

2008–2009

EVALUATION SYNTHESIS REPORT

MM

10 20 30 40 50 60 70 80 90 100 110 120 130 140 150 160 170 180 190 200 210 220 230 240 250 260 270 280 290 300 310





UNEP

United Nations Environment Programme

2008–2009
Evaluation Synthesis Report

Evaluation Office

December 2009

Layout: Jennifer Odallo
Printing: UNON Publishing Services Section – ISO 14001:2004-certified

Table of Contents

Foreword.....	v
Acronyms and abbreviations.....	vii
Executive summary.....	1
I Introduction.....	7
A. Evaluation Office.....	7
B. Mandate and mission.....	8
C. Scope and objectives.....	8
D. Method.....	8
1. Evaluation parameters.....	8
2. Analytical approach.....	9
3. Evaluation rating.....	10
II. Technology, Industry and Economics.....	11
A. Summary of Evaluation Findings.....	11
1. Key Successes.....	11
2. Key Challenges.....	12
B. Recommendations.....	17
C. Management Response/Actions.....	20
III. Findings from in-depth evaluation of projects in the context of the thematic priorities of UNEP.....	21
A. Climate Change.....	22
B. Disasters and Conflicts.....	23
C. Ecosystem Management.....	24
D. Environmental Governance.....	28
E. Harmful Substances and Hazardous Waste.....	31
F. Resource Efficiency – Sustainable Consumption and Production.....	32
IV. Analysis of Project Performance.....	35
A. The Attainment of Objectives and Planned Results.....	35
B. Sustainability of Project Outcomes.....	36
C. Achievement of Outputs and Activities.....	38
D. Monitoring and Evaluation.....	39
E. Replicability and the Catalytic role of Projects.....	39
F. Implementation Approach.....	40
G. Country Ownership.....	42
H. Stakeholder Involvement.....	43
I. Financial Planning and Management.....	44
V. Quality of Project Supervision Review 2009.....	46
A. Review objective and approach.....	46
B. Review findings.....	48

VI.	Compliance with evaluation recommendations.....	52
A.	Summary of the recommendation compliance procedure.....	52
B.	Overview of compliance with subprogramme and project evaluation recommendations 2002 -2009 and compliance status by Division	53
VII.	Approach to the Evaluation of the Medium Term Strategy.....	59
A.	Evaluating performance.....	59
B.	The evaluation approach.....	59
C.	Roles and Responsibilities.....	61
D.	Evaluation workplan.....	62
1.	'Project' Level Evaluations	62
2.	Expected Accomplishment Evaluations	62
3.	Sub-programme Evaluations	63
4.	Quality of project supervision reviews	63
5.	Meta-evaluation, overview and synthesis: The Biennial Evaluation Synthesis Report 63	
6.	Evaluation process overview	63
E.	Analysis of the Programme Frameworks and implications for the evaluation of the POW for 2010-11.....	64
1.	Formative Evaluation.....	66
2.	Evaluation of projects that started during previous biennia	67
3.	Cross-cutting Evaluations.....	67
F.	Evaluation management, oversight and quality control.....	68
G.	Disclosure, dissemination and promoting uptake of lessons.....	68
H.	Management Responses and tracking compliance with evaluation recommendations...69	
I.	Conclusions.....	69
VIII.	Performance Measures for the UNEP Evaluation Function	71
A.	Introduction.....	71
B.	Identifying performance indicators for evaluation functions – a Theory of Change approach	71
C.	Results: Independent benchmarking of UNEP's GEF evaluations against the WB and UNDP	75
D.	Quality of Evaluation reports.....	76
	Annexes	79
I.	Terms of reference for the 2008-9 evaluation synthesis report.....	79
A.	Relevance and appropriateness	79
B.	Effectiveness and efficiency	80
C.	Results and impact	80
D.	Sustainability	80
E.	Methods.....	81
F.	Structure of the report.....	81
G.	Timeframe	81
H.	Resources.....	81
II.	List of Evaluations for 2008-2009.....	82

Foreword

This report covers evaluations conducted in the two calendar years from 2008 to 2009 and has been prepared to coincide with the end of a biennium where UNEP's programme operated and reported under the division based functional structure. Subsequent biennial reports will cover the organization's operations under a results based programme framework where UNEP's six (6) thematic subprogrammes are delivered across six divisions.



This report is more than a summary of evaluations undertaken in UNEP in 2008-2009. It not only derives findings and lessons for future planning and programme implementation but also presents the approach to evaluating UNEP's performance in delivering the programmes of work within the 2010-2013 Medium Term Strategy. The approach involves systematic assessment of UNEP's work within the context of Results Based Management. With plans to deliver the Programme of Work outputs, and contribute to the delivery of Expected Accomplishments, through a project modality, the evaluation of projects will continue using earmarked resources from within the projects; however, a new level of evaluation will be introduced to look at UNEP's results at the Expected Accomplishment level.

The report provides an analysis of in-depth project evaluations, within the context of the organization's six new strategic priorities, and also presents the findings of the evaluation of the Division of Technology, Industry and Economics. Two special studies are also summarized: one on UNEP's approach to defining performance measures for the evaluation function using causal pathways and the other on the approach and findings of a review jointly undertaken by the Evaluation Office and the Quality Assurance Section relating to the quality of UNEP project supervision.

In general, analysis of the ratings of the UNEP interventions evaluated in the period show very encouraging results. Some ninety five per cent of the projects evaluated achieved an overall 'satisfactory' rating. In addition, progress made towards the attainment of objectives and planned results was rated as satisfactory in ninety-six per cent of the interventions. Thirty per cent of the projects were rated as unlikely to be sustained, which reflects the continued challenge of how externally supported programmes and projects can be sustained by our partners after completion. Most interesting was that ninety-one per cent of the projects had a satisfactory catalytic role and were very likely to be replicated. There was, however, serious concern regarding the standard of the monitoring and evaluation systems of the projects themselves.

This report is timely. As UNEP moves towards the implementation of its Programme of Work in relation to the new thematic priorities, the findings and lessons learned from in-depth evaluations can help to inform the design, planning and implementation of projects and programmes. The report also notes that UNEP senior management recently approved a new evaluation policy; a vital component of the institutional transformations required to implement UNEP's Medium Term Strategy using a results-based management approach.

As UNEP begins to implement the Programme of Work for the Medium Term Strategy we look forward to the work of the Evaluation Office having an increased focus on 'results' whilst striving to improve the feedback loops from evaluation back to programme planning and implementation.

A handwritten signature in black ink, which appears to read 'Achim Steiner'. The signature is fluid and cursive, with a large initial 'A'.

Achim Steiner
Executive Director

Acknowledgements

The 2008-2009 Evaluation Synthesis Report of the United Nations Environment Programme (UNEP) was prepared on the basis of evaluations conducted by independent consultants and the staff of the Evaluation Office in consultation with UNEP programme and project managers.

The Evaluation Office would like to acknowledge in particular the efforts of the following consultants:

Agnes Morel	Lena Westlund
Alain Boisdet	Lorne Kriwoken
Alberto Narvaez Olalla	M'Gbra N'Guessan
Ana Baez,	Manab Chakraborty
Anne Fouillard	Mark Nicholson
Catrina Perch	Mary Jo Larson
Cristina Battaglino	Michael Spilsbury
Fady Asmar	Michele Ieradi
Glenn Hearn	Murray Simpson
Harriet Matsuert	Mutsa Masiyandima
Helena Yap	Naval Karrir
Hugo Navajas	Nebiyeleul Gessese
Igor Lysenko	Peter Whalley
Jeffrey Griffin	Philip Tortell
Jessica Kitakule-Mukungu	Priyalal Kurukulasuriya
Jean-Joseph Bellamy	Rosa Perez
Joan Albaiges	Rudolf Hermes
Joanna Talafre	Segbedzi Norgbey
John E Hay	Shun Fung Chiu
John Henriksen	Walter Rast
Joshua Brann	Winston Mathu
Lee Thomas	Yves Henocque

The Office also expresses its appreciation to UNEP Division Directors and staff, whose comments have greatly enriched this report.

Evaluation Office

Acronyms and abbreviations

ACME	Applying Cleaner Production to Multilateral Environmental Agreements
AER	Annual Evaluation Report
AIACC	Assessments of Impacts of an Adaptation to Climate Change in Multiple Regions and Sectors
AOSIS	Alliance of Small Islands States
APR	Annual Performance Review
APR	Annual Performance Report
AREED	African Rural Energy Enterprise Development
ASEC	Ecuadorian Association of Ecotourism
BC	Basal Convention
CA	Central Asia
CBD	Convention on Biological Diversity
CC	Climate Change
CE	Circular Economy
CGIAR	Consultative Group of International Agricultural Research
CI	Conservation International
COBSEA	Coordinating Body on the Seas of East Asia
CP	Cleaner Production
CPR	Committee of Permanent Representatives
CSS	Corporate Services Section
DC	Disasters and Conflicts
DCPI	Division of Communication and Public Information
DDT	Dichloro-diphenyl-trichloroethane
DEC	Division of Environmental Conventions
DELC	Division of Environmental Law and Conventions
DEPI	Division of Environmental Policy Implementation
DEWA	Division of Early Warning and Assessment
DGEF	Division of Global Environment Facility
DLWEIP	Dry land livestock wild life environment interface project
DPDL	Division of Policy Development and Law

DRC	Division of Regional Cooperation
DTIE	Division of Technology, Industry and Economics
EAs	Expected Accomplishments
ECONETS	Ecological Networks
EE	Energy Efficiency
EG	Environmental Governance
EM	Ecosystem Management
EO	Evaluation Office
ETB	Economics and Trade Branch
FI	Financial Initiative
FMO	Fund Management Officer
FSP	Full Sized Projects
FY	Financial Year
GBF	Global Biodiversity Forum
GC	Governing Council
GEB	Global Environmental Benefits
GEC	Global Environmental Citizenship
GEF	Global Environment Facility
GEF-EO	Global Environment Facility – Evaluation Office
GEO	Global Environment Outlook
GHG	Green House Gases
GHGs	Green House Gases
GIS	Geographical Information System
GOJ	Government of Japan
GPA	Global Programme of Action
GPS	Global Positioning Systems
GRASP	Great Ape Survival Project
GRI	Global Reporting Initiative
GS	General Service
HQ	Headquarters
HS	Highly Satisfactory
HU	Highly Unsatisfactory
IA	Implementing Agency
IEG	Independent Evaluation Group
IETC	International Environmental Technology Centre
IGAs	Income Generating Activities

IOMC	Inter-organization Programme for the Sound Management of Chemicals
IPCC	Intergovernmental Panel on Climate Change
IPNC	Indigenous Peoples' Network for Change
IWRM	Integrated Water Resource Management
JGI	Joint Geophysical Imaging
JPOI	Johannesburg Plan of Implementation
LADA	Land Degradation Assessment in Drylands
LBAP	Limpopo Basin Action Plan
LDC	Least Developed Countries
LMEs	Large Marine Ecosystems
M& E	Monitoring and Evaluation
MAST	Marketing Assistance to Nepal for Sustainable Tourism Products
MDG	Millennium Development Goals
MEAs	Multilateral Environment Agreements
MedREP	Mediterranean Renewable Energy in the Mediterranean
MOV	Means of Verification
MS	Moderately Satisfactory
MSc.	Masters Degree
MSP	Medium Sized Project
MTS	Medium Term Strategy
MU	Moderately Unsatisfactory
NAPA	Enabling Activities for Preparation of a National Adaptation Programme of Action
NCPC	National Cleaner Production Centres
NGOs	Non Governmental Organizations
OCHA	Office for the Coordination of Humanitarian Affairs
OECD	Organization for Economic Co-operation and Development
OIOS	United Nations Office of Internal Oversight Services
OPS	Overall Performance Study
PAG	Project Approval Group
PAS	Performance Appraisal System
PDF	Project Development Funds
PfB	Programme for Belize
PIR	GEF Project Implementation Reports
POPs	Persistent Organic Pollutants
POW	Programme of Work

PRODEV	Policy Reinforcement for Environmentally Sound and Socially Responsible Economic Development
QAS	Quality Assurance Section
QPS	Quality of Project Supervision
QSP	Quick Start Programme
RA	Rainforest Alliance
RBM	Results Based Management
RMS	Resource Mobilization Section
SADC	Southern Africa Development Community
SAICM	Strategic Approach to International Chemicals Management
SAP	Strategic Action Programme
SCP	Sustainable Consumption and Production
SCS	South China Seas
SIDS	Small Island Developing States
SMART	Specific, Measureable, Realistic and Time Bound
SMEs	Small and Medium Sized Enterprises
SMT	Senior Management Team
SNV	Netherlands Development Organization
SP	Sub-Programme
TFIC	Trust Fund Implementation Committee
TM	Team Manager
ToC	Theory of Change
TORs	Terms of Reference
UN	United Nations
UNDAC	United Nations Development Assistant Committee
UNDAF	United Nations Development Assistant Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Science and Cultural Organization
UNFCC	United Nations Framework on Climate Change
UNHCR	United Nations High Commission for Refugees
UNIDO	United Nations Industrial Development Organization

Executive summary

1. This report provides analyses of information synthesised from one subprogramme evaluation, one management study, one partnership evaluation and thirty-eight in-depth project evaluations and two special studies conducted by the Evaluation Office in 2008-9. The report also contains, in a separate chapter, analyses of the compliance status of evaluation recommendations. Another chapter outlines UNEP's approach to evaluating the Programmes of Work (POW) in the Medium Term Strategy (MTS). In further separate chapters we present the findings of two special studies: one on UNEP's approach to defining performance measures for the evaluation function using causal pathways and the other on the approach and findings of a review jointly undertaken by the Evaluation Office and the Quality Assurance Section relating to the quality of UNEP project supervision.
2. As in the 2007 Annual Evaluation Report, the analysis of in-depth project evaluations has been undertaken within the context of six new strategic priorities for the organization, namely: Climate Change; Disasters and Conflicts; Ecosystems Management; Environmental Governance; Harmful Substances and Hazardous Waste; and Resources Efficiency (Sustainable Consumption and Production). As UNEP moves towards the implementation of its programme in relation to these new thematic priorities, the findings and lessons learned from in-depth evaluations can help to inform the design, planning and implementation of projects and programmes.

a) DTIE Subprogramme Evaluation

3. The evaluation of the Division of Technology, Industry and Economics (DTIE) found that the Division is being effectively led by the Director and the management team. Staff of DTIE generally hold positive perceptions in relation to the present Director, and there is recognition that the job of the Director is extremely challenging due to the number and scope of DTIE's activities, and the challenges posed in the management of an outposted Division with offices in multiple locations.
4. This evaluation has also found that, in general, the activities implemented by DTIE have been consistent with the approved programme of work of the division and have been aimed at achieving the expected accomplishments for which it has responsibility. The activities implemented by the Division are clearly relevant to global environmental priorities and associated multilateral agreements, and more so given their cross-sectoral nature and the combined use of assessments, technical advice, advocacy, capacity development, and other support modalities at different scales of intervention (global, regional, national).
5. The organization's Programme Performance Report shows that the implementation rate of the programme of work for the DTIE has been consistently high from 93% in 2004-2005 to 95% in 2006-2007. These implementation rates closely mirror the rates of implementation for UNEP in 2004-5 (92%) and 2006-7 (94%). A very large proportion of targets set have been achieved or exceeded. The data also shows that a substantial portion of the Division's

work has been in the area of technical cooperation which involves advisory services to governments, training courses, seminars & workshops, and field projects. Besides technical cooperation activities, many other activities were implemented and outputs produced by the division included publications and policy papers, tools, guidelines, and networks.

6. As UNEP moves towards implementation of the 2010-2011 POW under the new UNEP Medium Term Strategy, the Division is set to lead three of the six thematic subprogrammes: Climate Change, Harmful Substances and Hazardous Waste, and the Resource Efficiency – Sustainable Consumption and Production. This will pose significant challenges as it will be the responsibility of the lead Division to coordinate the work done by the other Divisions that contribute to each subprogramme. DTIE staff in the Paris and Geneva Offices will face the challenge of coordinating this work remotely, without the greater administrative convenience and ease of communication of being co-located at headquarters with the other collaborating Divisions. Currently, the burden of the liaison work between DTIE and HQ falls on the Transport Unit, based in Nairobi. This role imposes a heavy additional work burden and detracts from the core work of that unit.
7. The evaluation found that there was a high level of concern and uncertainty about UNEP's current approach to resource mobilization in terms of who is allowed to do what and the extent to which funding opportunities have to be pursued centrally through the resource mobilization function in Nairobi. In contrast to the centralized approach that staff thought was the current UNEP requirement, the key message proposed in the current draft of UNEP policy¹ is that of a "Federated Resource Mobilization approach" where it is envisaged that Divisions will be engaged and enabled to benefit from opportunities available for resource mobilization. This will be supported by UNEP-wide coordination through the Resource Mobilization Section. A virtual 'Resource Mobilization Network' within UNEP is planned and the 'Federated Resource Mobilization' will be coordinated via focal points in all Divisions and Regional Offices. This approach had in early 2009, not been effectively communicated to the staff of DTIE.
8. The declining trend in GEF funding for projects within DTIE is of concern, given that the work and staff supported by GEF resources is often of strategic importance to UNEP and DTIE's programme of work. The longer term strategy of DTIE with regard to the GEF fee for oversight and supervision of GEF projects needs to be carefully considered. DGEF staff are hosted within DTIE but, until recently, the separation between the execution of GEF projects and the supervision and oversight roles, demanded by best practice, was somewhat blurred. There has been disagreement between DGEF and DTIE over the GEF fee (10% of a project's approved budget) with DTIE arguing that project preparation costs should be met from the GEF fee while DGEF argues that sharing the IA fee implies DTIE would be taking an implementing Agency function. This would prohibit DTIE from then executing the project according to best practice and DGEF's firewall. The evaluation notes that if such fee-sharing is agreed, this would have to be applied for all internally executed GEF projects in other UNEP Divisions thereby providing, indirectly, a financial incentive for DGEF to prefer external project execution partners.
9. The skills of staff in other divisions assigned to work on thematic subprogrammes led by DTIE may not be the right match to deliver the work programme in the most effective manner. UNEP faces the challenge of making the best use of its installed capacity i.e. matching the

1 Working Draft UNEP Policy Guidelines on Resource Mobilization, Resource Mobilization Section, 2008.

capacities of existing staff to the skills and locations required to deliver the POW. Failure to achieve a good match increases the risks associated with effective delivery.

b) Project Performance

10. Ninety five percent of the projects evaluated achieved a satisfactory² rating (*‘moderately satisfactory’* or higher) and 5 % (two projects) were rated *‘moderately unsatisfactory’*. In addition, 5 % of the projects were rated as *‘highly satisfactory’* for attainment of objectives and planned results, 59 % were rated as *‘satisfactory’* and 32 % were rated as *‘moderately satisfactory’*, and only one project evaluation expressed concern about the likely achievement of its impact. Sustainability of the project benefits was *‘moderately likely’* or better in 70 % of the projects, and *‘moderately unlikely’* or lower in about 30 %. The projects performed best in the achievement of their outputs and activities: 78 % were *‘satisfactory’* or higher 19 % were rated as *‘moderately satisfactory’* and only one project received an unsatisfactory rating. Most interesting was that 91 % of the projects either had a *‘highly satisfactory’*, *‘satisfactory’* or *‘moderately satisfactory’* catalytic role and were very likely to be replicated.
11. However, there was concern on the standard of the monitoring and evaluation systems of the projects. Twenty two (22) % of the evaluated projects reported *‘moderately unsatisfactory’* or *‘unsatisfactory’* M&E systems and only 38% were *‘satisfactory’* or higher. The remaining 38% were rated as moderately satisfactory. This is partly due to new and more rigorous standards for assessing M&E. The GEF approved its M&E policy in 2006. The standards it contains are applied in all evaluations undertaken by the UNEP Evaluation Office and are being applied to completed projects that pre-date such standards. The implementation approach, which is an analysis of the projects’ framework adaptation to the changing conditions, was also *‘unsatisfactory’* or *‘moderately unsatisfactory’* in about 14% of the projects.
12. As in 2007 the projects have continued to strengthen institutional and individual capacity in the areas of Climate Change, Ecosystems Management, Harmful Substances and Hazardous Waste, Resource Efficiency – Sustainable Consumption and Production, and Environmental Governance. For the most part, the projects have contributed to the implementation of multilateral environmental agreements, developed assessment methodologies, provided environmental information to decision makers and the general public, raised awareness among policy and decision-makers, and developed guidelines and tools for environmental management.
13. The substantive inputs by UNEP into the projects evaluated in 2008-9 have continued to focus on project development, coordination, assuring the quality of project outputs by reviewing project technical reports, documents and other products, provision of expert advice, methodologies and approaches, technical assistance, backstopping, and provision of monitoring and evaluation of project activities. Assistance in project administration, fund-raising, information exchange and institutional and professional capacity-building also featured as the contributions of UNEP.
14. Project design, financial planning and management, project implementation and project sustainability have continued to be identified by project evaluations as key challenges. The specific challenges in project design include: poor design of project coordination and effective logistical arrangements, inadequate monitoring and evaluation plans, unrealistic

2 All evaluation parameters are rated on a six point scale from ‘highly satisfactory’ through to ‘highly unsatisfactory’

project assumptions and inappropriate selection of project partners. In the area of financial planning and management, a high percentage of the projects lacked sufficient funding to complete project activities as a result of overambitious project designs, price fluctuations which outstripped project costs, late receipts of allotments, and inflexibility of financial regulations.

Compliance to Evaluation Recommendations

15. Over the period between 2002 and 2009, our analysis of the levels of compliance with reporting on evaluation recommendations show considerable improvement in the levels of compliance. This has been facilitated by disclosure by the Evaluation Office of compliance levels and the direct intervention by the Executive Director to ensure that Divisions are brought into compliance with the implementation of evaluation recommendations.

c) Quality of project Supervision

16. Overall, 7 projects (70%) achieved a 'Satisfactory' supervision rating (Table 6). The remaining, three projects were rated 'Moderately Satisfactory'. There were no projects in the unsatisfactory range (MU – HU). These results should, however, be interpreted with caution. The non-GEF funded UNEP projects were chosen because of the availability of good supervision / monitoring data, and in this regard they are, perhaps, not generally representative of the UNEP project portfolio. Anecdotal evidence, and findings from completed project terminal evaluations suggest that formal project management / supervision documentation is rather weak for many non-GEF funded UNEP projects.
17. Within all projects reviewed, the individual supervision element "Emphasis given to outcome monitoring (results-based project management)" was highest rated, with an average rating of 'Satisfactory' (4.8). Two supervision elements, 'Quality of documentation of project supervision activities' and 'Realism / candor of project reporting and rating' were the lowest rated, with an average rating of 'Moderately Satisfactory' (4.3 and 4.4 respectively). The findings mainly reflect the supervision of GEF-funded projects and whilst there is still room for improvement, the supervision performance has significantly improved since the first supervision review conducted by GEFEO in 2006/7.
18. The review highlighted that project supervision / management requirements and expectations for non-GEF funded projects are not clearly defined. However, the new monitoring approach to be applied in the implementation of the 2010-2011 POW, as described in the Programme Manual, potentially addresses many of the current supervision weaknesses. The review of supervision documentation also highlighted that the GEF Project Implementation Reports (PIRs) that monitor progress, performance and risks are completed in an inconsistent manner from one project to the next.
19. The review findings suggest that operational problems present more frequent challenges to project implementation than those of a technical nature. To improve project performance and reduce supervision challenges, it would be beneficial for project designs to present a specific review and assessment of potential operational risks, these risks should be formally re-visited and re-assessed at the project inception stage.
20. The supervision of project finances is another area that often presents difficulties and the relatively low rating (MS) reflects this. Supervision efforts should place greater emphasis on budget monitoring. This is particularly true for projects with complex implementation

arrangements involving multiple partners. A contributing factor appears to be the lack of accurate real-time project expenditure information. This is a constraint felt by many UNEP project managers / supervisors. The provision of centralised systems that supply accurate and reliable real-time expenditure and budget information is an issue of the highest priority for UNEP if the transition to a results-oriented project modality in the POW 2010-2011 and beyond is to be managed effectively and efficiently.

21. The full details of the review method and the complete supervision review findings are available in the Quality of Project Supervision Review report³.

d) Approach to Evaluating the 2010-2011 Programme of Work

22. The achievement of results is a prominent feature of the UNEP 2010-2011 POW. This is to be mirrored by an approach to evaluation that has a strong focus on the evaluation of UNEP's performance in achieving such results. A new level of evaluation that specifically focuses on the contributions made by UNEP to the Expected Accomplishments (EAs) defined in the POW will be introduced. This forms a part of a systematic evaluation approach where project level evaluations provide input into Expected Accomplishment evaluations. The Expected Accomplishment evaluations, in turn, provide essential inputs into evaluation of the overall performance of UNEP's subprogrammes.

Analysis of Programme Frameworks and implications for the evaluation of the POW for 2010-11

23. The analysis of the duration of the projects in each programme framework has shown that the results stemming from the planned projects cannot be evaluated during the 2010-2011 biennium. A majority of the projects will either finish by the end of 2011 or even continue beyond that point (assuming strict observation of the planned end dates). These projects are linked to specific POW outputs and, according to the logic of the programme frameworks, it is the collective delivery of all POW outputs together that contributes to the achievement of an EA. Consequently, EA evaluations cannot realistically commence until their constituent projects have been completed.
24. It is important to highlight this finding at this early stage in order to ensure that expectations in relation to the delivery of evaluations on UNEP's performance against the EAs by the end of 2011 are realistic.
25. Even though evaluation of UNEP's performance in delivering against the EAs from work undertaken in the 2010-2011 biennium is not feasible within the period covered by the POW, the Evaluation Office can take measures to support this crucial starting period of the new programme of work. Activities to be undertaken by the Evaluation Office will include the following:
26. Early in the first biennium the Evaluation Office will undertake a formative evaluation of the causal relationships embedded in the projects within each Programme Framework to understand whether these projects are optimally linked to the EAs. By mapping out each project's causal pathways it will become clear how these projects are likely to contribute

³ Report available on the Evaluation Office website <http://www.unep.org/eou>

to the EAs and whether the interventions utilize common actors, are mutually reinforcing and converge/synergise with one another to deliver against the EAs. At the same time this analysis will highlight possible linkages from projects within a Programme Framework to other EAs. The formative evaluation will also help with the identification of performance measures and key ‘impact drivers’ for use by project/ programme managers in the delivery of the EAs.

- As projects will not have come to an end by 2011, the Evaluation Office will evaluate projects that started during previous biennia and that have a clear link to the EAs articulated in the PoW. By doing so, UNEP – even if technically not able to conduct EA evaluations by the end of 2011 – will still be able to report on its performance against the POW 2010-2011 and make recommendations on potential modification to the frameworks. The Evaluation Office will present a detailed work plan during the first quarter of 2010.
- Analysis of cross-cutting dimensions can offer a means of comparing performance across the self-contained projects. Therefore, the Evaluation Office could initiate studies on key cross-cutting issues including the extent to which progress has been made in delivering the **Bali Strategic Plan** on Technology Support and Capacity Building through engagement with the UNDAF processes in **One UN** pilot countries and the partnership processes that operate within the new UNEP subprogrammes.

I Introduction

A. Evaluation Office

27. In September 2009, The Executive Director signed into effect UNEP's Evaluation Policy. The policy outlines the objectives, roles and functions of evaluation within UNEP, defines the institutional framework within which it operates and specifies the general processes by which it is operationalized. The policy is consistent with the United Nations Norms and Standards for Evaluation.
28. As implemented, the policy creates an Evaluation Office which reports directly to the UNEP Executive Director. The Executive Director will create a regular segment in the agenda of the Governing Council/ Committee of Permanent Representatives to allow the evaluation function to brief the GC on evaluation activities and findings.
29. The mandate for conducting, coordinating and overseeing evaluation in UNEP is vested in the Evaluation Office. This mandate covers all programmes and projects of the Environment Fund, related trust funds, earmarked contributions and projects implemented by UNEP under the Global Environment Facility (GEF). The Unit conducts various types of evaluations and management studies, in accordance with the requirements of the United Nations General Assembly, the UNEP Governing Council, and the norms and standards for evaluation of the United Nations system.
30. The activities of the Evaluation Office comprise in-depth subprogramme and project evaluations, evaluations of expected accomplishments, project supervision reviews and management studies. The Office provides technical backstopping to project and programme managers in undertaking project reviews when requested and closely follows up on the implementation of evaluation recommendations. The Office prepares Special Studies designed to provide decision making information and improve evaluation processes, and procedures. Guidelines and practical approaches for conducting evaluations are elaborated in the UNEP Evaluation Manual which can be found on the UNEP Evaluation Web site at: www.unep.org/eou.
31. All UNEP projects, independent of their funding source, are subject to evaluation. Evaluation of projects takes two main forms:
 - a) Mid-term and terminal evaluations conducted as desk or in-depth studies;
 - b) Quality of project supervision reviews
32. UNEP subprogrammes are covered by in-depth evaluations conducted every four or five years. However, to improve the methodology, availability of supporting data and resource requirements used in assessing results achieved by subprogrammes during the course of the biennium, the Evaluation Office has supported subprogrammes in the development of their mandatory self-assessment plans for the 2006-2007 and 2008-2009 biennia.

B. Mandate and mission

33. The present evaluation synthesis report has been prepared as part of the mission of the UNEP Evaluation Office to provide strategic information to Governments, UNEP senior management and programme managers to enable them to review progress made by the organization and to reflect critically on the constraints and challenges of delivering a quality global environmental programme.
34. The mandate for undertaking evaluations has been stated in various General Assembly resolutions and UNEP Governing Council decisions. The Governing Council has recognized the importance of evaluation as an integral part of the programme planning cycle, while retaining its independence, and has requested the Executive Director to continue to refine evaluation methodologies in collaboration with Governments (Governing Council decisions 75 IV, 6/13, 13/1 and 14/1) and partners within the United Nations system. In its decision 19/29, the Council also requested the Executive Director to strengthen the UNEP oversight function. According to the Secretary General's bulletin on programme planning, monitoring and implementation (ST/SGB/2000/8), which consolidates the General Assembly decisions on the evaluation function, the purpose of the evaluation function is to facilitate the review of results achieved from programme implementation, examine the validity of programme orientation and determine whether there is need to change the direction of different programmes.

C. Scope and objectives

35. This report is prepared as an inter-sessional document of the UNEP Governing Council/ Global Ministerial Environment Forum and serves as part of the input of UNEP to the Secretary-General's report on evaluation to the General Assembly. The report provides stakeholders such as Governments, UNEP senior management and UNEP partners with an evaluative assessment of UNEP programme and project performance in 2008-9. The main objective of the report is to help UNEP reflect on its programme performance through evaluative evidence and lessons from programme and project implementation. The terms of reference for the report are provided in annex I to the present report.
36. The report is based on evaluations conducted in 2008-9 and utilises information drawn from 1 subprogramme evaluation, 1 management study and 39 in-depth project evaluation reports. The report also contains a review of the status of implementation of evaluation recommendations and chapters on UNEP's approach to evaluating the Programmes of Work within the Medium Term Strategy and a special study on Performance Indicators for the Evaluation function undertaken by the Evaluation Office.

D. Method

1. Evaluation parameters

37. The report is based on a review and assessment of the key parameters in four specific areas: first, *relevance and appropriateness*; second, *effectiveness and efficiency*; third, *results and impacts*; and, fourth, *sustainability*.

a) Relevance and appropriateness

38. The relevance and appropriateness of evaluated programme and project activities implemented under the mandate of UNEP (General Assembly resolution 2997 (XXVII) of 15 December 1972, the 1997 Nairobi Declaration, the 2000 Malmö Declaration and the 2002 Johannesburg Plan of Implementation) were examined by assessing the following parameters:

- i) Relevance of activities and their contribution in such areas as promoting the development of international environmental law, implementing international norms and policy, conducting environmental assessments and providing policy advice and information, and raising awareness and facilitating effective cooperation between all sectors of society;
- ii) Relevance of activities and their contribution to providing policy and advisory services in key areas of institution-building to Governments and other institutions;
- iii) Relevance of activities and their contribution to strengthening the role of UNEP in coordinating environmental activities in the United Nations system and as a GEF implementing agency.

b) Effectiveness and efficiency

39. The review and assessment of the effectiveness and efficiency of programmes and projects was based on in-depth evaluations and took into account the following factors:

- i) Evaluation ratings based on a summative analysis of 11 aspects of implementation for the projects that have been used since 2004;
- ii) Emerging lessons learned from project implementation and evaluation recommendations;
- iii) Results and impact.

40. The review and assessment of the results and impact of the evaluated activities largely focused on capacity-building in areas related to environmental information and assessment, monitoring of compliance with existing conventions and international agreements, supporting institution building and awareness-raising, and fostering improved linkages between the scientific community and policymakers.

c) Sustainability

41. The evaluation of project sustainability adopts a risk-based approach and identifies potential risks to the sustainability of outcomes across four areas: socio-political, financial sustainability, institutional framework and governance and environmental sustainability.

2. Analytical approach

42. The Evaluation Office conducts all evaluations in consultation with the relevant programme and project managers to ensure that, while United Nations and UNEP evaluation standards are followed, the views and concerns of the respective programmes and projects are adequately and fairly reflected. The same approach has been used in the preparation of this report and issues and questions that arose from the reviews and consultations have been further discussed with relevant divisions and circulated to all divisions in the form of a draft report.

43. The analysis and conclusions contained in the report are based on:

- (a) Review of in-depth evaluation reports;
- (b) Review of special studies;
- (c) Review of desk evaluation reports;

- (d) Review of implementation plans and management responses to the recommendations of the evaluation reports over the period 2002–2009;
- (e) Discussions with UNEP staff on subjects related to partnership framework agreements, implementation of evaluation recommendations and self-assessment reporting.

3. Evaluation rating

44. All project evaluations are assessed on a six-point scale with the following categories: “highly unsatisfactory” (1), “unsatisfactory” (2), “moderately unsatisfactory” (3), “moderately satisfactory” (4) “satisfactory” (5) and “highly satisfactory” (6), based on a qualitative analysis of project performance in evaluations. The rating system and evaluation quality control processes have recently been further developed and refined and ensure consistency with the rating system used for GEF projects because a substantial number of the evaluations conducted by the Evaluation Office are for GEF-funded projects. The evaluation parameters include:
- (a) Attainment of objectives and planned results;
 - (b) Sustainability
 - (c) Catalytic role and replication;
 - (d) Stakeholder participation / public awareness
 - (e) Country ownership / driven-ness
 - (f) Achievement of outputs and activities;
 - (g) Preparation and readiness
 - (h) Assessment monitoring and evaluation systems
 - (i) Implementation approach;
 - (j) Financial planning and management;
 - (k) UNEP supervision and backstopping
45. Project evaluations will, henceforth, specifically assess the complementarity between the project outcomes/ objectives and the UNEP POW by examination of linkages to UNEP’s Expected Accomplishments, and document project contributions that are in-line with the Bali Strategic Plan and any examples of South-South co-operation.

II. Technology, Industry and Economics

A. Summary of Evaluation Findings

1. Key Successes

46. The evaluation of the Division of Technology, Industry and Economics (DTIE) found that the Division is being effectively led by the Director and the management team. Staff of DTIE generally hold positive perceptions in relation to the present Director, and there is recognition that the job of the Director is extremely challenging due to the number and scope of DTIE's activities, and the challenges posed in the management of an outposted Division with offices in multiple locations.
47. The delivery of strategic results that effectively contribute to UNEP's mandate appears to be the principal guiding philosophy that shapes the actions of DTIE's management and staff. Attitudes to performance are good and, in general, staff strive to achieve their performance targets, however, many regard administrative and other decision-making processes as a significant barrier to efficient programme delivery. One cross-cutting 'value' appears to be a strong sense of innovation in developing new programmatic activities, coupled with a pragmatic acceptance that new initiatives may lead to longer term programmatic work or may be of a more ephemeral nature.
48. This evaluation has also found that, in general, the activities implemented by DTIE have been consistent with the approved programme of work of the division and have been aimed at achieving the Expected Accomplishments for which it has responsibility. The activities implemented by the Division are clearly relevant to global environmental priorities and associated multilateral agreements, and more so given their cross-sectoral nature and combined use of assessments, technical advice, advocacy, capacity development, and other support modalities at different scales of intervention (global, regional, national).
49. Given the resources available to the Division, a tremendous amount of work seems to have been accomplished, complemented by effective resource mobilization and judicious use of resources. The evaluation team has reviewed a sample of the outputs including guidelines, toolkits, publications and reports prepared by the Division over the past three biennia and found them to be carefully prepared and disseminated to relevant audiences. The products are all easily accessible and downloadable from the web page of the Division. While this evaluation has not interviewed all stakeholders to gain comprehensive insights in to the perception of effectiveness, the continuing demands of governments, especially in the area of support to the implementation of Multilateral Environmental Agreements (MEAs), Marrakech process and National Cleaner Production Centres, and requests for support by developing countries to prepare common negotiating positions on specific issues at the World Trade talks, is an indication, not only of continuing demand for such services, but also of the effectiveness of previous efforts.

50. The organization's Programme Performance Report shows that the implementation rate of the Programme of Work for the DTIE has been consistently high from 93% in 2004-2005 to 95% in 2006-2007. These implementation rates closely mirror the rates of implementation for UNEP in 2004-5 (92%) and 2006-7 (94%). A very large proportion of targets set have been achieved or exceeded. The data also shows that a substantial portion of the Division's work has been in the area of technical cooperation which involves advisory services to governments, training courses, seminars & workshops, and field projects. Besides technical cooperation activities, many other activities were implemented and outputs produced by the division included publications and policy papers, tools, guidelines, and networks.
51. The evaluation finds that extra-budgetary funding is largely in-line with the priorities specified in the programme of work for DTIE. This is to be commended, since in the context of DTIE, where many staff positions are funded from such sources, there can be additional pressure to accept project funding for work in areas or topics that may be of marginal relevance to the subprogramme in order to maintain the financial support necessary to retain existing staff. This places considerable responsibility on the Division Director and Branch Heads to only accept funding if the match between UNEP priorities and the donor interests is sufficiently strong. It seems that the Division has been successful in managing this aspect of resource mobilization, although these challenges persist as the Division had, at the time of the evaluation, a large number of 'L' staff positions which comprised approximately 40% of the staff complement.
52. This evaluation as with the DTIE evaluation of 2000 noted that the linkages between DTIE and Governments, Non-Governmental Organizations, the private sector, other United Nations organizations and the United Nations system as a whole, were excellent but internal linkages with other UNEP divisions and entities were weak. The levels of interaction and coordination between DTIE branches and other UNEP Divisions, have, in general, not changed significantly over this time and still remain relatively weak. Exceptions include: (i) a far greater interaction between DTIE and DCPI as more attention has been placed on effective dissemination and outreach of important DTIE outputs; (ii) the close interaction and cooperation with the Division of Regional Cooperation which has continued with DTIE having Industry Officers and Ozone Officers in the Regional Offices; and (iii) DTIE and DGEF have continued to have fairly strong linkages with several DGEF staff hosted in DTIE Offices in Paris and Geneva during the evaluation period.

2. Key Challenges

53. As a general point, the level of understanding of staff of various programmes, outside their immediate spheres of responsibility but within the Division needs to be strengthened and expanded.
54. There is a need for capacity building / awareness-raising at Divisional level to enable staff in all branches to have a better understanding of the full scope of the DTIE work programmes. This will help staff identify opportunities to foster increased collaboration and synergy, essential for effective implementation of the 2010-2011 POW. It is to be hoped that the preparation of the workplans for this POW will introduce an increased focus on joint programming approaches, not only between UNEP Divisions but also between branches within the Division.
55. The Chemicals Branch has played a significant role in the development of SAICM. However, the various roles performed by UNEP in general, and DTIE in particular in SAICM have,

in the opinion of the evaluation team, created a potential conflict of interest situation where UNEP is trustee of the fund and the Chemicals Branch performs the Secretariat role. The Quick Start Programme Trust Fund Implementation Committee (QSP TFIC) is made up of all seven IOMC agencies which also receive SAICM funding; this presents a potential source of conflict of interest for all of the members, a risk that has been recognized and addressed in the Committee's rules of procedure which provide that "in cases where an organization that is represented in the Committee is involved in a project submitted to the Committee for its consideration, the representative of that organization shall declare his/ her interest in the project before it is discussed by the Committee and recuse himself/ herself from decision-making by the Committee in relation to the project in question." However, this evaluation believes that UNEP's role as Trustee and Secretariat is blurred and needs to be better clarified. For example, while most of the Secretariat roles are, indeed 'neutral service provision', the project screening role of the Secretariat of UNEP projects, it would seem, is a potential conflict of interest situation. This issue needs to be resolved expeditiously to ensure that the partnerships created by the programme are not undermined as a result of suspicion and distrust.

56. Beside the fact that the Financial Initiative (FI) is located within the Economics and Trade Branch, this evaluation did not find any evidence that there is synergy between the FI and the rest of the Branch. Indeed, there seems to be more work ongoing between the FI and the Energy Branch and perhaps to a more limited extent, the Sustainable Production and Consumption Branch. The decision on the location of the FI, therefore, seems to have been made on the basis of convenience rather than any institutional logic that promotes synergy and effective collaboration for the delivery of the Branch's programme of work.
57. This evaluation has concluded that the structure of the SCP Branch did not readily facilitate the interactions needed to implement the POW. While the interactions required/ necessary for effective collaborations were established despite the Branch structure, there is a need to review this and ensure that 'form follows function' with the structure helping to promote the synergies and coordination needed for efficient implementation of Marrakech-related activities. Given the level of effort invested by the Branch in facilitating and backstopping the Marrakech process, it would seem that the Marrakech process needs to be viewed as the guiding framework within which the SCP Branch activities operate.
58. As UNEP moves towards implementation of the 2010-11 POW under the new UNEP Medium Term Strategy, the Division is set to lead three of the six thematic subprogrammes; Climate Change, Harmful Substances and Hazardous Waste, and the Resource Efficiency – Sustainable Consumption and Production. This will pose significant challenges as it will be the responsibility of the lead Division to coordinate the work done by the other Divisions that contribute to each subprogramme. DTIE staff in the Paris and Geneva Offices will face the challenge of coordinating this work remotely, without the greater administrative convenience and ease of communication of being co-located at headquarters with the other collaborating Divisions. Currently, the burden of the liaison work between DTIE and HQ falls on the Transport Unit, based in Nairobi. This role imposes a heavy additional work burden and detracts from the core work of the unit.
59. The unique role that can be played by IETC in promoting risk reduction mechanisms for prevention and preparedness of disasters and conflicts needs to be clarified within UNEP. Disasters and conflict work undertaken within UNEP by IETC, the Post Conflict and Disaster Management Branch in DEPI and DEWA Early Warning and Assessment Branch need to be rationalized.

60. This evaluation team found the organizational nomenclature with regard to the titles of the most senior branch staff to be lacking consistency throughout the Division. DTIE Branches are variously led by Chiefs (SCP, ETB), Heads (OzonAction, Energy) and Directors with Deputy Directors (Chemicals, IETC). The latter titles possibly causing confusion with those used at the Divisional level.
61. In common with other Divisions, recruitment processes are regarded as cumbersome, and the long timeframes associated with staff recruitment often result in UNEP missing out on hiring the best qualified candidates. With a total staff complement ranging between 150 and 200 staff, recruitment processes are always ongoing, yet currently DTIE has only one GS staff dedicated to recruitment issues. Assuming staff turnover rates are approximately 10% of total staff per annum; then between 15 and 20 staff are recruited each year.
62. The complexity of how various administrative processes operate within the division, and between the division and headquarters can create considerable delays and inefficiencies. The vast majority of staff interviewed by the evaluation team had experienced considerable difficulties and frustrations in dealing with routine administrative processes. It is clear that the location of DTIE away from headquarters can create additional constraints to the efficiency and timeliness of administrative processes. The most commonly raised administrative issues that prove problematic were travel approvals and, most crucially, the availability of accurate financial information which is exacerbated by the limited access to IMIS and crystal reports.
63. The evaluators found that effective communication within the Division is perceived as problematic and, beyond their work with immediate colleagues, the sense of a team approach or a team identity seems to be limited to the level of units, and does not extend to branch or divisional levels. Staff at lower professional and GS levels were unsure as to the amount of collaboration and the sense of teamwork that prevails within DTIE among Senior Managers and Branch Heads. Weekly management meetings of senior DTIE staff are reportedly held, but the agenda to be discussed is not routinely communicated to the rest of the Division, and therefore professional staff cannot provide any relevant input through their Branch heads. Minutes of branch heads meetings and of Senior Management Team meetings are, however, circulated to all staff. In addition a bi-monthly staff meeting is held with Director and all DTIE staff which provides briefing on DTIE and UNEP issues.
64. Outside the half yearly IMDIS reporting, progress reports are prepared as required in project documents. They are often descriptions of project activities and outputs that do not convey a sense of the progress achieved. These reports often form the basis for disbursement of project funds at different stages of the project. Review of samples of these reports and findings from evaluations show that the quality of these reports varies considerably. The depth of information and analysis found in these reports also vary considerably from very good to poor. What is clear is that besides GEF and some larger DTIE projects, adequate provision has not been made for including monitoring and evaluation plans at the project level. This particular finding is not limited to DTIE. It is a common finding in many UNEP evaluations because there had, until recently, been no specific requirement for a costed monitoring and evaluation plan to be included in project design.
65. The security services for the Paris Office are provided by a subcontractor and the evaluation noted a number of weaknesses / shortcomings with the current arrangements (para. 119).
66. Many staff noted that there were few or no opportunities for all DTIE staff to meet one another. Some outposted staff with several years of service within the Division have never

had the opportunity to visit the Divisional Office to meet with other DTIE staff. GS staff have often not had training or opportunities to receive mentoring from counterpart staff in Paris or Nairobi. Similarly, the training available to P/L staff has been limited. Indeed the training opportunities developed in the organization are often headquarters based and, whilst open to outposted staff, do not cover the costs associated with their attendance. Some training at headquarters is offered on a half-day basis over several days to allow Nairobi staff to balance training activities with their daily duties; this further reduces the feasibility of attendance by outposted staff due to the increased travel and subsistence costs that would be incurred.

67. Some issues that have been addressed by ETB relating to agricultural trade policy seem to have considerable overlap with work undertaken by CGIAR centres such as WorldFish for fisheries subsidies and IFPRI more generally in relation to agriculture policy and trade issues.
68. As a result of the limited resources allocated to it, the Youth Exchange Programme within the SCP Branch has virtually become an orphan and seems to be struggling.
69. While there is considerable clarity in the strategy and approach to its energy work with substantial gains being accomplished through the Sustainable Energy Finance Initiative, the normative parts of UNEP DTIE's work in the area of policy frameworks and support to governments in policy development in the energy sector is not sufficiently developed. According to staff, there seems to be a "mismatch between UNEP Management expectations for countries and the resources to provide the required support to governments". Whilst there has been renewed interest from management on energy policy issues since late 2008, and there is now an 'energy facility' with two staff allocated to work in the Energy Branch, this does not provide the critical mass of effort required to undertake this normative work in a comprehensive manner. There is a clear niche for UNEP to provide policy advice to countries to assist them in preparing for a wide variety of new energy initiatives.
70. According to staff there is an increasing disconnect of IETC work programme with the original IETC mandate for work at Shiga, and the priorities of the Shiga office's host organization, the International Lakes Environment Committee, on integrated lake and water management. While it is true that UNEP's priorities cannot be dictated by the needs of a local authority irrespective of whether it is a hosting institution or not, there is a need to regularly communicate changes in UNEP priorities clearly to the government of the prefecture and synergies between UNEP's work and local priorities need to be identified. It is, indeed, important that the continuing relevance of the Shiga Office's mandate to work on "integrated lake and water management" is reviewed to determine how best to reconcile that mandate with UNEP's current focus on sanitation / water quality improvement.
71. This evaluation has found that there is a clear lack of critical mass of staff in all three pillars (solid waste and disaster preparedness and water and sanitation) of IETC's work. There is one staff member in the solid waste programme at the P-3 level, one in the disaster preparedness programme and three in the water and sanitation programme. The evaluation has further found that the separation of the Centre into two offices, one in Osaka and the other in Shiga, inhibits a unified sense of belonging to IETC. This is further compounded by the reality that most professional staff are working on issues by themselves, the exception being the Iraqi Marshlands project.

72. Under current arrangements the reporting relationships to and the programmatic responsibilities of, the Deputy Director are unclear; under the Job Description of Deputy Director there is no assigned programmatic/thematic responsibility although the Deputy Director has undertaken the responsibility of supervising and guiding the thematic area of waste management, the reporting of the concerned staff continues to be with the Director. Some other reporting relationships within IETC seem sub-optimal.
73. Staff of IETC noted that, whilst the ED has a regular column in a major national Japanese newspaper, public awareness of the work of UNEP within Japan remains at a low level. There is a need for exhibition material, targeted public awareness literature and resources to support formal public meetings in selected Japanese prefectures.
74. The evaluation found that there was a high level of concern and uncertainty about UNEP's current approach to resource mobilization in terms of who is allowed to do what and the extent to which funding opportunities have to be pursued centrally through the resource mobilization function in Nairobi. In contrast to the centralized approach that staff thought was the current UNEP requirement, the key message proposed in the current draft of UNEP policy⁴ is that of a "Federated Resource Mobilization approach" where it is envisaged that Divisions will be engaged and enabled to benefit from opportunities available for resource mobilization. This will be supported by UNEP-wide coordination through the Resource Mobilization Section. A virtual 'Resource Mobilization Network' within UNEP is planned and the 'Federated Resource Mobilization' will be coordinated via focal points in all Divisions and Regional Offices. This approach had in early 2009, not been effectively communicated to the staff of DTIE.
75. The declining trend in GEF funding for projects within DTIE is of concern, given that the work and staff supported by GEF resources is often of strategic importance to UNEP and DTIE's programme of work. The longer term strategy of DTIE with regard to the GEF fee for oversight and supervision of GEF projects needs to be carefully considered. In the past DGEF staff have been hosted within DTIE and the separation between the execution of GEF projects and the supervision and oversight roles, demanded by best practice, was somewhat blurred. There has been disagreement between DGEF and DTIE over the GEF fee (10% of a project's approved budget) with DTIE arguing that project preparation costs should be met from the GEF fee while DGEF argues that sharing the IA fee implies DTIE would be taking an implementing Agency function. This would prohibit DTIE from then executing the project according to best practice and DGEF's firewall. The evaluation notes that if such fee-sharing is agreed, this would have to be applied for all internally executed GEF projects in other UNEP Divisions thereby providing, indirectly, a financial incentive for DGEF to prefer external project execution partners.
76. In general, the link between financial management and programme / activity management in DTIE could be substantially enhanced. Many professional staff noted that real-time financial data relevant to their programmatic responsibilities were unavailable and that wider access to IMIS and Crystal Reports is needed. Monthly financial data, whilst useful were, according to professional staff, not consistently available. The general lack of provision of up-to-date financial information either centrally from UNEP or from within the Division, prompts many staff with financial / budgetary responsibilities to develop their own parallel record-keeping systems. Effective and efficient management of the activities that constitute the

4 Working Draft UNEP Policy Guidelines on Resource Mobilization, Resource Mobilization Section, 2008.

POW requires a detailed understanding of the technical progress made in relation to the financial resources expended. Whilst this is a serious problem, it is not one that is restricted to DTIE, and is an issue that needs to be tackled across the entire organization

77. In relation to administrative processes that operate outside of the Division, UNEP's publications policy is perceived by some to be unwieldy and staff have experienced difficulties in dealing with the long lead times associated with the publications approval process that is required prior to publication. Submission to DCPI six months prior to publication can be problematic when stakeholder opinions on draft documents need to be considered and the deadlines for publication are driven by international processes and events. Timelines associated with the delivery of such publications are not always compatible with the time needed for the publication approvals process. In some cases DTIE have pursued publication through other organizations where publication can be arranged more rapidly.
78. The skills of staff in other divisions assigned to work on thematic subprogrammes led by DTIE may not be the right match to deliver the work programme in the most effective manner. UNEP faces the challenge of making the best use of its installed capacity i.e. matching the capacities of existing staff to the skills and locations required to deliver the POW. Failure to achieve a good match increases the risks associated with effective delivery.
79. The Division Office in Paris does not have a host country agreement with France. Whilst the Division currently enjoys many of the privileges afforded to UN Agencies Headquartered in France, these are provided to DTIE on an ad hoc basis. In this regard the Division Office remains vulnerable to changes in government policy / attitude. UNEP has made high-level efforts to address this through UNESCO's host country agreement, but so far without success.

B. Recommendations

80. The evaluation makes a number of recommendations, some of which are presented below (not in any particular order of priority).
81. The evaluation has been informed that a review process has already been initiated by the competent authority, i.e. the Conference. In its resolution II/3 adopted at its recent second session, the Conference requested the QSP Executive Board to evaluate the Quick Start Programme and make recommendations for the consideration of the Conference at its third session. The terms of reference for the evaluation will be drafted by the Secretariat for consideration by the Executive Board at its next annual meeting in April 2010. The evaluation supports the view that UNEP, as a member of the Board should advocate for a review of the arrangements for the approval of Trust Fund projects. The review might consider, as part of the Trust Fund implementation structure, the inclusion of an independent expert panel to review, assess and publicly disclose the relative merits of SAICM Trust Fund (Quickstart) project proposals. The QSP TFIC would then approve the projects of highest quality.
82. The Division Director should review the location of the Financial Services Initiative and determine its optimal location to enable the initiative to benefit from the associated synergies and collaborations
83. The evaluation team is of the view that in order to give effect to sustainable "production" and "consumption" the Division Director should revise the structure for the SCP Branch.

The new structure could include a Policy Unit which will deal with the normative activities of the Branch (the Marrakech process, MEAs and MDGs-Poverty; Sustainable Consumption and Production, green economy), and three other units dealing with Sustainable Resource Management (agriculture, water, international panel on sustainable resource management, international life cycle panel etc.), Sustainable Business and Industry (GRI, NCPC, tourism, oil and gas, metals and mining, waste, building construction, etc.), and Sustainable Consumption and Behavior (sustainable procurement, education, ecolabelling, green passport and other similar campaigns). The unit dealing with policy and normative activities will coordinate its work across other units to fully integrate the Marrakech process activities into the work of all units.

84. Given the extensive engagement required to coordinate three of UNEP's six thematic priorities requiring constant communication and interaction with headquarters, what is required is for the Director of DTIE to post a DTIE Liaison Officer to HQ to play not only an administrative but also a strong representational role for the Division.
85. The Division Directors of DTIE, DEWA and DEPI should work together to prepare a clear articulation of UNEP's role and mandate to tackle the environmental dimensions of disasters and conflicts. A clearly stated role and mandate would aid effective coordination and cooperation with other agencies such as OCHA, UNHCR and UNDAC.
86. The Division Director should consider harmonizing the titles of Senior DTIE staff to make them consistent with the titles normally used in other divisions of the organization.
87. The level of recruitment activity would justify the addition of a dedicated HR professional at the DTIE Office, and such may help to minimize the additional recruitment and classification delays that are anticipated when the new UN contract and recruitment rules are introduced in July 2009. The Division Director should consider making a request to the Executive Director to allocate an additional staff position for this purpose.
88. The roles of different staff in administrative procedures with regard to who approves what between Geneva, Paris and Nairobi are sometimes unclear. It is therefore recommended that an administrative procedures manual that summarizes administrative processes as experienced in DTIE be developed / updated, and published electronically on the DTIE intranet.
89. Whilst the evaluation is aware of the organization's intent to regularly canvass staff opinion through Staff Opinion Surveys, the Director of DTIE should ensure that staff feedback is obtained on an annual basis. The evaluation has highlighted a number of problems and issues (e.g. team work, communication, efficiency of admin processes etc.), and staff opinion on these should be regularly sought. The DTIE survey should use the larger UNEP Staff Survey approach as a model and a benchmark. The Divisional survey would not be necessary in years where a UNEP Staff Survey is conducted.
90. Brief summary minutes of Senior Management meetings should be routinely circulated to all DTIE staff in the different branches and offices to promote a greater understanding of the work programme and management issues facing the Division as a whole. Staff would gain a broader understanding of the division through regular exposure to information on management and programme-related issues that are outside of their immediate areas of professional responsibility.

91. To increase the attention paid to effective monitoring and supervision, the Division Director should ensure that; project documents have costed M&E plans, and staff workplans and PAS assessments include performance criteria for project supervision.
92. The evaluation recommends that the ETB review its activities and ensure that the focus of its efforts builds on the larger UNEP comparative advantage associated with its 'convening power' for, and access to, intergovernmental processes. As a part of this review the possibilities for an enhanced strategic collaboration between UNEP and the CGIAR system should be formally assessed by the ETB. The CGIAR has a comparative advantage to undertake policy-oriented research.
93. The SCP Branch should review its work on the Youth Exchange Programme and determine whether it should be dropped or significantly strengthened. If retained, the Youth Exchange Programme will require an increased allocation of resources and enhanced inter-branch collaborations (e.g. with OzonAction's awareness-raising and education activities) would need to be fostered. There are also synergies with the DCPI Tunza programme and these should be explored.
94. This evaluation recommends that the Energy Branch increase the effort and resources allocated to support governments in policy development in the energy sector.
95. This evaluation further recommends that a strategy be developed for IETC. This strategy should be prepared using a participatory process, led by the new IETC Director that includes all staff of IETC in Osaka and Shiga Offices, host organizations and GOJ representatives.
96. The new IETC Director will review and accordingly amend reporting arrangements within the centre.
97. In order to increase the potential for resource mobilization through the Government of Japan (GOJ), and gain more popular public support in Japan, there is a need to increase the efforts and resources allocated to UNEP's public awareness activities there. The Director of IETC should mobilize resources to support these activities (e.g. include a public awareness budget line in IETC project proposals) and actively pursue collaboration and synergies with DCPI to assist awareness-raising activities.
98. The evaluation recommends that efforts to communicate UNEP's resource mobilization approach be renewed both between Headquarters and outposted Offices and within DTIE. The policy should be supported by information, provided by the RMS, explaining what 'federated' resource mobilization efforts mean in practice for the programmatic professional staff. The RMS should conduct interactive briefing sessions with DTIE staff (and staff of other divisions).
99. If fee-sharing undermines the financial viability of DGEF, this may in turn undermine the 'UNEP strategy in the GEF'. Whilst this is not the immediate concern of DTIE it is potentially of great strategic significance to UNEP and should be discussed exhaustively within the Senior Management Team and resolved.
100. The evaluators note the urgent need for a project database system that provides a link to the associated financial, budget and expenditure information not just in DTIE but for UNEP

as a whole. Indeed such a system would seem to be a pre-requisite for effective results-based management and should be developed by Quality Assurance Section (QAS) and Corporate Services Section (CSS) as a matter of high priority.

101. UNEP should review its publications policy with the view of ensuring that the processes associated with approval of documents indeed encourage and promote publication activity in UNEP. Where the review finds current policy inhibits timely publication, solutions should be found and reflected in a revised policy.
102. UNEP's Executive Office should undertake an inventory of the technical capacities of staff in the organization in relation to the capacity requirements needed for implementation of the 2010-2013 MTS. The rotation policy must be utilized to help the organization make the most effective use of its current installed capacity.
103. Further attempts to secure a UNEP Host Country Agreement are needed and should be pursued using the UNESCO agreement as a basis.

C. Management Response/Actions

104. The evaluation findings were presented to the Director and Branch Heads and the final report was circulated to all Division staff and other Division Directors in the organization for comment. Comments received have been carefully reviewed and where appropriate revisions have been incorporated into the report. The formal management response to the evaluation recommendations has been completed by the Division.

III. Findings from in-depth evaluation of projects in the context of the thematic priorities of UNEP

105. The strategic direction of UNEP focuses its efforts on delivering against its mandate by exercising environmental leadership in six cross-cutting thematic priority areas. These priority areas and their specific objectives are summarized in Table 1. below.

Table 1: UNEP six cross-cutting thematic priorities for the period 2008-2009

Thematic priorities	Objectives	In-depth evaluations discussed
Climate Change	Strengthen the ability of countries to integrate climate change responses into national development processes	7
Disasters and Conflicts	Minimize environmental threats to human well-being arising from the environmental causes and consequences of conflicts and disasters	2
Ecosystem Management	For countries to utilize the ecosystem approach to enhance human well-being	19
Environmental Governance	Environmental governance at country, regional and global levels is strengthened to address agreed environmental priorities	4
Harmful Substances and Hazardous Waste	Minimize the impact of harmful substances and hazardous waste on the environment and human beings	2
Resource Efficiency – Sustainable Consumption and Production	Natural resources are produced, processed and consumed in a more environmentally sustainable way	4

106. As UNEP moves towards the implementation of its programme in relation to these new thematic priorities, the findings and lessons learned from in-depth evaluations can help to inform project design, planning and implementation of projects and programmes.
107. During the years 2008 and 2009 a total of 41 evaluations were conducted, of which 38 were project evaluations. One was a management study and another a subprogramme evaluation and a third was an evaluation of a UNEP partnership. The evaluated projects represented a monetary value of over \$ 217 million and were categorized according to the thematic priorities of UNEP (Table 1). The project evaluations included 4 mid-term evaluations, 34 terminal evaluations, and 1 mid-term independent review, and they covered a number of thematic areas including biodiversity conservation, climate change, management of natural resources, POPs and technology transfer and renewable energy (see Annex I for a full list of evaluations undertaken).
108. The overall performance of the projects evaluated, when considered at an aggregated level, was rated by the Evaluation Office as “Satisfactory”. The following is a synthesis of findings from selected evaluations organized by theme.

A. Climate Change

109. The project “Assessments of Impacts of an Adaptation to Climate Change in Multiple Regions and Sectors” (AIACC) was designed to establish internationally recognized methods and assessment results of preparedness and planning to reduce the adverse effects of climate change and more specifically, to enable climate change adaptation planning and action in vulnerable regions of the developing world. The project’s main outcome was the execution of 24 regional and national assessments of climate change impacts, vulnerabilities, and adaptation in selected countries in Africa, Asia, Latin America, and some island countries in the Caribbean, Indian, and Pacific Oceans.
110. The AIACC engaged a large number of stakeholders, such as developing country governments, academic institutions and communities, and was successful in strengthening their capacity to assess climate change impacts, adaptation measures and the residual vulnerabilities. Over 100 early career scientists and other professionals were trained in the course of the project. The sub-project assessments developed and applied highly innovative methods and tools, helped to fill large information gaps and raised the profile of climate change as a serious risk to economic development, to lives and livelihoods, and to environmental and ecosystem health. The “bottom up” approach in the preparation and implementation of AIACC, and the “hands off”, decentralized approach of the UNEP that was criticized by some stakeholders, proved to be highly successful. However, the AIACC experienced weaknesses in monitoring and evaluation especially at the project preparation and design phase.
111. The effectiveness of AIACC was extremely high. Main contributions focused on advancing technical understanding of the characteristics and consequences of climate change for many countries and regions in the developing world. AIACC was also very effective as measured by the uptake of findings by international institutions, especially the IPCC.
112. Another project related to climate change was the “African Rural Energy Enterprise Development (AREED) Programme., AREED uses an enterprise-focused approach to provide a combination of enterprise development services and seed capital to promising energy entrepreneurs, enabling them to start up and run businesses delivering modern energy services and products to rural and peri-urban communities in five countries of Western and Southern Africa, namely Ghana, Mali, Senegal, Tanzania and Zambia. The overall goal of AREED is to expand energy access, thereby contributing to the sustainable development and prosperity of the participating nations.
113. The programme concretely supported the emergence of new Small and Medium Sized Enterprises (SMEs), particularly in West Africa, in renewable energy and energy efficiency sectors. Despite the considerable difficulties faced by the programme during the launching period, the project was successful in building capacity of local partners, particularly local NGOs and SMEs. The project, together with NGOs, was successful in developing basic resource materials including a toolkit for energy entrepreneurs. Indications of a wide range of actual and potential uses of the AREED modules by both state and non-state actors were found.
114. The project “Enabling Activities for the Preparation of a National Adaptation Programme of Action (NAPA) in Mauritania, Senegal, Djibouti, Haiti, Comoros, Tanzania, Uganda, Liberia, Lesotho, Rwanda, the Gambia, Central African Republic and Afghanistan” was designed to create NAPAs to serve as simplified, rapid and direct channels of communication over

urgent and immediate adaptation needs to climate change for Least Developed Countries (LDCs).

115. The main strength of the NAPA process was the implementation of high-quality participatory and consultative processes, which allowed a broad-based input, with representation from all the major groups and interested stakeholders. The participatory process was effective in providing insight into climate change, vulnerabilities and coping mechanisms, as well as providing opportunities for learning.
116. Most countries succeeded in developing their NAPAs and all were consistent with the intended aim to communicate urgent and immediate adaptation needs. Most NAPAs presented a high degree of relevance and potential synergies in relation to country priorities, and a few cases of the integration of the NAPA into regular country planning were found.
117. Although most countries experienced delays during the start-up and inception phases, most countries performed within reasonable expectations in terms of project planning elements. The main challenge of the project remained awareness-raising. Although some initiatives were undertaken to publicize the NAPA process and adaptation issues, the campaigns were most often ad hoc events and were not continued beyond the duration of the project. In a few cases countries failed to complete the last stage of the process, which was the translation and dissemination of the NAPA.
118. The objective of the project “Promoting Industrial Energy Efficiency through a Cleaner Production/ Environmental Management System Framework” was to reduce emission of Green House Gases (GHGs) in SMEs in six countries – China, India, Vietnam, Czech Republic, Hungary and Slovak Republic.
119. The project was successful in raising awareness and building capacity in the integration of Energy Efficiency (EE) and Cleaner Production (CP) practices in the SMEs. Furthermore, the project succeeded in meeting its objective of reducing emission of GHGs in all participating countries by identifying and implementing energy efficiency improvements as an integral part of CP and environmental management audits. Whilst, not a formal project objective, policies at national/ regional levels have emerged in the participating countries that foster EE and CP. However, there was an absence of convincing evidence, that the formulation or transformation of these policies at the national level could be attributed to the project.
120. Revisions in the timelines and budgeted allocations of the project were made. The project duration was envisaged as 20 months but was later revised and extended to 63 months. However, despite all the revisions the total cost of the project remained unchanged.
121. One of the significant achievements of the project has been the publication of a CP-EE manual by UNEP-DTIE and India NCPC. The project was also successful in establishing knowledge exchange networks amongst the participating NCPCs during the duration of the project.

B. Disasters and Conflicts

122. The overall objective of the project “Sustainable Land Use Planning for Integrated Land and Water Management for Disaster Preparedness and Vulnerability Reduction in the Limpopo Basin” was to develop and implement participatory land use tools and plans for sustainable

land management in the Lower Limpopo River Basin in order to reduce the impact of floods on land, ecosystems and human settlements.

123. The project addressed floods, flood mitigation, and flooding risk reduction in the Limpopo River basin based on the premise that flooding and floods are an integral part of the hydrological cycle and cannot be managed in isolation. The Limpopo River Basin is shared among four countries, the Republic of South Africa, the Republic of Botswana, the Republic of Zimbabwe and the Republic of Mozambique. Given the recent repeated frequent flooding affecting the lower Limpopo River Basin, concerned Southern Africa Development Community (SADC) countries have expressed interest in addressing this problem. The basin supports several important ecosystems as well as a population of about 14 million people.
124. Despite the slow start of the project due to recruitment procedures, delays experienced while negotiating to ensure Botswana participated in the project implementation, as well as constraints associated with limited project budget and ambitious project objectives, the project produced outputs that are relevant to the basin countries and communities. The delays do not seem to have impacted on the quality of the outputs. Similar activities were implemented in each country and at each site; however, different methods were utilized in some cases. At least 24 reports, a number of maps and other documents were produced, each as a stand alone report, addressing a specific component of the project. This was seen as a significant achievement by the project. The ultimate product, the Limpopo Basin Action Plan (LBAP), was presented at the end of the project, but has yet to be implemented.

C. Ecosystem Management

125. The project “Reversing Environmental Degradation Trends in the South China Sea and Gulf of Thailand” aimed to “create an environment at the regional level, in which collaboration and partnership in addressing environmental problems of the South China Sea, between all stakeholders, and at all levels is fostered and encouraged; and to enhance the capacity of the participating governments to integrate environmental considerations into national development planning.” The project objectives and components were highly relevant to the environmental threats in the South China Sea.
126. The project succeeded in creating a formal structure for consultation at the inter-governmental level regarding environmental issues of regional concern in the South China Sea and its design promoted efforts within each participating country to coordinate activities among institutions, Government agencies and Non-Governmental Organizations. In addition, the project’s demonstration site activities contributed towards improving the national management strategies for marine and coastal habitats.
127. The project significantly contributed to regional coordination of management of the South China Sea marine and coastal environment by further developing regional networks of environmental management institutions, non-government organizations, and professionals from the seven participating countries, over and above what already existed. During the project’s lifetime these networks functioned well, with regular meetings held and documents produced containing data on environmental status as well as issues important for ecosystem management.
128. In summary, the project performed well and was effective in attaining its objectives and results with the planned resources. The institutional structure and management framework set up

- by the project was highly complex and required extensive coordination and communication with multiple organizations and agencies in each of the participating countries. However, the management structure was noted to be successful, firstly because there was a clear separation between the policy and decision-making body and the scientific and technical forum, and secondly because all the expertise used in the project was derived from within the region.
129. The project was highly effective in involving a full range of relevant stakeholders as political and technical focal points. In addition, the project had a considerably high level of transparency, through public dissemination of all project documentation.
 130. Since a major goal was to develop a Strategic Action Programme (SAP) for the region, it was always anticipated that a follow-on project would be required to implement the SAP. Thus, the sustainability of the SCS project is dependent on the countries involved agreeing to move ahead with an implementation project and a decision from the GEF to provide support and funding. All of the seven countries indicated readiness to be part of such a regional endeavor. As of the time of the evaluation, however, the full participation of at least China and Malaysia remained uncertain. This affects the likelihood that the outcomes of the project will be sustained in the long-term. Since the completion of the SCS evaluation, DEPI staff reported that during the 20th Intergovernmental Meeting of COBSEA (2-5 November 2009, Halong City, Viet Nam) all COBSEA countries have expressed their wish for and support to the development and implementation of the SAP Implementation project.
 131. The project “Development of an Action Plan for Integrated Management of Forests and Assessment of Insect Infestation in Cedar Forests in the Mediterranean Region and with Particular Emphasis on the Tannourine-Hadath El-Jebbeh Cedars Forest” aimed at developing an action plan for integrated sustainable management of cedar forests using the Tannourine forest as a case example and addressing various threats to the forest ecosystem. In addition, the project aimed at increasing institutional and community knowledge exchange, education and capacity building for the management of cedar forests.
 132. The cedar forest of Tannourine-Hadath El-Jebbeh, covering about 600 hectares, is the largest contiguous cedar forest in Lebanon that remains from what used to cover the Lebanese western mountain chain. Preliminary studies indicate that it is one of the richest forests for biodiversity in the region. However, the cedar forests of Lebanon have dwindled owing to a lack of adequate management, illegal cutting, and over grazing. In recent years, infestation by an insect of the genus *Cephalcia*, has become a serious threat, affecting approximately 70% of the forest. It has been discovered that in the absence of any intervention against this pest, its population will increase rapidly to an outbreak status. Since spraying alone is not advisable due to its possible hazards to the forest ecosystem, it was imperative that other means of managing the insect population be developed.
 133. The project was successful in developing a sustainable management plan for the Tannourine Reserve to achieve a high level of protection, conservation, rehabilitation and management of biodiversity, habitats and natural processes to complement the ongoing work on controlling the insect pest. The project was able to provide information on the possible causes of *Cephalcia* outbreak and develop a new monitoring technique to enable faster detection of the outbreaks. The project also succeeded in establishing a Geographic Information System (GIS) database, an essential and important monitoring tool, to be used for the management of the Tannourine Cedar Forest Nature Reserve. Workshops and training courses were organized to build the capacities of various groups. The project carried out awareness-raising activities on the importance of forests and biodiversity by preparing information materials,

and also by training various target groups on invasive species control, forest management, flora and fauna monitoring and the use of GIS and Global Positioning Systems (GPS) in this field and resource mobilization. The project also carried out activities in order to build a team of professionals specialized in forest entomology, ecology, biodiversity and related fields by granting fellowships for Masters' Degrees in these specializations.

134. The goal of the project "Fostering a Global Dialogue on Oceans, Coasts and SIDS, and on Freshwater-Coastal-Marine Interlinkages" was to foster a global South-South and South-North dialogue, through the Global Forum on Oceans, Coasts, and Islands, on the implementation of the activities aimed towards the achievement of Johannesburg Plan of Implementation (JPOI) targets and timetables related to oceans, coastal areas and islands, with a special focus on Small Island Developing States (SIDS) and the interlinkages between freshwater and the coastal and marine environment.
135. The project evolved considerably in three-year time-frame in response to a rapidly changing international environment and the subsequent demands from its constituencies. The ability of the project to target a wide range of stakeholders made the Global Forum a unique and indispensable platform for multi-stakeholder dialogue. The project provided a cross-sectoral platform and raised awareness among a broad set of decision-makers on a comprehensive set of critical ocean management and governance issues related to the JPOI and MDG targets. The project was also successful in developing a strong relationship with the Alliance of Small Island States (AOSIS) raising the profile of the challenges and opportunities experienced by SIDS. The project has contributed significant inputs to UN processes, through the study of issues relating to the conservation and sustainable use of marine biological diversity beyond areas of national jurisdiction.
136. In spite of its short duration, the project succeeded in establishing a solid base for the structuring and further development of a unique, independent international platform with efficient gains seen in (i) getting a host of different types of actors together to discuss important policy issues; (ii) putting together expert groups and committees for engaging in dialogue, debate and prescriptions on the way towards attainment of JPOI and MDG targets; (iii) promoting debate on implementation modalities for these prescriptions. However, the actual implementation of agreements made in conferences depends on national and regional actors. Follow-up and provision of continued support in varied forms is a challenge in this type of project.
137. The project "Development of the Econet for Long-term Conservation of Biodiversity in the Central Asia Ecoregions" aimed to create an ecological network scheme in Central Asia (CA), to integrate it into regional and national sustainable development plans, and to develop viable mechanisms for long-term inter-state co-ordination and collaboration to conserve and sustainably utilize biodiversity in five countries, namely: Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan.
138. The project resulted in a substantial change in national and regional conservation policies and decision-making. It facilitated the move away from the practice of setting aside isolated protected areas ("islands in the ocean") towards the adoption of a well-defined concept of an interlinked ecological network based on biodiversity values, conservation priorities and practical measures. The strongest outcomes of the project were political impact, a successful promotional campaign and participatory approaches. However, the project objectives were overambitious and could not be fully achieved within the timeframe and resources given. Implementation of technical tasks suffered because of insufficient investment in capacity and

training and redistribution of funds between project tasks has weakened the development of a biodiversity information system.

139. The project engaged a multinational core team as well as volunteers from all CA countries. The Econet scheme for the entire CA region was successfully developed. Capacity for planning of ecological networks was increased in the institutions that hosted ECONET GIS in Kazakhstan and analytical centers in Kyrgyzstan and Tajikistan, although the sustainability of these capacities is not guaranteed under the conditions of a transition economy.
140. The ECONET Geographical Information System (GIS) has integrated a unique set of information about biodiversity including socio-economic factors, protected areas, wetlands of conservation importance and key base map data and developed a new complex scientific product – the digital map of CA ecosystems. Information accumulated in ECONET GIS far exceeds the resources available nationally or internationally prior to the project intervention.
141. The objective of the project “Botswana, Kenya and Mali: Management of Indigenous Vegetation for the Rehabilitation of Degraded Lands in Arid Zones of Africa” was to develop sustainable systems of range/vegetation management and to integrate indigenous knowledge into new community-based range management systems. The project aimed to conserve biodiversity and reverse land degradation, both major environmental problems in the arid lands that cover about 60% of Africa.
142. Although the project was well intentioned, with a highly relevant objective, the objective and the components were generally unrealistic and insufficiently considered. Thus, the project has largely been unable to achieve its objective for numerous reasons, the main reason being insufficient time. When it is attempted by communities, hindered by traditional practices and with few resources, limited education, different agenda, and poorly understood concepts such as biodiversity and environmental conservation, effective range management would take decades to become a way of life. While the flaws were pointed out in the mid-term evaluation, there was insufficient time to undertake all the changes required. However, clear attempts were made to implement the recommendations and some progress towards the objective was achieved.
143. The project design was regional, which was not seen as justified, since the successes achieved in each country had limited relevance to the other countries with different traditions, culture and language. In addition, the project was designed with the aim of marrying two largely contradictory, even mutually exclusive, aims of traditional and modern systems of range management, without recognizing the incompatibility between them. The objective was designed to concentrate on Indigenous Vegetation (IV), but instead it veered off to other issues, IV playing only a minor role. The project appeared more of a rural development project sponsoring a multitude of alternative livelihood/ income-generating activities (IGAs) or ‘micro-projects’ in order to achieve buy-in from communities for whom IV and range rehabilitation are not of major interest. These might have been more acceptable if the project objectives had been different.
144. The project was able to transfer technology and information to the primary target audiences through training, but some were regarded as having tenuous relevance to indigenous vegetation conservation. However, the project was able to develop a Master’s degree (M.Sc.) programme and also managed to create goodwill and meaningful engagement with communities at all of the project sites. The project raised awareness both at the grassroots and at Government level of the importance and difficulties of community-based natural resource management.

145. The project “Reduction of Environmental Impact from Tropical Shrimp Trawling through the Introduction of Bycatch Reduction Technologies and Change of Management” aimed at reducing discards of fish and other animals such as turtles, captured by shrimp-trawlers primarily by introducing in a selected number of developing countries technologies that reduce the catch of juvenile food-fish and other bycatch.
146. By supporting or initiating a wide range of activities, from technical fishing gear experiments to scientific studies, through workshops, meetings and training sessions, the project has produced outstanding results by generating valuable information, increasing knowledge and awareness, building capacities and fostering cooperation concerning bycatch management and reduction of discards. It has also influenced policy making and drafting of legislation by mainstreaming this important environmental and fisheries issue.
147. The project objectives were clearly formulated, but also extremely ambitious. The project underestimated the time and effort requirements for substantial research, development and technical trials. Hardly any contribution was made towards the objective regarding the impact of shrimp trawling on marine habitats, as no clear outcomes or supporting activities had been identified in the project design. It is, however, evident that this objective could not be addressed effectively within the given project budget and duration. In addition, the time requirement for drafting and passing legislation was grossly underestimated.
148. However, in terms of actual and potential results, the project has clearly made impacts on the policy and strategies of the participating countries. This is reflected through the expression of increased awareness on bycatch and discard issues, the drafting and, in some instances, enactment, of legislation and regulations, and through dedicated management plans for shrimp fisheries in some cases. This also includes countries and regions where bycatch is of considerable economic value (Africa, Southeast Asia).

D. Environmental Governance

149. The aim of the project “Policy Reinforcement for Environmentally Sound and Socially Responsible Economic Development” (PRODEV) was to develop a Circular Economy (CE) in China by focusing on policy and stakeholders and the dynamics between them. Guiyang City served as the pilot, with special attention given to the important role of stakeholders in policy implementation.
150. The PRODEV project was built on the CE concept that Guiyang City initiated as early as 2002. Such strong ownership of the project was a foundation for success of the PRODEV.
151. The project attained its objectives effectively, especially in the earlier stages of conducting the policy framework study, gap analysis / identification, action plans, and demonstration policy intervention. The local government’s ownership of the project played an important role in this regard, their dedication in every aspect of the project was apparent. Delegation of responsibilities provided a clear distinction in the roles being played by various stakeholders. Thus, both the national and local level agencies contributed to the policy intervention process while at the same time earning the support of the private sector. The project enhanced public participation as information was readily accessible through the website and public forums through which the benefits of CE were disseminated. Educating the public on the environmental benefits of this project also added to its acceptance.

152. A total of 11 cities gained contact with Guiyang regarding its experience and lessons learned in the process. The replication and catalytic role of Guiyang can be confirmed. Furthermore, Guiyang's experience serves as a main reference and basis for the national CE Law enactment. The experiences gained and lessons learned in this project were incorporated in the UNEP's training kit that will be used in other international projects.
153. The introduction of the Opportunity-Risk-Value (ORV) method proved to be significant as it facilitated the involvement of stakeholders across the different stages of the project. Through this, the importance of the different sectors was highlighted at specific stages, thereby, giving them the opportunity to work on optimizing the inputs.
154. Being a pilot Circular Economy (CE) project, the level of achievement demonstrated by the PRODEV project shows that Chinese officials learned from their partners. There were, however, two setbacks which diminished the project outcome: one pertains to the non-appearance of mayor delegates from Europe due to the rule which does not allow use of EC funds to cover participation of European mayors; the other relates to the delays brought about by changes in personnel (including Government Officials in Guiyang) and administrative delays. Given more time and flexibility in the use of funding, these shortcomings could have been overcome.
155. "Partnership Between the Belgian Directorate General for Development Cooperation and UNEP" – is part of the evolution in UNEP donor cooperation modalities, by building support around thematic priorities (scientific assessment, water, poverty and environment) and programmes instead of individual projects with shorter cycles.
156. Resources were placed under three programme components: (i) Strengthening the scientific base and regional capacity for integrated environmental and water assessment; (ii) Implementing the Global Programme of Action (GPA) for the protection of the marine environment from land-based activities; and Phase III of the Nairobi River Basin project; and (iii) Capacity building to integrate and institutionalize environmental management into national poverty reduction programmes and related activities. Within each programme component, several sub-projects were designed and managed by different UNEP Divisions, often in collaboration with external institutions and sometimes UN agencies.
157. Performance and impact varied considerably among programme components and sub-projects. There were successful initiatives, in particular the scientific assessments that led to the GEO-4 reports and related publications. However, the general level of performance fell below expectations when measured against expected results. Many activities and outputs were undertaken, but they were often insufficient to consolidate pilot processes or produce the desired impact.
158. Most project initiatives aimed at influencing government policies and practices by raising awareness on various issues related to the state of the environment and the influence it has on improving livelihoods. In those cases, performance was often affected by institutional capacities and commitment, political cycles and other externalities. While the three programme components faced similar challenges, those that were more thinly spread across countries, institutions and themes had greater difficulty. Implementation was slow in most cases due to the above-mentioned factors, combined with slow delivery by some partners. The opportunity to build synergies between programme components and Divisions – sharing implementation, management or coordination arrangements; coordinating timelines,

harmonizing administrative and reporting procedures – was not acted on and is one of the Partnership’s missed opportunities.

159. The opportunities presented by the Belgian partnership agreement have been significant both in programmatic and organizational terms. From a programme perspective, the partnership has offered added value by articulating interventions around common strategic goals and, in doing so, providing greater coherence against the alternative scenario of supporting ad hoc projects. In several respects UNEP has been the Partnership’s main beneficiary. The partnership has broadened UNEP’s “window of opportunity” to promote collaboration and synergies around core priority areas – linking global objectives with tangible on-the-ground initiatives and operationalizing coordination among participating divisions.
160. The purpose of the “Global Biodiversity Forum (Phase III): Multi-Stakeholder Support for the Implementation of the Convention on Biological Diversity” was to provide a multi-stakeholder mechanism to support and enhance the achievement of the objectives of the Convention on Biological Diversity (CBD). It sought to foster analysis and constructive dialogue among a wide range of stakeholders on key ecological, economic, social and institutional issues related to biodiversity.
161. The GBF achieved many of its immediate objectives and successfully followed up on a number of recommendations from the 2000 evaluation, such as widening the range of stakeholders, engaging the private and business sectors, regionalization of the GBF and working with other conventions. However, the project was not able to quantify its results through measurable indicators. This is especially the case for longer term tracking of the GBF influence that extended over a number of years.
162. The project had a number of significant achievements. It provided an informal mechanism where the CBD Parties and major stakeholder groups were able to: explore and strengthen analyses, and debate the central issues around CBD implementation. In addition, it succeeded in expanding the CBD constituency.
163. However, the achievements were eroded by some trade offs and overall there were important flaws in the project logic which resulted in its design being overambitious. While emphasis on dialogue rather than concrete action provided an enabling framework to bring a range of perspectives, interests and experience to the same table, the impact of this approach proved difficult to measure and to some extent possibly lead to ineffectiveness as the increased understanding and capacity was not concretely tied to shared action. Also, while it was seen as desirable to continually attract newcomers to the GBF meetings in order to broaden the constituency and avoid assembling “the same old club” it compromised the quality of certain workshops and caused frustration, as ‘old’ issues were re-visited for the benefit of the ‘newcomers’..
164. There is anecdotal evidence of partnerships being forged and the organization of the meetings surely contributed to catalyzing some new cooperative partnerships and initiatives among CBD parties. However, it is clear that apart from providing a conducive environment for partnership creation there was no deliberate effort made to ensure that a certain number of partnerships were formed as prescribed in the relevant project performance indicator that featured in the original design.

E. Harmful Substances and Hazardous Waste

165. The project “Regional Program of Action and Demonstration of Sustainable Alternatives to DDT for Malaria Vector Control in Mexico and Central America” had three main goals: i) to implement demonstration projects of malaria vector control without DDT or other persistent pesticides that can be replicable in other parts of the world; ii) to strengthen national and local institutional capacity to control malaria without the use of DDT; and iii) to eliminate DDT stockpiles in the eight participating countries, namely Mexico, Belize, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama.
166. The project was successful in promoting the adoption of vector control techniques without the use of persistent insecticides in the participating countries and in increasing community participation in a variety of vector control activities. In addition, a considerable reduction in malaria cases was registered in the course of the project. However, the objective of elimination of the DDT stockpiles was only partially met after extension of the project with a period of 1 year (90 tons of a out of the total amount of 136 tons from all project countries have been destroyed).
167. One of the most successful elements of the project was its catalytic role. The project succeeded in developing a regional network and there was active exchange of best practices and lessons learned among the neighboring countries. There are many documented examples of replication of the control strategy in other neighboring localities and municipalities involving community leaders and health workers. In Guatemala, Nicaragua and, Honduras the replication was very extensive. In Costa Rica the strategy is being replicated to all Atlantic areas by Ministry of Health in order to eliminate malaria transmission. Replication was less successful in Mexico due to the late start of project activities there.
168. Some of the coordination and institutional arrangements were not in place at the start of the project. Many administrative arrangements and involvement of stakeholders were done during the implementation of the project, thus leading to delays in the start up of activities.
169. The project “Assessment of Existing Capacity and Capacity Building Needs to Analyze POPs in Developing Countries” was executed in order to assess needs of countries for laboratory analysis and the conditions necessary to conduct them in a sustainable manner, including on a regional basis under the requirements of the Stockholm Convention. A pilot study was undertaken to determine the economic feasibility of establishing a fully equipped regional laboratory in a developing country with the capacity to analyze all twelve POPs, including dioxins and furans in relevant matrices and analyse experiences and lessons learned.
170. The initial objectives of the project were satisfactorily accomplished, and in some cases project performance exceeded the expectations. The construction of a web-accessible and searchable databank containing 204 POPs laboratories worldwide, and the undertaking of capacity building activities in developing countries were the most successful outcomes. These will be highly relevant within the framework of the implementation of the monitoring component of the Stockholm Convention. The methods used for building the laboratory data base and in planning the capacity building activities proved to be accurate and remarkably efficient. However, the conclusions of these exercises confirmed the need for continued training.
171. Among the weaknesses of the project were weak country participation in some regions and the need to reformulate the feasibility study since the regional approach (one POPs laboratory serving the whole region) was not accepted, as there were several laboratories at the national

level already operational . This proved to be an advantage since networks were established between laboratories at the national level and countries started cooperating and assisting each other. In general, the sustainability of the project outcomes is a challenging issue. The project has revealed that the effective contribution of developing countries/regions to the implementation of the Stockholm and Basel Conventions is a long-term process. There is a need to upgrade the laboratories and strengthen their performance permanently as new POPs will be listed in the Convention soon. The capacity building program requires continued effort with an appropriate strategy at UNEP/GEF level.

F. Resource Efficiency – Sustainable Consumption and Production

172. The objective of the project “Mainstreaming Biodiversity Conservation into Tourism through the Development and Dissemination of Best Practices Project” was to mainstream biodiversity conservation in the tourism industry in Belize and Ecuador, by working with tourist operations to conserve biodiversity in their regions, creating a supply of sustainable tourism services, and further developing these enterprises and linking them to market demand for sustainable tourism. The project was to create a model for a market-driven conservation mechanism in areas of high biodiversity.
173. The project strategy was to have several organizations –Ecuadorian Association of Ecotourism (ASEC), Programme for Belize (Pfb), Conservation International (CI), and Rainforest Alliance (RA) – work as a team. This entailed major contributions, but also challenges, particularly the need for coordinating each organization’s modus operandi, defining work agendas, identifying and strengthening organizational and financial management capacities, and efforts to coordinate the parties involved. In addition, there was the challenge of offices being located in different countries. For instance, RA headquarters are in Costa Rica, while CI’s are in Washington.
174. Project performance surpassed the targets, and outputs were clearly the result of a well designed, strategically planned, and efficiently implemented process. The project outcomes succeeded in developing a sound impact on the defined areas of influence: a) Tourism industry operations, -supply and demand side; b) Country impact/ assisted policy, and c) Global environmental benefits versus the portfolio of UNEP responsibilities and actions within the framework of the Convention on Biological Diversity.
175. Through their Ministries of Tourism, the governments of Belize and Ecuador have built best practice tools in their policies, as well as in their development plans. The main project stakeholders have publicly shown their interest in continuing with activities launched by the project. Several tourist operations that were involved as pilot projects, continued implementing best practices, monitoring their activities, improving on some areas diagnosed by the M&E system, and in some cases, like San Ignacio Hotel in Belize, making major investments in efficient sewage and grey water management systems. Some work schedule adjustments were needed mostly because time defined for the project, in view of expected outputs, was in practice too short. A few businesses exhibited practices that were weakened, while others had been abandoned altogether on account of changes in staff, lack of time to document processes and keep records current, and in some cases due to lost motivation. All of them, however, expressed their interests and positive results in implementing what they had learned. In addition, the project increased capacity for continuous implementation of sustainable tourism best practices. Lessons and experiences from pilots were documented and widely disseminated to facilitate replication and further implementation of best practices in the tourist operation sector.

176. The project “Marketing Assistance to Nepal for Sustainable Tourism Products” (MAST-Nepal), was designed with an overall objective of improving livelihoods of the Nepalese people by expanding business opportunities of the tourism sector in Nepal to tap into the sustainable tourism market in Europe and to minimize environmental and social damage related to these products.
177. The project was a pilot, and as such, has been very successful in demonstrating that sustainable tourism can be a market asset. The project has, through the activities undertaken by the 23 participating companies, expanded sustainable activities including environmental (e.g. waste management), economic (e.g. purchasing locally) and socio-cultural sustainability (e.g. training on conservation of the Nepal World Heritage Site). There are already signs of immediate impact in terms of reduced waste flows, lower electricity bills and higher incomes among women for example.
178. The project successfully managed to provide incentives for the private sector to invest financial and human resources into sustainable tourism. In addition, it was successful in increasing awareness on how the environment is affected and how it is devalued as tourist destination, and managed to set up a system for implementing concrete activities as well as creating a system for measuring their progress. One of the most beneficial elements of the project to the companies involved was the opportunities provided for them to market themselves in Europe, broadening their business opportunities considerably. The project also provided a forum for business to business networking and sharing of experiences. The companies who had previously worked in isolation were, through the training workshops and other activities, able to share experiences and learn from each other through informal networks. One of the project partners, Netherlands Development Organization (SNV), further intends to bring more companies on board and to develop a certification system for sustainable tourism.
179. Due to political unrest in Nepal in 2005 and early 2006 the project inception was delayed by 5 months. The project, however, managed to catch up with most of the activities and their original timelines. Establishing a continuously updated and well functioning website proved to be one of the main challenges in project implementation. Nevertheless, the project has been extremely successful in documenting early signs of impact from the three pillars.
180. The project “Applying Cleaner Production to Multilateral Environmental Agreements (ACME)” was initiated to enhance the effectiveness of the implementation process of Multilateral Environmental Agreements (MEAs), focusing particularly on three MEAs that are important to industry, namely the Kyoto Protocol to the UN Framework on Climate Change (UNFCCC), the Basel Convention (BC) on the Control of Trans-boundary Movements of Hazardous Wastes and Their Disposal, and the Stockholm Convention on Persistent Organic Pollutants (POPs).
181. Despite the growing number of MEAs, their effectiveness in addressing existing and predicted global environmental challenges has remained low. It is believed that the effectiveness of MEAs can be enhanced if they integrate preventive strategies such as Cleaner Production (CP) in their implementation process. The overall goal of the ACME project was to reduce emissions of Green House Gases (GHG) and the use/ release of POPs and hazardous waste in industry – specifically in India and Ukraine. The project was designed to build institutional and technical capacity in the two countries that would allow them to respond more readily to these issues. Both countries are parties to the Basel and Climate Change Conventions and signatories to the POPs convention. However, the implementation of these MEAs in both, India and Ukraine, has been weak due to lack of institutional, administrative and financial capacity.

182. The project activities were carried out successfully in spite of a time overrun caused, in part, by delays in project start up. The overall impact of the project is of a long-term nature and cannot be observed immediately after project completion. However, the project has shown that CP approaches can facilitate the implementation of MEAs not only in the countries targeted by the project, but world wide. It effectively shared the CP-MEA methodology within its target countries and elicited considerable interest in its application as a complementary approach in implementing MEA objectives as opposed to the command approach. The CP-MEA methodology was furthermore disseminated to neighboring South East Asian countries. Thus it has been successful in meeting its key objective of increasing awareness and understanding of the CP approaches in the implementation of MEAs. The project's direct impact has extended beyond its initial intended scope. It has furthermore built capacity to help in translating the understanding of the CP-MEA methodology into practice, and has left behind a comprehensive training package as an effective tool that can be used for in-depth training and information dissemination on the utilization of CP approaches in the implementation of MEAs. While the project has achieved its stated objectives, cooperation of the Cleaner Production centers with the MEA focal points has been found to be weak. Despite the capacity building done, the MEA focal points did not take up application of CP in their MEA implementation efforts. Accordingly, the ACME project failed in achieving the application of CP in national MEA implementation. So far, there is no evidence of utilization of the outcomes of the project notwithstanding its potential.

IV. Analysis of Project Performance

183. In 2008-2009 the Evaluation Office rated the performance of 38 projects through in-depth evaluations. The evaluations covered a number of thematic priorities including Climate Change; Disasters and Conflicts; Ecosystem Management; Environmental Governance; Harmful Substances and Hazardous Waste; and Resource Efficiency – sustainable consumption and production. To measure the performance of projects and to allow for comparisons across projects.
184. Sustainability of outcomes was the area of greatest concern in the projects evaluated, and reflects the considerable challenges in its achievement. Thirty percent of the projects received a rating ‘moderately unlikely’ or lower, indicating that the probability of continued long-term project-derived outcomes and impacts after the project funding ends is low. In addition, 22 per cent of the projects received a ‘moderately unsatisfactory’ or lower rating from the monitoring and evaluation component. However, this is partly due to new standards for assessing M&E⁵ being applied to projects which commenced before the introduction of the requirement for monitoring and evaluation plans.

A. The Attainment of Objectives and Planned Results

185. Evaluations assessed the extent to which the projects’ major relevant objectives were effectively and efficiently achieved, or were expected to be achieved, and evaluated the relevance of the objectives. The overall performance of 95 per cent of the projects was ‘moderately satisfactory’ or higher (Figure 1).
186. The projects rated ‘satisfactory’ managed to achieve most of their objectives, were relatively efficient and cost-effective, and the results obtained were highly relevant to stakeholders, including governments, UN agencies and other organizations. The projects were often successful in supporting and affecting policy and decision-making at the national and local levels and project outcomes were consistent with UNEP’s missions and goals and with countries’ priorities.
187. The project “Assessment of Impacts of and Adaptation to Climate Change in Multiple Regions and Sectors” (AIACC) was rated as ‘highly satisfactory’ in achieving its objectives. It succeeded in strengthening the capacity of governments, academic institutions, communities and other stakeholders to assess climate change impacts and adaptation measures. The project trained over 100 early career scientists and the strengthened capacity was put to effective use.
188. The project “Development of an action plan for integrated management of forests and assessment of insect infestation in cedar forests in the Mediterranean region and with particular

5 GEF approved its M&E policy in 2006; the standards it contains reflect internationally accepted good practice and are therefore applied in all UNEP Evaluation Office evaluations.

emphasis on the 'Tannourine-Dadath El-Jebbeh cedar forests' was also highly successful in attaining its objectives. The project was highly relevant in terms of national priorities, it succeeded in developing a sustainable management plan and generating knowledge on the management of the globally significant cedar forests and it disseminated lessons learned and best practice integrated forest management through scientific networking.

189. In addition, the successful projects were involved in an active exchange of best practices and lessons learned and they proved to be efficient in addressing their objectives and strategic goals within the limits of their financial and staff resources. Effective adaptive management measures were often adopted throughout the projects' life cycle to ensure the achievement of objectives in a cost efficient manner.
190. Some projects had overly ambitious objectives, which could not be attained within the given timeframe or budget. This is a commonly occurring problem that has its roots in the ambitious 'promises' that are often needed to secure donor support for project proposals. In addition, delays and alterations in partnerships affected the efficiency of the projects. Some projects managed to produce excellent outputs but little evidence existed that these had been applied by target users or contributed to formal decisions and recommendations. Leadership problems, shortcomings in communication and information sharing, and particularly the lack of good information management systems and regional communication, were factors that significantly reduced the projects' effectiveness.
191. The project "Global Biodiversity Forum (Phase III): Multi-stakeholder support for the implementation of the Convention on Biological Diversity" aimed to provide a multistakeholder mechanism to support and enhance the achievement of the objectives of the CBD. The project mostly succeeded in providing information mechanisms and broadened the CBD constituency, and created a conducive environment for partnerships. However, the evaluation found no evidence that the project contributed to formal decisions and recommendations taken at the CBD level and there was only anecdotal evidence of partnerships being formed as a result of project activities.
192. The project "Botswana, Kenya and Mali: Management of indigenous vegetation for the rehabilitation of degraded lands in arid zones of Africa" was developed to conserve biodiversity and reverse land degradation, which both are major environmental problems in the arid lands of Africa. The evaluation found that the objective and the project components were generally unrealistic and insufficiently considered and proved to be far more challenging than originally thought. Thus the project was unable to achieve its objectives, mainly due to insufficient time. A regional project was designed without any evidence from small-scale projects that the approach would work.
193. In some of the projects, the dissemination of results within UNEP was inadequate and it would be highly beneficial if UNEP could identify means to bring the results to the attention of other similar projects. This speaks to the need for UNEP to improve its 'knowledge management' tools and processes.

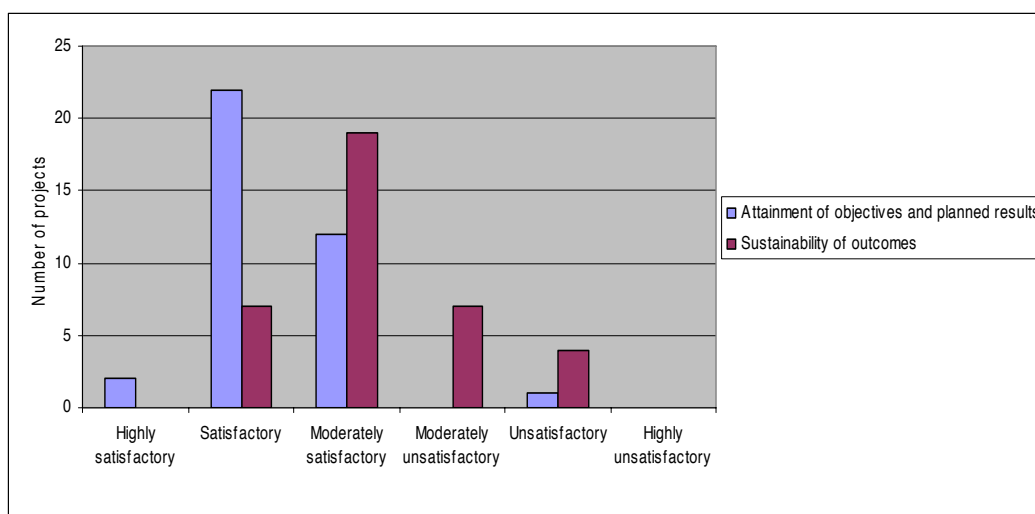
B. Sustainability of Project Outcomes

194. Sustainability was assessed in terms of risks to the continuation of long-term project-derived outcomes and impacts after the project funding had ceased. Four aspects of sustainability were considered, namely financial, socio-political, institutional framework and governance,

and environmental sustainability. Of the projects evaluated for sustainability, 70 per cent were assessed as 'likely' or 'moderately likely' to be sustainable (Figure 1.). None of the projects were assessed to be 'highly likely', and as many as 30 per cent received an unsatisfactory rating.

195. Projects most likely to be sustainable had allocated resources for continuation of the activities or additional funding was highly likely to be obtained. These projects had also succeeded in involving stakeholders whose interest in the continuation of activities beyond project completion was high.
196. The most prevalent threat to sustainability of project outcomes was lack of funding. Thus external support from local stakeholders, NGOs, governments etc for the continuation of activities was regarded as essential in cases where the projects had not become self-sustained. Whether or not the project had managed to raise political interest on local or national levels was thus seen as one of the key factors affecting the possibility for receiving additional funding and thus for the continuation of activities. In addition, the success of the projects in raising awareness and building capacity was seen as a factor increasing the likelihood of sustainability.
197. The project "Dry land livestock wild life environment interface project (DLWEIP)" aimed to promote and support sustainable land use management systems for livestock and wildlife at the interface in order to improve community livelihoods, biodiversity conservation and reduce land degradation. The objective was highly relevant to country priorities and thus there was high political will at local and national level towards sustaining the project outcomes. Local communities indicated their interest to develop the project, in some cases by providing resources.
198. The project "Indigenous peoples' network for change" aimed to advance the conservation and sustainable use of biodiversity by strengthening the capacity and knowledge of indigenous peoples to participate in processes surrounding the CBD and other relevant international instruments.' The evaluation found that financial risks were a threat to the sustainability of project outcomes since the indigenous organizations may have problems obtaining financial resources for continued work once UNEP-GEF assistance ends. In addition, the political situation in some of the countries was seen as a risk jeopardizing sustainability, mainly due to disputes about ownership of indigenous lands and resources.
199. Insecurity of the national and global economy, likelihood of natural disasters, and other external factors were seen as threats to the continuation of activities in various projects. In addition, projects situated in countries with political instability or conflict were unlikely to be sustainable, since governments either lacked interest or lacked resources to provide funding.
200. The evaluation of the project "Regional Program of Action and Demonstration of Sustainable Alternatives to DDT for Malaria Vector Control in Mexico and Central America" stated that sustainability of the project outcomes might be affected by the influence of hurricanes and tropical storms, through a reduction of financial resources due to the global financial crisis and by high migration of population in frontier areas.

Figure 1. Ratings for ‘attainment of objectives and planned results’, and for ‘sustainability of outcomes’ for the projects evaluated during 2008-2009 (n=37)



C. Achievement of Outputs and Activities

201. Evaluation of the achievement of outputs and activities was undertaken by assessing the success of the projects in producing each of the programmed outputs, both in quantity and quality, as well as in utility and timeliness. The evaluations involved an assessment of the soundness and effectiveness of the methods used, and when necessary, an assessment of the extent to which the outputs produced had the weight of scientific authority and credibility necessary to achieve the desired outcomes.
202. Approximately 78 percent of the projects succeeded in delivering all their outputs in a ‘satisfactory’ or ‘highly satisfactory’ manner. Projects carried out capacity building measures to ensure effective execution of the activities. Some projects exceeded expectations in terms of their deliverables due to a high commitment to continue activities after the formal end of the project or undertaking additional activities that were not originally planned through adaptive project management. However, time and budget limitations as well as delays in completing programmed activities lowered the achievement of outputs and activities in many cases. In spite of the limitations and delays, some projects were still successful in carrying out the activities and delivering the outputs in a satisfactory manner.
203. In some cases, the delivery of outputs was delayed due to political and administrative constraints and project extensions were required in order to successfully carry out the activities and deliver programmed outputs.

Table 2: Ratings for Achievement of Outputs and Activities

Number of projects attaining specific rating					
Highly Satisfactory	Satisfactory	Moderately Satisfactory	Moderately Unsatisfactory	Unsatisfactory	Highly Unsatisfactory
7	21	7	1	-	-

D. Monitoring and Evaluation

204. The evaluations assessed the quality, application and effectiveness of the project monitoring and evaluation plans and tools. Overall, the M&E system of the projects was rated as 'moderately satisfactory'. Of the projects evaluated for this parameter, approximately 35 per cent were rated as 'satisfactory' or higher, 43 per cent as 'moderately satisfactory', and 22 per cent of the projects received an 'unsatisfactory' rating. Overall, project performance under monitoring and evaluation was considerably higher compared to the projects evaluated in 2007. This could indicate that the new standards applied for assessing M&E have, to some extent, been adopted into project design, bearing in mind, however, that some projects were still in transition between traditional approaches to M&E, and those more recently adopted.
205. Projects that performed well often succeeded in implementing their M&E plans and had a logical framework that presented indicators for activities, outputs and outcomes. Such projects often succeeded in using the M&E plan for adaptive management, thus improving management policies and practices by learning from the outcomes of the processes.
206. Projects that performed poorly often lacked sufficient budget allocation for effective monitoring and evaluation. They also had incomplete or missing M&E plans. In some cases, the monitoring and evaluation plan lacked SMART performance indicators or the project implementation review process was not put in place. The monitoring and evaluation system, some cases, was too complex to monitor and, regardless of the comprehensiveness, needed to be simplified in order to be truly effective for the purposes of project management. The Evaluation Office observes that project staff often perceive M&E as something 'done to' a project, rather than something 'done by' the project to aid performance. Effective results-based management requires that managers monitor useful aspects of project performance, they evaluate the ongoing situation and changing conditions and respond appropriately (adaptive management). Thus project M&E is the heartland of effective project management.

E. Replicability and the Catalytic role of Projects

207. Replicability refers to the extent to which the approaches used and experiences gained could be applied in the design and implementation of other similar projects. The evaluations assessed replicability in terms of expansion, extension or replication of the project approach in other countries and/or regions, whether any steps had been taken by the project to do so, and the relevance and feasibility of these steps. A catalytic role refers to approaches that support the creation an enabling environment to help upscale new approaches to a national (or regional) level to sustainably achieve environmental benefits. Of the projects that were evaluated for this parameter, 18 per cent received a 'highly satisfactory' rating and approximately 74 per cent were rated as 'satisfactory' or 'moderately satisfactory'. This parameter is closely linked to the issue of sustainability.
208. Projects rated as being 'satisfactory' succeeded in producing outputs that facilitated the formulation of future activities in other regions and countries. Strong involvement of a wide range of stakeholders increased the potential for replication. Projects rated as 'satisfactory' for this parameter often succeeded in building capacity and raising awareness in order to support project objectives and to replicate project approaches. They frequently helped to identify other funding sources in order to finance new activities, and provided training programmes, enhanced knowledge and created linkages and networks among the project partners.

209. The project “Development of an action plan for integrated management of forests and assessment of insect infestation in cedar forests in the Mediterranean region and with particular emphasis on the Tannourine-Dadath El-Jebbeh cedar forests” was highly successful in playing a catalytic role. It succeeded in identifying additional funding sources to finance new activities based on the outcomes achieved. The trainings provided have built capacities of national and international partners allowing them to replicate the approach.
210. Projects rated as ‘unsatisfactory’ for this parameter either lacked a replication strategy, there were no activities within the projects to promote replication, or the projects were intended to play a catalytic role but failed. In some cases, the failure to produce the expected results limited the possibilities for a catalytic role and wider application of project outputs. In addition, short project durations were often a constraint to projects in terms of having sufficient time to generate tangible impacts or achieve the uptake levels needed for the continuity of outcomes. In some cases, time might have been too short for the catalytic role of the projects to become observable by the evaluation.
211. The project “Promoting ecosystem-based approaches to fisheries conservation and large marine ecosystems” (LMEs) was designed to play a catalytic role and regardless of the catalytic potential of the main outputs, they had not at the time of the evaluation, been brought into wider application.
212. It should be emphasized that projects should have a clear concept of how the outputs and outcomes could be utilised by different stakeholders and other parties, and ensure that project results are being efficiently disseminated.

F. Implementation Approach

213. The project evaluations analysed three stages of implementation; the readiness and preparedness of projects for implementation; the approach to implementation and; the supervision and backstopping of UNEP, although not all evaluations assessed all three areas. Overall the project performance was rated as ‘moderately satisfactory’ (Table 3).
214. In terms of preparation and readiness, 46 per cent of the projects evaluated received a ‘satisfactory’ rating or higher. These projects succeeded in formulating objectives and project components that were clear, practicable and feasible within the given time frame. The capacities of executing institutions and counterparts were considered, suitable partnership arrangements were identified, and the roles and responsibilities were clearly specified. The contributing partners had the expertise required for execution of the projects. Lessons from other projects were incorporated into the designs and were supported by country needs assessment surveys, technical advice and peer reviews.
215. Projects rated lower than ‘satisfactory’ often had overly ambitious time frames for the execution and completion of activities, and mismatches between the expected outcomes and planned activities. Objectives were frequently overly ambitious, the means to attain them were not clearly specified in the project documents, and causal pathways showing the linkages from project activities and outputs to the intended outcomes were usually lacking. The logical frameworks were frequently imprecise, lacking details on the quality and quantity of outputs and products expected from the project. Furthermore, where the engagement of stakeholders in the project implementation was limited, this further constrained implementation. Post-project sustainability issues were often not adequately considered and it is therefore most important that the design

of UNEP projects incorporate a strategy to sustain the intended outcomes and consider how the project's approach, outputs or lessons learned could be utilized by future similar projects.

216. In terms of implementation, 61 per cent of the projects evaluated for the parameter received a rating of 'satisfactory' or higher. The projects with high performance often had coordination units and partners strongly committed to the project and its deliverables. Successful projects characteristically had effective management and timely reporting, good information dissemination and well-linked project components. These projects were also successful in taking adaptive management measures, thus the project management was flexible and able to adapt to changing and unforeseen circumstances related to project partners and activities. The project "Assessment of existing capacity and capacity building needs to analyse POPs in developing countries" provides a good example in this regard.
217. In cases of low effectiveness of project delivery, common causes included; overly ambitious objectives, lack of participation from key members, insufficient technical assistance, shortfalls in financing, and insufficiently defined roles and responsibilities of the managing team. In addition, UNEPs internal administration processes were often regarded as having caused challenges to implementation.
218. The project "UNEP support for achieving the Johannesburg Plan of implementation target of IWRM and efficiency plans by 2005, with support to developing countries" was noted to have inadequate implementation arrangements. The implementation plan regarded as being too brief and non-specific about the roles and responsibilities of key project personnel, steering committee and the main organizations involved. According to the evaluation, some of the difficulties could have been prevented by additional detail and thought at the project design stage.
219. UNEP supervision and backstopping was rated as 'satisfactory' or higher in approximately 66 per cent of the projects evaluated for the parameter. UNEP succeeded in providing effective supervision and backstopping as well as technical, administrative and financial support to the project activities for the majority of projects. Communication with and between UNEP/GEF and the projects was good and UNEP showed adaptability, flexibility and understanding with respect to alterations in project timelines, objectives and budget allocations. In some cases, UNEP provided strong support only in the project development phase but once the project was approved, the involvement was considerably reduced. However, these projects did not seem to face any notable threats during implementation that would have required strong supervisory intervention from UNEP.
220. There were, however, a number of projects that suffered from lack of a technical coordination. In some cases, UNEP failed to fully realise the complexity of the project and had no precise idea of the necessary means for reaching the objectives, nor how the project was to be designed and organised. Some project designs did not include a plan of how UNEP (or the GEF) would utilise the completed project or the anticipated on-going activities. In some cases, UNEP was not sufficiently aware of its role in the project. For example, supervision and backstopping for the project "Global Environmental Citizenship (GEC)" was evaluated as 'unsatisfactory' and it was stated by the evaluator that "UNEP failed on the whole to provide sustained adequate support, retain its staff and to facilitate timely disbursements for much of the project". The project was seen to have suffered especially from the failure of UNEP to constitute the Regional Advisory Board which left the project coordinators and focal points without leadership.
221. It seems that some projects would have benefitted if UNEP had taken a more active role in networking the projects with other relevant UNEP-funded or implemented activities. In some

cases, UNEP failed to provide adequate feedback on the project reports and also the lack of a mid-term evaluation was sometimes regarded as an apparent omission in the implementation of the project. The lack of venue for effective planning and discussion was also noted.

Table 3: Ratings for ‘Implementation approach’ from project evaluations

	Number of projects attaining specific rating					
	Highly Satisfactory	Satisfactory	Moderately Satisfactory	Moderately Unsatisfactory	Unsatisfactory	Highly Unsatisfactory
Preparedness and readiness	4	12	13	2	3	1
Implementation approach	6	11	7	1	3	-
UENP supervision	2	21	8	3	1	-

G. Country Ownership

222. The evaluation parameter of country ownership assessed the relevance of the project intervention to national development and environmental agendas, recipient country commitments, and regional and international agreements. Of the projects evaluated for this parameter, 64 percent were rated as ‘satisfactory’ or or higher.
223. The projects rated a ‘satisfactory’ for this parameter had design and implementation methods which were in line with, and relevant to, national agendas, priorities and plans. As a sign of a strong country ownership, the governments participated in project activities, assured financial support, approved and implemented policies and regulatory frameworks that coincided with the project objectives, and integrated project activities into their work planning processes. The level of country ownership was noted to increase when the project activities contributed to issues and concerns relevant to national priorities. Some projects were able to increase country ownership through peer-to-peer knowledge sharing and networking. In addition, capacity building activities were noted to work for the benefit of participating countries, and often encouraged their continued involvement in project activities.
224. The project “Fostering a global-dialogue on oceans, coasts, and SIDS, and on freshwater-coastal-marine interlinkages” experienced high country ownership and was successful in engaging the right stakeholders. The project raised strong awareness at high political level and was seen as a useful tool by government officials.
225. Low country ownership was in some cases caused by a limited awareness and involvement of decision makers, and by a lack of voluntary contributions to support the project. These problems were sometimes attributed to a lack of consultation during project design. In some cases, poor country ownership was due to country’s inability to make the financial contributions required.
226. The evaluation of the project “Sustainable land use planning for integrated land and water management for disaster preparedness and vulnerability reduction in the Limpopo Basin” found that there was an overall lack of ownership in the project. This was seen to jeopardize the project’s achievements and sustainability. The countries did not show relevant commitment through provision of extra financial support to project activities. However, country ownership was also diminished because the provincial government officials were not adequately involved in the decision processes nor training activities of the project, the roles of stakeholders were not clear and requests and suggestions made locally were not always listened to.

227. In addition, projects rated as unsatisfactory often lacked attempts to involve governments in the project activities and decision processes. Requests and suggestions made locally were not always listened to, and in some cases, the project management team made most of the decisions and thus inhibited the development of a strong country ownership.
228. Ownership and country participation also varied considerably due to factors that were beyond the project's control. For example the lack of enabling legislation, institutional mandates and budget support clearly influenced national responses. In addition, the high turnover of national participants, that many projects experienced, affected participation and ownership.

H. Stakeholder Involvement

229. Stakeholder involvement was evaluated by assessing information dissemination efforts, consultation processes and stakeholder participation. Of the projects rated, 78 per cent were able to involve stakeholders in a manner which was rated as 'satisfactory' or 'highly satisfactory'.
230. Projects that were rated as 'satisfactory' were successful in achieving stakeholder involvement throughout all of these aspects. The projects adequately identified a variety of stakeholders that could have been either positively or negatively affected by the project and used various tools to create enabling conditions for stakeholder participation, such as information sharing, training programmes, workshops and meetings. By so doing, the projects ensured that stakeholders participated in strategic decision making processes regarding the orientation, design, implementation and evaluation of the project activities. They often received regular information on project progress towards outcomes, and benefited from the exchange of knowledge between the different stakeholder groups. In addition, the projects rated as 'satisfactory' commonly implemented outreach and public awareness campaigns, stakeholders were involved in consultation processes and contributed to a number of project activities.
231. In some cases, the establishment of a Local Steering Committee was an effective approach. Although these might not have involved a large number of stakeholders, they provided an opportunity for the core stakeholders to be meaningfully involved in decision making and implementation.
232. The project "Conservation and sustainable use of biodiversity through sound tourism development in biosphere reserves in Central and Eastern Europe" was highly effective in involving stakeholders and communication with stakeholders and local people was seen as one of the key elements during its development. The project established local steering committees in each of the three Biosphere Reserves and provided an opportunity for the key stakeholders to be fully involved in the decision making.
233. The projects that had insufficient stakeholder involvement often failed to keep all relevant stakeholders informed and involved throughout the implementation of the project. As a result some stakeholders were neither clear of the project objectives, nor of their roles in the project. Projects rated 'unsatisfactory' for this parameter were often executed by implementing a "top-down" approach.
234. Evaluation of the project "Sustainable land use planning for integrated land and water management for disaster preparedness and vulnerability reduction in the Limpopo Basin" found that the key stakeholders were not sufficiently involved during the project

implementation. The project suffered from lack of ownership to the extent that some of the stakeholders were not acquainted with the project.

235. The budget required for effective stakeholder engagement was, in some cases, insufficient. Often, the projects underestimated the extent of stakeholder engagement needed to successfully carry out the planned activities. In addition, public awareness activities were not built into the design of the project and hence they were not a feature of the project or its budget. In some cases, signs of conflict with the core stakeholders or lack of interest among the stakeholders towards the project was visible. External factors, such as changes in administration or leadership were sometimes observed as acting to limit stakeholder involvement.

I. Financial Planning and Management

236. Evaluation of financial planning and management was conducted by assessing the quality and effectiveness of planning and control of financial resources throughout a project's lifetime. Of the projects rated for this parameter, 62 per cent was evaluated as 'satisfactory' or 'highly satisfactory'.
237. Projects rated as 'satisfactory' had no irregularities in the disbursement and spending of project funds. They had successfully adopted the financial controls, including clearly designed procedures, timely and accurate reports, efficient planning, audits, and contextual communication. These controls allowed project management to make informed decisions regarding the project budget, and allowed for a proper and timely flow of funds to support the production of project deliverables. Full financial accountability and transparency was established for all activities and, in cases where budget readjustments were needed, these were done in a transparent manner. Most projects also succeeded in attracting additional co-funding.
238. Projects rated as 'unsatisfactory' often failed to deliver funds in a timely manner, and disbursement was delayed by weeks or even months. This, in turn, strained the relationship between the project and its stakeholders. In some cases there were inconsistencies in the budget allocation figures between different financial reports.
239. Some projects failed to deliver accurate financial planning, resulting in over- or under budgeting of project activities. This, in turn, led into a need to execute numerous budget revisions. Poor financial planning also resulted in delays in project implementation. Some projects rated as 'unsatisfactory' also lacked sustainable funding, the allocation of funds was insufficient, or there was a shortfall in co-financing. In some cases the projects' financial performance was significantly affected by external factors, such as devaluation of currency, raised management costs, unexpected loss of co-financing, or political instability. These impacted upon the planned budget and often reduced the cost-effectiveness of the projects.
240. The project "Global Environmental Citizenship (GEC)" experienced considerable delays in the disbursement of project funds which again lead to considerable delays in project implementation. Some project activities had to be rescheduled and even cancelled due to a lack of the flow of funds in a timely manner. Many of the stakeholders even invested their own funds to minimize the unrest and some decided to leave the project after feeling their reputation was compromised by the project's inability to deliver. In addition, consultation with stakeholders over financial decision-making was insufficient and most decision making was done by UNEP. Thus time and resources were lost due to the project's administrative and management failures.

Table 4. Summary of the number of projects receiving ratings for each of the evaluation parameters assessed.

Parameter	Highly satisfactory	Satisfactory	Moderately satisfactory	Moderately unsatisfactory	Unsatisfactory	Highly unsatisfactory
Attainment of objectives and planned results	2	22	12	0	1	0
Sustainability of outcomes	0	7	19	7	4	0
Achievement of outputs and activities	7	21	7	1	0	0
Cost effectiveness	6	18	9	3	0	0
M&E	3	10	16	4	4	0
Catalytic role/ replicability	6	19	6	3	0	0
Preparedness and readiness	4	12	13	2	3	1
Country ownership	6	17	10	1	2	0
Stakeholder involvement	8	21	7	0	1	0
Financial planning	6	17	9	4	1	0
Implementation approach	6	11	7	1	3	0
UNEP supervision and backstopping	2	21	8	3	1	0
Overall rating	1	21	14	2	0	0

V. Quality of Project Supervision Review 2009

241. The approach adopted by UNEP in preparing for implementation of the POW 2010-2011 sees a vastly increased emphasis in the use of projects as the delivery modality for the achievement of the POW/MTS Expected Accomplishments. Previous studies⁶ have shown that projects receiving good supervision are twice as likely to achieve the desired project outcomes and results as compared to projects receiving less satisfactory supervision. Therefore, a greater focus on quality of supervision by UNEP staff, reinforced by regular assessments of such supervision, will help to ensure that project supervision is of high quality and, as a result, that a large proportion of UNEP projects will achieve their intended outcomes.
242. In the 2007 Global Environment Facility (GEF) Annual Performance Review (APR), the GEF Evaluation Office (GEF/EO) initiated a review process whereby projects were assessed on the quality of the project supervision provided by the responsible implementing agency. The results from the 2007 review indicated a variance in quality of supervision of GEF funded projects among and within the implementing agencies, and identified a need for UNEP to improve its performance in this regard. Based on those findings steps were taken by UNEP, and the other agencies, to improve supervision, with the ultimate goal of increasing the percentage of GEF funded projects achieving their objectives. Two years later the GEF/EO conducted a second supervision review for the 2009 APR, and a simultaneous parallel review, utilizing the same assessment method, was conducted by UNEP's Evaluation Office in collaboration with the Quality Assurance Section (QAS). The results of both studies showed an increase in the quality of supervision of UNEP GEF projects compared to the 2007 GEF/EO review.

A. Review objective and approach

243. The objective of the UNEP QPS review was to assess the quality and rigour of the project supervision work that forms a key part of the oversight role of DGEF with respect to GEF projects, and to better understand the supervision and management roles that are involved in the successful implementation of non-GEF UNEP projects. The review was used to triangulate and supplement data and findings gathered through the parallel GEF/EO study, to provide insights to improve both UNEP project supervision and the supervisions review methods themselves. To aid comparisons with the GEF/EO supervision review, UNEP's Evaluation Office selected GEF projects from among the sample selected by GE/FEO and included two additional non-GEF funded UNEP projects.
244. For the purposes of the review, project supervision was defined as “identification, tracking and response to risks and other issues affecting project implementation and achievement of project objectives”. This is broadly consistent with the definition subsequently adopted in the

⁶ World Bank Quality Assurance Group - Studies on Quality of Project Supervision. http://siteresources.worldbank.org/INTQAGNEW/Resources/QSA7_Synthesis_Report_June-07.pdf

forthcoming UNEP Programme Manual which states: “Project supervision is understood as all activities undertaken by UNEP staff to secure effective and efficient delivery of the project outputs and achievement of project outcome”. It is important to note that assessment of project supervision does not assess the performance of projects per se, but focuses on the work done in the supervision / management of project implementation. It is possible (though less likely) that a poorly performing project may, nevertheless, be receiving exemplary supervision. Similarly, a project performing well may be doing so despite poor supervisory inputs.

245. The supervision assessments focus on five key areas:
- Adequacy of project supervision plans, inputs and processes
 - Emphasis given to outcome monitoring (results-based project management)
 - Realism/candor of project reporting and rating
 - Quality of documentation of project supervision activities
 - Adequacy of financial, administrative and other fiduciary aspects of project implementation supervision
246. Within each supervision aspect are a number of criteria for assessment (See Table 5)

Table 5: Project Supervision Review Criteria

1	Supervision Focus on Results
1.1	Identification and Assessment of Problems
	a) Timely identification and assessment of implementation problems?
	b) Timely identification and assessment of possible threats to GEB/ or overall project objective?
1.2	Focus on Sustainability (extent to which supervision paid attention to this aspect)
	a) Stakeholder ownership
	b) Technical assistance, training and capacity building
	c) Financial sustainability
1.3	Actions Taken and Follow-Up
	a) Appropriateness of advice and proposed solutions
	b) Appropriateness and speed of follow-up action
	c) Impact and effectiveness of actions
	d) Quality and timeliness of Mid-Term Evaluation (if any)?
	e) Quality and timeliness of follow up plan (if any)?
1.4	Performance Monitoring
	a) Extent to which the TM made use of the overall objective and outcome indicators to assess the project's implementation, as reported in the PIR?
	b) Extent to which the indicators (both quantitative and qualitative) have been used to identify and address potential obstacles to the achievement of the project objectives or GEB (attention to long-term objective)?
2	Supervision of Fiduciary / Due Diligence Aspects
2.1	Procurement
2.2	Financial Management
2.3	Legal Aspects <i>e.g., Legal compliance; clarity/ timeliness of advice</i>
3	Adequacy of Supervision Inputs and Processes
3.1	Staffing
	a) Staff continuity
3.2	Supervision Activities
	a) Quality of mission preparation and effectiveness of time spent in the field
	b) Quality of preparation of steering committee meetings

	c) Quality of technical input
3.3	Quality of Supervision Documentation
3.4	Effectiveness of Relationships
	a) With the executing partner
	b) With other IA for jointly implemented projects
	c) With co-financing organizations and other stakeholders
3.5	Management Inputs
	a) Adequacy and speed of management attention and actions
	b) Adequacy of supervision budget (as indicated in the costed project supervision plan)
	c) Effectiveness of budget use
4	Candor and Quality of Project Performance Reporting
4.1	Extent to which ratings reflect actual conditions?
4.2	Adequate explanation of ratings, and of any change in ratings?
4.3	Accuracy of ratings of project components and risk assessment?
4.5	Quality and timeliness of data (including intermediate outcome indicators) to support the key performance indicators?

247. Each of the supervision assessment criteria was assessed in relation to the specific implementation context of the project. The project context was established through consideration of: a) the quality of the project design; b) the quality of the logical framework and M&E plan; c) the readiness for implementation at project approval (institutional arrangements, personnel TORs, logistics, procurement, quality of workplan); and d) the overall project implementation performance prior to and during the supervision review period (July 2006 to the end of 2008).

248. The review process involved establishment of a panel comprising; one representative of the QAS, two Evaluation Office staff and a senior staff member from one of the UNEP Divisions, in an ex-officio capacity. A consultant with expertise and experience in project supervision and management was contracted by the Evaluation Office to review the extensive project supervision documentation and prepare formal project supervision review sheets assessing each criterion for each of the projects selected for the review. The review sheets were used by the panel to inform interviews with the individual Task/ Project Managers. Following the interviews, the supervision ratings for each project were agreed by the Panel.

The QPS review consisted of the following steps:

- Identification of the sample of projects;
- Review of supervision documentation by consultant evaluator and preparation of draft QPS review sheets for each project, based on review template;
- Consultant follow-up by email and/or phone with Project Managers and Fund Management Officers (FMOs) on review points requiring clarification or additional information. Draft QPS review sheets screened for errors of fact;
- Panel discussion of QPS review sheets with Task/ Project Managers;
- Final project supervision ratings agreed by Panel.

B. Review findings

249 Overall, 7 projects (70%) achieved a ‘Satisfactory’ supervision rating (Table 6). The remaining, three projects were rated ‘Moderately Satisfactory’. There were no projects in the unsatisfactory range (MU – HU). These results should, however, be interpreted with caution. The non-GEF funded UNEP projects were chosen because of the availability of good supervision

/ monitoring data, and in this regard they are, perhaps, not generally representative of the UNEP project portfolio. Anecdotal evidence, and findings from completed project terminal evaluations suggest that formal project management/ supervision documentation is rather weak for many non-GEF funded UNEP projects.

250. Within all projects reviewed, the individual supervision element “Emphasis given to outcome monitoring (results-based project management)” was highest rated, with an average rating of ‘Satisfactory’ (4.8). Two supervision elements, ‘Quality of documentation of project supervision activities’ and ‘Realism / candor of project reporting and rating’ were the lowest rated, with an average rating of ‘Moderately Satisfactory’ (4.3 and 4.4 respectively). The findings mainly reflect the supervision of GEF-funded projects and whilst there is still room for improvement, the supervision performance has significantly improved since the first supervision review conducted by GEF/EO in 2006/7.
251. The review highlighted that project supervision / management requirements and expectations for non-GEF funded projects are not clearly defined. However, the new monitoring approach to be applied in the implementation of the 2010-2011 POW, as described in the Programme Manual, potentially addresses many of the current supervision weaknesses. The review of supervision documentation also highlighted that the GEF Project Implementation Reports (PIRs) that monitor progress, performance and risks are completed in an inconsistent manner from one project to the next.
252. The review findings suggest that operational problems present more frequent challenges to project implementation than those of a technical nature. To improve project performance and reduce supervision challenges, it would be beneficial for project designs to present a specific review and assessment of potential operational risks, these risks should be formally re-visited and re-assessed at the project inception stage.
253. The supervision of project finances is another area that often presents difficulties and the relatively low rating (MS) reflects this. Supervision efforts should place greater emphasis on budget monitoring. This is particularly true for projects with complex implementation arrangements involving multiple partners. A contributing factor appears to be the lack of accurate real-time project expenditure information. This is a constraint felt by many UNEP project managers / supervisors. The provision of centralised systems that supply accurate and reliable real-time expenditure and budget information is an issue of the highest priority for UNEP if the transition to a results-oriented project modality in the POW 2010-11 and beyond is to be managed effectively and efficiently.
254. The full details of the review method and the complete supervision review findings are available in the Quality of Project Supervision Review report⁷.

Conclusions and recommendations

255. The Quality of Project Supervision review highlighted a number of deficiencies and opportunities for improvement. These are addressed in the following recommendations:

Recommendation 1: UNEP should develop minimum standards for reporting and monitoring for all projects, minimum standards should be clearly articulated in the Programme Manual.

⁷ Report available on the Evaluation Office website <http://www.unep.org/eou>.

Recommendation 2: Clear guidelines and standard roles and responsibilities should be provided to Task / Project Managers indicating their specific responsibilities vis-à-vis project supervision / management. When the review was initiated there was no document that specifically outlined expectations for project supervision UNEP-wide. Correspondingly, there was no standard (see recommendation 1) against which performance could be measured. Such standards and guidelines underpin effective results-oriented project management and would usefully inform staff work planning and performance assessment. The programme manual now contains draft guidelines for project supervision, minimum standards have yet to be defined.

Recommendation 3: Procedures need to be put in place to ensure consistency and completeness of progress monitoring approaches - Project Implementation Reports in DGEF and 6 monthly Progress Reports for non-GEF projects. These should be considered a primary tool for project and portfolio monitoring and tracking of supervision issues.

Recommendation 4: Progress reporting should be made as flexible and easy to complete as possible. This includes providing easily understood guidance for completion of PIRs / progress reports. There should also be a requirement that a ready-to-use draft PIR / progress reporting form be included within the final project document at approval, with project data and objectives, outcomes, activities, indicators, milestones and mid-point targets already filled in based on the initial project workplan and logframe. This will assist in consistency of reporting especially where execution takes place among UNEP divisions and with collaborating partners.

Recommendation 5: Key supervision procedures should be clearly documented, and tools such as step-by-step checklists provided to Task / Project Managers and FMOs to assist in supervision duties. Key supervision procedures include the processing of project extensions, work plan revisions and budget revisions should all be made available in the UNEP Programme Manual.

Recommendation 6: For maximum effect on organizational behaviour it should become standard practice that project supervision performance assessments are fully disclosed within UNEP, and that the key responsibilities of project / task managers in project supervision be reflected in PAS workplans and appraisals

256. Conclusion It is envisaged that a rigorous review of a sample of projects (5-10% of the project portfolio) will henceforth be conducted on an annual basis as a normal part of the monitoring and evaluation of the implementation of UNEP's Programme of Work. Further QPS reviews should be conducted to establish the effectiveness of these new processes and requirements.

Table 6. Summary of project supervision performance

GEF ID	Project Title	1. Adequacy of project supervision plans, inputs and processes	2. Emphasis given to outcome monitoring (results-based project management)	3. Realism / candor of project reporting and rating	4. Quality of documentation of project supervision activities	5. Adequacy of financial, administrative and other fiduciary aspects	Overall Supervision Rating
885	Reversing Environmental Degradation Trends in the South China Sea and Gulf of Thailand	MU	S	MS	MU	S	Moderately Satisfactory
1025	In Situ/On Farm Conservation and Use of Agricultural Biodiversity (Horticultural Crops and Wild Fruit Species) in Central Asia	S	S	S	S	S	Satisfactory
1258	Enhancing Conservation of the Critical Network of Sites of Wetlands Required by Migratory Waterbirds on the African/Eurasian Flyways	S	S	S	MS	S	Satisfactory
1329	Land Degradation Assessment in Drylands (LADA)	S	S	S	MS	MS	Satisfactory
1591	Regional Program of Action and Demonstration of Sustainable Alternatives to DDT for Malaria Vector Control in Mexico and Central America	S	S	MS	S	S	Satisfactory
1666	Development and Implementation of a Sustainable Resource Management Plan for Marsabit Mountain and its associated Watersheds	MS	S	MS	MS	S	Moderately Satisfactory
1780	Joint Geophysical Imaging (JGI) Methodology for Geothermal Reservoir Assessment	S	S	S	S	S	Satisfactory
1842	Indigenous Peoples' Network for Change (IPNC)	MS	MS	MS	S	S	Moderately Satisfactory
NA	Financing for Renewable Energy in the Mediterranean (MedREP) (DTIE)	S	S	S	MS	S	Satisfactory
NA	Great Ape Survival Project (GRASP) (DEPI)	S	S	MS	MS	S	Satisfactory
	Average Rating by Supervision Element (Numerical Average)	4.6	4.8	4.4	4.3	4.7	
		(S)	(S)	(MS)	(MS)	(S)	

VI. Compliance with evaluation recommendations

257. The Evaluation Office promotes operational improvements in UNEP projects and programmes through identification of appropriate recommendations in evaluations and through a compliance procedure for their implementation. According to a recent study by UNEG⁸, in 1996 UNEP became one of the first UN agency evaluation functions to introduce a process to monitor and promote compliance with evaluation recommendations.

Figure 2: Purpose of an evaluation recommendation compliance process



258. UNEP's compliance procedure provides support for, and follow-up on, recommendations of evaluations conducted within the organization and requires that the implementation status of formal evaluation recommendations be reported to the Evaluation Office by programme and project managers. In 2007, the Evaluation Office revised its compliance procedures to enhance the efficiency of the compliance process and to provide greater 'incentives' for compliance by project and programme staff through the public disclosure of compliance rates by UNEP Divisions and by tracking compliance for a defined period of time (18 months). The new procedure was applied throughout 2008-09, and led to improvements in the level of compliance with evaluation recommendations.

A. Summary of the recommendation compliance procedure.

259. Following the completion of an evaluation, an implementation plan must be prepared by the responsible officer of the project / programme as soon as the finalised evaluation report is sent by the Evaluation Office. A one month deadline for submission of the proposed implementation plan is imposed from the date the Evaluation Office sends the final evaluation report.
260. The implementation plan specifies; whether a recommendation has been accepted, how the recommendation will be implemented, who is responsible for its implementation, the date by which the implementation of the recommendation is expected to be completed, and what actions have already been taken (if any). Where a recommendation is rejected by the project / programme management an explanation must be provided as to why the recommendation cannot be implemented and, where appropriate, an alternative course of action will be specified.

⁸ UN Evaluation Group (2008). Management response and follow-up to evaluation recommendations: Overview and lessons learned. Evaluation Quality Enhancement Task Force.

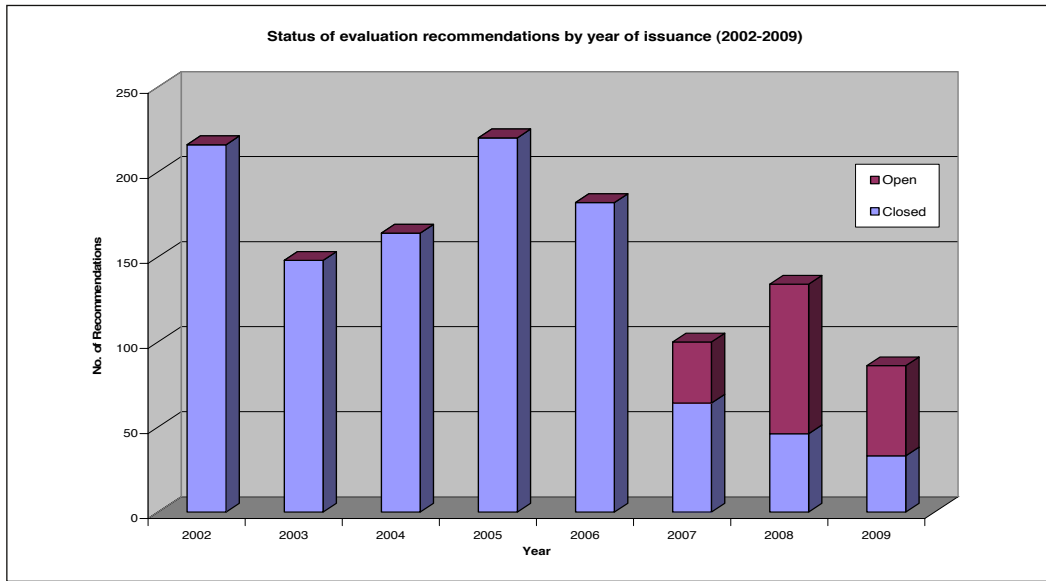
261. If an implementation plan has not been received by the Evaluation Office within the specified one month period, this is recorded as non-compliance for all recommendations specified in the evaluation report (see below). After the implementation plan has been completed, the Evaluation Office will follow-up with the substantive office on the status of implementation of recommendations at six month intervals and report on the levels of compliance to the Deputy Executive Director. This is done in September and in March every year.
262. At each assessment point, the progress in implementing agreed recommendations, as recorded by the responsible staff in updates to the implementation plan, is assessed. On the basis of the evidence provided in the implementation plan progress updates received, recommendations are deemed to be:
- Fully implemented (compliant),
 - Partially implemented (partially compliant),
 - Not implemented (not compliant).
 - No further action required (if events overtake what is planned)
263. When a recommendation has been fully implemented it will be recorded as such and ‘closed’, no further follow-up is required. All other recommendations will remain ‘open’. When a recommendation has reached the third assessment point (i.e. 18 months after the first assessment point) it will automatically be recorded as ‘closed’. The status of implementation of the recommendation will also be recorded at this time⁹ and no further changes to this status will be made. If the Evaluation Office does not receive an updated implementation plan prior to the compliance assessment process, any remaining recommendations are ‘closed’ with the level of compliance unchanged from the previous assessment point. Any recommendations from mid-term evaluations that were not fully implemented after three assessment points will be considered in the terminal evaluation of the project / programme and incorporated into the terms of reference accordingly.

B. Overview of compliance with subprogramme and project evaluation recommendations 2002 -2009 and compliance status by Division

264. The Evaluation Office conducted a combined total of 135 subprogramme and project evaluations between 2002-2009, which resulted in 1142 recommendations being issued. As of December 2009, a total of 664 recommendations (58%) had been fully implemented (compliant-closed) and 108 (9%) were partially implemented (partially compliant). A total of 128 recommendations (11%) were not implemented and as such were deemed ‘not compliant’. Overall, 67 per cent of recommendations have been either fully or partially implemented. During 2008-2009 reporting period, a total of 370 recommendations were considered. This total was comprised of 331 recommendations brought forward from prior years and 39 recommendations issued in 2008 and 2009. The Evaluation Office deemed (24%) of recommendations considered in 2008-2009 to be fully implemented (compliant-closed).

⁹ Therefore recommendations reaching the third assessment point can be recorded as: ‘compliant-closed’, ‘partially compliant-closed’, ‘no further action required-closed’, or ‘not compliant-closed’

Figure 3. Note: In 2007, a new procedure to deal with evaluation recommendation compliance was introduced. As a result many recommendations issued between 2002 -2006 were closed as 'not compliant'.



265. Recommendations were issued for 35 of the 37 projects evaluated in 2008-2009. During 2008–09, 37 implementation plans were requested and 25 (67%) responded by providing a management response in the required format. Twelve (32%) of the projects evaluated between 2008 and 2009 did not respond to the Evaluation Office’s requests for an implementation plan for evaluation recommendations. Of the 12 projects that failed to prepare a management response for evaluation recommendations 11 were from DGEF. The remaining project was from DEPI. DGEF, has recently taken steps to improve compliance levels.

266. The following graphs show the number of evaluation recommendations issued each year between 2002 and 2009 for each division. The compliance/ closure over time for these recommendations is shown in annual cohorts according to the year in which the recommendation was issued.

Figure 4: DCPI – Compliance with evaluation recommendations 2002–2009

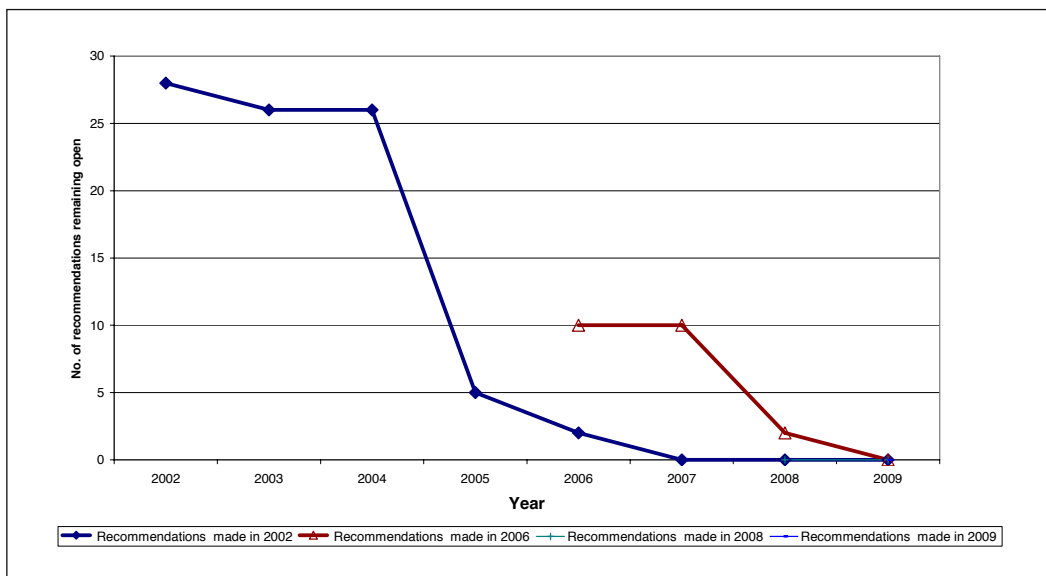


Figure 5: DRC – Compliance with evaluation recommendations 2002–2009

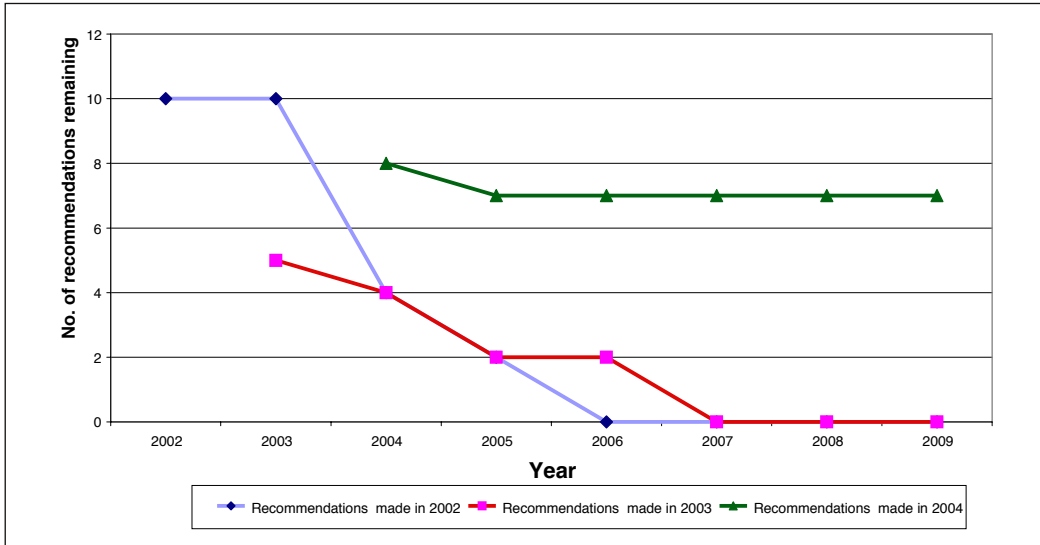


Figure 6: DEPI – Compliance with evaluation recommendations 2002–2009

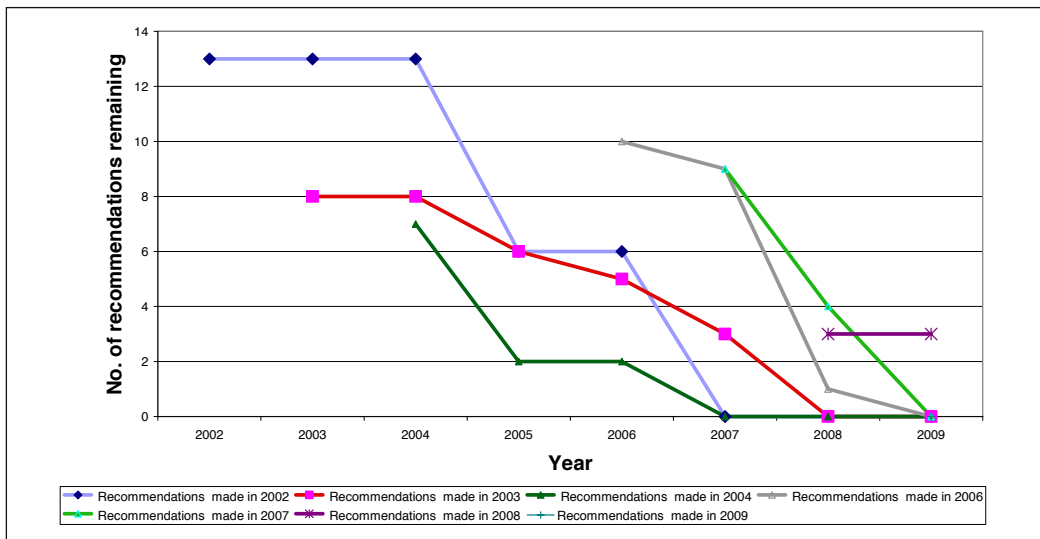


Figure 7: DEWA – Compliance with evaluation recommendations 2002–2009

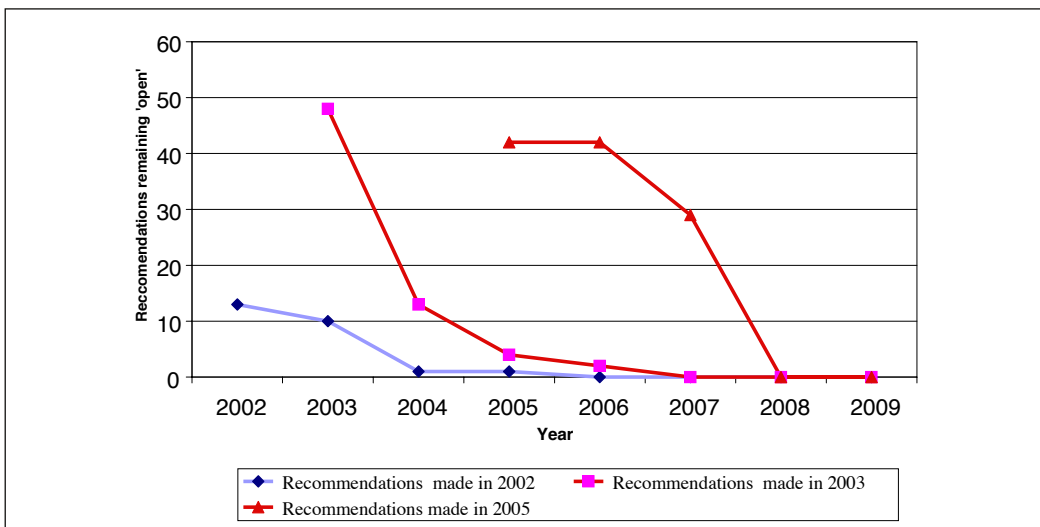
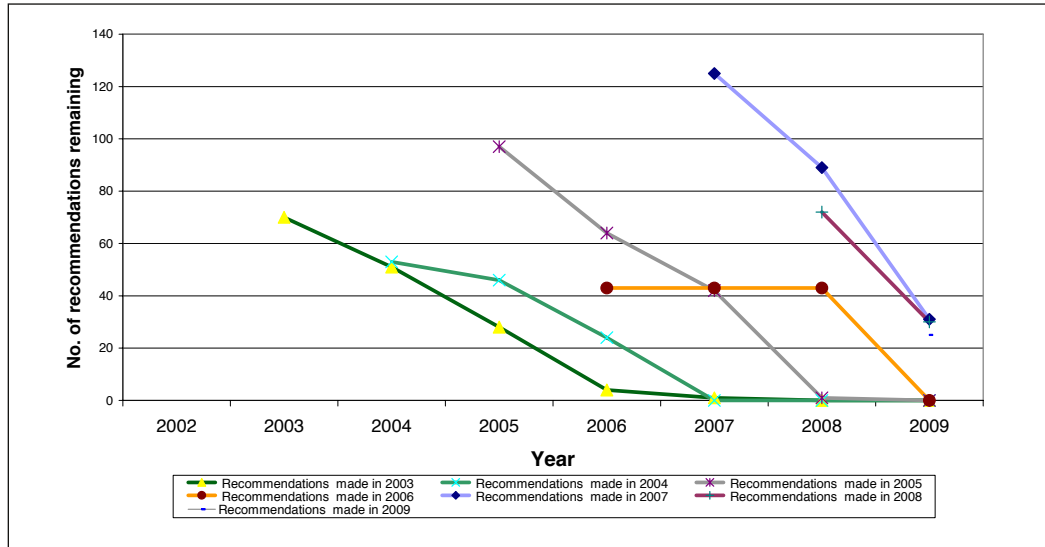


Figure 8: DGEF – Compliance with evaluation recommendations 2002–2009



NB: During 2005, 100 recommendations were issued, but in 2008, 41% of these were closed as 'not compliant' as no reporting had been completed. Similarly, in 2006, 43 recommendations were issued, but were all closed and deemed to be 'not compliant' in 2009 as no reporting had been completed.

Figure 9: DEC & DPDL – Compliance with evaluation recommendations 2002–2007

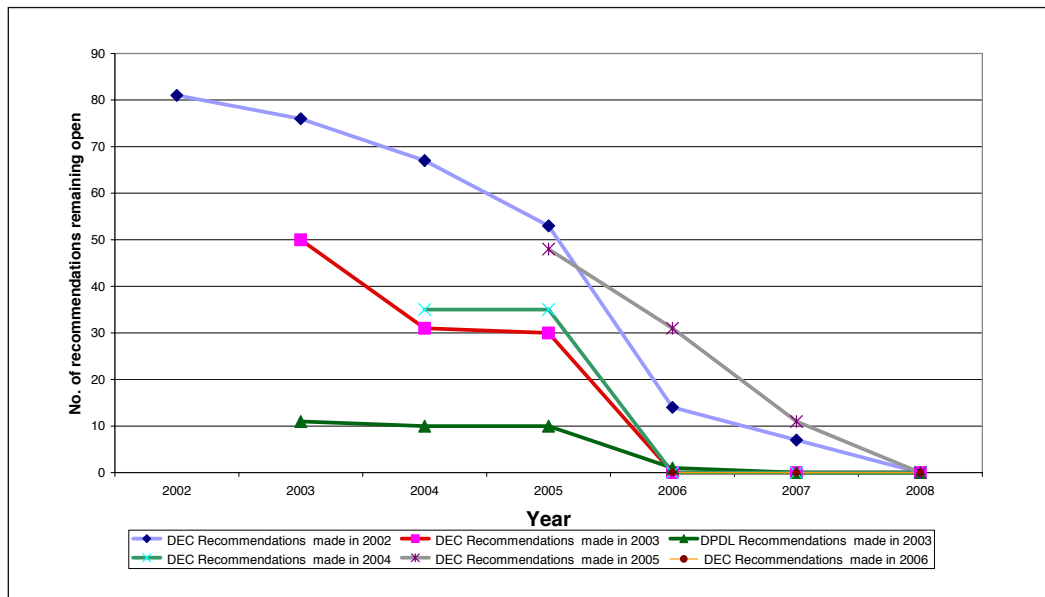


Figure 10: DELC – Evaluation Recommendation Compliance 2007–2009

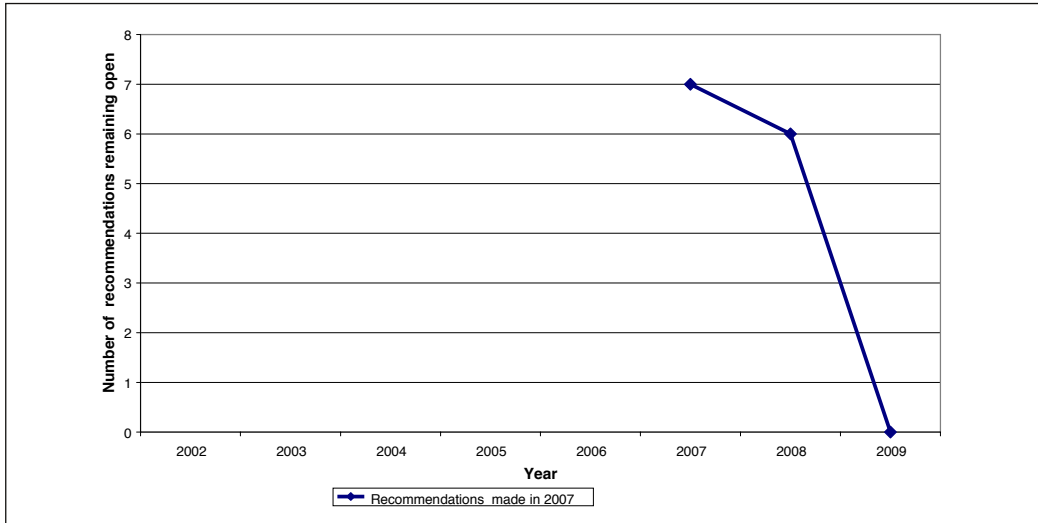
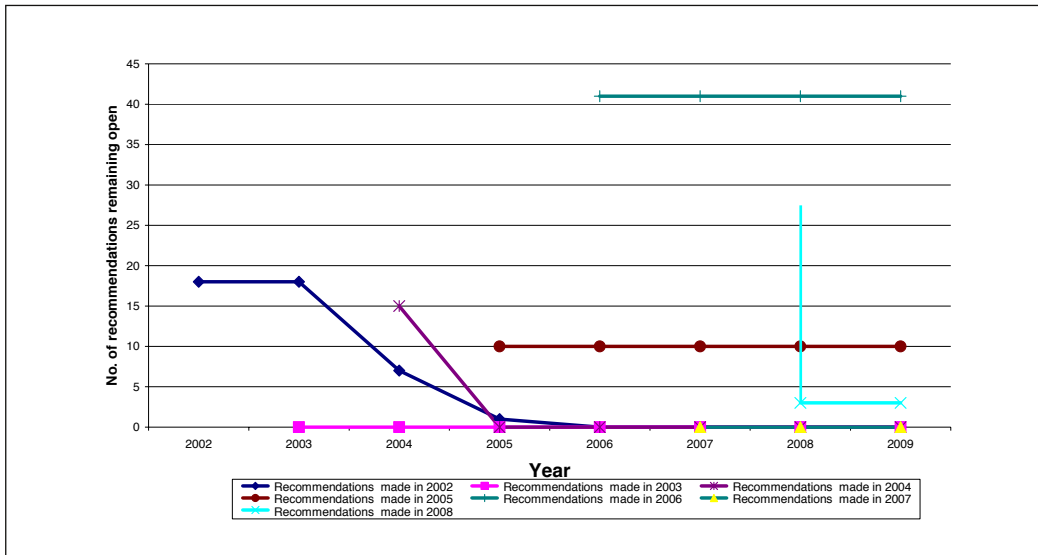


Figure 11: DTIE – Compliance with evaluation recommendation 2002–2009

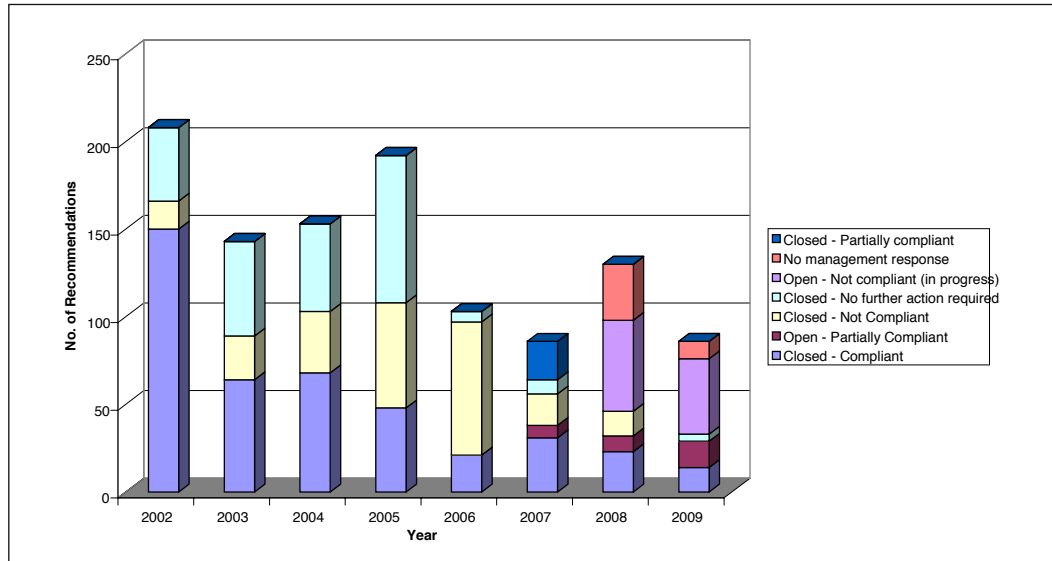


NB: The response to evaluation recommendations for DTIE shows improvement. Of the 27 recommendations issued in 2008, 24 were closed within the same year. There were, however, delays in DTIE’s completion of evaluation recommendation implementation plans.

267. Two hundred and twenty four (224) recommendations were issued for 35 project evaluations in 2008-2009. Three projects did not issue any recommendations. The Evaluation Office deemed:

- 32 recommendations (14%) to have been fully addressed (closed compliant);
- 24 recommendations (10%) to have been partially implemented (open- partially compliant) and;
- 118 (52%) remain open and are either yet to commence implementation or formally report progress made (not complaint or ‘no management response’) Figure 12.

Figure 12: UNEP's Compliance with Evaluation Recommendation 2002–2009



268. Recommendations from the remaining five project evaluations conducted in 2008-2009 are yet to reach their first assessment point, which will occur in March 2010.
269. Over the period between 2002 and 2009, our analysis of the levels of compliance with reporting on evaluation recommendations show considerable improvement in the levels of compliance. This has been facilitated by disclosure by the Evaluation Office of compliance levels and the direct intervention of the Executive Director to begin use of the levels of compliance with evaluation recommendations, aggregated to a Divisional level at six-monthly intervals, as a management performance measure. This is beginning to improve the response rates to individual evaluation implementation plans.
270. In general whilst recommendation compliance is improving, better performance is constrained by the following:
- Project/ programme managers not always completing the required 'implementation plan' as requested.
 - Project/ programme managers not always updating progress in the implementation of evaluation recommendations.

Recommendation

271. Improved recommendation compliance (and hence operational improvements in UNEP projects and programmes) would be fostered if prompt completion of evaluation implementation plans, and their subsequent progress updates, were included as a standard project supervision requirement in the UNEP Programme Manual, reinforced by the inclusion of such supervision requirements into staff PAS assessments of project and programme managers.

VII. Approach to the Evaluation of the Medium Term Strategy

272. The Medium Term Strategy (MTS) provides the strategic context for the Programmes of Work for 2010-2011 and 2012-2013. UNEP seeks to realize its vision by focusing its efforts for 2010–2013 on six cross-cutting thematic priorities. The MTS specifies the following objectives: (a) to significantly enhance UNEP’s capacity to deliver on the Bali Strategic Plan for Technology Support and Capacity-building; (b) to further embrace UNEP’s role as the environment programme of the United Nations; (c) to ensure UNEP’s interventions are founded on sound science; and (d) to fully implement results-based management. The resulting Programme of Work, which specifies Expected Accomplishments and makes use of a results-based approach, also cuts across six administrative divisions.
273. The evaluation workplan for the MTS is designed to address several key questions and issues that are critical to determining the extent to which UNEP has delivered its Programmes of Work. Key among them are the following:
- How relevant were the interventions implemented by UNEP and how efficiently and effectively have the interventions been implemented? In evaluating efficiency and effectiveness, issues related to partnerships forged, delivery of outputs, cost effectiveness, and adaptive management, among other things, will be considered.
 - To what extent, have stated programme objectives been met taking into account the “achievement indicators” in the Programme of Work? The analysis of outcomes achieved would include, inter alia, an assessment of the extent to which the programme has directly or indirectly influenced policy and decision-making, paying particular attention to the actual use of UNEP products and services.
 - As a cross cutting theme, the evaluations will seek to establish the extent to which progress has been made in delivering the Bali Strategic Plan on Capacity Building and Technology Support.
 - The evaluations will identify and assess the key conditions or factors that are likely to contribute to or undermine the persistence of benefits (sustainability) after the UNEP interventions come to an end. Some of these factors might be outcomes of the programmes, e.g. stronger institutional capacities or better informed decision-making.
 - How effectively has UNEP delivered its Work Programme as “One UNEP” through effective collaboration across Divisions and with collaborating partners?
 - Are UNEP interventions likely to have any lasting differential impacts in relation to gender? We are interested in gender issues if they are relevant to the programme outcomes or are of key importance to the processes that aim to achieve these outcomes.
274. The above questions shape the specific focus and scope of the different evaluations that constitute the evaluation workplan.

A. Evaluating performance

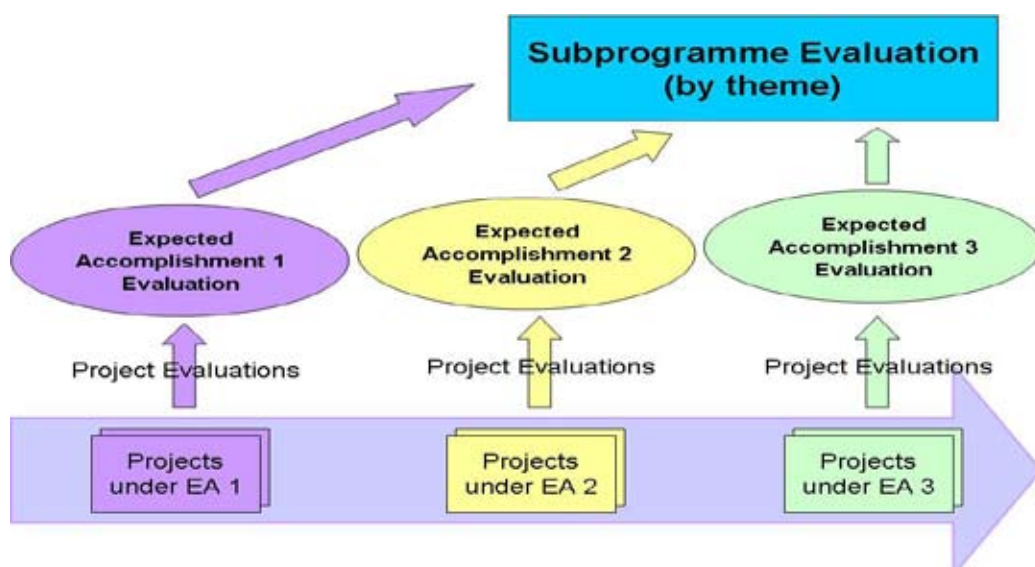
275. In evaluating performance and attempting to aggregate outcomes across different UNEP interventions that contribute to POW and MTS Expected Accomplishments (Eas), a set of evaluation parameters will be applied. These are generally applicable analytical measures that are used for most types of UNEP evaluation and are consistent with international best practice and the United Nations Standards for Evaluations. The evaluation parameters include:

Extent of achievement of objectives and planned results Sustainability of programme outcomes Level of attainment of outputs and activities Cost-effectiveness of the intervention The extent of country ownership Gender issues relevant to the outcomes themselves or processes to achieve outcomes	Efficiency in financial planning and management Implementation approach and adaptive management Effectiveness in programme monitoring Extent to which the interventions are replicable Extent of stakeholder involvement
--	--

276. The above parameters are routinely used in evaluations and ratings are given for each on a six point scale that runs from 'Highly Satisfactory' to 'Highly Unsatisfactory'. The Evaluation Office will apply its well-established quality control processes that assess project ratings based on the evidence presented in the evaluation reports and make judgments on the quality of such reports in relation to international best practice.

B. The evaluation approach

Figure 13. Links between Project, Expected Accomplishment and Subprogramme



277. The achievement of results is a prominent feature of the UNEP 2010-2011 POW. This is to be mirrored by an approach to evaluation that has a strong focus on the evaluation of UNEP's performance in achieving such results. A new level of evaluation that specifically focuses on the contributions made by UNEP to the EAs defined in the POW will be included. This forms a part of a systematic evaluation approach where project level evaluations provide input into Expected Accomplishment evaluations. The Expected Accomplishment evaluations, in turn, provide essential inputs into evaluation of the overall performance of UNEP's subprogrammes. This is illustrated in Figure 13.

278 In addition, there will be enhanced attention to evaluating the implementation of projects within the POW through the continuation of assessments of the quality of UNEP project supervision (see Chapter V). Effective project supervision requires the development of project supervision plans that place emphasis on results-based project management coupled with regular assessment of the progress of implementation with candid progress ratings. Good supervision demands clear documentation that records management actions and shows the link between project expenditures and progress. Insights into the performance of the organization as a whole will emerge as findings from completed evaluations accumulate.

C. Roles and Responsibilities

279. The respective roles and responsibilities in the implementation of the evaluation workplan are summarized below:

- The **Executive Director** is responsible for managing the evaluation function, providing adequate resources for the evaluation function, approving the evaluation plan for onward submission to the Governing Council/ Committee of Permanent Representatives (CPR) as part of UNEP's Programme of Work and ensuring this policy is implemented.
- The **Deputy Executive Director** is responsible for overseeing that evaluation findings are fed back into future programming and budget planning and management through the work of Division Directors, the Quality Assurance Section (QAS), Corporate Services Section (CSS) and the Resource Mobilization Section (RMS).
- The **Governing Council /CPR** will review the Biennial Evaluation Report encompassing the findings of UNEP evaluations. The Executive Director will ensure that a regular segment is created within the Governing Council agenda and the Head of the Evaluation Office will brief the Governing Council on evaluation findings and activities.
- The **Evaluation Office** is responsible for implementing the evaluation work plan by conducting and managing the preparation of independent evaluations at project, Expected Accomplishment and subprogramme levels. It ensures quality in evaluations conducted, provides analysis of findings and lessons for management, prepares the Biennial Evaluation Report and disseminates evaluation findings and results. The Evaluation Office promotes the uptake of lessons and tracks compliance with evaluation recommendations.
- The **Senior Management Team (SMT)** reviews and discusses evaluations, approve evaluation management responses and ensure that findings are incorporated in the design and implementation of programme activities. The SMT is also responsible for providing input to the design of the evaluation plan and recommending areas for evaluation. Specifically, **Division Directors** are responsible for ensuring that accepted evaluation recommendations are implemented within their respective Divisions.
- **Subprogramme Coordinators** are responsible for ensuring that project evaluations are budgeted for. They also coordinate the review of evaluation reports and the preparation of management responses.¹⁰
- **UNEP Regional Directors** review and discuss evaluation findings, assist in the formulation of management responses to evaluation recommendations and help

10 A written reaction to the findings, recommendations and lessons of the evaluation. It indicates whether the recommendations are accepted or not, what actions will be taken to implement accepted recommendations and full justifications for the rejection of any recommendations.

ensure that evaluation findings are incorporated in the design and implementation of programme activities. They may provide input to the design of the evaluation plan by recommending areas for evaluation.

D. Evaluation workplan

280. Evaluating the POW within the MTS will involve systematic assessments of the projects and Expected Accomplishments of the various subprogrammes using information and data collected to measure performance indicators at the subprogramme level. With plans to deliver the POW outputs, and contribute to the delivery of Expected Accomplishments, through a project modality, the evaluation of projects will continue using earmarked resources from within the project¹¹ budgets. All evaluations will be conducted in accordance with the UN standards for evaluation to ensure consistency in the quality of evaluations and to enable the findings to be used for evaluations at the subprogramme and Expected Accomplishment levels.
281. The workplan will consist of; Project, Expected Accomplishment, and Subprograme evaluations.

1. 'Project' Level Evaluations

282. Under the MTS and POW 2010-2011 it is likely that evaluations at the project level will vary in scope as UNEP's way of addressing its work programme evolves. Project level evaluations will be undertaken at their completion by independent evaluators contracted by the Evaluation Office¹². Project-level evaluations aim to assess project performance and determine the outcomes / results stemming from the project / activity cluster. They provide judgments on actual and potential results, their sustainability and the operational efficiency of implementation. To achieve this, evaluations will specifically focus on the 'theory of change' or 'impact pathways' used by the project and review evidence of actual or potential achievements along such 'pathways'. Project-level evaluations also identify lessons of operational relevance for future project design and implementation. Project level evaluations will feed into the higher level evaluation of Expected Accomplishments. The process for ensuring compliance with recommendations and promoting use of lessons from project level evaluations is further described below.

2. Expected Accomplishment Evaluations

283. Evaluations of the Expected Accomplishments (EA) within a subprogramme will be conducted immediately prior to, and provide essential input into, the subsequent evaluation of that subprogramme. The scope of an EA evaluation is defined by the projects and activities, within a programme framework, directly contributing to a specific EA. Such evaluations will attempt to determine and verify the role and performance of UNEP in achieving the higher-level results that are defined in a specific Expected Accomplishment. Expected Accomplishment evaluations will specifically focus on the 'theory of change' or 'impact

11. All projects to implement the 2010-2011 POW will include a budget set-aside for evaluation.

12. Independent Evaluators are selected for their technical expertise and evaluation experience. Conflicts of interest are avoided as no evaluator can have been involved with the design or implementation of the project / programme to be evaluated.

pathways' used to link UNEP's planned work within projects to the desired results (Expected Accomplishments) and document the evidence of actual (or potential for) achievements, by UNEP and its partners, along such 'pathways'. Where possible, these evaluations will attempt to establish the amount of such change that is attributable to the intervention. The EA evaluations will make use of QAS monitoring data derived from the subprogrammes as well as other sources of information to determine the extent to which UNEP has progressed in accomplishing the objectives established in the POW.

3. Sub-programme Evaluations

284. Each sub-programme evaluation will examine the achievement of results, sustainability, efficiency and effectiveness of the delivery of the sub-programme. The subprogramme evaluations will make use of Expected Accomplishment evaluations to help assess the overall performance of the subprogramme at the results level. As the new thematic subprogrammes cut across UNEP's divisional structure, the coordination and cooperation among and between UNEP divisions and regional offices will be examined. This will include an assessment of the 'complementarity' of GEF projects that make contributions to subprogramme results. The evaluations will also assess the efficiency and utility of collaborative arrangements with UN bodies, intergovernmental organizations, international, regional and national non-governmental organizations, scientific and environmental centers, private sector organizations, networks and groups.

4. Quality of project supervision reviews

285. The Quality of Project Supervision Review will be conducted in collaboration with the Quality Assurance Section. The goal is to enable feedback to Project Managers in UNEP to ensure a consistently high quality in project supervision throughout the organization. The approach to this work and recent findings are summarised in Chapter V of this report.

5. Meta-evaluation, overview and synthesis: The Biennial Evaluation Synthesis Report

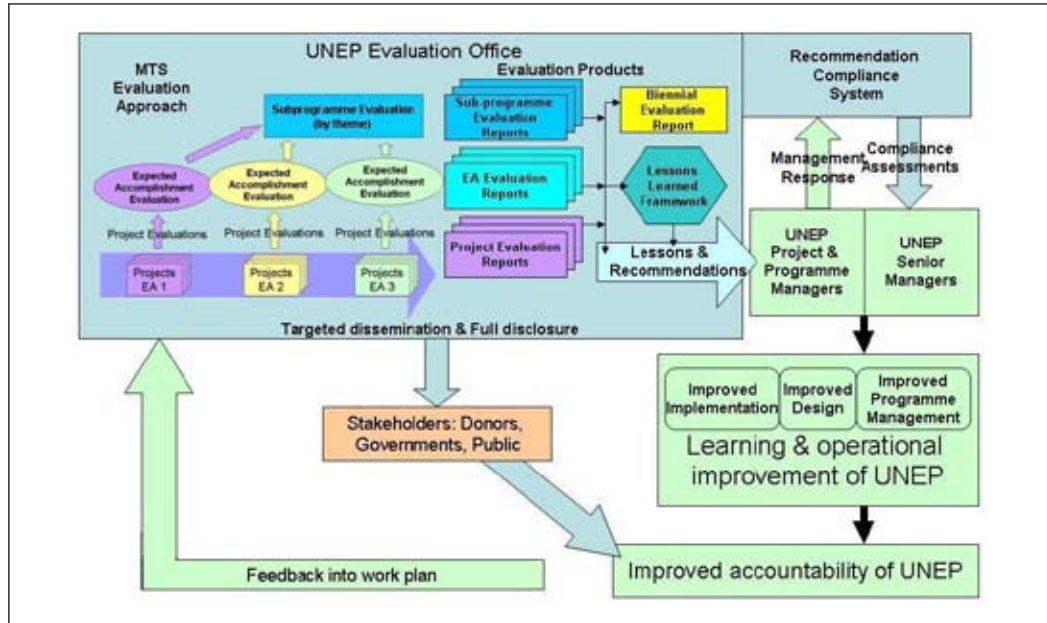
286. At the end of each biennium the Evaluation Office will prepare a Biennial Evaluation Report. This report will summarise the performance of the organization through trends and patterns observed during the biennium from completed evaluations at all levels. The patterns and trends will be used to identify recommendations and lessons to be brought to the attention of, and discussed with, UNEP Senior Management. The report, which constitutes a document for the GC, will be reviewed by CPR members and disseminated to national governments and UNEP staff.

6. Evaluation process overview

287. Evaluation processes are geared towards the primary purposes of the function, namely enhancing accountability and promoting operational improvements. Evaluation processes include: (i) the development of annual evaluation workplans (which may involve a priority setting analysis), (ii) management, oversight and quality control of the production of evaluations, (iii) the requirement to prepare an evaluation management response and recommendation implementation plan (iv) the full disclosure and well-targeted dissemination of completed evaluations, (v) systematic tracking of compliance in implementing evaluation recommendations through a recurrent follow up process and (vi) collation, aggregation and

promotion of the uptake of lessons learned from evaluation. These processes combine to enhance accountability and promote improvements in project/ programme design and implementation across the organization. Figure 14 provides an overview.

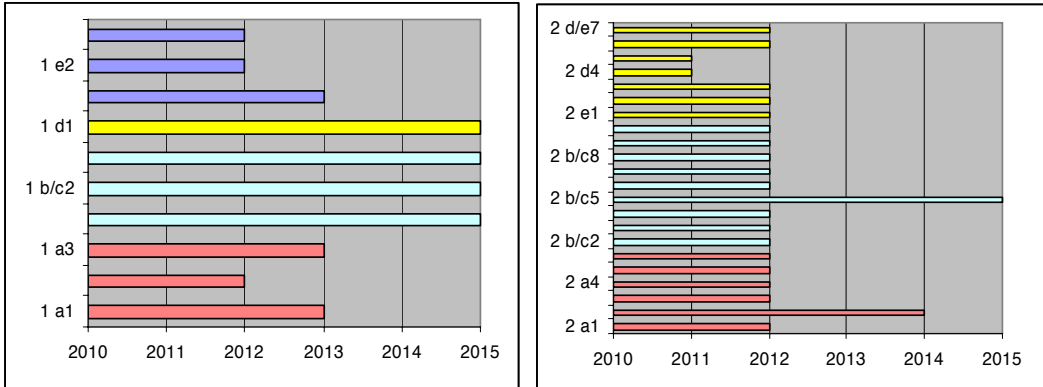
Figure 14: An overview of the evaluation process in UNEP.



E. Analysis of the Programme Frameworks and implications for the evaluation of the POW for 2010-11

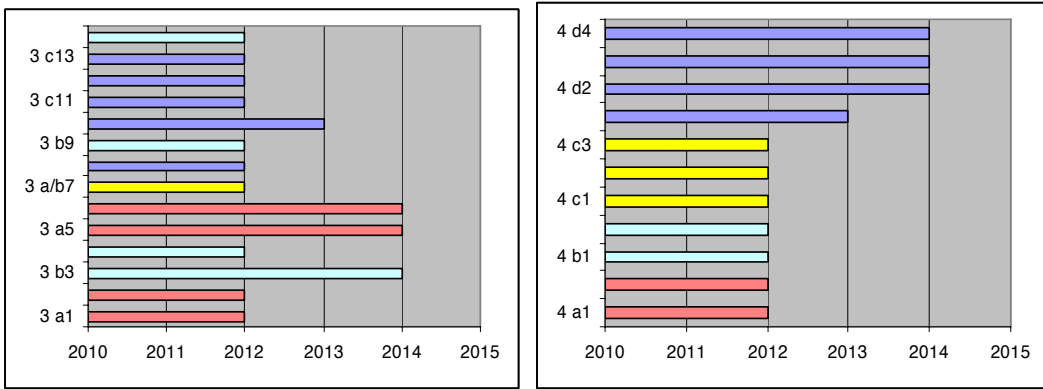
288. Evaluation of all of UNEP's subprogrammes, Expected Accomplishments (and their constituent projects) in the POW in a single biennium is not feasible due to the time needed to implement the activities within the POW itself not to mention the large volume of work and high level of resources that would be required. Since EAs are the desired medium term results of the 2010-2013 Medium Term Strategy and, as such, are likely to persist across several biennia, a rolling cycle of evaluations at EA and Subprogramme levels is anticipated. The schedule incorporates the approach presented above (Figure 1, page 37), with project evaluations feeding into the evaluations of EAs which, in turn, inform the subprogramme evaluations.
289. An analysis of the duration of the projects in each programme framework in the 2010-11 POW has shown that the majority of projects will either finish at the end of 2011 (assuming strict observation of the planned end dates) or continue into the next biennium before completion. Results stemming from these projects cannot, therefore, be evaluated during the 2010-2011 biennium (Figure 15). Each of these projects is linked to specific POW outputs and, according to the logic of the Programme Frameworks, it is the collective delivery of all outputs together that contributes to the achievement of an EA. Therefore, EA evaluations cannot realistically commence until a large proportion of their constituent projects have been completed. Consequently, EA evaluations can only begin in 2012-2013, assuming that it is feasible to initiate some of EA evaluations before all contributing projects come to an end. In addition, since subprogramme evaluations require the prior completion of EA evaluations, it is anticipated that first SP evaluation, focussing exclusively on work done under the MTS, will commence in 2013 (Figure 16).

Figure 15. Expected completion of the projects (SP-EA-Project no.) under each Expected Accomplishment as defined by the POW 2010-2011 programme frameworks. Subprogrammes: 1- Climate Change; 2 - Disasters and Conflicts; 3 - Ecosystem Management; 4 - Environmental Governance; 5 - Harmful Substances and Hazardous Waste; 6 - Resource Efficiency.



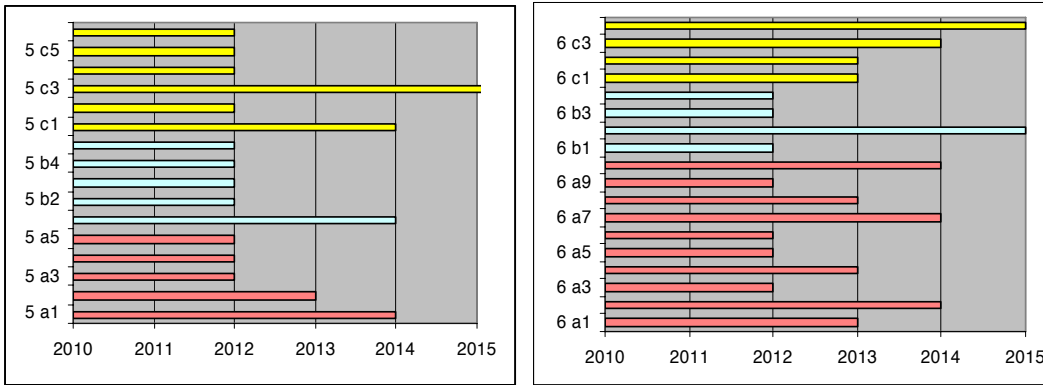
1) Climate Change

2) Disasters and Conflicts



3) Ecosystem Management

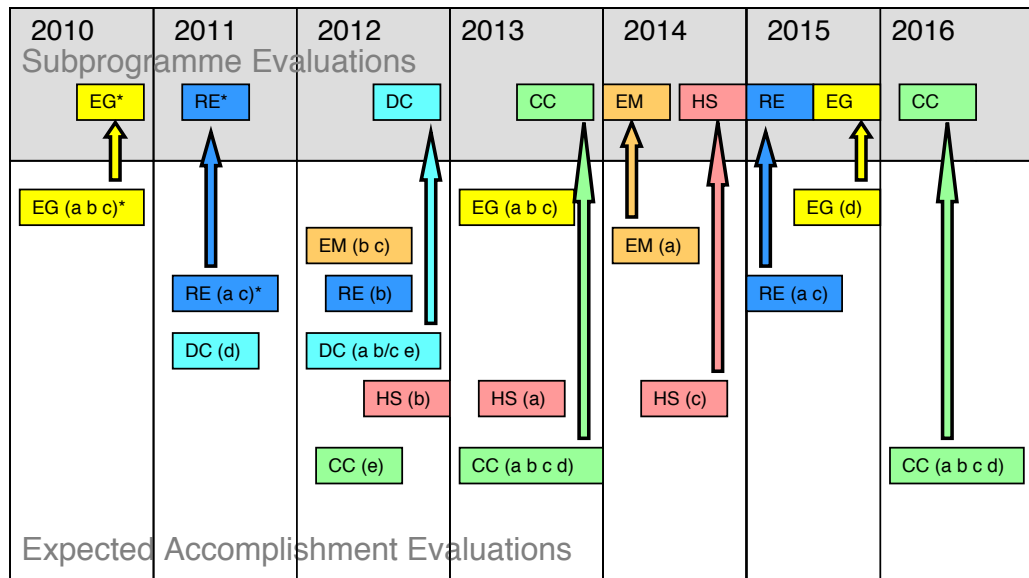
4) Environmental Governance



5) Harmful Substances and Hazardous Waste

6) Resource Efficiency

Figure 16. Expected completion of the EA evaluations, as defined by project completion dates within the POW 2010-2011 programme frameworks, and consequent predicted timing for the evaluations of the subprogrammes (boxes represent the timing of EA evaluation (SP-EA) and arrows indicate the estimated timing for each subprogramme evaluation).



*Denotes evaluations based on work implemented in previous biennia

290. It is important to highlight this finding at this early stage in order to ensure that expectations in relation to the delivery of evaluations on UNEP’s performance against the EAs by the end of 2011 are realistic.
291. Even though evaluation of UNEP’s performance in delivering against the EAs from work undertaken in the 2010-11 biennium is not feasible, the Evaluation Office can take measures to support this crucial starting period of the new programme of work. Activities undertaken by the Evaluation Office will include the following:

1. Formative Evaluation

292. Outputs are designed to deliver certain defined outcomes; the outcomes are in turn expected to result in a set of long-term project impacts. Despite the linear matrix-appearance of the commonly used Logical Frameworks, these results chains are connected through a series of causal pathways that can occur simultaneously. Thus pathways are the means-ends relationships between project activities, outputs, and outcomes and the intended impacts.¹³
293. Early in the first biennium the EO will undertake a formative evaluation of the causal relationships embedded in the projects within each Programme Framework to understand whether these projects are optimally linked to the EAs. By mapping out each project’s causal pathways it will become clear how these projects are likely to contribute to the EAs and whether the interventions utilize common actors, are mutually reinforcing and converge/ synergize with one another to deliver against the EAs. At the same time this analysis will highlight possible linkages from projects within a Programme Framework to other EAs. The

13 Developing a clear understanding of the outcomes-impacts pathways is at the core of the ROTI (Review of Outcomes to Input) methodology, see: “ROTI Practitioner’s Handbook”, GEF, June 2009.

formative evaluation will also help with the identification of performance measures, and key 'impact drivers' for use by project /programme managers in the delivery of the EAs.

2. Evaluation of projects that started during previous biennia

294. As projects will not have come to an end by 2011, the Evaluation Office will evaluate projects that have started during previous biennia and that have a clear link to the EAs articulated in the MTS. By doing so, UNEP – even if technically not able to conduct EA evaluations by the end of 2011 – will still be able to report on its performance against the POW 2010-2011 and to make recommendations on potential modification to the frameworks. The Evaluation Office will present a detailed work plan during the first quarter of 2010.

295. In determining the final schedule of evaluations several factors are considered:

- **Consistency of previous work with 2010-2011 POW and Expected Accomplishments.** The work included in some subprogrammes of the 2010-2011 POW builds upon previous and ongoing UNEP efforts e.g. work that forms part of the Environmental Governance (EG) and Disasters and Conflicts (DC) subprogrammes. Nevertheless these efforts are consistent with the Expected Accomplishments defined in the MTS/POW and UNEP's contributions to these Expected Accomplishments can be assessed earlier in the evaluation cycle.
- **Time since the last sub-programme evaluation.** For example, the current DTIE subprogramme was evaluated in 2008. Much of DTIE's current (2008-09 Programme of Work) activities will form part of the Harmful Substances and Hazardous Waste (HS) and Sustainable Consumption and Production (SCP) subprogrammes in the 2010-2011 POW. Time is needed for new results-level achievements to occur before the work of the new HS and SCP subprogrammes is re-evaluated. These subprogrammes are likely to be scheduled later in the evaluation cycle.
- **Time needed to demonstrate performance at the results level.** The Climate Change (CC) and Ecosystem Management (EM) subprogrammes in the 2010-2011 POW include many new initiatives. Time is needed for performance at the level of Expected Accomplishments to become evident. These subprogrammes are therefore likely to be scheduled later in the evaluation cycle.

3. Cross-cutting Evaluations

296. UNEP project documents define immediate project results in the form of outcomes (and outputs contributing to those outcomes). An exclusive evaluation focus on outcomes could, however, neglect other important dimensions of the Programme of Work. Moreover, analysis of cross-cutting dimensions can offer a means of comparing performance across the self-contained projects. Therefore, the Evaluation Office could initiate studies on key cross-cutting issues (some of which are already mainstreamed across all UNEP projects). Examples of such issues may include:

- A synthesis of POW preparation experiences for 2010-11 to enhance future **POW planning processes**;
- The extent to which progress has been made in delivering the **Bali Strategic Plan** on Technology Support and Capacity Building through engagement with the UNDAF processes in **One UN** pilot countries;
- UNEP's **cross-divisional partnership processes**.

297. The schedule for project level evaluations in any given year, however, is driven by the progress with project / programme implementation. Projects scheduled to reach their mid point may

require a mid-term evaluation, whilst those scheduled to reach completion will require a terminal evaluation. To aid work planning, information on upcoming project-level evaluations is requested from project / programme managers towards the end of each calendar year.

F. Evaluation management, oversight and quality control

298. Whilst it is important that the evaluation function can operate independently of programme management, it does not work in isolation. Stakeholder engagement is an essential part of the evaluation process and inputs are sought at several different stages (Figure 17) including: TOR development; review and comment on draft evaluation reports; and in evaluation debriefing sessions.

Figure 17: Stakeholder engagement in the evaluation process



299. The evaluation function has a small number of professional staff and therefore routinely uses independent consultants to undertake evaluation work. The evaluation professionals manage the stages in the evaluation process including:
- Preparation of Terms of Reference, and evaluation budgets
 - Selection and contracting of consultant evaluators
 - Supervision of consultant evaluators
 - Review and quality control of draft and final evaluation reports
 - Debriefing of evaluation stakeholders on evaluation findings and lessons
 - Dissemination of evaluation findings; publicly and to key stakeholders
300. In addition to the final evaluation reports prepared by independent consultants, a formal ‘evaluation commentary’ is prepared by the Evaluation Office. The commentary presents the Evaluation Office’s assessment of the project/ programme evaluated, based on the verifiable evidence presented in the report. The quality of each evaluation report is also formally assessed.

G. Disclosure, dissemination and promoting uptake of lessons

301. Disclosure and dissemination: In accordance with international best practice, all findings from UNEP evaluations are fully and publicly disclosed and made available on the UNEP website (<http://www.unep.org/eou>). Immediately after completion of the evaluation process, key evaluation stakeholders are provided with copies of the evaluation reports and ‘Evaluation Commentaries’ prepared by the Section.
302. Promoting uptake of lessons: UNEP’s Evaluation Office has developed a ‘lessons framework’ to aid the identification of common problems, constraints and best practices across evaluations. The framework was developed to overcome the common problem that lessons are frequently regarded as one-off findings that lack supporting information from

other sources and, as such, often have lower credibility among potential users. On the other hand, lessons that are supported by ‘triangulated’ evidence command greater credibility and foster greater confidence in their significance and potential utility. The framework is used to ‘classify’ evaluation lessons in relation to common problems, issues and/ or constraints identified in relation to programme/ project design and implementation. ‘Mind- mapping’ software and ‘problem tree’ techniques¹⁴ are used.

303. Individual lessons are interpreted and discussed with key evaluation stakeholders in the context of the entire collection of evaluation lessons. Lessons that relate to a common problem can be readily identified and this adds to the credibility and potential utility of a lesson by documenting experience derived from independent sources (i.e. an evaluation of a different project/ programme) that often suggest similar prescriptions - a form of triangulation for a lesson. The framework of lessons allows:

- Multiple lessons to be clustered around commonly occurring issues (or ‘root causes’), providing ‘triangulation’ for commonly articulated lessons;
- Lessons to be associated with more than one issue or problem - rather than applying a mutually exclusive (taxonomic) classification approach to lessons;
- Potential solutions to common problems to be compared and;
- Uptake of lessons to be more effectively promoted

304. Lessons from completed evaluations are discussed ‘face-to-face’ in interactive meetings led by evaluation staff. These discussions are held in a non-adversarial manner and are designed to aid the uptake of evaluation findings and lessons and provide feedback into project/ programme implementation, management and design.

H. Management Responses and tracking compliance with evaluation recommendations

305. The Evaluation Office promotes operational improvements in UNEP projects and programmes through the identification of appropriate recommendations in evaluations and thorough a compliance procedure for their implementation. This has been fully described in Chapter VI above.

I. Conclusions

306. The approach outlined above for evaluating the 2010-2011 Programme of Work has inherent practical and methodological challenges. Some of these include:

- The Programme of Work has a two year time-horizon whereas realistic timeframes in which significant contributions to Expected Accomplishments can be made are somewhat longer. Evaluation of an entire Programme of Work can only be achieved over the duration of the MTS. **Therefore the evaluation workplan spreads the evaluation of all six subprogrammes over three biennia 2010-2015.**
- The delicate balance between the time required for results to accrue from the various

¹⁴ “Lessons Learned from Evaluation: A platform for sharing knowledge.” Special Paper Number 2. http://www.unep.org/eou/Special_Studies/Specialstudies.asp

interventions versus the need for early feedback to the subprogrammes in relation to the progress being made towards achieving the Expected Accomplishments presents a challenge for planning evaluation activities. **In response to this challenge subprogrammes that largely continue existing initiatives will be evaluated first in the rolling evaluation schedule. Subprogrammes that are comprised of many initiatives that are new to UNEP will be evaluated later in the evaluation schedule.** Actual timing of EA evaluations is dependent upon the completion dates for the projects within their constituent programme frameworks.

- As in all outcome evaluations, the issues of aggregation of multiple interventions of varying time horizons to the scale at which effects are desired at the Expected Accomplishment level is problematic and requires methods that may be data and time intensive. **Evaluation methods that collate independent verifiable evidence of the use/ influence of UNEP's work will be further refined. Such evidence will be examined using 'theory of change'/ 'impact pathway' approaches.**
- The Expected Accomplishments are pitched at a fairly high level where the achievement is beyond the exclusive control of UNEP. This raises issues of attribution, especially when examining the suitability of the indicators to measure the Expected Accomplishments. In other words, the relationship between Expected Accomplishments and indicators raises issues of causality; it is quite likely that the results being measured will not be entirely due to UNEP's intervention especially when one considers the fact that UNEP's POW will be implemented through a large number of partnerships and collaborative arrangements. It is thus, to large degree, reliant on the performance of many other actors in delivering against the Expected Accomplishments. This raises issues of risk in programme implementation and supervision and adds to the difficulty of attributing results to UNEP's work or identifying UNEP's contribution to such results. In addition, the absolute nature of most of the baselines will pose a challenge for the definition of the counterfactuals (what would have happened anyway without UNEP intervention). **In response to this challenge, evaluation methods will seek to establish quantifiable counterfactuals or plausible proxies for the same.**
- Indicators alone, whilst useful and necessary, will not be sufficient to fully address the causality and attribution issues associated with the achievement of Expected Accomplishments. UNEP will tackle this through in-depth ex-ante and ex post evaluations of the activities, outputs and outcomes that contribute to the expected accomplishments. The accuracy of the values reported for indicators of Expected Accomplishment would be verified as standard aspect of ex-post evaluations. This approach is new and is resource intensive.

VIII. Performance Measures for the UNEP Evaluation Function

A. Introduction

307. UNEP's evaluators should promote organizational learning from experience, independently assess the performance of their organization and transparently disclose that performance in order to promote accountability. But who, then, evaluates the evaluators? Arguably, more important questions are: why and how should we evaluate the evaluators? An answer to the latter two questions is a prerequisite for a meaningful answer to the former. High-performing evaluation functions should be able to provide comprehensive and credible answers to all three questions. Why evaluate the evaluators? Clearly, full accountability for an organization requires that all parts are held to account for their performance. The evaluation function cannot be exempt. How should we evaluate the evaluators? A results-based approach demands that the performance of an evaluation function and its cadre of evaluators should be assessed with regard to the contribution it makes to the achievement of its purpose; promoting organizational learning from experience and objectively assessing and disclosing aspects of organizational performance. In addition, the work of an evaluation function must be of high quality and be consistent with international good practice. Who should evaluate the evaluators? The performance of an evaluation function must not rely solely on self-assessment; performance measures should be objectively verifiable and, ideally, assessed independently by evaluation peers outside of the organization.
308. The performance of UNEP's Evaluation Office is being assessed in a number of ways:
- through the specification and measurement of clear and objectively verifiable performance measures at the results level;
 - by benchmarking of evaluation function performance from an independent third party against the performance of the evaluation functions of other international organizations;
 - by analysis of the 'value-added' from evaluation review and quality control processes; and;
 - by repeated self-assessment against agreed international norms and standards for evaluation functions in the UN (verified by periodic independent peer review);
309. Each of the above approaches to assessing the performance of UNEP's evaluation function forms a section in this chapter.

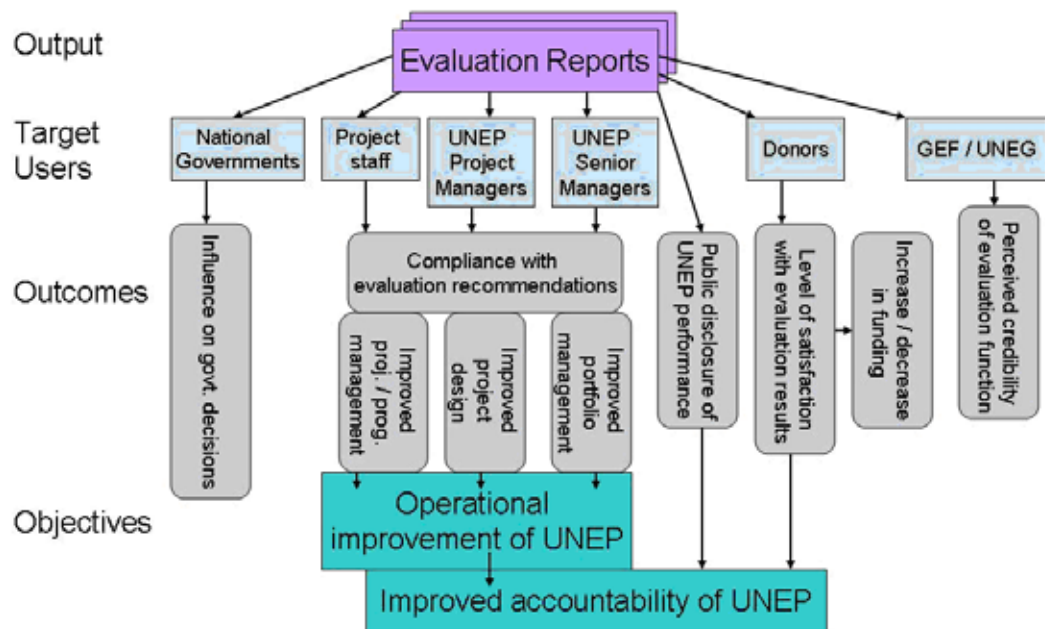
B. Identifying performance indicators for evaluation functions – a Theory of Change approach

310. In order to incorporate RBM principles into the work of the evaluation function, monitor its performance in a transparent way, and ensure the accountability of the evaluation function itself, clear measures of performance are needed. Measures of performance commonly used by evaluation functions globally often focus on the output level – common performance measures include, the number of evaluation reports produced, or an assessment of the quality

of such reports. Another frequently used measure is the level of compliance with evaluation recommendations. Strictly speaking, such compliance is not under the direct control of the evaluation function, and therefore is not a good performance measure for the evaluation function itself. A better measure is the number, or percentage, of evaluation recommendations suggested that are accepted by management – a proxy measure of the utility of evaluation recommendations. However this indicator is pitched close to the output level and needs to be complemented by other performance indicators that capture the outcomes stemming from the work of an evaluation function. Potential performance indicators for evaluation functions have to be carefully identified. The UNEP Evaluation Office undertook a study to examine the ‘causal pathways’ or ‘Theory of Change’ (ToC) related to its work.

311. ‘Causal pathways’ attempt to map all plausible causal relationships between outputs, their immediate and intermediate users, through to outcomes and longer term effects. The approach builds on the ‘intervention logic’ approach that is the basis for logical frameworks, but provides more detail as to how causal relationships work and can represent multiple causal pathways stemming from a single activity or output. This is an approach that has great utility in project / programme planning, design of effective monitoring to support RBM, and as a tool for effective evaluation.
312. The first step in this approach was to list all key Evaluation Office outputs and for each output, identify all the associated target users. The next step is to identify what plausible outcomes could stem from the use of an evaluation output by a specified user group in relation to the desired impacts for an evaluation function (defined in the evaluation policy as ‘programme improvement’ and ‘accountability’). This process was repeated for each ‘pathway’. An example showing the causal pathways that stem from use of UNEP evaluation reports is shown in Figure 18.

Figure 18. Causal pathways from evaluation reports



313. This approach was repeated for each of the main evaluation products and then distilled to create a consolidated ToC/ causal pathway diagram for the evaluation function as whole. The causal pathway diagrams were then used to identify performance indicators beyond the output level. In this conceptual approach, the ‘arrows’ in the diagram represent processes. For example, the arrows linking outputs and target users represent the process of dissemination and processes that aim to enhance uptake and use of the outputs. Arrows that link the target users of evaluation products to outcomes represent changes in behaviour, or actions taken by such users, as a result of use or application of findings, lessons or recommendations derived from the evaluation report, and/or the associated follow up actions, of the evaluation function.
314. The causal pathways represented in Figures 18 and 19 were analysed and used to identify possible performance indicators. The ToC approach helped in identifying quite a number of possible performance indicators for the Evaluation Office and are shown in Table 7 and referenced in Figure 19. The performance measures require an increased emphasis on monitoring the ‘levels of satisfaction’ of key evaluation user groups with evaluation products and associated uptake and follow-up processes. In order to achieve high levels of performance with respect to these indicators the Evaluation Office will need to ensure that the ‘user needs’ of the different ‘target users’ of evaluation products are effectively satisfied.

Figure 19. Causal pathways (Theory of Change) for UNEP’s evaluation function, referenced with performance indicators from Table 7.

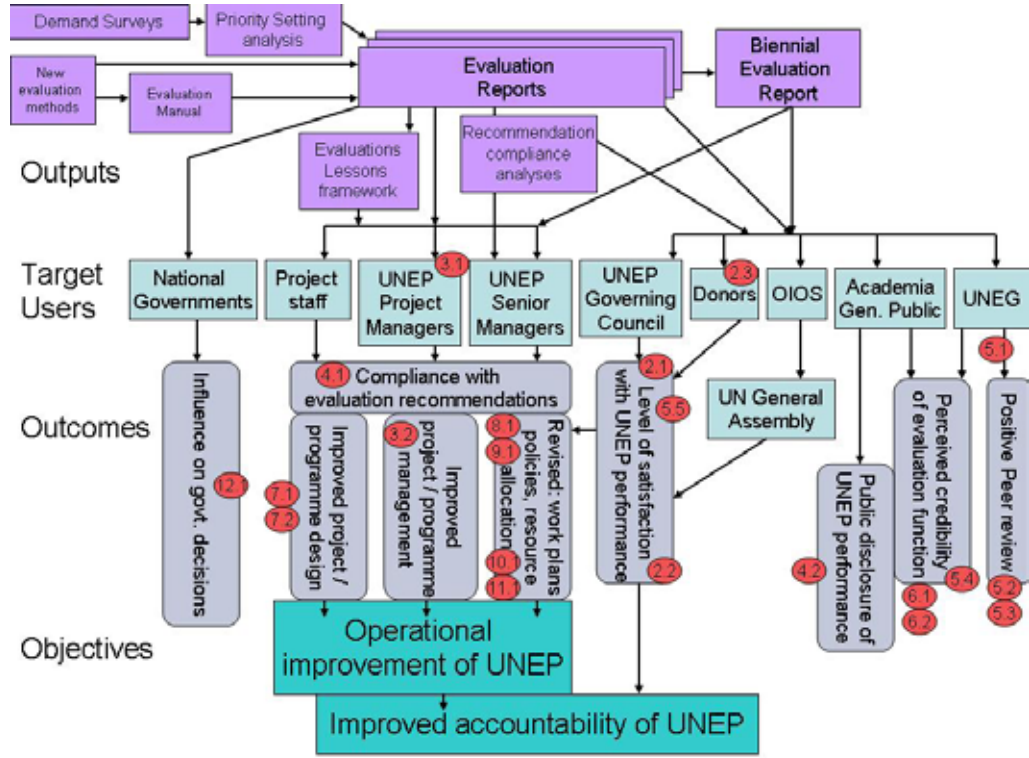


Table 7. Possible performance indicators for the UNEP Evaluation Office. The performance indicators and targets for the Evaluation Office selected for the POW 2010-2011 are highlighted in bold.

Outcomes	Indicators [and performance targets]	Means of Verification
1. Bilateral/ donors and GC/CPR's accountability needs satisfied – (e.g. Donor satisfaction with results assessed from evaluations)	Expressed levels of satisfaction with results assessed from evaluations by GC/CPR and donors. Performance 2008-09 not available. <i>[Target 2010-2011: more than 65% of GC/CPR survey respondents agree that EO products meet their accountability needs]</i> GC/CPR comments supporting the work of UNEP EO Unsolicited positive feedback from donors on EO outputs	Biennial survey of CPR/GC members and selected donors.
Lessons effectively captured, analyzed, disseminated and applied.	Percentage of completed evaluations for which interactive meetings to discuss lessons from specific evaluations are held. Performance 2008-09 = 20%. <i>[Target 2010-2011: 80% of completed evaluations have included interactive meetings with staff members engaged in projects and programmes to discuss evaluation lessons.]</i> Perceptions of programme /project managers on the utility of 'interactive post-evaluation debrief meetings' for programme improvement. Performance 2008-09 not available. <i>[Target 2010-2011: more than 65% of staff survey respondents agree that EO products meet their accountability needs]</i>	Biennial survey of project/ programme managers attending debrief meetings. (Staff engaged in project and programme implementation have had discussions with the Evaluation Office on findings of evaluations of their projects and programmes)
Improvement in recommendation acceptance levels – Evaluation recommendations influence UNEP work through acceptance by management	Percentage of evaluation recommendations accepted by projects / programmes that are monitored for compliance bi-annually by EO. Performance 2008-09 (75.5%) <i>[Target 2010-2011: Management responses to evaluation findings show 85% of evaluation recommendations at project and programme levels are accepted]</i> Compliance levels fully disclosed bi-annually in-line with EO procedures Performance 2008-09 100% <i>[Target 2010-2011: Implementation rates for 100% of evaluation recommendations made are disclosed in bi-annual progress reports]</i>	EO bi-annual progress report to the DED, web page, AER
Improved credibility of the evaluation function	Positive external peer review of the UNEP's evaluation function Percentage of compliance against UNEG Self assessment checklists of UNEG Norms and Standards Performance 2008-09 = 89.5%. <i>[Target 2010-2011: Compliance with assessment standards to equal or exceed 89%].</i> External assessments of the quality of EO evaluation reports (peer reviews). Performance 2008-09 = 100%. <i>[Target 2010-2011: 95% of UNEP's GEF project evaluations rated by GEF Evaluation Office as Moderately Satisfactory or better for evaluation quality.]</i> Citations of EO published outputs Number of requests from donors to evaluate UNEP projects on their behalf	UNEG OECD-DAC peer review document (note – only done every 3-5 years) Annual EO self-assessment on UNEG website. GEF EO independent assessments of EO GEF Evaluations.
Improved public-awareness of UNEP's evaluation Function	Number of citations of EO published outputs Number websites that reference EO, EO's website and EO products	
UNEP project design improved	Perceptions of programme/ project managers on the utility of 'interactive post-evaluation debrief meetings' for programme improvement (project design) Number of references to EO evaluations in UNEP proposal documents	Included in for 3.2.
Improved UNEP management processes	Decisions taken by SMT/ PAG in response to issues raised by evaluation findings/ recommendations	Minutes of SMT Minutes of PAG
Changes in UNEP resource allocation	Resource allocation decisions taken by Senior Management are influenced by EO's evaluation findings/ recommendations	

Outcomes	Indicators [and performance targets]	Means of Verification
Revision of UNEP policies	Policy decisions taken by senior management are influenced by EO's evaluation findings/ recommendations	Minutes of SMT Minutes of PAG Influence analysis
Revised UNEP organizational structure	Revised organizational structure decisions taken by senior management are influenced by EO's evaluation findings/ recommendations	Influence analysis
Influence on Government decisions	Policy or their supporting documentation cite EO evaluation findings/ recommendations	

Conclusions

315. Causal pathway analysis helped the Evaluation Office to identify performance indicators and highlighted the importance of follow-up processes, such as active promotion of lessons and systematic tracking of compliance with recommendations, in ensuring evaluation outputs yield the desired impacts and the 'needs' of the key target users of evaluation products are met. It is for this reason that the most appropriate performance measures cluster around processes that promote uptake and use of evaluation findings, lessons and recommendations as these are the key outcomes that will enable an effective evaluation function to make contributions to its overall objective.
316. The Theory of Change approach ensures that there is a strong causal link between the actions of the evaluation function and the performance measure selected. The most important performance measures should provide guidance to the staff of evaluation function to invest their efforts where the 'pay-off' to the organization will be optimal in terms of activities that promote programme improvement and / or those that provide substantive accountability.
317. This study was presented to UNEG and was a catalyst for the creation of a UNEG Task Force to work on this issue. The Task Force seeks to improve the standardization of performance measures across UN Agencies and is being jointly led by the Evaluation Offices of UNEP and UNIDO.

C. Results: Independent benchmarking of UNEP's GEF evaluations against the WB and UNDP

318. "Among the Implementing Agencies, a greater percentage of the terminal evaluation reports submitted by the World Bank are rated moderately satisfactory or above on quality of financial information. In recent years, reports submitted by UNEP also show marked improvement in quality of financial information provided. Each year the independent GEF Evaluation Office assesses the performance of GEF Implementing Agencies against a number of performance measures. Several of these measures cover important aspects of the performance of UNEP's Evaluation Office, benchmarked against the performance of the World Bank's Independent Evaluation Group and UNDP's Evaluation Office. At the end of each GEF replenishment period an in-depth Overall Performance Study (OPS) is also conducted. In June 2009, the GEF Evaluation Office published its usual Annual Performance Report (APR) and, in September, the in-depth OPS4 evaluation.

319. The performance of UNEP's Evaluation Office within the GEF has been independently assessed, and compares very favourably against the World Bank and UNDP. For example, 100% of the UNEP Terminal Evaluations submitted in FY07-08 were rated by the GEF Evaluation Office as 'moderately satisfactory' or better for quality, the equivalent performance for the World Bank and UNDP was 90% and 94% respectively.
320. The following extracts are taken from the GEF Annual Performance Report 200815
- "On independence of terminal evaluations, those submitted by the UNDP and UNEP have been rated "satisfactory" on a six point scale¹⁶, for both FSPs [Full Sized Projects] and MSPs [Medium Sized Projects]. The terminal evaluations submitted by the World Bank have been rated "highly satisfactory" for the FSPs and "moderately unsatisfactory" for MSPs."
 - "Beginning in FY 2006, the UNEP Evaluation Office started providing ratings and commentary on the quality of the terminal evaluation reports for the completed GEF projects implemented by UNEP. During FY 2007, it increased the scope of its commentaries by also assessing project outcomes, sustainability of outcomes, and implementation of M&E based on the evidence provided in the terminal evaluation reports."
 - "Outcome ratings in terminal evaluations provided by the evaluation offices of the implementing agencies are generally consistent with those provided by the GEF Evaluation Office – on a binary scale there are negative disconnects between the Evaluation Office ratings and those provided by the World Bank's Independent Evaluation Group (IEG) and UNEP's Evaluation Office for only 4 per cent of the projects (UNDP thus far has not provided ratings on outcomes)"
 - "Table 6.1 presents the percentage of reports (pertaining to the OPS4) submitted by the Implementing Agencies that were rated moderately satisfactory or above in terms of quality." "When the OPS4 period is split into two halves – first half (FY 2005 to FY 2006) and second half (FY 2007 to FY 2008) – the improvements made in quality of terminal evaluations across agencies can be assessed. Compared to the first half, the terminal evaluations submitted in the second half were more likely to be rated moderately satisfactory or above. **Among the agencies, across these two periods there have been significant improvements in the quality of terminal evaluations submitted by UNEP.**"
321. The GEF Evaluation Office also rated the improvement in the quality of terminal evaluations for each of the agencies on a scale of 4 (high performance) to 1 (low performance). UNEP Evaluation Office and the World Bank's IEG received the highest rating (4) whilst UNDP's Evaluation Office was rated 3 for this parameter.

D. Quality of Evaluation reports

322. Another aspect relevant to the performance of the evaluation function is to assess the value added by the review and quality control processes the Evaluation Office uses in the preparation of its most important outputs – project/ programme evaluation reports. Each evaluation report submitted to the UNEP Evaluation Office is assessed for quality at both draft and final stages. These aspects assessed are:

15 GEF Annual Performance Report 2008, published in June 2009. [http://www.gefweb.org/uploadedFiles/Documents/Council_Documents__\(PDF_DOC\)/GEF_35/GEFME-C35-Inf5-APR2008\(1\).pdf](http://www.gefweb.org/uploadedFiles/Documents/Council_Documents__(PDF_DOC)/GEF_35/GEFME-C35-Inf5-APR2008(1).pdf)

16 Rating scale: Highly Satisfactory (HS) [6], Satisfactory (S) [5], Moderately Satisfactory (MS) [4], Moderately Unsatisfactory (MU) [3], Unsatisfactory (U) [2], Highly Unsatisfactory (HU) [1].

- Did the report present an assessment of relevant outcomes and achievement of project objectives?
- Was the report consistent, the evidence complete and convincing and were the ratings substantiated?
- Did the report present a sound assessment of sustainability of outcomes?
- Were the lessons and recommendations supported by the evidence presented?
- Did the report include the actual project costs (total and per activity) and actual co-financing used?
- Did the report include an assessment of the quality of the project M&E system and its use for project management?
- Quality of the lessons: Were lessons readily applicable in other contexts? Did they suggest prescriptive action?
- Quality of the recommendations: Did recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'what?' 'where?' 'when?'). Can they be implemented?
- Was the report well written? (clear English language and grammar)
- Did the report structure follow EO guidelines, were all requested Annexes included?
- Were all evaluation aspects specified in the TORs adequately addressed?
- Was the report delivered in a timely manner?

323. The independent review by the GEF, summarized above, provides the bigger picture with regard to the overall quality of completed evaluation reports and states that, for the period 2007 – present, 100% of evaluation reports are rated 'Moderately Satisfactory' or better for quality. Table 8 shows the percentage of reports in each quality category from the Evaluation Office's assessments.

324. However, the quality of evaluation reports produced could be entirely due to the selection decisions made by the Evaluation Office when hiring consultant evaluators, and, consequently, the time spent by professional staff on review of reports to enhance their quality might be unjustified. To establish whether this is the case, we can compare the quality of reports as assessed when initially submitted to the Evaluation Office by the consultant evaluators, to the quality of the reports as assessed at final approval, always noting that the UNEP final assessments of evaluation report quality have been independently verified by the quality assessments done by the GEF Evaluation Office.

325. The quality assessments of evaluations draft and final reports were compared for 30 evaluations conducted between 2006 and 2009. On average the report quality at submission of the draft report was '4.71' (out of 6) whilst the average quality of the final evaluation reports was '5.21'. For 50% of the draft evaluation reports submitted there was an increase in quality by at least one category (e.g. from 'Moderately Unsatisfactory' to 'Moderately Satisfactory' or from 'Satisfactory' to 'Highly Satisfactory'). Table 8 provides a summary.

Table 8. Evaluation Report Quality

Evaluation Report Quality Category	Draft report Quality %	Final Report Quality %
Highly Satisfactory	17	33
Satisfactory	47	60
Moderately Satisfactory	30	7
Moderately Unsatisfactory	3	0
Unsatisfactory	3	0
Highly Unsatisfactory	0	0

326. Unsurprisingly, the greatest improvements were recorded for draft reports that initially scored low for quality – in such instances the quality review and feedback given to consultant evaluators helps them to make good the deficiencies in the report before it is finalized.
327. Table 9 shows the percentage of projects that improved in quality as a result of the Evaluation Office quality control processes. The table also shows the number of projects where quality was assessed as being within the same category at both draft and final stages.

Table 9. Percentage of projects improved in quality as a result of the Evaluation Office quality control processes.

Draft Report Quality	Final Report Quality	Number (% of Total)	Rating, number and % where quality was assessed in the same category at both draft and final stages
U	S	1 (3.3%)	HS = 5 (16.7%)
MU	MS	1 (3.3%)	S = 10 (33.3)
MS	S	7 (23.3%)	MS = 1 (3.3)
MS	HS	1 (3.3%)	MU = not applicable
S	HS	4 (13.3%)	U = not applicable
			HU = not applicable
	TOTALS	14 (46.7%)	16 (53.3%)

328. The analysis further shows that the quality aspects which most improved to the greatest extent were:
- The completeness and consistency of evidence used to substantiate performance ratings;
 - The assessment of the sustainability of outcomes;
 - The financial information presented on project costs by activity and any co-financing;
 - The assessment of the quality and use of project M&E systems;
 - The quality of evaluation lessons;
 - The quality of recommendations.

Conclusions

329. The Evaluation Office’s report review and quality control processes are effective in achieving a minimum standard for quality. Ninety four percent of all project evaluations are rated as ‘Satisfactory’ for quality and fully one third are rated as ‘Highly Satisfactory’. No project final evaluation reports were rated in the ‘Unsatisfactory’ range. The quality of UNEP’s final evaluations reports has been verified independently by the GEF Evaluation Office.
330. The most common areas where the review process yielded improvements in evaluation reports were; in the provision of comprehensive evidence in relation to the achievement of project outcomes, analysis of sustainability, reporting of financial details and the quality of the lessons and recommendations presented.

Annexes – Terms of reference for the 2008-9 evaluation synthesis report

1. The evaluation function is governed by United Nations General Assembly resolutions and UNEP Governing Council decisions.¹⁷ It serves to provide strategic advice to the executive director, the deputy executive director and the UNEP senior management group; to contribute to policy formulation through evaluations and management studies; to contribute to effective management by proposing solutions through the analysis of evaluation results; and to facilitate the engagement of the Governing Council and the secretariat in systematic reflection and programme review.

I. Objective and scope

2. The annual evaluation report is prepared as an intersessional document of the Governing Council and serves as part of the UNEP input to the Secretary-General's report on evaluation to the General Assembly. The report provides stakeholders such as Governments, UNEP senior management and UNEP partners with an evaluative assessment of UNEP programme performance in 2008-2009. The main objective of the annual evaluation report is to assist UNEP to improve its programme performance through an evaluation of relevance, effectiveness, results achieved and lessons learned.
3. The 2008-9 report will be based on data provided in one in-depth subprogramme evaluation, 18 in-depth project evaluation reports and two special studies undertaken in 2008-9. In addition, the report will contain the status of implementation of the recommendations contained in the 2002–2009 project evaluations.

II. Methods

4. The report will assess the following aspects:

A. Relevance and appropriateness

5. To determine the relevance and appropriateness of evaluated activities implemented by UNEP within its mandate (the Nairobi Declaration (1997)), taking into account General Assembly resolution 2997 (XXVII) of 15 December 1972, the Malmö Declaration (2000) and Johannesburg Plan of Implementation (2002) by:
 - (a) Assessing the relevance of achievements made in conducting environmental assessments and providing policy advice and information;
 - (b) Determining the relevance and appropriateness of progress made in promoting the development of international environmental law and the implementation of international norms and policies;

¹⁷ General Assembly resolutions 37/234, 38/227, 40/240 and 42/215; General Assembly regulations and rules governing programme planning, the programme aspects of the budget, the monitoring of implementation, and the methods of evaluation of 1982, revised April 2000; UNEP Governing Council decisions 12/12, 13/1 and 14/1.

- (c) Assessing the relevance of contributions made towards strengthening the role of UNEP in the coordination of environmental activities in the United Nations system and as an implementing agency of the Global Environment Facility;
- (d) Determining the relevance and achievements of activities aimed at raising greater awareness and facilitating effective cooperation between all sectors of society;
- (e) Determining the relevance and contributions of activities aimed at providing policy and advisory services in key areas of institution-building to Governments and other institutions.

B. Effectiveness and efficiency

- 6. To review the overall performance of evaluated activities by:
 - (a) Evaluating the ratings given to the following aspects of project implementation:
 - (i) Achievement of objectives and planned results;
 - (ii) Attainment of outputs and activities;
 - (iii) Cost-effectiveness;
 - (iv) Stakeholder participation;
 - (v) Country ownership;
 - (vi) Implementation approach;
 - (vii) Financial planning;
 - (viii) Replicability;
 - (ix) Monitoring and evaluation;
 - (b) Reviewing the rating given to the status of achievements and risk in self-evaluated projects;
 - (c) Identifying and distilling lessons learned and good practices that will improve future delivery of project activities;
 - (d) Providing policy and programme recommendations based on a systematic review of project recommendations.

C. Results and impact

- 7. To determine the results and impact of the evaluated activities in building capacity in the following areas of work:
 - (a) Conducting assessments and providing environmental information;
 - (b) Developing international environmental law and regimes;
 - (c) Monitoring and fostering compliance with existing conventions and international agreements;
 - (d) Coordinating environmental activities and supporting institution building;
 - (e) Awareness-raising and cooperation between all sectors and establishing linkages between the scientific community and policymakers.

D. Sustainability

- 8. To determine the sustainability of the evaluated activities in the following areas:
 - (a) Enabling environment: whether there are political and regulatory frameworks in place which support the continuation or replication of activities and whether social sustainability has been achieved by, for example, mainstreaming project activities;

- (b) Financial sustainability: effectiveness of financial planning and resource mobilization activities to enable the continuation of activities and objectives;
- (c) Institutional capacity: whether there are adequate systems, structures, staff, expertise, and so forth, in place to continue the activities.

E. Methods

9. The analysis and conclusions contained in the report will be based on the following:
 - (a) Desk review of in-depth evaluation reports;
 - (b) Desk review of desk evaluation reports;
 - (c) Desk review of implementation plans and management response to the recommendations of the annual evaluation reports from 2000 to 2006;
 - (d) Review of relevant UNEP publications and other documents;
 - (e) Interviews with UNEP staff.
10. In accordance with the participatory approach that the Evaluation Office has adopted for conducting its evaluation work, issues will be raised and clarifications will be sought from relevant divisions and offices and the draft annual report will be circulated to divisions for their views and comments.

F. Structure of the report

11. The report should comprise the following sections:
 - (a) Introductory sections: foreword by the executive director, introduction by the chief of the Evaluation Office, executive summary and introduction itself;
 - (b) Subprogramme evaluation;
 - (c) In-depth project evaluations;
 - (e) Evaluative studies in UNEP;
 - (e) Status of implementation of recommendations;
 - (f) Lessons learned and key recommendations.

G. Timeframe

12. The draft report is scheduled to be ready for the review of UNEP divisions and other offices by December 2009. The results of the consultations with UNEP offices should be reflected in the final draft report to be ready by February 2010. The English version of the report is planned to be available in April 2010, and the translated copies of French and Spanish shortly thereafter.

H. Resources

13. The 2008-9 Evaluation Synthesis Report will be produced with the internal resources of Evaluation Office, mainly drawing on a team of one professional and one administrative assistant under the overall guidance of the Chief of the Evaluation Office. The translation and production will be done by the Division of Conference Services of the United Nations Office at Nairobi.

II. List of Evaluations for 2008-2009

1. Terminal Evaluation of the UNEP/UNDP/DGEF project GF/2740-03-4618 – “Botswana, Kenya and Mali: Management of Indigenous Vegetation for the Rehabilitation of Degraded Lands in Arid Zones of Africa” by Mr. Mark Nicholson, November 2007.
2. Terminal Evaluation of the UNEP project CP/4020-04-61 “Applying Cleaner Production to Multilateral Environmental Agreements (ACME)”, by Mr. Nebiyeleul Gessese, March 2008
3. Terminal Evaluation of the project WP/1000-03-02 of the United Nations Global Environment Monitoring System (GEMS) Water Programme, by Mr. Walter Rast, March 2008
4. Terminal Evaluation of the UNEP/DGEF project GF/2010-03-03 “Development of the ECONET for Long-Term Conservation of Biodiversity in the Central Asia Ecoregions”, by Mr. Igor Lysenko, May 2008
5. Terminal Evaluation of the UNEP Project GA/4040-02-23 “Establishing a Consumer Financing Program for Solar Photovoltaic Systems in Southern India” UNE-IND-02-247, by Mr. Manab Chakraborty, June 2008
6. Terminal Evaluation of the UNEP/DTIE project CP/4020-05-04 On “Policy Reinforcement for Environmentally Sound and Socially Responsible Economic Development (PRODEV)”, by Mr. Shun Fung Chiu, June 2008
7. Mid-Term Evaluation of the UNEP/GEF project GF/CP/2010-05-04 on Indigenous Peoples’ Network for Change, by Mr. John Henriksen, June 2008
8. Terminal Evaluation of the UNEP Project CP/4020-06-03 Marketing Assistance to Nepal for Sustainable Tourism Products (MANSTOP), by Ms. Catrina Perch, August 2008
9. Terminal Evaluation of the UNEP/DGEF project GF/2010-01-07 “Assessments of Impacts of an Adaptation to Climate Change In Multiple Regions and Sectors (AIACC)” – GFL/2328-2724-4330, by Professor John E. Hay, Dr. Mary Jo Larson and Dr. Rosa Perez, July 2007
10. Terminal Evaluation of 13 projects on Enabling Activities For the Preparation of a National Adaptation Plan of Action (NAPAs) in Mauritania, Senegal, Djibouti, Haiti, Comoros, Tanzania, Uganda, Liberia, Lesotho, Rwanda, the Gambia, Central African Republic and Afghanistan, by Ms. Joanna Talafre, April 2008
11. Terminal Evaluation of the UNEP/DGEF project GF/2720-01-4370 “Promoting Industrial Energy Efficiency Through a Cleaner Production/ Environmental Management System Framework” by Dr. Naval Karrir, January 2008

12. Terminal Evaluation of the UNEP Project MT/4040-01-06 “Developing Financial Intermediation Mechanisms for Energy Efficiency Projects in Brazil, China and India” UNE-INT-01-222C by Ms. Agnes Morel, September 2008
13. Terminal Evaluation of the UNEP/GEF Project GF/1100-99-07 “The Role of the Coastal Ocean in the Disturbed and Undisturbed Nutrient and Carbon Cycles” By Mr. Peter Whalley, October 2008
14. Mid-Term Independent Review of the UNEP/DGEF project GF/6010-06-03 Enhancing Conservation of the Critical Network of Sites Required by Migratory Waterbirds on the African/Eurasian Flyways (AEWA) – GFL/2328-2712-4907 By Mr. Hugo Navajas, September 2008
15. Terminal Evaluation of UNEP/DGEF project GF/3010-05-09 (4854) on Fostering A Global Dialogue on Oceans, Coasts, and SIDS, and On Freshwater-Coastal-Marine Interlinkages, by Mr. Yves Henocque, November 2008
16. Terminal Evaluation of the UNEP/DGEF project GF/2010-03-14 (4731) “Development of an Action Plan for Integrated Management of Forests and Assessment of Insect Infestation In Cedar Forests in the Mediterranean Region and with Particular Emphasis on the Tannourine-Hadath El-Jebbeh Cedars Forest” By Mr. Fady Asmar, September 2008
17. Terminal Evaluation of the UNEP/DGEF project GF/3010-04-06 Promoting Ecosystem-Based Approaches to Fisheries Conservation and Large Marine Ecosystems (LMEs) GFL-2328-2732-4768 By Ms. Lena Westlund, November 2008
18. Terminal Evaluation of UNEP/DGEF project GF/1020-04-03 (4813) Strengthening Global Capacity to Sustain Transboundary Waters: The International Waters Learning Exchange and Resource Network (IW:LEARN), Operational Phase, by Mr. Philip Tortell, November 2008
19. Terminal Evaluation of UNEP/UN Habitat/DGEF project GF/1020-04-02 Sustainable Land Use Planning for Integrated Land and Water Management for Disaster Preparedness and Vulnerability Reduction in the Lower Limpopo Basin – GFL/2328-2770-4805 By Ms. Mutsa Masiyandima, November 2008
20. Terminal Evaluation of the Partnership between the Belgian Directorate General for Development Cooperation and UNEP, by Mr. Hugo Navajas and Ms. Cristina Battaglino, January 2009
21. Management Study of the “New Arrangements for the ASCOBANS Secretariat (2007-2009)”, By Mr. Priyalal Kurukulasuriya and Ms. Jessica Kitakule-Mukungu, November 2008
22. Terminal Evaluation of the UNEP Project MT/4040-00-02 “African Rural Energy Enterprise Development (AREED) Programme”, by Mr. M’Gbra N’Guessan, January 2009
23. Terminal Evaluation of project GF/1030-03-06 (4728) Managing Hydrogeological Risk in the Iullemeden Aquifer System (IAS), By Mr. Glenn Hearn, January 2009
24. Terminal Evaluation of the UNEP/GEF Project GF/4040-02-22 (4588) “Joint Geophysical Imaging for Geothermal Reservoir Assessment (JGI)” - GFL/2721-02-4588, By Alain Boisdet, January 2009

25. Terminal Evaluation of project GFL/2328-2712-4886; GF/4020-05-03 “Mainstreaming Biodiversity Conservation into Tourism Through the Development and Dissemination of Best Practices”, By Ms. Ana Baez, January 2009
26. Terminal Evaluation of project GF/PO/4030-05-01 (4821) “Assessment of Existing Capacity and Capacity Building Needs to Analyze POPs in Developing Countries
27. By Mr. Joan Albaiges”, February 2009
28. Terminal Evaluation of the Project GF/4020-05-01 (4829) “Conservation and Sustainable Use of Biodiversity through Sound Tourism Development in Biosphere Reserves in Central and Eastern Europe”, Dr. Murray Simpson, March 2009
29. Mid-Term Evaluation of the UNEP/FAO/GEF Project GF/1010-02-01 (4389) “Land Degradation Assessment in Drylands (LADA)”, By Mr. J.J. Bellamy and Mr. Michele Ieradi, April 2009
30. Terminal Evaluation of UNEP/DGEF project GF/6030-02-02 “Reversing Environmental Degradation Trends in the South China Sea and Gulf of Thailand”, By Mr. Joshua Brann and Ms. Helena Yap, January 2009
31. Sub-Programme Evaluation of the Division of Technology, Industry and Economics, Mr. Segbedzi Norgbey and Mr. Michael Spilsbury, January 2009
32. Terminal Evaluation of the UNEP Project CP/2000-05-01 (3548) “UNEP Support for Achieving the Johannesburg Plan of Implementation Target of ‘Integrated Water Resources Management and Efficiency Plans by 2005, with support to Developing Countries”, By Mr. Jeffrey Griffin, 2009
34. Terminal Evaluation of project (GF/2010-02-02) – “Global Biodiversity Forum, Phase III: Multi-stakeholder Support for the Implementation of the Convention on Biological Diversity”GFL/2713-02-4402, By Ms. Catrina Perch, June 2009
35. Joint UNEP/FAO Terminal Evaluation of the Project GF/4030-02-04 Reduction of Environmental Impact from Tropical Shrimp Trawling through the Introduction of By-Catch Reduction Technologies and Change of Management GFL/2731-02-4469 EP/GLO/201/GEF, By Mr. Rudolf Hermes, June 2009
36. Terminal Evaluation of the UNEP GEF project GF/1030-03-02 “Ecosystems, Protected Areas and People” (EPP), By Mr. Lee Thomas, June 2009
37. Terminal Evaluation of UNEP/GEF Project GF/3010-05-10 (4857) – Dryland Livestock Wildlife Environment Interface Project (DLWEIP), By Mr. Winston Mathu, July 2009
38. Terminal Evaluation of project GF/6010-04-02 (4771) GFL/2328-2716-4771 – “Building Capacity for Participation in the Biosafety Clearing-House (BCH)” - Phase I, By Mr. Hugo Navajas, July 2009
39. Terminal Evaluation of UNEP/GEF Project GF/3010-04-11 (4779) “Development and Implementation of a Sustainable Resource Management Plan for Marsabit Mountain and its Associated Watersheds in Kenya, By Ms. Harriet Matsaert, October 2009.

40. Terminal Evaluation of the UNEP GEF project GF/4030-03-22 GF/2732-03-4680“ Regional Program of Action and Demonstration of Sustainable Alternatives to DDT for Malaria Vector Control in Mexico and Central America”, By Mr. Alberto Narvaez Olalla, November 2009
41. Terminal Evaluation report for the project “Disaster Reduction through Awareness, Preparedness and Prevention Mechanisms in Coastal Settlements in Asia: Demonstration in Tourism Destinations” (CP/4020-06-05 - CPL 5068-3977- 2643), By Mr. Lorne Kriwoken, November 2009
42. Mid-Term Evaluation of the GEF Project: Integrating Watershed & Coastal Areas Management in Caribbean SIDS (GEF-IWCAM) GFL/6030-05-01, Mr. Peter Whalley, October 2009
43. Terminal Evaluation of the UNEP GEF Project GF/5024-02-01 (4485) “Global Environmental Citizenship (GEC)”, By Ms. Anne Fouillard, November 2009

Evaluation Office
United Nations Environment Programme
P.O. Box 30552
Nairobi, Kenya
Tel: +(254-20) 7623387
Fax: +(254-20) 7623158
Email: Segbedzi.Norgbey@unep.org
eou@unep.org
URL: <http://www.unep.org/eou>

www.unep.org

United Nations Environment Programme
P.O. Box 30552 Nairobi, Kenya
Tel: ++254-(0)20-762 1234
Fax: ++254-(0)20-762 3927
Email: unep@unep.org
unep@unep.org
web: www.unep.org

