowing similar "stage gating" as the project is stopped/cut/maintained/expanded as its performance and its environment develop</p>	<p>Peter Ransome (ITU)</p>	<p>The third lesson refers to the necessity of a careful calibration of the resources needed for a project of this size and scope; scarcity of funds and manpower has resulted in delays and subsequent temporary interruptions of some project activities</p>	<p>The remark is welcome, but I think that the current wording is clearer and has a wider scope.</p>



<p>I don't understand. Does this mean "how do outputs compare with expected outputs?"</p>	<p>Peter Ransome (ITU)</p>	<p>How do inputs compare with outputs?</p>	<p>That is the interpretation I have adopted; certainly it should have been more clearly explained in the evaluation ToR</p>
<p>Is this really true? Maybe "... fell due for reappraisal in 2012 ..."?</p>	<p>Peter Ransome (ITU)</p>	<p>UNEP has already been climate neutral for seven years and created an emission reduction strategy in 2010, but the strategy expired in 2012</p>	<p>Text modified</p>
<p>Fifth recommendation: Is this recommendation intended to be complimentary of SUN? WFP interprets it as affirming the quality of SUN's progress reports and project documents, praising them for their conciseness; but the language is unclear</p>	<p>WFP</p>	<p>The fifth recommendation is to design Project Documents following the same pattern of the SUN PD: brief and concise, using no more wording than necessary to define project outputs, outcomes, etc. The Evaluator has unfortunately found many unnecessarily lengthy Project Documents whose analysis was very time-consuming and at the end failed to give a clear and concise overview of the project, which is the objective of any PD. The same can be said of the Progress Reports; those of the SUN project are concise and give a clear overview of the status of each Project Activity at the time of writing.</p>	<p>No, the recommendation focuses on the necessity of having clear and concise Project Documents and Progress Reports for further projects, as stated in the first sentences of the Recommendation. Unfortunately the approach adopted by SUN has not been followed in many other cases.</p>

## ANNEX IX. CONSULTANT'S RÉSUMÉ

**Manuel Blasco**

**Date of birth:** 06/06/1950

**Nationality:** Spanish

**Education** MSc Industrial Engineering

**Key qualifications:** (Relevant to the project)

- Qualified senior energy expert with over 35 years' experience in the energy industry and extensive knowledge of the technical and economic characteristics of energy technologies.
- Solid experience of projects financed by the European Commission (EC) and other donors: DFID, UN and International Energy Organizations like the International Energy Agency in the fields of energy, electricity, including regulatory and legal issues (preparation of pieces of law relative to electricity supply), energy policies, energy markets, development of renewable energy sources, energy efficiency and methodologies for tariff setting.
- Specific experience in analysis of the energy outlook in different countries, as well as preparation of energy policies and action plans.
- Solid understanding of the renewable energy business and integration of renewable energy technologies in transmission and distribution electric networks, including strategies for off-grid implementation in rural and residential areas.
- Large experience in monitoring and evaluation of projects, including impact on beneficiaries, implementation performance, outcomes, sustainability, etc
- Solid background in the field of energy regulatory issues and in the creation of regulatory frameworks for the participation of the private sector in the electricity supply business.
- Specific experience in the formulation and analysis of regulation and legislation of the energy sector.
- Large experience in institutional knowledge and capacity building of energy regulatory agencies (Romania, Bulgaria, Hungary, Bosnia & Herzegovina, Sothern and Eastern Africa, Egypt, ....
- Specific experience in revision and drafting of transmission & distribution electric codes, licensing procedures and creation of markets for electricity.
- Experience in small electric systems, including both island states (Micronesia, Palau, Marshall Islands) and other isolated rural systems.
- Specific experience in analysis of mechanisms for mobilisation of funds for electrification in both isolated and grid-connected areas. Solid background in dissemination activities and discussion of alternatives and funding mechanisms with investors and stakeholders, including negotiations with relevant high level energy authorities in different countries (Romania, Hungary, Bulgaria, Egypt, Central America, etc. See below for further details).
- Specific background in the field of rural electrification, both off and on-grid, using renewable and conventional energy sources. Experience in the use of the HOMER model for rural electrification planning.
- Large experience in the field of energy efficiency in public and residential buildings, as well as in industrial installations. Definition and monitoring of implementation strategies.
- Large experience in dissemination activities, including participation in workshops, debated and round tables, as a member (and chairman in some cases) of committees and working groups, at national and international level.
- Excellent and highly experienced in networking and inter – exchange and dissemination of information.
- Solid knowledge of the EC (including EDF procedures), including good knowledge of Project Cycle Management and project identification, project formulation, developing of project Terms of Reference, preparation of project identification fiches, action fiches and methodologies for project evaluation.

- Experience working for the Spanish Government and the Regulatory Agency in the deregulation process of the Spanish electricity sector, analyzing mechanisms applied in other European countries to create energy markets and to guarantee free private sector participation in a competitive and free market. This framework included a large number of legal dispositions, including the analysis of model supply contracts, access to transmission & distribution networks, creation of adequate grid codes, definition of methodologies to define tariffs for electricity and the treatment to be given to independent power producers using renewable energy.
- Experience in harmonization of energy legislation and regulatory framework with EU acquis, including mechanisms to encourage use of renewable energy sources for electricity generation.
- Solid understanding of and knowledge of electricity consumption markets in Europe, including deregulation processes and their effects.

#### **Other relevant information (e. g. Publications)**

- Member (and co-ordinator) of several committees and working groups, both at national and international level. These committees studied various topics, such as photovoltaic energy, thermal generation, fuel cells, and competitiveness of energy technologies.
- Spanish representative in the Solar Photovoltaic Program of the International Energy Agency.
- Co-author of the MARKAL model for the International Energy Agency (IEA). This model was created to be used as a tool to mitigate the effects of the oil crises of 1973 and 1979, and its purpose was to perform econometric analysis of the most adequate ways to guarantee the energy supply of IEA member countries. The model was designed for use of different objective functions, such as minimise oil imports, minimise cost of energy supply, maximise use of renewable forms of energy, etc. as well as different combinations among them.
- Spanish representative in the IEA working team in charge of the “Energy after the Eighties” study, which analysed the future energy outlook for IEA member countries after the oil crises.
- Advisor at the IEA headquarters in Paris, collaborating in a study devoted to analyse the future evolution of the penetration rate of electricity in the global energy consumption of IEA member countries. The required analysis included an assessment on electricity final costs, covering all kinds of technologies for generation of electricity, as well as transmission and distribution costs and environmental advantages of electricity use, among other aspects.

#### **Publications:**

- Energy Technology Data Handbook. Vol. 1 (Conversion Technologies), January 1980. Jülich (Germany), Energy Technology Data Handbook. Vol. 2 (End-use Technologies), October 1980. Jülich, Energy Scenarios and Impact of New Technologies for Spain. April 1981. Jülich, Summary Report on Technology Characterizations. December 1982. Jülich, Energy After the Eighties. Elsevier, Amsterdam 1992, Environmental Impact of Energy Technologies, NOx Control Technologies. March 1993, Emissions of Trace Species by Coal-fired Power Plants in Europe. February 1997, Selective Catalytic Reduction. February 1997, Co-firing of Biomass and Waste with Coal. March 1997, The Effect of Coal Quality on NOx Emissions. April 1997, Gas Turbine Emissions. October 1997, Continuous Emission Monitoring in Power Stations and CHP Plants. October 1997, Analysis of Cost-efficient CO2 Reduction Options. Country Report for Spain. Karlsruhe, January 1991, Fuel Cells. State of the Art and Perspectives. 1993 y 1998. Spanish and English versions, Status Report on PV Power Applications in Spain. 1995 and 1997.

## ANNEX X: FEEDBACK ON THE TERMS OF REFERENCE

Last but not least, an **eight recommendation** refers to the Evaluation ToRs themselves: they are complicated, difficult to understand and repetitive; many of the requirements contained refer to the same thing under different (?) viewpoints, and sometimes it is very difficult for the evaluator to understand what is really required. The Evaluator has the experience of other projects and has detected that this tendency is increasing. To detect the usefulness, possibilities of replication, impact, etc. of a certain project is mostly a matter of common sense, and too theoretical approaches are unnecessary from a practical viewpoint.