

**Terminal Evaluation of the UNEP Project:
“Managing Wastewater Through Global Partnership”
PIMS ID 01663
(2014-2018)**



**Evaluation Office of the United Nations Environment Programme
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Front cover: Discharge of untreated acid mine water, West Rand, South Africa

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The evaluation consultant hopes that the findings, conclusions and recommendations will contribute to the successful formulation and continuous improvement of new and similar projects in other countries and regions.

BRIEF CONSULTANT BIOGRAPHY

Katim Seringe Touray is an Independent International Development consultant with a Ph.D. in soil science, and 20 years of consulting experience in Africa. He has completed many assignments for various UN agencies in The Gambia and 10 countries in West, East, Central, and Southern Africa, as well as the African Union Commission. In addition, he was a member of the Technical Committee of Experts on Constitution Drafting and Report Writing, Constitution Review Commission of The Gambia, member of the Board of Directors of the Internet Corporation for Assigned Names and Numbers in the USA, Chairman of the National Agricultural Development Agency, and National Agricultural Research Board Research Committee (both in The Gambia), and member of the Council of the Free Software and Open Source Foundation for Africa, Africa's leading non-profit advocating for Free and Open Source Software. Dr. Touray has a lot of project design, management, and evaluation skills, as well as excellent communication, Internet, research, analytical, and quantitative skills. He has written extensively on various topics ranging from the Internet, COVID-19 vaccines, and agricultural development to global affairs, and for various audiences.

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ABOUT THE EVALUATION

Joint Evaluation: No

Report Language(s): English.

Evaluation Type: Terminal Evaluation

Brief Description: This report is a Terminal Evaluation of a UNEP Managing Wastewater through Global Partnership project implemented between 2014 and 2019. The project's overall development goal was to promote a transition to integrating the conservation and the management of land, water and living resources to maintain biodiversity and provide ecosystem services sustainably and equitably among countries. The evaluation sought to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, and the relevant agencies of the project participating countries.

Key words: Wastewater, freshwater, pollution, marine environments; Global Partnership, marine ecosystem; coast; coastal ecosystem; governance; climate change; ecosystem management.¹

Primary data collection period: July – October 2022

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

ABBREVIATIONS AND ACRONYMS

ADB	-	Asia Development Bank
AMCOW	-	African Ministers' Council on Water
BORDA	-	Bremen Overseas Research & Development Association
BSP	-	Bali Strategic Plan
CCLME	-	Canary Current Large Marine Ecosystem
COBSEA	-	Coordinating Body on the Seas of East Asia
DCPI	-	Division of Communication and Public Information
DEPI	-	Division of Environmental Policy Implementation (UNEP)
DELC	-	Division of Environmental Law & Conventions
DEWA	-	Division of Early Warning and Assessment (UNEP)
DTIE	-	Division of Technology, Industry and Economics (UNEP)
ECOSAN	-	Ecological Sanitation
EOU	-	Evaluation and Oversight Unit (UNEP)
EPA	-	Environmental Protection Agency
ESMP	-	Environment and Social Management Plan
FMEB	-	Freshwater and Marine Ecosystems Branch (of DEPI, UNEP)
FMO	-	Fund Management Officer
GEF	-	Global Environment Facility
GEMI	-	Global Expanded Monitoring Initiative
GEMS	-	Global Environment Monitoring System
GESAMP	-	Group of Experts on the Scientific Aspects of Marine Environmental Protection
GPA	-	Global Programme of Action for the Protection of the Marine Environment from Land-based Activities
GRID	-	Global Resource Information Database
GW ² I	-	Global Wastewater Initiative
HRBA	-	Human Rights-Based Approach
ICA	-	Internal Cooperation Agreement
ICM	-	Inter-Agency Coordination Mechanism
IGR	-	Intergovernmental Review
IMIS	-	Integrated Management Information System
IWA	-	International Water Association
KFS	-	Korea Forest Service
LBS	-	Land-Based Sources
LBSA	-	Land Based Sources and Activities
MCEB	-	Marine and Coastal Ecosystems Branch
MOOC	-	Massive Open Online Course
MTR	-	Mid-Term Review
MTS	-	Medium Term Strategy
NAMA	-	Nationally Appropriate Mitigation Actions
NBA	-	Niger Basin Authority
NBS	-	Nature-Based Solutions
NGO	-	Non-governmental Organization
NPA	-	National Plan of Action
PE	-	Principal Evaluator

PERSGA	-	Programme for the Environment of the Red Sea and Gulf of Aden
PIMS	-	Programme Information and Management System
POW	-	Programme of Work
PRC	-	Project Review Committee
PSC	-	Project Steering Committee
ROA	-	Regional Office for Africa (UNEP)
RONA	-	Regional Office for North America (UNEP)
ROAP	-	Regional Office for Asia and the Pacific (UNEP)
ROLAC	-	Regional Office for Latin America and the Caribbean (UNEP)
RSP	-	Regional Seas Programme (UNEP)
RToC	-	Refrigeration, Air-Conditioning and Heat Pumps Technical Options Committee (UNEP)
SDG	-	Sustainable Development Goals
SEI	-	Stockholm Environment Institute
SIDA	-	Swedish International Development Cooperation Agency
SIDS	-	Small Island Developing States
SMART	-	Specific, Measurable, Achievable, Relevant, and Time-bound
SSA	-	Sub-Saharan Africa
SSFA	-	Small Scale Funding Agreement
SUWA	-	Safe Use of Wastewater in Agriculture
TOR	-	Terms of Reference
UEMOA	-	Union Économique et Monétaire Ouest-Africaine
UNDAF	-	UN Development Assistance Framework
UNDESA	-	UN Department of Economic and Social Affairs
UNEA	-	UN Environment Assembly
UNEP	-	United Nations Environment Programme
UNON	-	UN Office in Nairobi
UNSGAB	-	United Nations Secretary-General's Advisory Board on Water and Sanitation
USA	-	United States of America
USD	-	US Dollar
WCMC	-	World Conservation Monitoring Centre (UNEP)
WECF	-	Women Engage for a Common Future
WHO	-	World Health Organization
WSA	-	Water and Sanitation for Africa

PROJECT IDENTIFICATION

Table 1: Project Identification Table

UNEP PIMS ID:	01663		
Project Title	Managing Wastewater through Global Partnership		
Implementing Partners	UNEP/PERSGA, WECF, NBA, WCMC, GRID-Arendal, SEI, WSA, BORDA, AfDB, and other GWWI members		
Relevant SDG(s) and indicator(s):	SDG 6: Ensure availability and sustainable management of water and sanitation for all. Target 6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.		
Sub-program:	Sub-Programme 3 (Healthy and Productive Ecosystems): To promote a transition to integrating the conservation and management of land, water and living resources to maintain biodiversity and provide ecosystem services sustainably and equitably among countries.	Expected Accomplishment(s):	Use of ecosystem management approaches in countries to sustain ecosystem services from coastal and marine systems is increased
UNEP approval date:	January 2014		
Expected start date:	01/2014	Actual start date:	01/2014
Planned operational completion date:	12/2017	Actual operational completion date:	12/2018
Planned total project budget at approval:	\$4,592,127 USD	Actual total expenditures reported as of [date]:	\$2,136,447 USD (Not available) ²
Planned Environment Fund allocation:	\$1,420,840 USD	Actual Environment Fund expenditures reported as of [date]:	1,420,840 USD

² The Project Completion Report (PCR) noted that because of problems with the implementation of the Umoja platform, it was not possible to get the actual expenditure for various project components.

Planned Extra-Budgetary Financing:	US\$1,634,457	Secured Extra-Budgetary Financing:	2,528,007
		Actual Extra-Budgetary Financing expenditures reported as of [date]:	2,136,447
First disbursement:	01/2014	Planned date of financial closure:	The evaluation could not determine this date
No. of formal project revisions:	2	Date of last approved project revision:	15/12/2017
No. of Steering Committee meetings:	5	Date of last/next Steering Committee meeting:	Last: (Month) 2015 Next: (Month) 2017
Mid-term Review/ Evaluation³ (planned date):	January 2016	Mid-term Review/ Evaluation (actual date):	The MTR was not conducted
Terminal Evaluation (planned date):	2019 - 2020	Terminal Evaluation (actual date):	April 2022 – February, 2023
Coverage – Country(ies):	Global, including Georgia (WECF), the Niger Basin Authority (NBA) in West Africa, Vietnam (Coordinating Body on the Seas of East Asia [COBSEA]), China (UNEP China Office), Countries from Red Sea and Gulf of Aden (PERSGA), Senegal, Peru, Antigua and Barbuda, Costa Rica, Jamaica, Indonesia, Morocco, Ghana, Ethiopia, Benin, Tanzania, Kenya		

³ UNEP policies require projects with planned implementation periods of 4 or more years to have a mid-point assessment of performance. For projects under 4 years, this should be marked as N/A.

EXECUTIVE SUMMARY

Project background

1. The “Managing Wastewater through Global Partnership” (PIMS ID – 01663) was aimed at addressing the degradation of the marine environment by wastewater from non-point and point sources of pollution by helping raise awareness, building national capacities, and providing advisory services in integrated, ecosystem management and resource efficiency objectives, policies and approaches.
2. The project was approved in 2014, for a four-year implementation and with a planned funding of about \$4.6 million; 35 percent of which was provided as in-kind contribution from UNEP, while 36 percent was from donor funding. Additional funding was mobilized before the end of the project, bringing its total funding to just over \$5,003,917 USD at its conclusion.
3. The project was implemented by UNEP/Global Programme of Action for the Protection of the Marine Environment from Land-Based Activities (GPA) which provided oversight to ensure it adhered to UNEP policies and criteria, and that it effectively, and efficiently achieved its objectives and expected outcomes. Project activities were implemented through the FME/Regional Seas Programme, and in partnership with PERSGA, WECF, GRID-Arendal, and various GWWI Partners. Furthermore, the project had synergies and collaborations with other UNEP Divisions and Regional Offices for Africa, North America, Asia-Pacific, as well as Latin America and the Caribbean.

This Evaluation

4. The Terminal Evaluation was conducted to assess the performance of the project in terms of its relevance, effectiveness and efficiency, determine its outcome and impacts, and their sustainability. The evaluation also reviewed the implementation of the project globally, and its use of funding from its start in 2014 to its end in 2018. In addition, the evaluation was aimed at generating recommendations that are relevant to UNEP, and identifying lessons that are operationally relevant to future projects.
5. The TE has a varied target audience with varied interests and needs. Among the target audience of the TE are UNEP staff, partners and stakeholders as well as countries or organizations planning similar projects.

Key Findings

6. The evaluation assessed the performance of the project using nine criteria, and UNEP Evaluation Office rating matrix to rate its performance in each criterion. The **overall rating** of the project by the evaluation is **Satisfactory**, and a summary of the rating of the project performance criteria is in Section VI.B, while the ratings table for the evaluation criteria is in **Error! Reference source not found.**
7. The **Strategic Relevance** was rated as **Satisfactory**. The project's implementation was aligned with the UNEP Programme of Work (2014-2015, 2016-2017, and 2018-2019) the UNEP Medium Term Strategy (2014-2017 and 2018-2021), and to some extent, donor strategic priorities. The project was also relevant to global, regional and national priorities, such as the SDGs and South-South Cooperation. Furthermore, the project was fully aligned with the strategic priorities of UNEP and donors and partners such as PERSGA, Korea Forest Service, and the African Development Bank. The project's outputs and

activities were complementary to existing interventions such as the GPA, and efforts to develop the SDGs on wastewater.

8. The overall **Quality of Project Design** was rated by the evaluation as **Highly Satisfactory**. In the same vein, the Operating Context for the project was rated Highly Satisfactory because the ProDoc concluded that none of the risks faced by the project posed any significant threat to it. Similarly, the evaluation found that the ProDoc provides a comprehensive and clear situation and stakeholder analysis, as well as a discussion of gender issues, and as such, the Project Preparation aspect of the Quality of Project Design was rated as Satisfactory. On the other hand, the Intended Results and Causality aspect of the Project Design Quality was rated Moderately Satisfactory because the ProDoc does not provide any causal pathways. The Logical Framework and Monitoring aspect of the Quality of Project Design was rated as Satisfactory because the ProDoc does not include a budget for monitoring the implementation of the project.
9. The **Effectiveness** of the Project was rated **Satisfactory** because it delivered all its Outputs and met most of the targets and achieved all its crucial Outcomes. Drivers to ensure the translation of the Outcome to Impact were, for the most part, in place. The effectiveness of the project was assessed along three parameters, starting with Availability of Outputs. The evaluation found that the project delivered almost all its Outputs and, in some cases exceeded the targets set for the Output.
10. With regards to **Output 1**, i.e. tools and guidelines are developed and made available to project partners and end-users to manage and monitor the impacts of wastewater on the marine environment and water bodies, the evaluation found that the project achieved all its targets, and in the case of organizing workshops, exceeded its target. Thus, the project published a report on the economic valuation of wastewater and developed a Wastewater Technology Matrix among other tools.
11. Similarly, the evaluation found that the project also achieved its targets for **Output 2**, which was that a Global Wastewater Initiative (GW²I) with a range of partners is established and operational to improve wastewater management. The project exceeded its target of 50 partners joining the GW²I, which had 70 members at the conclusion of the project. Similarly, the project contributed to the production of publications on the state of the world's wastewater management, one of which is the 2017 World Water Development Report, whose theme was wastewater as an untapped resource.
12. With regards to **Output 3**, i.e., that wastewater treatment technologies are demonstrated and promoted globally, the evaluation found that the project met two out of its three targets, and exceed its third target. The project successfully implemented 10 demonstration projects on wastewater treatment technologies in Georgia (East Europe), the Caribbean, and PERSGA countries, as well as in four African countries. In addition, the project conducted a regional assessment on the impact of wastewater on coral reefs in the Pacific region and sensitive Small Island Developing States and prepared a policy brief on the impact of wastewater on coral reefs. With regards to organizing fora to share lessons learned from the wastewater technologies demonstration projects, the project exceeded its target of having two such events, having participated in or organized 5 such events.

13. **Output 4** of the project was to provide technical support to global processes which strengthen sustainable wastewater management. This Output had five targets, three of which were met, one was not met, and one was exceeded. The project had three revised work plans for UN-Water Task Force, prepared three documents (including a preliminary list of SDG Indicators) on the formulation of the SDGs, and prepared two reports on emerging issues in wastewater management; one on the Lake Victoria basin in Kenya, and the other on concerns about pharmaceutical products being discharged into wastewater. Although the project was not able to meet its target of developing at least five Massive Open Online Courses (MOOCs) on safe use of wastewater in agriculture, it developed one MOOC called “From Source to Sea to Sustainability” and organized many webinars on wastewater management. The project also exceeded its target of holding one workshop to promote the post-2015 SDG related to wastewater by organizing or participating in 20 workshops and meetings, including the World Water Forums.
14. The evaluation also found that the project exceeded all its three targets in **Output 5**, i.e., materials are produced, and events organized to increase awareness about sustainable wastewater management. Specifically, the project published 22 communication tools (including fact sheets, policy briefs, press releases, and a story map), instead of the target 19 tools. In addition, the project organized or participated in seven (instead of the planned four) events on sustainable wastewater management and exceed its target of collecting and sharing two best practices on sustainable wastewater management, producing nine case studies on sustainable wastewater and nutrient management, and sharing them through the Massive Open Online Course (MOOC) mentioned above.
15. The evaluation found that although the ProDoc did not include any output or activity that addressed gender issues and/or affect vulnerable or marginalized groups, however, the projects outputs directly or indirectly benefit women and these groups. Thus, the project worked with WECF and UN-Habitat and during this time guidelines were developed on decentralized wastewater treatment systems. Women accounted for 40 percent of participants in training programs, and participated in workshops, meetings, Webinars and other events organized by the project.
16. The project's Outputs such as the Wastewater Technology Matrix, the GW²I Partnership and technical support provided by the project also benefitted policy makers and development practitioners in wastewater management. In the same vein, development practitioners and the public benefited from the document on safe use of wastewater in agriculture, and policy makers and development practitioners benefited from various workshops on wastewater management organized by the project. Based on these findings, with some targets not being met, the evaluation rated the **Availability of Outputs** of the Project as **Satisfactory**, even though some targets were exceeded.
17. The expected **Project Outcome** was that wastewater is seen as a resource in the global agenda, and that this recognition is translated into declarations, policies, and national actions which reduce the negative impact of wastewater. The evaluation found that the Project exceeded four of its five targets in this regard, however it was not able to determine whether it met its fifth target. Specifically, the project realized 10 (instead of the target 5) joint initiatives by GW²I members to increase awareness about sustainable water management, and 107 countries (instead of the planned 10) which developed and reviewed their National Plans of Action (NPAs) for the protection of marine environments

from land-based activities. The evaluation thus rated the Achievement of Project Outcome as **Satisfactory**.

18. The evaluation reviewed the **Likelihood of Impact** of the Outcome of the Project and concluded that the Assumptions of the re-constructed Theory of Change (ToC) at evaluation were valid, and the Drivers to support the transition from Outputs to the Project Outcome via the two Intermediate States, and ultimately to Impact were in place. The evaluation found that the project Impact was demonstrated in many ways, such as the long-term impact of the GW²I partnership on achieving sustainable wastewater management, and the fact that the demonstration projects on wastewater technologies helped shift the paradigm about wastewater to where it is now seen as a resource, rather than a waste. Given these findings, the evaluation rated the Likelihood of Impact of the Project as **Likely**.
19. The evaluation reviewed the Financial Management of the Project using three criteria, namely, adherence to UNEP's financial policies and procedures, completeness of project financial information, and communication between finance and project management staff. The evaluation found that the project adhered to UNEP financial policies and procedures, and was provided high-level project budget and funding sources, but not the project expenditure sheet. In addition, the project found that there was sufficient communication between the finance and project management staff. Against this background, the evaluation rated the Financial Management of the Project as **Satisfactory**.
20. With regards to the **Efficiency** of the project, the evaluation found that the project was both cost-effective and that it generally delivered its interventions on time. The project exceeded many of its targets, and its two no-cost extensions helped save costs. In addition, the evaluation found that the project team attempted to increase project efficiency by using leveraging synergies and complementarities with other initiatives. For this reason, the evaluation rated the Efficiency of the Project as **Satisfactory**.
21. The evaluation assessed the **Monitoring and Reporting** aspect of the Project and rated it as **Moderately Unsatisfactory** because all three criteria for its assessment were rated Moderately Unsatisfactory. With regards to the monitoring design and budgeting, the evaluation found that ProDoc had a logical framework with appropriate indicators for the planned activities, although the monitoring plan was not disaggregated by stakeholder groups (including gender and disadvantaged groups) because this was not required at the time the project was designed. In addition, the evaluation did not find any evidence of a separate budget for monitoring project implementation. Similarly, the evaluation found that although data on project implementation was collected, it was not disaggregated by gender and disadvantaged groups, while the project reporting was found to be irregular, and not in full compliance with the requirements of the ProDoc.
22. The evaluation rated the **Sustainability of the Project Outcome** as **Moderately Likely** because its financial and institutional sustainability were rated Moderately Likely, despite its socio-political sustainability being rate Highly Likely. The socio-political sustainability of the Project Outcome was rated Highly Likely because it was found by the evaluation to be only moderately dependent on social and political factors, and that there was a high level of commitment to and ownership of the project among all stakeholders. In contrast,

the evaluation rated both the institutional and financial sustainability of the Project Outcome as Moderately Likely.

23. The evaluation reviewed seven **Factors Affecting Project Performance and Cross-cutting Issues**, rated them overall as **Satisfactory**. Although five of the seven factors affecting project performance were rated Satisfactory by the evaluation, one of them (Quality of Project Management and Supervision) was rated Moderately Satisfactory, and another. The evaluation rated the Project Preparation and Readiness factor as Satisfactory because the Project had an Inception meeting, established a Steering Committee and took other steps to prepare for its launch. Similarly, the Stakeholder Participation and Cooperation factor was rated Satisfactory because the ProDoc included an excellent stakeholder analysis, and the Project Team maintained a strong and effective communications with stakeholders.

Conclusions

24. The evaluation found that the planning and implementation Project was, overall, Satisfactory. On the other hand, the Sustainability of the Project Outcome was rated Unlikely, while two other performance criteria were rated Moderately Satisfactory (Factors Affecting Performance) and Moderately Unsatisfactory (Monitoring and Reporting).
25. The project had significant achievements and contributed tremendously to changing attitudes toward wastewater from seeing it as a waste to a resource to be managed. Thus, the project contributed to the development of the SDGs on wastewater and built capacities in wastewater management by developing various tools and guidelines, organizing trainings, Webinars, and online lessons, as well as workshops, seminars, and conferences. The project also established the GW²I Partnership which had 70 members from government and UN agencies, NGOs, academia, international organizations, and the private sector.
26. The evaluation found that the Project performance had the highest rating in the Quality of Project Design and Effectiveness (both rated Highly Satisfactory), as well as Nature of the External Context (Highly Favorable), while its worst ratings were with regards to Sustainability of Project Outcome (Unlikely), as well as Monitoring and Reporting (Moderately Unsatisfactory), and Factors Affecting Project Performance and Cross-cutting Issues (Moderately Satisfactory). Clearly, future and similar projects like the GWP Project should bear these lessons in mind and address them throughout the entire lifecycle of the project, from design to terminal evaluation.

Lessons Learned

Lesson 1: The demonstration projects and tools developed by the project were a good learning experience.

Lesson 2: Lack of funding, institutional capacity, weak policy and political support are major constraints to controlling land-based sources of marine pollution.

Lesson 3: The GW²I Platform helped shift the paradigm about wastewater.

Lesson 4: Mid-term and Terminal Evaluations should be conducted and done in a timely manner.

Lesson 5: National Plans of Action (NPAs) are an important tool for managing the environment, and pollution (including wastewater).

Lesson 6: Including wastewater in the SDGs was an important step toward sustaining the impact of the project's outcomes.

Recommendations

Recommendation 1: The GW²I Platform should be established as a UNEP Unit, or UNEP should at least provide it Secretarial services, and a full-time Coordinator.

Recommendation 2: UNEP should continue the advocacy and awareness-raising activities of the GW²I Project to maintain wastewater issues in the global agenda through the GPA and the Global Partnership on Marine Litter (GPML).

Recommendation 3: UNEP and Partners should mobilize funds to upscale wastewater management demonstration projects to increase the visibility of wastewater issues and improve wastewater management around the world.

Recommendation 4: The GW²I Project outputs such as the guidelines on wastewater management should be used by UNEP and its partners in future training programs.

Recommendation 5: UNEP and its partners should ensure that Mid-term and Terminal Evaluations of future projects are done when possible, in a timely manner to avoid the loss of institutional memory. That project documents and information are kept in a systematic and assessable knowledge management system to be provided in accessible file formats, as well as in English and other UN languages to facilitate project evaluations.

Recommendation 7: UNEP and its partners should ensure that the design, budgeting, implementation, as well as monitoring and evaluation of future projects take in account human rights, gender, as well as vulnerable and marginalized groups.

I. INTRODUCTION

1. This Report for the Terminal Evaluation (TE) of the “Managing Wastewater through Global Partnership” (PIMS ID – 1663) was prepared in accordance with the Terms of Reference (TOR) developed for this purpose by the United Nations Environment Programme (UNEP) Evaluation Office. It also conforms with the UNEP Evaluation Policy⁴ and the UNEP Programme Manual.⁵
2. The aim of the projects was to address degradation of the marine environment by wastewater originating from non-point sources and point-sources of pollution by helping countries raising awareness, building their national capacities, and catalyzing action through the provision of advisory services in integrated, ecosystem management and resource efficiency objectives, policies and approaches.
3. The project was approved in 2014 with a planned funding for the four-year period of US\$4,552,577, with 34.9 percent, and 35.9 percent consisting of UNEP in-kind contributions, and donor funding, respectively. The project mobilized additional funding and achieved a total funding of US\$4,964,367 when it ended in 2019. UNEP/GPA was the Implementing Agency for the Project, and provided oversight to ensure that UNEP policy and criteria were adhered to, and that the project met its objectives, and achieved the expected outcomes effectively. Project Activities were implemented through FMEB/Regional Seas Programme and in partnership with the Programme for the Environment of the Red Sea and Gulf of Aden (PERSGA), Women Engage for a Common Future (WECF), Niger Basin Authority (NBA) of nine West African countries, UNEP World Conservation Monitoring Centre (WCMC), Global Resource Information Database (GRID)-Arendal, Stockholm Environment Institute (SEI), Water and Sanitation for Africa (WSA) and GW²I members.
4. Collaboration and synergies were sought with relevant UNEP Divisions such as Division of Early Warning and Assessment (DEWA)⁶-GEMS Water, Division of Technology, Industry and Economics (DTIE), Division of Communication and Public Information (DCPI), and Division of Environmental Law & Conventions (DELIC), as well as Regional Offices, branches and units, helped implement activities where their skills brought added value to the Project. UNEP Regional offices for Africa (ROA), Latin America and the Caribbean (ROLAC), North America (RONA), as well as Asia-Pacific (ROAP) played a key role in the implementation of project activities at the regional and country levels, via internal cooperation arrangements with respective UNEP Divisions.
5. The Global Wastewater Initiative (GW²I), a multi-stakeholder platform, was the main means to implement the project. Through collaboration, joint-programming and partnerships UNEP supported national governments to design and implement regional and country level interventions. In this regard, Regional Seas Programmes (COBSEA, PERSGA, ROPME, Nairobi Convention, and Abidjan Convention)⁷ also contributed to the

⁴ <https://wedocs.unep.org/bitstream/handle/20.500.11822/7100/UNEP%20Evaluation%20Policy%202016.pdf>

⁵ <https://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.411.2550&rep=rep1&type=pdf>

⁶ It should be noted that UNEP re-organized these Divisions, and created new Divisions:
<https://tinyurl.com/mr3br7at>

⁷ The Coordinating Body on the Seas of East Asia (COBSEA) has nine member countries, namely Cambodia, People's Republic of China, Indonesia, Republic of Korea, Malaysia, the Philippines, Singapore, Thailand and Viet Nam, the Programme for the Environment of the Red Sea and Gulf of Aden (PERSGA) has seven member countries

implementation of the project globally in Africa (Benin, Ethiopia, Ghana, Kenya, Morocco, Niger, Senegal, and Tanzania), Asia (Vietnam, China, and Indonesia), Europe (Georgia), South America (Peru), the Caribbean (Antigua and Barbuda, Costa Rica, and Jamaica), and West Asia (PERSGA countries in the Red Sea and Gulf of Aden area).

6. Although there was no Mid-term Review (MTR) of the project, a project completion report was prepared. Against this background, the TE was conducted to assess project performance in terms of its relevance, effectiveness, and efficiency, and determine both its potential and actual outcomes and impacts, as well as their sustainability. Toward this end, the TE evaluated the implementation of the project globally and its use of budgeted, and extra-budgetary financing from its inception in 2014 to its completion, following a one-year extension in 2018.
7. The TE is aimed at identifying lessons of operational relevance for future project formulation and implementation, possibly generate recommendations that are relevant to all of UNEP.
8. Target audience for the findings of the TE is varied, each with different interests and needs. The target audience of the TE report thus includes UNEP staff, regional, national, and international partners and stakeholders (e.g., UN-Habitat, GRID-Arendal, WHO, and Water and Sanitation for Africa [WSA]), and project managers and organizations planning same or similar projects or in the project countries or other countries.

(Djibouti, Egypt, Jordan, the Kingdom of Saudi Arabia, Somalia, Sudan and Yemen) while the Regional Organisation for Protection of the Marine Environment (ROPME) has eight member countries (Bahrain, I.R. Iran, Iraq, Kuwait, Oman, Qatar, Saudi Arabia and the United Arab Emirates).

II. EVALUATION METHODS

Description of Evaluation Methods and Information Sources

9. The TE was conducted in accordance with UNEP evaluation policies and guidelines and was an independent in-depth participatory evaluation in which project staff and stakeholders were interviewed about the implementation of the project as well as its achievements, and challenges, and the UNEP Evaluation staff were consulted throughout the evaluation. In the same vein, human rights and ethics issues such as gender, as well as the anonymity of interviewees and survey respondents, and confidentiality of the information they provided to the evaluation were all taken into account during the evaluation.
10. The Principal Evaluator (PE) used various methods to determine the achievements of the project with regards to its expected Outputs, Outcomes and likelihood of Impacts. This way, the evaluation ensured that data collection and analysis produced evidence-based qualitative and quantitative information from diverse sources. Toward this end, the evaluation used literature review, an online survey and individual interviews with present and former project staff at UNEP, as well as other stakeholders, including beneficiaries and project implementation partners. As a result, the evaluation was able to use quantitative data to assess causality and, in conjunction with qualitative data, provide reasons for the project's achievements and shortfalls. A list of documents consulted by the PE as part of the literature review activities of the evaluation is shown in Annex II.
11. The evaluation reviewed documents and other sources of information over a three-month period from April to June 2022. Among the documents reviewed were project-related documents such as the ProDoc, meeting reports, Concept Notes, budgets, project completion report, UNEP evaluation guidelines and tools, as well as any other documents deemed by the PE to be relevant to the evaluation.
12. The eight interviews conducted were semi-structured, and based on UNEP evaluation guidelines, and had questions designed to solicit information from the interviewees about their perspectives on how the project was implemented, its achievements, strengths and weaknesses, and the likelihood of its impacts. A list of people consulted during the TE is shown in Annex III.
13. In addition, the PE launched an online survey on the LimeSurvey⁸ platform. The survey questions were based on UNEP evaluation tools and guidelines and are listed in Annex IV. The online survey was launched on September 12, 2022, and all 82 project partners and beneficiaries whose email addresses were available were invited to complete the survey. Although the UNEP Evaluation Manager overseeing the evaluation sent out an introductory email informing partners and stakeholders about the survey, the PE sent out two reminders for them to complete it, and the deadline for the completion of the survey was extended about two times, the survey had a dismal response rate. Only eight people attempting to complete it, and out of these only two completed it. As such the primary aim of the online survey, which was to obtain information from project stakeholders about their thoughts on the project implementation was not achieved.

⁸ <https://wwgp-te.limesurvey.net/289354?lang=en>

14. UNEP contracted the PE to conduct the TE of the project, and the tasks of the evaluation are detailed in the Evaluation ToR (Annex X). The PE was not involved directly or indirectly in the design and implementation of the project.

Selection Criteria

15. The PE identified the types of stakeholders to interview based on their roles in the project. Specifically, the PE interviewed project staff, including former project staff, and those that are still employed by UNEP. In addition, the PE interviewed key stakeholders that were UNEP partners in the implementation and execution of the project.
16. In view of the lag between the end of the project and the TE, the PE interviewed people based on their availability and willingness to participate in the evaluation, and not on the basis of any firm selection criteria. Although the PE interviewed a relatively small number of people, they came from a cross-section of project stakeholders, including Project Management, UNEP staff, as well as other international organizations and civil society groups.
17. The stakeholders to interview were selected without regard to their gender, but solely based on the roles they played in the implementation of the project. Despite this, some women (constituting 50% of those interviewed) who played various roles in the implementation of the project were interviewed as part of the evaluation, as shown in the list of people interviewed (Annex III).
18. As explained earlier, all project stakeholders whose email addresses were available were invited by email to participate in the online survey. No other selection criterion was used to select participants in the online survey.

Evaluation Framework

19. The interview and online survey questions used in the evaluation were based on the Evaluation Framework which was prepared during the Inception Phase of the evaluation and was reviewed and approved by the UNEP Evaluation Office. The Evaluation Framework is as shown in Annex V.

Data Verification

20. The evaluation interviews were semi-structured because although each was based on questions developed during the Inception Phase of the evaluation, the PE was flexible in terms of which questions were asked a particular interviewee, depending on how the interview went. However, some questions were asked more than one interviewee, allowing the triangulation of information and data obtained from different interviewees. In addition, information and data obtained from interviewees were triangulated against evidence from documents and interviews with other stakeholders and partners. The PE also explained the purpose of the evaluation to interviewees to ensure that they willingly participated in the process and provided their candid opinions.

Methods Used for Data Analysis

21. The data and information collected by the evaluation was analyzed, and the rating of the performance of the project in terms of various evaluation criteria determined using the UNEP Evaluation Office Evaluation Criteria Ratings Matrix.⁹ Accordingly, the evaluation

⁹ Provided by UN Environment (version updated 12.08.2021).

rated the various performance criteria of the project based on three continuous scales (from highest to lowest rating):

- Highly Satisfactory (HS) to Highly Unsatisfactory (HU)
- Highly Favorable (HF) to Highly Unfavorable (HU)
- Highly Likely (HL) to Highly Unlikely (HU)

22. The rating, score, weight, and weighted score of each performance criterion of the project, and the overall rating for the project was based on the average of the scores of all the criteria rated, as shown in Table 13.

Limitations of the Evaluation

23. The main limitations of the evaluation are the fact that it was done four years after the conclusion of the project, and hence, some project staff and partners were no longer available, or they had vague memories of their involvement in the project. In addition, the poor response rate of the online survey deprived the evaluation of valuable insight that would have been provided by a higher response rate. For these reasons, the evaluation relied on the Project Completion Report (PCR), as well as interviews with project staff and stakeholders, and background documents provided by project staff.

24. The evaluation was also challenged by the paucity of reports on the implementation of the project. Thus, mid-term review of the project was not conducted, and there was no requirement for quarterly and biannual reports on the implementation of the project. However, the evaluation mitigated these challenges with the help of a comprehensive project completion report, and interviews with some project partners, and former project staff, some of whom were with UNEP at the time of the evaluation.

III. THE PROJECT

A. Context

25. Oceans and coasts, and the resources they provide form the basis for the survival and well-being of people. Thus, an estimated 2.4 billion people or 40 percent of the world's population live with 100 Km of the coast.¹⁰ These environments, are under increasing pressure because they support a significant part of the world's population, and the increasing trend toward greater concentration of people in these areas. Thirty eight percent of the global population lives on a narrow fringe of coastal land which accounts for on 7.6 percent of the Earth's total land area, and 70 percent of mega cities with populations of over 8 million are found in coastal areas.¹¹ For this reason, the health and well-being, and indeed the survival of coastal populations in some cases depend on the health and well-being of coastal ecosystems and watersheds associated with them. It is thus evident that the health of marine environments is dependent on sustainable human activity in coastal areas – and vice versa.
26. Coastal and marine environments are also being degraded because of human activities on land on coasts and inland. Thus, an estimated 80 percent of the pollution load (including industrial, municipal, and agricultural wastes and run-off) in coastal waters and the deep oceans originates from human land-based activities and affects the most productive areas of the marine environment, including near-shore coastal waters and estuaries.¹¹ In the same vein, a UNEP/UN-Habitat report estimated that 90 percent of all wastewater in developing countries is discharged directly into rivers, lakes and oceans without being treated.¹² As such, many rivers in and around cities in developing countries are effectively open sewers, which adversely affect human health, climate change, fisheries, livelihoods, and the food chain.
27. At the time of the formulation of the project, it was concluded that the situation would get worse if urgent action was not taken to better manage wastewater. Furthermore, it was estimated that by 2030 almost 5 billion people will live in towns and cities, many of them within 60 Km from coast.¹¹ Fortunately, investment in water treatment technologies and improved sanitation will yield enormous benefits, while the rehabilitation and restoration of nature's water purification systems (e.g. wetlands and mangroves) can be cost effective.
28. Against this background, the global community in 1995 issued the Washington Declaration, which formed the basis for the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities (GPA). The GPA addresses the connectivity between freshwater, terrestrial, coastal and marine ecosystems, as well as various categories of pollutants such as sewage, persistent organic pollutants, radioactive substances, heavy metals, and oils (hydrocarbons). The GPA was reviewed by three times through three Intergovernmental Review (IGR)

¹⁰ Ocean Fact Sheet - <https://www.un.org/sustainabledevelopment/wp-content/uploads/2017/05/Ocean-fact-sheet-package.pdf>

¹¹ UNEP Project Document: XXX [sic] Managing Waste water through Global Partnership

¹² Corcoran, E., C. Nellemann, E. Baker, R. Bos, D. Osborn, H. Savelli (eds). 2010. Sick Water? The central role of wastewater management in sustainable development. A Rapid Response Assessment. United Nations Environment Programme, UN-HABITAT, GRID-Arendal. <https://tinyurl.com/bd6e65p5>

processes, with the last one held before the start of the GW²I Project, the 2012 Manila IGR. The Manila IGR renewed the mandate of the GPA, identified nutrients, marine litter and wastewater as priority source categories, and gave priority and focus on developing partnerships in these three priority areas.

29. To implement the GPA, the UNEP/GPA Wastewater Programme was designed, and based on the premise that wastewater treatment and water supply are closely linked. In addition, the wastewater program aimed at promoting, at local and national levels, specific actions which deal with sewage by using alternative solutions. The overall approach used for the implementation of the UNEP/GPA Wastewater Programme was through partnership with key stakeholders, including policy makers, the private sector, scientists, UN agencies, Non-governmental Organizations (NGOs), development agencies and donors, as well as international organizations working on water and sanitation issues.
30. Regional activities of the UNEP/GPA Wastewater Programme were to use GPA as a platform for dialogue and foster partnerships for action and focus on demonstrating synergies between relevant Multilateral Environmental Agreements (MEAs) and other international agreements, as well as regional seas programmes and protocols. The activities were also aimed to, at the international level, create the linkages with the United Nations Secretary-Generals' Advisory Board on Water & Sanitation (UNSGAB), UN Oceans and UN Water. The activities were also aimed at raising awareness and engaging in outreach and communications to promote environmental actions and innovations to help achieve the sound management and sustainable development of oceans, coasts, island and their associated watersheds. In particular, the activities were to also help formulate relevant Sustainable Development Goals (SDGs), Targets and Indicators.
31. The "Managing Wastewater through Global Partnership" or Global Wastewater Initiative (GW²I) project was launched by UNEP/GPA to address the issue of pollution from wastewater, which is both challenging, and had not been embedded in previous UNEP programmes and projects. Specifically, the rationale for the project was that it directly addressed the underlying problem of the lack of application of the appropriate technologies that were available, as well as the shortcomings of governments and stakeholders to make use of governance and management frameworks to effectively manage wastewater.
32. Furthermore, the project was to help increase the understanding of the impact of untreated wastewater on the environment and people, and stress the importance of sustainable wastewater management, including providing the necessary law and regulations, supportive policy, innovative financing mechanisms, and tailored technologies.
33. Project Activities were implemented in 23 countries around the world, as shown in Figure 1.

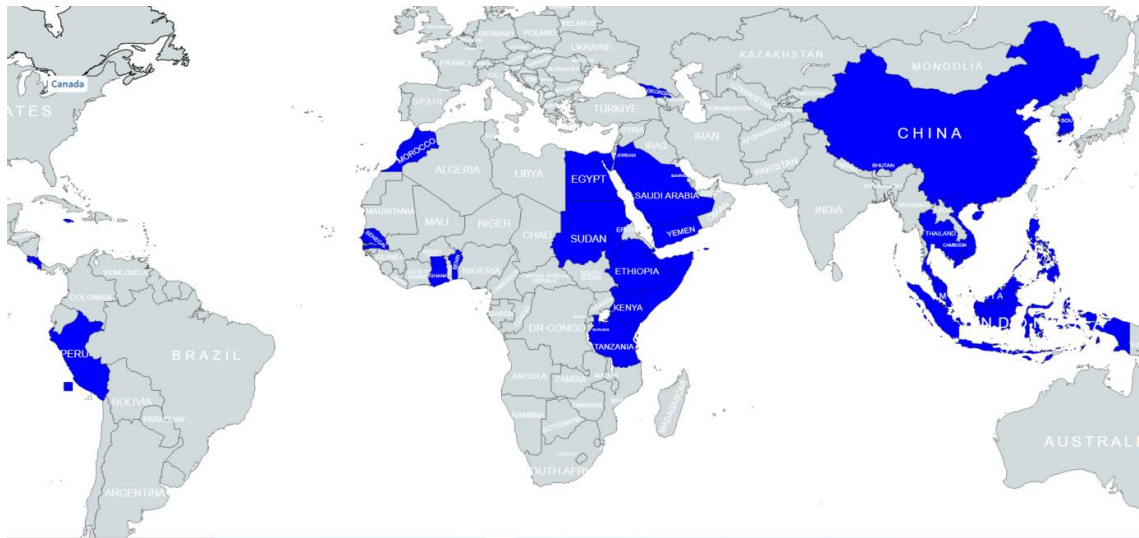


Figure 1: Map of countries which participated in the GW²I Project

B. Results Framework

34. The aim of the project was to achieve a paradigm shift in world water politics and practices from wastewater being seen as waste that damages the environment, to seeing it as a resource that should be managed effectively to ensure future water security. In other words, wastewater needs to be seen not as a problem, but as an opportunity.
35. The project was implemented under the auspices of the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities (GPA), which is a long-standing multilateral framework and platform for dialog and advances UNEP's objectives with regards to the management of coastal watersheds, coastal areas, and the marine environment. Toward this end, the GPA provides technical support to governments in governance and policy reforms, as well as ecosystem-based management, including the wastewater management.
36. The project also addressed the underlying problems of lack of use of appropriate technologies, and failure to take action on wastewater management. Toward this end, the project provided countries, especially developing countries, with information, tools, and policy options required to analyze and take cost-effective actions to develop wastewater management strategies. In addition, the project catalyzed global, regional and national actions through partnerships with stakeholders, and provided a platform for the dissemination and use of the tools and policies developed as well as information produced by the project.
37. The components of the project were as follows:
 - Component 1; strengthening of normative basis for managing and monitoring the impacts of wastewater on the marine environment.
 - Component 2; establishment of a Global Wastewater Initiative (GW²I).
 - Component 3; promotion and demonstration of low-cost wastewater treatment technologies.

- Component 4; responding to global challenges on wastewater (e.g., collaboration with UN-Water, UN-Habitat and UNSGAB) and.
 - Component 5; communication and outreach for awareness raising as a cross-cutting component within GPA.
38. Component 1 of the project was aimed at raising awareness and providing guidance and tools to policy and decision-makers and stakeholders to deal with wastewater issues. In addition, this component also supported countries in the preparation and/or the implementation of their National Programme of Action. On the other hand, Component 2 established the GW²I, a multi-stakeholder platform, to raise awareness, share information and develop joint initiatives and activities.
39. Component 3 of the project promoted and demonstrated appropriate wastewater technologies by increasing access to information on these technologies, while Component 4 enabled UNEP to respond to global challenges in wastewater management and doing so in partnership with UN agencies such as UN-Water, and UNSGAB, as well as World Bank. Finally, Component 5 of the project focused on communication and outreach, as well as collecting and disseminating good practices linking wastewater management to food security, poverty reduction, and water use efficiency, among other issues.
40. The ProDoc for the project includes a logical framework which provides milestones for the attainment of the project's Outcome, indicators for the achievement of both the project Outcome and Outputs, and the means of verification of their attainment. The results framework for the project Outcome and Outputs, as well as their indicators and means of verification are shown in Annex VI.

C. Stakeholders

41. The project stakeholders can be grouped in five: international organizations, government institutions, non-governmental organizations (NGOs), academia, and private sector entities. International organizations which were project stakeholders include UNEP and other UN agencies, as well as international networks on water-related issues, and development banks. The UNEP/GPA and its partners the Regional Seas Programmes (RSPs), the Coral Reef Unit of FMEB, the Freshwater Unit of FMEB, DEWA (GEMS Water), as well as the UNEP Regional Offices for Africa, Asia and the Pacific, and North America. The UNEP Regional Offices helped ensure that project activities were in areas where requests were made, and where UNEP's capacities can be maximized. In addition, the UNEP Regional Offices mobilized additional funding, and enabled environmental and social management program (ESMP) activities to extend from national to local levels. Other international organizations that participated in the project are the International Water Association, the UN-Water Task Force on Wastewater, the African Development Bank, and the Inter-American Development Bank.
42. Government Ministries, Departments and Agencies (MDAs) such as the United States Department of Agriculture (USDA), the National Research Institute for Rural Engineering, Water, and Forestry (INRGREF) of Tunisia, the Fisheries Division Laboratory of Antigua, and the China Beijing Environmental Exchange (CBEEEX) also participated in the project. In addition, national NGOs such as Dushtha Shasthya Kendra of Bangladesh, and the Jordanian National Forum for Women, and international NGOs such as Women in Europe for a Common Future (WECF) of Germany, the Global Institute for Water, and Waterlex

(both of Switzerland) were members of the GW²I and participated in the implementation of the project.

43. Academic institutions which participated in the project include the Swiss Tropical and Public Health Institute (Swiss TPH), the University of Nairobi (Kenya), and the University of Lomé (Togo). Similarly, private sector entities such as Envisager (UK), Agua inc. Global Development Group (Kenya), Acquawise Consulting (Portugal), ZeroDig (Pty) Ltd. (South Africa), and World Water and Wastewater Solutions Ltd. (Canada), to name a few, participated in the implementation of the project.
44. Although the ProDoc discussed gender and indigenous peoples' issues in rather theoretical terms, the evaluation found their needs and views were considered during the implementation of the project. Table 2 presents a summary of the level of interest and influence of the various stakeholders, as well as their importance as sources of information for the evaluation.

Table 2: Stakeholder Analysis

Stakeholder	Level of Interest	Level of Influence	Importance as source of information for Evaluation
International and Regional Stakeholders			
UNEP/GPA	H	H	H
Project Steering Committee (PSC)	H	H	H
Project Management	H	H	H
UNEP Divisions	H	H	H
UNEP Regional Offices	H	H	H
Donors	H	H	H
Government Insitutions			
GW ² I Focal points	H	M	H
NPA Focal Points	H	M	H
NGOs			
International NGOs	H	M	H
National NGos	H	M	H
Vulnerable communities	L	L	H
Indigenous Groups	M	L	H
Academia	M	M	H
Private Sector	M	M	H

D. Project implementation structure and partners

45. UNEP/GPA was the Implementing Agency for the Project and provided oversight to ensure that UNEP policies and criteria were adhered to, and that the project met its objectives, and achieved the expected outcomes effectively. Project Activities were implemented through FMEB/Regional Seas Programme and in partnership with the Programme for the Environment of the Red Sea and Gulf of Aden (PERSGA), Women Engage for a Common Future (WECF), Niger Basin Authority (NBA) of nine West African countries, UNEP World Conservation Monitoring Centre (WCMC), Global Resource Information Database (GRID)-Arendal, Stockholm Environment Institute (SEI), Water and Sanitation for Africa (WSA) and GW²I members WECF, NBA, WCMC, GRID-Arendal, SEI, WSA and GW²I members in 23 countries around the world, as shown in Figure 1.

46. Collaboration and synergies were sought with relevant UNEP Divisions such as the Division of Early Warning and Assessment-Global Environment Monitoring System (DEWA-GEMS) Water, Division of Technology, Industry and Economics (DTIE) as well as Regional Offices, branches and units, which could implement activities where their skills brought added value to the Project. All Regional Offices of UNEP played a key role in the implementation of project activities at the regional and country level, which were achieved via internal cooperation arrangements with respective Divisions.
47. The Director of UNEP Division of Environmental Policy Implementation (DEPI), based in Nairobi, Kenya was responsible for project supervision, and this responsibility was discharged through a Project Manager/Programme Office, who represented the Director on the Project Steering Committee (PSC). The PSC was comprised of 12 members from various organizations, including UNEP, UN-Habitat, Turkish Water Institute, African Development Bank, Women in Europe for a Common Future (WECF), International Water Management Association, and the UN University Institute for Water, Environment and Health (UNU-INWEH).
48. Furthermore, Project supervision missions by the Project Manager/Programme Office or Fund Management Officer were considered part of the project supervision plan, which included periodic reports on the project's risks, its progress toward its objectives and milestones, as well as the quality of project monitoring and evaluation.
49. UNEP actively utilized the expertise of a diverse range of partner institutions and stakeholders, UN agencies, private sector operators, academia, science and research institutions, as well as consultants. The Global Wastewater Initiative (GW²I), a multi-stakeholder platform, was among main means to implement the project. Through collaboration, joint-programming and partnerships UNEP supported national governments to design and implement regional and country level interventions.
50. The GW²I had an International Steering Committee (ISC) which provided overall guidance for the partnership. The ISC, which was established in 2013,¹³ had 15 members (including UNU-INWEH, Ramsar Convention, US Environment Protection Agency (EPA), Jacobs U. K., and IWA) and was co-chaired by UNEP and UN-Habitat.¹⁴ The ISC was aimed at facilitating "cooperation and coordination to better understand and address wastewater challenges and opportunities."¹⁵ the water treatment technology promotion and demonstration projects had also their steering committees to advice on strategy and project delivery.
51. The organigram for the project is shown in Figure 2.

¹³ GW²I Project Key outcomes of the Global Wastewater Initiative (GWI) forum, held October 4th, 2013

¹⁴ GW²I Project. 2014 2nd Global Wastewater Initiative (GWI) Steering Committee Meeting - UNEP Headquarters, Nairobi, 14 - 15 May 2014

¹⁵ GW²I Project. 2013 Global Waste Water Initiative: Vision, Mission and Focal Areas

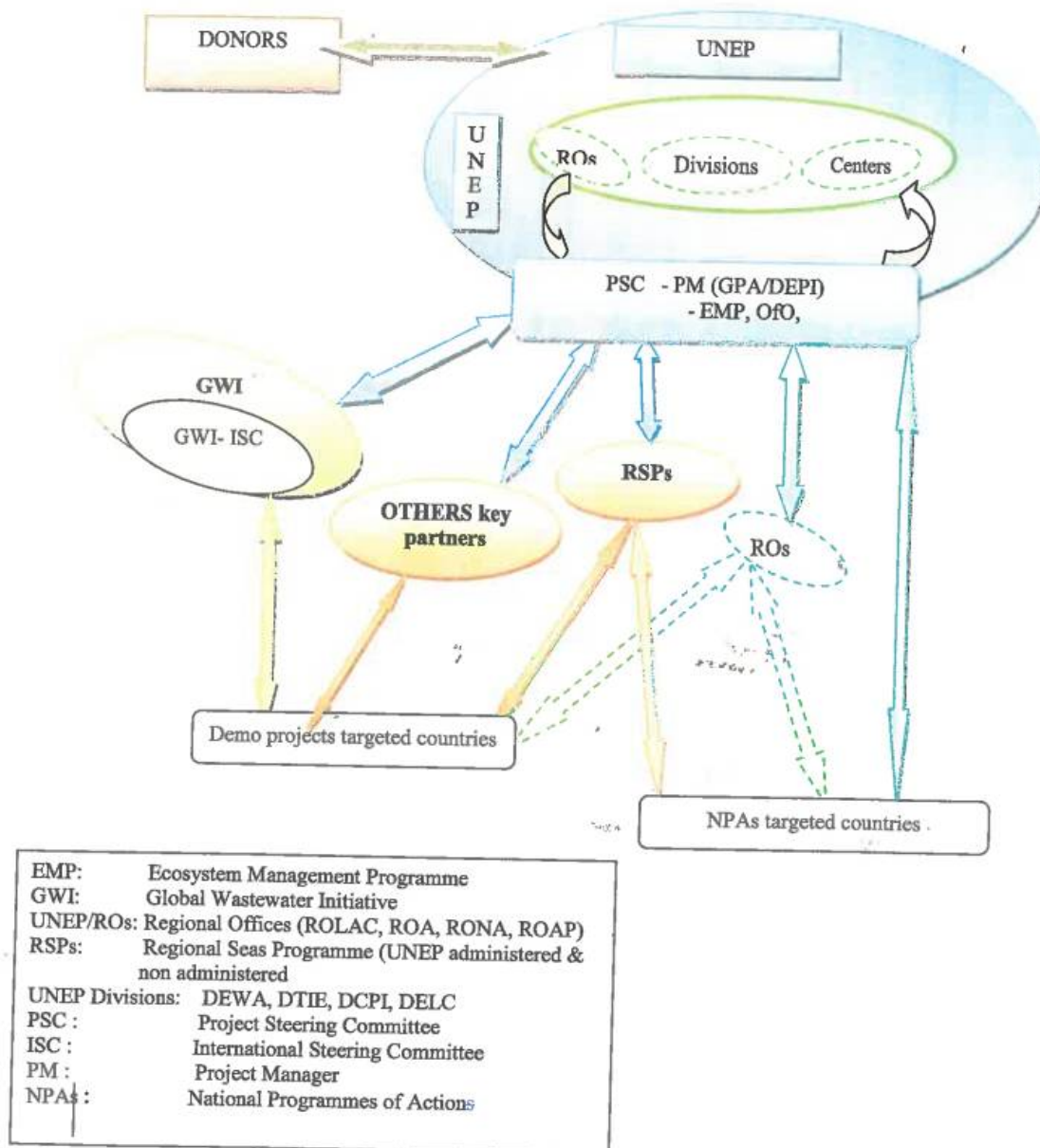


Figure 2: Organigram of the Project with key project key stakeholders

E. Changes in design during implementation

52. There were no changes in the design of the project during its implementation. However, the project implementation period was extended by one year from December 2017 to December 2018. In this regard, the project document was revised to allow for the one-year no-cost extension to all the completion of activities, and achievement the projects indicators and targets.
53. Other reasons why the project was extended include a UNEP-African Development Bank (AfDB) donor agreement through which the AfDB was to disburse €500 thousand for 36 months (Aug. 2016 – June 2019). The agreement was aimed at the creation and dissemination of knowledge to enhance wastewater management and sanitation services delivery in Africa. The project was also extended by one year because several

activities were under implementation at the end of December 2017 because they started later than scheduled because of delays in disbursement of funds, and the need to wait for a new mandate from the 4th IGR which was to be held in 2018.

F. Project financing

54. The project started with an approved budget of \$3,619,550, along with a planned Environment Fund allocation of \$715,000,¹¹ and planned extra-budgetary financing of \$1,634,457.¹⁶ In the end, the project secured a total UNEP managed funding (project cash budget plus UNEP in-kind contribution) of \$5,003,917 (Table 3).
55. As shown in Table 3, the project was able to mobilize about \$2.9 million from nine sources, besides UNEP and its entities. Furthermore, the project was able to secure \$411,740 more than its planned funding, as shown in Table 3.

Table 3: Project Funding Sources Table

Funding source (All figures as USD)	Planned funding	% of planned funding	Secured funding ¹⁷	% of secured funding
Cash				
Extra-budgetary funding (including PSC):				
Norway (incl. PSC of 8%) (Funds used to support various activities under the project)	116,789	2.5	116,789	2.3
SIDA (incl. PSC of 8%) (Funds used to support various activities under the project)	164,878	3.6	164,878	3.3
GPL Trust Fund (incl. PSC of 13%) (Funds used to support various activities under the project)	820,300	17.9	820,300	16.4
AfDB (Euro 500,000) (incl. PSC of 13%) (AfDB project extended until 2021 – 334K was spent as of December 2018)	572,040	12.5	572,040	11.4
Sub-total: Project Funding	1,674,007	36.5	1,674,007	33.5
Co-financing Cash Contributions				
PERSGA (Funds used by PERSGA for regional guidelines on wastewater)	25,000	0.5	25,000	0.5
WECF (Funds used by WECF for a project on the use of the Urine-Dry Diverting Toilets (UDDT), also known as EcoSan approach in a selected rural community of Georgia)	9,310	0.2	9,310	0.2

¹⁶ Managing Wastewater through Global Partnership Project Number: 323.2 (PIMS number 01663) Project Operational Completion Report. Reporting Period: 01/2014 – Project Operational Completion 12/2018 Prepared for UNEP

¹⁷ Secured funding refers to received funds and does not include funding commitments not yet realised.

Funding source (All figures as USD)	Planned funding	% of planned funding	Secured funding¹⁷	% of secured funding
Coral Reef Unit (Funds used to develop the “Wastewater Pollution on Coral Reefs” by the GPA and the Coral Reef Unit of UNEP)	25,000	0.5	25,000	0.5
Environment Fund	30,000	0.7	30,000	0.6
USA	245,000	5.3	245,000	4.9
UN Water	29,230	0.6	29,230	0.6
Korean Forest Service (KFS) (Benin, Ethiopia, Ghana, and Morocco) (Funds managed by the Law Division to implement demonstration projects that involved wastewater reuse in Benin, Ethiopia, Ghana and Morocco)	854,000	18.6	854,000	17.1
Sub-total: Cash contributions	1,217,540	26.5	1,217,540	24.3
In-kind				
Staffing (Also UNEP in-kind contributions)				
Environment Fund staff-post costs	1,420,840	30.9	1,776,050	35.5
Extra-budgetary funding for staff-posts (listed per donor)	169,740	3.7	226,320	4.5
Sub-total: Staffing	1,590,580	34.6	2,002,370	40.0
Co-financing in-kind contributions				
UNEP China Office (Funds used to set up the Regional Node of the Global Wastewater Initiative)	30,000	0.7	30,000	0.6
UNEP Coral Reef Unit (Funds used to develop the “Wastewater Pollution on Coral Reefs” by the GPA and the Coral Reef Unit of UNEP)	80,000	1.7	80,000	1.6
Sub-total: In-kind contributions	110,000	2.4	110,000	2.2
Total	4,592,127		5,003,917	

*Funding from a donor to a partner which is not received into UNEP accounts but is used by a UNEP partner or collaborating center to deliver the results in a UNEP – approved project.

56. A breakdown of the estimated project expenditures for each of its Components at the design of the project is shown in Table 4.¹⁶ Component 3 (demonstration and promotion of wastewater treatment technologies) had the greatest estimated cost at \$801,300 or at 47.9 percent of the total budget, followed by Component 2 (an operational Global Partnership on Wastewater Management) which had a budget of \$549,500 or 32.9 percent of the total budget. Component 4 (technical support to global processes) had the least budget at \$11,500 (or 0.7 percent of the total budget), followed by Component 5

(materials produced and events organized to increase awareness about sustainable wastewater management) which had a budget of \$147,000 or 8.8 percent of the total budget. It is noteworthy that the total amount spent on all the components at the end of the project might have been different from what was budgeted for at the start of the project. However, the evaluation did not have a breakdown of the final expenditures on the various Project Components at the end of the Project.

Table 4: Expenditure by Component at Project Design

Component/sub-component/output All figures as USD	Estimated cost at design	Actual Expenditure	Expenditure ratio (actual/planned)
Component 1 – Tools and guidelines developed, and made available for managing and monitoring the impacts of wastewater on the marine environment and other water bodies	162,000	Because of difficulties in the implementation of the IMIS and Umoja systems, and the fact that the TE is being done about 4 years after the project ended made it difficult to get data on actual expenditures of the project	Because of difficulties in the implementation of the IMIS and Umoja systems, detailed expenditure ratio could not be calculated
Component 2 – An operational Global Partnership on Wastewater Management (GW ² I) with a wide range of partners is established and operational to improve wastewater management	549,500		
Component 3 – Wastewater Treatment Technologies and strategies are demonstrated and promoted globally	801,300		
Component 4 – Technical support provided to global processes aimed at strengthening sustainable wastewater management	11,500		
Component 5 – Materials produced, and events organized to increase awareness on sustainable wastewater management	147,000		
Total	1,671,300		

IV. THEORY OF CHANGE AT EVALUATION

A. Reconstructed Theory of Change at Evaluation

57. A Theory of Change (ToC) was developed for the project and included in the ProDoc. The ToC is important because it helps the evaluator understand the philosophy behind the project interventions and provides an analytical tool to assess the project. As noted earlier, however, the ToC had some shortcomings which were addressed by the TE.
58. Specifically, the ToC postulated that five Project Activities which would produce five Outputs would lead to a Project Outcome, which in turn would lead to Short-, Medium, and Long-term Outcomes. However, the ToC at design did not include any Pre-Conditions, Assumptions, and Drivers, nor did it indicate the expected Impact of the project's Activities, Outputs, and Outcomes. For this reason, the ToC was re-constructed at Inception to include all these. The elements of the re-formulated ToC at Evaluation and the reasons for their reformulation are shown in Table 5.

Table 5: Justification for Reformulation of Results Statements

ToC Element	Formulation in Original ProDoc	Formulation for Reconstructed ToC at Evaluation Inception (RToC)	Justification for Reformulation
Impact	The ProDoc ToC only provides for a "Long-term Outcome," not Impact	Wastewater is recognized as an opportunity, is high on the global agenda as well as the national and local ones.	What the ProDoc considers a "Long-term Outcome" is designated an Impact because it represents long-lasting effects which result from the Project's interventions.
Project Outcome	Wastewater is recognized as a resource in global agenda translating into declarations, policy decisions and national actions to reduce the negative impact of wastewater into the environment	This is retained as a Project Outcome	This element of the ToC was not reformulated in the Reconstructed ToC
Long-term Outcome	Wastewater is recognized as an opportunity, is high on the global agenda as well as the national and local ones.	This is re-designated as an Impact, as detailed above	What the ProDoc considers a "Long-term Outcome" is designated an Impact because it represents long-lasting effects which result from the Project's interventions.
Medium-term Outcome	The existence of tools, guidance, policies, and	This is designated as IS II in the Reconstructed ToC at Evaluation	These are considered Outputs,

ToC Element	Formulation in Original ProDoc	Formulation for Reconstructed ToC at Evaluation Inception (RToC)	Justification for Reformulation
	approaches such as the basic 3R (reduce, remediate, re-use) that recognizes wastewater as a resource and highlights the strong linkage between ecosystem services and human well-being		and hence, are not retained as Outcomes in the Reconstructed ToC at Evaluation
Short-term Outcome	The increase of awareness on wastewater issues and establishment of a strong wastewater partnership	This is designated as IS I in the Reconstructed ToC at Evaluation	
Outputs	Tools and guidelines developed, and made available for managing and monitoring the impacts of wastewater on the marine environment and other water bodies (C1)	The Outputs are retained from the ProDoc because they did not change over the life of the project.	These elements of the ToC were not reformulated in the Reconstructed ToC
	An operational Global Partnership on Wastewater Management (GW ²) with a wide range of partners is established and operational to improve wastewater management (C2)		
	Wastewater Treatment Technologies and strategies are demonstrated and promoted globally (C3)		
	Technical support provided to global processes aimed at strengthening sustainable wastewater management (C4)		
	Materials produced, and events organized to increase awareness on sustainable wastewater management (cross-cutting approach-C5)		
Assumptions	The ProDoc ToC did not include Assumptions on which it is based	A1: Governments are committed and consider the proposed Project interventions as national and regional priorities	The ToC at design did not include any Pre-Conditions, Assumptions, and Drivers which, as such, had to be included in the Reconstructed ToC
		A2: UNEP has the capacity and resources at HQ, Regional Office, and country levels to support delivery of the expected results	

ToC Element	Formulation in Original ProDoc	Formulation for Reconstructed ToC at Evaluation Inception (RToC)	Justification for Reformulation
		A3: National Executing Agencies are capable of leading the implementation of the project A4: There is political continuity in Project countries for the duration of the Project	at Evaluation to provide a more holistic ToC.
Drivers	The ProDoc ToC did not include Drivers for the attainment of the project objectives	D1: Governments are convinced of the utility and value of developing sustainable wastewater management strategies D2: Pressure on UNEP and governments to work toward the attainment of SDGs related to wastewater management D3: Pressure from civil society, media, communities, and the public to address the challenge of wastewater management D4: UNEP, governments and other partners are committed to ensuring gender equity, human rights, and inclusion as	
Preconditions	The ProDoc ToC did not include Preconditions which had to be in place before the project objectives could be attained	PC1: Strong support and commitment by UNEP, governments, and other partners PC2: Timely and sufficient resources allocated to the project PC3: The public, civil society, and private sector are aware of and understand the Project, and are willing to support its implementation	

**B.
Causal Linkages**

59. Pre-Conditions should have been in place before project could start.¹⁸ In retrospect, and based on an analysis of the ToC at design, the ProDoc Logical Framework, and risk matrix the evaluation identified the following Pre-Conditions for the Project:
60. PC.1: Strong support and commitment by UNEP, governments, and other partners. It is worth noting that PC.1 was a required but not sufficient pre-condition, for the success of the Project.
61. PC.2: Timely and sufficient resources allocated to the project.

¹⁸ Pre-conditions can either be "in place", or "partly in place" or "not in place."

62. PC.3: The public, as well as civil society and private sector are aware of and understand the Project and are willing to support its implementation.
63. The evaluation found that these Pre-Conditions were satisfied largely met by the project, and hence the successful implementation of its activities in many countries.

Assumptions and Drivers

64. Assumptions are an important part of any ToC, and they are wrong, the logic for the Project interventions might be flawed, and the theory may not work as expected, or it might collapse entirely.¹⁹ The Project ToC is based on the following assumptions:
65. A.1: Governments are committed and consider the proposed Project interventions as national and regional priorities.
66. A.2: UNEP has the capacity and resources at HQ, Regional Office, and country levels to support delivery of the expected results
67. A.3: National Executing Agencies can lead the implementation of the project
68. A.4: There is political continuity in Project countries for the duration of the Project
69. It should be noted, however, that it is possible that there could have been more assumptions that formed the basis of the Project ToC.
70. The evaluation found that these underlying assumptions were largely valid, as shown by the number of government agencies which are members of the GW²¹, the interest of many countries in implementing wastewater demonstration projects, and the success of UNEP in mobilizing resources, and managing the implementation of the project.
71. The Drivers are external conditions over which the project has some level of control but can also influence the achievement of the results at various levels of the Project. For the purposes of the ToC at evaluation, the following are considered main Drivers for the Project:
72. D.1: Governments are convinced of the utility and value of developing sustainable wastewater management strategies
73. D.2: Pressure on UNEP and governments to work toward the attainment of SDGs related to wastewater management
74. D.3: Pressure from Civil Society, media, communities, and the public to address the challenge of wastewater management
75. The evaluation found that these drivers were largely effective, given that many countries successfully implemented project activities, and the demand for additional sites to implement project activities. In addition, UNEP through the project, was able to embed wastewater management in the SDG 6, and both international and national NGOs participated effectively in the implementation of the project.

Outputs to Project Outcome

76. The reconstructed ToC at evaluation considers the Short- and Medium-term Outcomes of the ToC at design as Outputs, and re-labelled the Long-term Impact of the ToC at

¹⁹ Assumptions can either be “accurate” or “inaccurate”, “realized” “not realized”, “in-place” “not in place” or “uncertain.”

design as the Impact of the Project, as shown in Figure 3. This way, the ToC flows more logically than the ToC at design because it proceeds from Activities to Outputs to Outcome, Intermediate States, and then to Impact (over the long term), making it more in line with UNEP guidelines.²⁰

77. The ProDoc identified the five project Outputs (Figure 3):
78. Output 1: Tools and guidelines developed, and made available for managing and monitoring the impacts of wastewater on the marine environment and other water bodies
79. Output 2: An operational Global Partnership on Wastewater Management (GW²I) with a wide range of partners is established and operational to improve wastewater management
80. Output 3: Wastewater Treatment Technologies and strategies are demonstrated and promoted globally
81. Output 4: Technical support provided to global processes aimed at strengthening sustainable wastewater management.
82. Output 5: Materials produced, and events organized to increase awareness on sustainable wastewater management (cross cutting approach).
83. The above five Outputs were to help achieve the Project Outcome, namely, that “wastewater is recognized as a resource in the global agenda translating into declarations, policy decisions and national actions to reduce the negative impact of wastewater into the environment.” Furthermore, the ProDoc identified the following five indicators for attainment of the Project Outcome:
 - i). Wastewater integrated in the post 2015 Sustainable Development goals.
 - ii). Number of joint initiatives by GW²I members underway to increase awareness and sustainable management of wastewater.
 - iii). Number of countries developing and/or reviewing NPAs.
 - iv). Number of countries implementing NPAs.
 - v). Number of governments and private sector organizations making use of the best practices, tools and guidelines developed through the demonstration projects.
84. All five Outputs were aimed at collectively and individually contributing to the achievement of the Project Outcome, by contributing to the achievement of the Project Outcome indicators. Thus, the delivery of Output 1, i.e., the development of tools and guidelines for wastewater management was to contribute to the achievement of indicator (v) of the Project Outcome by helping stakeholders (including governments and the private sector) use best practices, tools, and guidelines for wastewater management.
85. Similarly, Output 2, i.e., the establishment of an operational Global Partnership on Wastewater Management, was contribute to the attainment of practically all indicators for the attainment of the Project Outcome by virtue of the GW²I Platform helping push for the integration of wastewater issues in the SDGs, in increasing awareness about

²⁰ [Theory of change | UNEP - UN Environment Programme](#)

wastewater issues, and in the developing and implementation of NPAs in member countries.

86. Output 3 (the global demonstration and promotion of wastewater treatment technologies) was designed to increase the number of governments and other organizations making use of tools and guidelines developed to promote best practices in wastewater management and contribute to the attainment of indicator (v) of the Project Outcome. Similarly, Output 4 (the provision of technical support to global processes which strengthen sustainable wastewater management) was to contribute to the attainment of indicators (iii) and (iv) of the Project Outcome by producing reports and case studies, organizing workshops on wastewater management, and promoting the SDG related to wastewater. On the other hand, Output 5 (production of materials, and organizing events to increase awareness about sustainable wastewater management) was aimed at contributing to the attainment of indicators (ii) and (v) of Project Outcome by publishing policy briefs, press releases, newsletters, and best practices on sustainable wastewater management.
87. The realization of the project Outputs would also validate the assumptions underlying the ToC at Evaluation. Specifically, the attainment of indicators (i), (iii) and (iv) of the Project Outcome which relate the preparation of NPAs would validate Assumption A.1. that governments would consider the Project interventions as national and regional priorities. In the same vein, the achievement of indicator (iii), and (v) would validate assumptions A.2. (UNEP has the capacity and resources to support delivery of the expected results), and A.3. (national executing agencies can lead the implementation of the Project). Finally, the attainment of all the Project Outcome indicators collectively demonstrates the validity of Assumption A.5. of the ToC at Evaluation, namely that there is a continuity of political commitment in the Project countries for the duration of the Project.
88. With regards to target (i) of the project Outcome, the aim was to integrate wastewater into the SDGs. The project was highly successful in this regard, because it was able to integrate wastewater into SDG 6.3 and, under the umbrella of UN-Water and with support from Environment/GPA, WHO and UN-Habitat, was able to develop the Global Expanded Monitoring Initiative (GEMI) for wastewater, water quality, and water resource management.
89. The second target of the Outcome of the project was to have 10 joint initiatives of the GW²I members to increase awareness and sustainable wastewater management. The project also successful in this regard because of wastewater GW²I partners developed 10 joint initiatives, including the GEMI, demonstrations projects in Georgia (between UNEP and WECF), and Tanzania (between UN-Habitat, BORDA, and UNEP). The project also produced two joint publications, and the wastewater program collaborated with various institutions to further its agenda, leading in some cases to mobilization of funds from sources such as the AfDB, UNEP, and GRID Arendal.
90. The project exceeded its target in the third indicator for its Outcome, that at least 10 countries develop and review their NPAs. Specifically, 107 countries participating in the project developed and review their NPAs. Similarly, the number of governments and private sector entities which make use of best practices, tools and guidelines developed through the demonstration projects was 20; double the target of 10.

Project Outcome to Intermediate States

91. According to the ToC at Evaluation, the Project Outcome would lead to two Intermediate States, which in turn would lead to Project Impact (Figure 3). The first Intermediate State (IS I) is that there is an increase in awareness of wastewater issues and establishment of a strong wastewater partnership, and the second Intermediate State (IS II), which is the existence of tools, guidance, policies, and approaches which recognize wastewater as a resource, and highlights the strong links between human well-being and ecosystem services.
92. The evaluation found that the attainment of the Project Outcome, i.e. wastewater being “recognized as a resource in global agenda translating into declarations, policy decisions and national actions to reduce the negative impact of wastewater into the environment” led to the attainment of IS1. Thus, the evaluation found that the project helped increase awareness of wastewater issues, and the multi-stakeholder GW²I Platform which reached 70 members, which it created formed the basis for strong partnerships on wastewater issues, and across the world.
93. The evaluation found that the project was able to help the attainment of IS2. The project Outputs produced various tools and guidelines, demonstrated wastewater treatment technologies, organized events, and produced various policy briefs, press releases and other materials which helped strengthen the paradigm of seeing wastewater as a resource, and highlight the linkage between human well-being and ecosystem services.
94. These results validate the Assumptions and Drivers of the ToC at Evaluation. Specifically, that governments were convinced of the utility and value of developing sustainable wastewater management strategies (D.1.) led to their participation in the demonstrations of wastewater technologies and training and promotional events on wastewater management, and their uptake of their participation in efforts to embed wastewater issues in the SDGs. Furthermore, the evaluation found that the drivers D.2. (pressure on UNEP and governments for them to work on attaining the wastewater SDGs), and D.3. (pressure from Civil Society, communities, media and the public to address the challenge of wastewater management) both contributed to the attainment of the Project Intermediate States.

Impact

95. The ToC at Evaluation also stipulates that the Project will ultimately and in the long-term have impact, i.e. “wastewater is recognized as an opportunity, is high on the global agenda as well as the national and local ones.” According to the ToC, the impact of the Project will depend on the attainment of the second Intermediate State (IS II), which in turn depends on various factors and drivers which influence that attainment of the Project Outcome and the first Intermediate State (Figure 3).

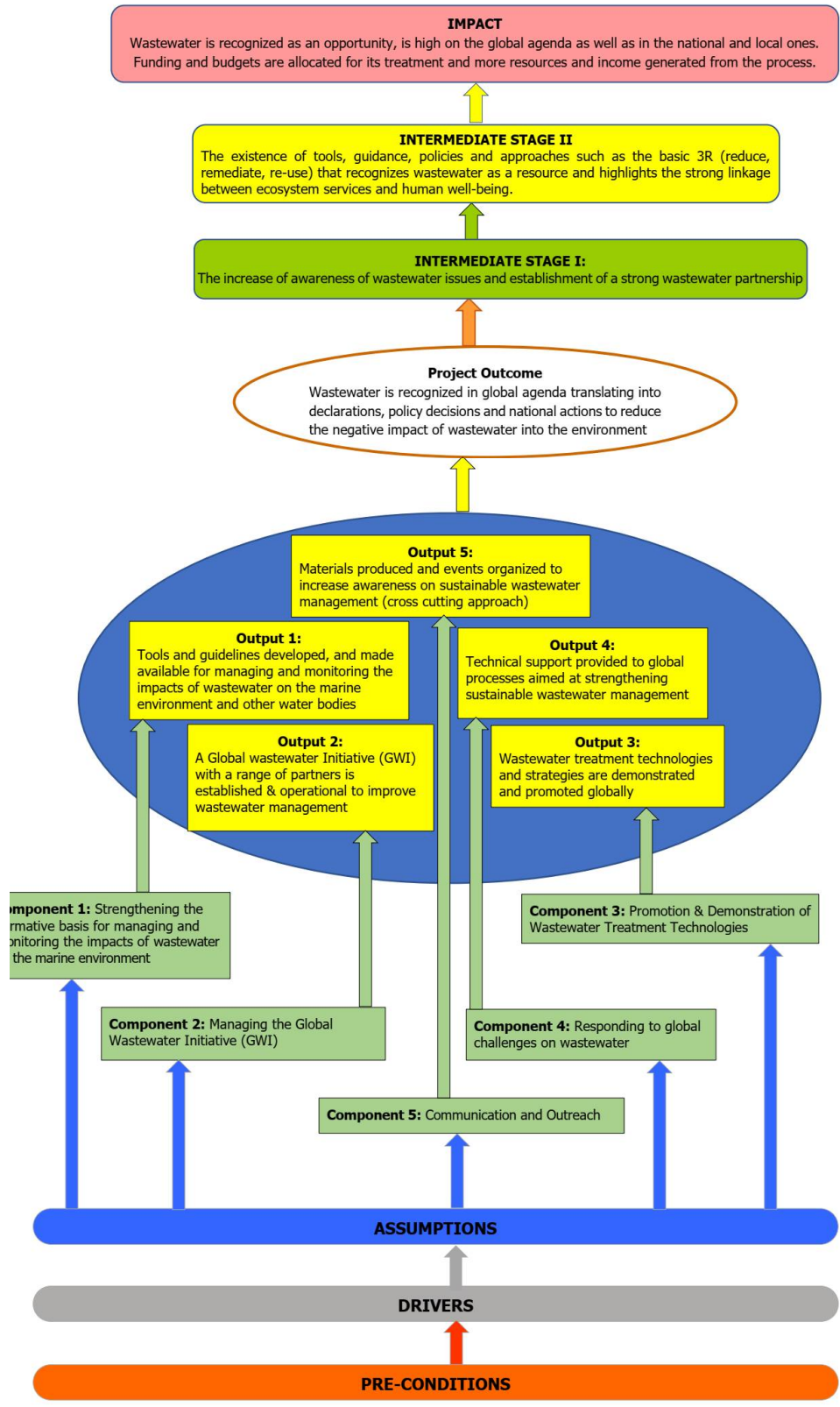


Figure 3: Theory of Change at Terminal Evaluation

V. EVALUATION FINDINGS

A. Strategic Relevance

Alignment to UNEP MTS, POW and Strategic Priorities

96. The UNEP's Programme of Work (POW) 2014-2015²¹, and POW 2016-2017²² were aimed at promoting "a transition to integrating the conservation and the management of land, water and living resources to maintain biodiversity and provide ecosystem services sustainably and equitably among countries." Similarly, Subprogramme 3 (Healthy and Productive Ecosystems) of the UNEP POW 2018-2019²³ was aimed at ensuring that "marine, freshwater and terrestrial ecosystems are increasingly managed through an integrated approach that enables them to maintain and restore biodiversity, ecosystems' long-term functioning and supply of ecosystem goods and services."
97. Similarly, UNEP's 2014-2017 Medium-Term Strategy (MTS)²⁴ adopted a new and more integrated approach to land and water management and aimed at developing options for increased water efficiency, while three of seven priority areas of the UNEP 2018-2021 MTS,²⁵ were focused on managing ecosystems, environmental governance, as well as the healthy and productive ecosystems.
98. The project's implementation strategies and outputs were fully aligned with UNEP's above-mentioned POWs, and MTSes. First, the project's approach was to use the GPA, which was a long-standing multilateral framework and platform for dialog to advance the UNEP agenda defined in its POWs. Furthermore, that projects outputs all contributed to the attainment of the objectives of UNEP's POWs and the implementation of its MTSes. For example, the project developed tools and guidelines for managing and monitoring the impact of wastewater on the marine environment, established the GW²¹ Platform, and demonstrated wastewater treatment technologies and strategies. Other project outputs were providing technical support to global processes strengthening sustainable wastewater management, as well as producing materials and organizing events to increase awareness about wastewater management.
99. The project also helped include wastewater issues in the SDGs, and helped various countries achieve the SDG on wastewater management. As such, the project contributed to the implementation of many UN Environment Assembly (UNEA) Resolutions, especially Resolution UNEA 3/10²⁶ which called on member States to facilitate the achievement of the SDGs on wastewater, and on UNEP to support developing countries to achieve the SDGs on wastewater. In the same vein, the project was aligned with the Bali Strategic Plan, which relates to the capacity of governments to comply with international agreements and obligations, developing coherent international environment policies, as well as promoting, facilitating and financing environmentally sound technologies.

²¹ UNEP 2012 Proposed biennial programme of work and budget for 2014–2015 <https://tinyurl.com/398975sy>

²² UNEP 2014 Proposed biennial programme of work and budget for 2016–2017 <https://tinyurl.com/5wbejbmv>

²³ UNEP 2016 Programme of work and budget for the biennium 2018–2019 <https://tinyurl.com/53tc97dm>

²⁴ UNEP 2015 Medium Term Strategy 2014 – 2017 <https://tinyurl.com/2dabsc6z>

²⁵ UNEP 2016 Medium Term Strategy 2018 – 2021 <https://tinyurl.com/5y4ucjqp>

²⁶ UNEP 2018 3/10. Addressing water pollution to protect and restore water-related ecosystems <https://tinyurl.com/256597df>

100. Furthermore, the project was aligned with UNEP's strategic priority of South-South Cooperation which is aimed at strengthening development cooperation among developing countries. Specifically, the online GW²¹ Platform established by the project had 70 members by December 2018, and facilitated the exchange of information and knowledge among members from developing countries.
101. As such the alignment to UNEP MTS, POW and Strategic Priorities was rated by the evaluation as **Highly Satisfactory**.

Alignment to Donor Strategic Priorities

102. With regards to donor strategic priorities, the evaluation found that the project's guidelines and wastewater management in the PERSGA region, its manual on wastewater and coral reefs, as well as the regional assessment of the impact of wastewater on coral reefs were aligned with the PERSGA Vision for a "healthy environment in the red Sea and Gulf of Aden and a sustainable economic development of coastal and marine resources."²⁷
103. The Korea Forest Service (KFS) of the Republic of Korea was an important donor to the project. The evaluation found that the project's outputs were aligned with the KFS Forest Policy Vision for productive, welfare-enhancing, and ecological forests which create jobs, everyone can enjoy, and allow humans to live harmoniously with nature.²⁸
104. The project was also aligned with the strategic priorities of another important donor, the African Development Bank (AfDB) whose Strategy for 2013-2022 has an objective that calls for achieving an inclusive and sustainable Green Growth for Africa.²⁹ Toward this end, the AfDB Strategy will create ecosystems services and make efficient and sustainable use of natural resources, especially water.
105. The evaluation also found that the project was aligned with the strategic priorities of the Women Engage for a Common Future (WECF), specifically its water and sanitation program which raises awareness and mobilizes citizens for sustainable water and wastewater management.³⁰ Similarly, the was aligned with the SDGs, which have been almost 7,000 implementation partners around the world.³¹ Furthermore, the project helped formulate the SDGs, and successfully integrated wastewater issues in Target 6.3 of SDG 6.³²
106. Although the project was found to be aligned with Donor Strategic Priorities, it did not have an anticipated identifiable contribution to donor/funding partner's results indicators. Against this background, the evaluation rated the alignment of the project with UNEP/Donor Strategic Priorities as **Satisfactory**.

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

²⁷ PERSGA 2023 About Us – PERSGA <https://persga.org/about-us/>

²⁸ Korea Forest Service 2023 Forest Policy Vision <https://tinyurl.com/25h275xh>

²⁹ African Development Bank 2013 At the Center of Africa's Transformation - Strategy for 2013–2022 <https://tinyurl.com/yckz77za>

³⁰ WECF 2023 WECF - English - Water & Sanitation <http://www.womenforclimate.org/english/water-sanitation/>

³¹ UNDESA 2023 Partnerships registry | Sustainable Development <https://sdgs.un.org/partnerships/browse>

³² UNDESA 2023 Goal 6 | Department of Economic and Social Affairs <https://sdgs.un.org/goals/goal6>

107. The project also contributed to the development of Sustainable Development Goal 6, which is to ensure availability and sustainable management of water and sanitation for all, and particularly its target 6.3: “By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.” In addition, the project was relevant to global, regional, sub-regional and national environmental priorities such as the SDGs, UNEP’s Capacity building (BSP), and South-South Cooperation.
108. The evaluation did not, however, find any evidence that the project anticipated any identifiable contribution to regional, sub-regional and/or national environmental results indicator(s), and for this reason, the project’s relevance to global, regional, sub-regional, and national priorities was rated **Satisfactory**.

Complementarity with Existing Interventions/Coherence

109. The evaluation found that the project was complementary to and coherent with existing interventions. In the first place, the project was anchored in the GPA which was adopted in 1995, and since then, led to many interventions which the project complement. The GPA focused on nutrients, plastics and wastewater issues, and as such, the project fit into its wastewater-related activities.
110. Furthermore, the project worked with the Fresh Water Unit and other units of UNEP to build capacities and worked with other groups to develop the SDGs on wastewater. In addition, the project worked across other UNEP Divisions, e.g. the Science Division, and used the GW²I platform to work with other groups.

The evaluation found that although the project had full complementarity with other interventions, as well as knowledge of, and engaged with other interventions by UNEP and other organizations, the ProDoc did not show any anticipated identified benefits to collaboration with other interventions. For this reason, the evaluation rated the project’s complementarity with existing interventions as Satisfactory.

Rating for Strategic Relevance:	Satisfactory
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B. Quality of Project Design

111. The ProDoc contains all necessary sections that are standard requirements in UNEP projects, with an overview of the project, project justification, and project statement and approach. The ProDoc also includes the resource mobilization strategy, the national and regional relevance of the project, stakeholder analysis, as well as socio-economic and environmental issues. Other issues presented in the ProDoc include the project implementation structure, risks, and sustainability of the project’s impact. The ProDoc also includes a logical framework which has indicators, baseline, and targets for each outcome. The assessment of the Quality of Project Design is based on a UNEP template (Annex VII), which provides 13 criteria, and a system for rating them. The overall rating the Quality of Project Design is Highly Satisfactory, as indicated in the table in Annex VII. The components of the quality of project design are discussed and rated below.

Operating Context

112. The evaluation found that the project had a highly favorable operating context, with risks being identified in the Risk Analysis section of the ProDoc as being of low to

medium likelihood, and only one of them (inadequate resources) had a high severity of impact if it happened. Furthermore, the ProDoc does not mention any conflict or high likelihood of natural disasters (on-going or possible) that posed a risk to the successful implementation of the project. Similarly, the ProDoc did not identify any on-going or high possibility of a change in national government that would threaten the implementation of the project. For this reason, the evaluation rated the Operating Context of the project as Highly Satisfactory.

Project Preparation

113. With regards to project preparation, the evaluation found that the ProDoc provides a comprehensive and clear situation analysis, includes a stakeholder analysis, and discusses gender and indigenous peoples' issues. The ProDoc also provides a description of stakeholder consultation during the project design, although the stakeholder consultations were only at the level of States, not communities and people on the ground. Furthermore, the ProDoc discussed gender and indigenous peoples' issues in rather theoretical terms, although it includes plans to adequately cater to the needs and interests of women indigenous groups during the implementation of the project. The evaluation thus rated the Project Preparation as **Satisfactory**.

Strategic Relevance

114. The evaluation found that the ProDoc was clear in terms of its alignment and relevance to the UNEP MTS and POW, as well as UNEP and donor strategic priorities, including the Bali Strategic Plan, South-South Cooperation, and the SDGs. Furthermore, the evaluation found that the ProDoc was aligned with regional, sub-regional and national environmental priorities, and that it was complementary with other interventions. The evaluation thus concluded that the Strategic Relevance of the design of the project was **Highly Satisfactory**.

Intended Results and Causality

115. The evaluation found that the ProDoc only lists Outputs and Outcomes but does not provide or describe the causal pathways. However, Component 1 of the project focused on the development "guidance and tools to policy and decision-makers and stakeholders to deal with wastewater issues and, on the other hand provides support to countries in the preparation and/or the implementation of their NPAs." Similarly, Component 2 established the "Global Wastewater Initiative [GW²I], a multi-stakeholder platform ... to raise awareness, share information and develop joint projects and initiatives." Thus, the activities of Components 1 and 2 were indeed impact drivers for the attainment of the outputs of other project Outputs. Nevertheless, the ProDoc did not clearly describe the impact drivers and assumptions of causal pathways, nor did it clearly describe the roles of key actors and stakeholders for each key causal pathway. The evaluation found that at the time the project was being designed between 2012 and 2013, there was no ToC template to use, and for this reason, the causal pathways were not adequately addressed in the ProDoc. Against this background, the evaluation rated the Intended Results and Causality of the ProDoc as **Moderately Satisfactory**.

Logical Framework and Monitoring

116. The evaluation found that the logical framework for the ProDoc provided specific, measurable, achievable, relevant, and time-bound (SMART) indicators for both the project outcome, and

indicators of the five outputs. Furthermore, the logical framework included baseline information and targets for key performance indicators, and the milestones in the monitoring plan were appropriate and sufficient to track progress and support the management of the project. However, the ProDoc did not provide a budget for monitoring the project's progress, although the work plan was clear, adequate, and realistic. The evaluation thus rated the Logical Framework and Monitoring aspect of the Quality of Project Design as **Satisfactory**.

Governance and Supervision Arrangements

117. With regards to Governance and Supervision Arrangements, the ProDoc has a very detailed description of the project governance and supervision model and provides an organigram of the governance structure for the project. UNEP/GPA was the Implementing Agency for this project, while project activities were to be implemented through the FMEB/Regional Seas Programmes, and with identified key partners, where possible. In addition, UNEP was to engage a diverse cross-section of consultants, partner institutions and stakeholders, UN agencies, the private sectors, academia/science and research institutes, while the multi-stakeholder GW²¹ platform was to be the main tool to implement the project, and the International Steering Committee of the GW²¹ was to provide overall guidance of the partnership. The evaluation thus rated the Governance and Supervision Arrangements component of the Quality of Project Design as **Highly Satisfactory**.

Partnerships

118. The project was designed to work with partners within and outside the UNEP system. Some of the partners within UNEP are the Regional Seas Programmes, the Coral Reef Unit of FMEB, and UNEP Regional Offices, while external partners that were to be sought by the project include the Stockholm Environment Institute, the International Water Association, UN-Water Task Force on Wastewater, UNSGAB, Global Partnership on Marine Litter, Global Partnership on Nutrient Management, USEPA, and Gates Foundation. The project also sought synergies and collaboration with GEF projects such as the WIO-LaB -addressing Land-based Activities in the Western Indian Ocean. In addition, the roles and responsibilities of the external partners were also properly specified and appropriate to their capacities. The evaluation thus rated the Partnerships component of the Quality of Project Design as **Highly Satisfactory**.

Learning, Communication and Outreach

119. The evaluation found that one of the five Outputs of the project was focused on communication and outreach, including the production of facts sheets, policy briefs, etc. In effect, the ProDoc identified these tools and products as appropriate methods of communicating with stakeholders during the life of the project. The project also aimed to address the challenge of lack of access to information about wastewater management techniques. The evaluation thus rated this component of the Quality of Project Design as **Highly Satisfactory**.

Financial Planning/Budgeting

120. The evaluation found that the budget/financial planning of the project was coherent at the design stage, and the resource mobilization strategy was effective because it raised more funding for the project. Specifically, the project mobilized funds both from UNEP, donor agencies such as Swedish International Development Agency (SIDA), and the African Development Bank (AfDB), as well as

government agencies (e.g., Korean Forest Service), and non-governmental organizations (e.g., Women Engage for a Common Future [WECF]). Although the project had a no-cost extension, this was because project implementation was delayed by the introduction of the UMOJA system and extended by a donor agreement with the AfDB. The evaluation thus rated the Financial Planning/Budgeting aspect of the Quality of Project Design as Highly Satisfactory.

Efficiency

121. The evaluation found that the project design was appropriate in terms of its duration and levels of secured funding, and that it leveraged pre-existing institutions, agreements, and partnerships such as the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities (GPA). Although the ProDoc does not include any value for money strategy, the project is considered cost-effective because investments in wastewater management have been found to generate significant returns and addressing wastewater can significantly help reduce poverty and sustain ecosystem services. Finally, the evaluation found that although the project was extended for one year, this was because it had mobilized additional resources, and the UMOJA system was introduced. The evaluation thus rated the Efficiency component of the Quality of Project Design as Highly Satisfactory.

Risk identification and Social Safeguards

122. The evaluation found that the ProDoc identified three risks (including availability of resources) faced by the project, and discussed their types, severity of impact, likelihood, and mitigation strategies. The ProDoc also concluded that only one of the risks identified had a medium likelihood of happening, while the other two had a low likelihood of happening. Similarly, the ProDoc did not provide reducing the negative environmental footprint of the project because the project was aimed at addressing an environmental, economic, and social problem. The evaluation rated the Risk Identification and Social Safeguards aspect of the Quality of Project Design as Satisfactory.

Sustainability/Replication and Catalytic Effects

123. The ProDoc emphasizes the importance of sustainability, so the project design was based on the recommendation of governments, the UNSGAB, the UN Water Task Force, and other stakeholders, and builds on regional priorities. Furthermore, the ProDoc recognized the importance of engaging all stakeholders to increase their sense of ownership of the project and hence its sustainability. In addition, the project included demonstration projects which were to be scaled up/replicated in the demonstration countries and other countries, thus ensuring the sustainability of the project Impact. Against this background, the evaluation rated the Sustainability/Replication and Catalytic Effects aspect of the Quality of Design of the project as Highly Satisfactory.

Identified Project Design Weaknesses/Gaps

124. The Identified Project Design Weakness/Gaps component of the Quality of Project Design was not rated because there the evaluation did not get a Project Review Committee (PCR) report on the ProDoc to assess whether the recommendations of the PCR were taken onboard in the final ProDoc.

125. A summary of the ratings of the various components of the Quality of Project Design is as shown in Annex VIII.

Rating for Project Design: Highly Satisfactory

C. Nature of the External Context

126. The ProDoc acknowledged the various risks faced by the project namely, financial/organizational, social/political and political/operational risks, it did not make any reference to the risks of conflict, unanticipated political upheaval, and natural disasters. Despite this and the fact the project was implemented in many countries across the world, the evaluation did not find any evidence that the implementation of the project was adversely affected by these external factors.
127. Although some countries were impacted at different times by political unrest and security related concerns, however, these events posed a minor to moderate threat to overall during project implementation. In the same vein, climatic events did not have any significant impact on the overall achievement of Project Outputs, while security challenges, as well as social or economic issues occasionally challenged project implementation although mitigation strategies were in general successfully adopted to counteract them.
128. Although the ProDoc rated the risks of resource availability and delays in implementing the demonstration projects “High” in terms of their severity of their impact (if they were realized), the likelihood of their occurrence were rated medium, and low, respectively. In the same vein, the impact of some key stakeholders resisting becoming GW²I members was rated “Medium” while the likelihood of its occurrence was rated “Low” by the ProDoc.
129. Furthermore, the ProDoc noted the various strategies that were to be taken by UNEP and the project to mitigate these risks. For example, in the ProDoc it was noted that the GW²I members should include UNSGAB, UN-Water, US-EPA as well as Regional Development Banks such as ADB, AfDB, UEMOA, private sector, etc. which showed interest in supporting the GW²I’s work in wastewater management. Similarly, UNEP/GPA had started working with various partners, and was co-Chairing the Wastewater Task Force in addition to the plan to develop a communication and outreach strategy to involve stakeholders in the GW²I. These partnerships helped UNEP mobilize resources for the project, and supported its successful implementation.
130. Against this background, the rating of the project for the criterion of the Nature of the External Context is **Highly Favorable**.

Rating for Nature of the external context: Highly Favorable

D. Effectiveness

131. The objective of the project was to prevent the further degradation of the coastal and marine environment by promoting better management of wastewater using a life cycle perspective. Toward this end, the project established the GW²I as a platform and tool to promote and demonstrate low-cost, environmentally-friendly, safe resource-recycling of wastewater.
132. The project consisted of five Components, each leading to an Output, along which the evaluation of its effectiveness is organized. Each Output which had several indicators to

measure progress toward its attainment. In addition, each Indicator had a baseline value or state, and a target value or state that was to be achieved by the project. Furthermore, the evaluation of the effectiveness and rating of the performance of the project was determined using UNEP Evaluation Office Evaluation Criteria Ratings Matrix.⁹

Availability of Outputs

Output 1: Tools and guidelines are developed and made available to project partners and end-users to manage and monitor the impacts of wastewater on the marine environment and other water bodies.

The ProDoc logical framework had six indicators for the attainment of the Output 1, as shown Table 6.

Table 6: Indicators, baselines, targets, and achievements for Output 1 of the project

INDICATOR	BASELINE/ TARGET	ACHIEVED
i) Number of publications of an economic valuation on wastewater document	0/1	1
ii) Number of tools on technology matrix developed and tested for wastewater-related technologies	0/1	1
iii) A guidance document on the re-use of wastewater among concerned United Nations agencies produced and tested	0/1	1
iv) Number of documents on wastewater monitoring mechanism developed and made available	0/1	1
v) Number of workshops organized to share the produced tools	0/4	11
vi) Number of surveys undertaken to assess the status of countries in relations to NPA through the Regional Seas Programmes	0/4	4

133. The project achieved all the targets of Output 1, and exceeded it in the case of one target. The project published a joint report on the economic valuation of wastewater prepared by prepared by **University of Valencia, IWMI, and UNU-INWEH**,³³ thus meeting the Output target of publishing at least one publication on the subject (Indicator (i) of Table 6). Similarly, the project met the target of having a technology matrix for wastewater-related technologies developed and tested by developing a Wastewater Technology Matrix³⁴ which disseminated useful information to regions and countries (Indicator (ii) of Table 6). The matrix, which was developed by UNEP and the International Water Association (IWA) was also tailored to local conditions. In addition, the project shared the document on various fora such as the Africa Water Week in Tanzania, the IWA Water and Wastewater Symposium in Portugal, and at various training programs such as the one organized in December 2018 by the Nairobi Convention.

³³ *Economic Valuation of Wastewater: the Cost of Action and the Cost of No Action* <https://bit.ly/3eztXBu>

³⁴ UNEP/IWA Wastewater Technology Matrix (macro-enabled Excel workbook) <https://bit.ly/2Cy8zza>

134. The project also published a document on the safe use of wastewater in agriculture (Indicator (iii) in Table 6)³⁵ to provide guidance on the reuse of wastewater. The document was produced under the Safe Use of Wastewater in Agriculture (SUWA) Initiative. The project was also to develop and publish at least one document on wastewater monitoring mechanisms (Indicator (iv) in Table 6) and accordingly, published the Global Expanded Monitoring Initiative (GEMI) for wastewater, water quality, and water resource – Methodology.³⁶ Furthermore, the GEMI proof of concept was rolled out in several countries, including Bangladesh, Jordan, the Netherlands, Senegal, and Peru.
135. The fifth target of Output 1 was that the project should organize at least four workshops to share the tools produced (Indicator (v) of Table 6). The project more than met this target, having organized 11 such meetings. Among the workshops and meeting at which the tools were shared are the 4th Istanbul International Water Forum, the Dresden Nexus Conference, and the Symposium on Sustainable Water and Wastewater Management.
136. The sixth target of Output 1 (Indicator (vi) of Table 6) was to conduct at least 4 surveys to assess the status of countries in relation to their preparation of National Plans of Action (NPA). The project thus conducted four online surveys in 2016 to determine the status of the NPAs of various countries,³⁷ and conducted a desk review of 107 countries which identified the main barriers in controlling land-based sources of marine pollution.

Output 2: A Global Wastewater Initiative (GW²I) with a Range of Partners is Established and Operational to Improve Wastewater Management

137. Output 2 has three targets, as shown in Table 7.

Table 7: Indicators, baselines, targets, and achievements for Output 2 of the project

INDICATOR	BASELINE/ TARGET	ACHIEVED
i). Number of Governments, organizations, private sectors, agencies, and institutions have joined GW ² I	0/50	70
ii). An updated and operationalized GW ² I online management system for wastewater management	0/1	Not ascertained
iii). Number of publications of the report on the state of the world's wastewater management systems and their service	0/2	2

138. The project more than achieved its first target under Output 2 which was to have at least 50 governments, organizations, private sector operators, agencies and institutions join the GW²I. Thus, the GW²I had 70 partners consisting of UN and government agencies, academia, the private sector and NGOs.³⁸ In addition, the project organized webinars and workshops, and participated in various conferences which facilitated the sharing, among

³⁵ Hettiarachchi, H. and R. Ardakanian (eds.) 2016 Safe Use of Wastewater in Agriculture: Good Practice Examples UNU-FLORES <https://bit.ly/307QHTP>

³⁶ Integrated Monitoring Guide for SDG 6 Step-by-step monitoring methodology for 6.3.1 -work in progress to be revised based on country feedback V1 21 Oct 2016 <https://bit.ly/20jKmzc>

³⁷ Data from these surveys can be found online at: <https://bit.ly/3ftG04t>

³⁸ A list of GW²I Partnership members as of May 2018 is online at: <https://bit.ly/2CEs9Kc>.

developing countries, of knowledge and experiences about wastewater management. However, it was not ascertained at the time of the TE that the project had achieved Target (ii) of Output 2, which was an updated and operationalized GW²I online information management system for wastewater management.

139. The project met its target of publishing at least two reports on the state of the world's wastewater management systems and their services. Thus, the GPA/Wastewater co-authored the 2017 World Water Development Report, which had the theme of wastewater as an untapped resource.³⁹ In addition, the project published the 2018 World Water Development Report: Nature based Solutions for Water⁴⁰ which demonstrated how nature-based solutions (NBS) offer a means to move from business as usual to new ways of addressing the world's water challenges, and at the same time, providing additional benefits to sustainable development.

Output 3: Wastewater Treatment Technologies and Strategies are Demonstrated and Promoted Globally

140. Output 3 of the project was aimed at promoting and demonstrating wastewater treatment technologies, and toward this end, it Output had three targets, as shown in Table 8.

Table 8: Indicators, baselines, targets, and achievements for Output 3 of the project

INDICATOR	BASELINE/ TARGET	ACHIEVED
i). Number of demonstration projects designed and implemented in cooperation with various stakeholders	0/10	10
ii). Number of assessments produced of the impact of wastewater on the coral reefs in the Pacific region and other sensitive Small Islands Development States (SIDS) regions	0/2	2
iii). Number of fora held to share lessons learned from the demonstration projects with the aim to upscale and replicate them	0/2	5

141. The project met its Output 3 Target (i) of having at least 10 demonstration projects designed and implemented in cooperation with various stakeholders. Specifically, the project implemented the Green Cities,⁴¹ Wastewater management in the PERSGA's region,^{42, 43} and Wastewater Reuse in the Caribbean⁴⁴ demonstration projects. In addition, the project had four demonstration projects in four African countries, including Ghana, Tanzania, Morocco, and Benin. Specifically, the Project implemented a demonstration

³⁹ WWAP (United Nations World Water Assessment Programme). 2017. The United Nations World Water Development Report 2017. Wastewater: The Untapped Resource. Paris, UNESCO <https://bit.ly/2B5btuU>

⁴⁰ WWAP (United Nations World Water Assessment Programme)/UN-Water. 2018. The United Nations World Water Development Report 2018: Nature-Based Solutions for Water. Paris, UNESCO <https://tinyurl.com/4nyeezc2>

⁴¹ UNEP and UN-Habitat Greener Cities Partnership <https://bit.ly/2WkLYwW>

⁴² UNEP and PERSGA Manual for Monitory Indicators of the Impact of Wastewater Discharge on Coral Reefs <https://bit.ly/2Or2qaC>

⁴³ PERSGA 2014 Regional Guidelines on Wastewater Management in Coastal Cities on the Red Sea And Gulf Of Aden <https://bit.ly/3j3NOMr>

⁴⁴ Project Proposal <https://bit.ly/38YEiWd>

project in Georgia (East Europe) on the reduction of the wastewater pollution load into the Black Sea, while in Tanzania, a decentralized wastewater management system was demonstrated.

142. The project also achieved its Target (ii) of Output 3 which was to have at least two assessments of the impact of wastewater on the coral reefs in the Pacific region and other sensitive Small Island Developing States (SIDS). In particular, the project in collaboration with the Regional Organization for the Conservation of the Environment of the Red Sea and a Gulf of Aden (PERSGA) conducted a regional assessment, and developed regional guidelines on coral reefs, as well as a training manual.⁴⁵ The PERSGA and the Coral Reef Unit of the Marine and Coastal Ecosystems Branch (MCEB) of UNEP in collaboration with the GPA/Wastewater also prepared a policy brief on the impact of wastewater on coral reefs.
143. With regards to Target (iii) of Output 3, the project exceeded its target of holding at least two fora to share lessons learned from the demonstration projects with the aim of upscaling and replicating them. Specifically, the project organized or participated in 5 events to share lessons learned, including three editions of Africa Water Week⁴⁶, the World Water Week 2014, and two IWA World Water and Development Congresses (2015 and 2016).

Output 4: Technical Support Provided to Global Processes Aimed at Strengthening Sustainable Wastewater Management

144. Output 4. had five target and their indicators, as shown in Table 9.

Table 9: Indicators, baselines, targets, and achievements for Output 4 of the project

INDICATOR	BASELINE/ TARGET	ACHIEVED
i). Number of revised work plans for UN-Water Wastewater	0/3	3
ii). Number of documents prepared on the formulation of the Sustainable Development Goal for wastewater and options for processes to develop targets and indicators	0/3	3
iii). Number of reports and case studies prepared and disseminated on emerging issues on wastewater	0/2	2
iv). Number of training sessions on Safe Use of Wastewater in Agriculture conducted and lessons learned drawn and shared	3/5	3
v). Number of workshops held to promote the post-2015 SDG related to wastewater	0/1	20

145. Target (i) of Output 4 of the project was to have at least three revised work plans for the UN Water Wastewater Task Force. Toward this end, the project organized at least four workshops to develop monitoring mechanisms, and the UN-Water Task Force also organized the World Water Day 2017 which had a focus on wastewater. Although work initially focused on the UN Water Task Force workplan, the stakeholders later decided to

⁴⁵ Final Technical Report <https://bit.ly/2E2liity>

⁴⁶ 6th Africa Water Week – Session Report: <https://bit.ly/3iyWF7Q> and Flyer: <https://bit.ly/2PUWokW>

work on the Global Expanded Monitoring Initiative (GEMI) work, and produced three work plans.

146. The project was also able to meet Target indicator (ii) of Output 4, which was to prepare at least three documents on the formulation of the SDGs for wastewater and options for processes to develop targets and indicators. Accordingly, the project prepared a preliminary list of SDG indicators, a list of indicators, as well as a Proof of Concept for the Global Expanded Monitoring Initiative (GEMI) for wastewater, water quality, and water resource management was developed, and was to be implemented in eight countries (Bangladesh, China, Ecuador, Ghana, Jordan, Morocco, Peru and Hungary).⁴⁷ These documents helped shape the SDGs, and in particular, SDG Indicator 6.3.2 which is related to wastewater management, and for which UNEP is the Custodian Agency.⁴⁸
147. With regards to Target (iii) which was aimed at preparing and disseminating at least two reports and case studies on emerging issues in wastewater management, the project prepared two reports, one on the Lake Victoria basin⁴⁹, and the other on the emerging concern about pharmaceutical products being discharged into wastewater.⁵⁰ Both reports were presented and discussed at the GESAMP meeting in September 2017. In addition, the project prepared a policy brief on coral reef in collaboration with the Coral Reef Unit of UNEP.⁵¹
148. Target (iv) of Output 4 of the project was to develop at least five training sessions (including a Massive Open Online Courses (MOOCs)) on safe use of wastewater in agriculture, and lessons learned drawn shared. Although the project developed only one MOOC in collaboration with the Global Partnership on Nutrient Management, and Concordia University,⁵² it organized several Webinars on various wastewater issues such as innovative financial solutions for sustainable wastewater management, and the impact of land-based pollution on coral reefs.⁵³
149. The project exceeded the target indicator for Target (v) of Output 4 of organizing at least 1 workshop to promote the post-2015 SDG related to wastewater. Indeed, the project organized or participated in 20 such workshops and meetings, including the Dresden Nexus Conference⁵⁴, the 4th Istanbul Water Forum,⁵⁵ the IUCN World Conservation Congress,⁵⁶ and at an Inception Workshop for the implementation of the GEMI Proof of

⁴⁷ GEMI – Integrated Monitoring of Water and Sanitation Related SDG Targets. Proof-of-concept countries. Version 2015-07-03 <https://bit.ly/31N7mNg>

⁴⁸ UNEP SDG 6.3.2. Home <https://tinyurl.com/4zb4swbj>

⁴⁹ Kanangire, C. A.-S Matano, G. Dida, and D. Anyona. 2016 A Systematic Review of Effects of Emerging Pollutants on Human Health and Livelihoods of Populations Living Along Lake Victoria Basin of Kenya UNEP <https://bit.ly/2PUtb7W>

⁵⁰ McAfee, E. 2017 Pharmaceuticals and Personal Care Products in the Aquatic Environment: An Emerging Issue UNEP <https://bit.ly/2E86kDa>

⁵¹ UNEP 2017 Wastewater Pollution and Coral Reefs: Science-to-Policy Brief. Johnson, J.E., Brodie, J. and Waterhouse, J. (Authors). United Nations Environment Programme, Nairobi, Kenya (16pp.) <https://bit.ly/2E8lyrR>

⁵² From Source to Sea to Sustainability: Integrated Cycles in Wastewater and Nutrient Management (MOOC) <https://bit.ly/3iJBO9A>

⁵³ The Need for Innovative Financial Solutions for Sustainable Wastewater Management (Webinar) <https://bit.ly/3iHdHAJ>

⁵⁴ Lamizana, B. 2017 Mission Report Dresden Nexus Conference <https://bit.ly/2Y1vryl>

⁵⁵ Lamizana, B. 2017 Mission Report 4th Istanbul Water Forum <https://bit.ly/2Y0EmR4>

⁵⁶ Lamizana, B. 2016 IUCN World Conservation Congress <https://bit.ly/30TVtps>

Concept in seven countries. Other events in which the SDG related to wastewater was promoted include the World Water Forums in Korea (2015)⁵⁷ and Brazil (2018), as well as the IWA World Water and Development Congress in 2015⁵⁸ and 2016.⁵⁹

Output 5: Materials Produced, and Events Organized to Increase Awareness on Sustainable Wastewater Management

150. Output 5 of the project was aimed at producing materials, and organizing events to increase awareness about sustainable wastewater management, and had three targets, as shown in Table 10.

Table 10: Indicators, baselines, targets, and achievements for Output 5 of the project

INDICATOR	BASELINE/ TARGET	ACHIEVED
i). Number of communication tools (4 fact sheets, six policy briefs, four press releases, seven newsletters, two simple shows, one story map, one short video) developed and disseminated	0/19	22
ii). Number of annual/biannual events held on sustainable wastewater management	0/4	7
iii). Number of best practices on wastewater management collected and share	0/2	10

151. Target (i) of Output 5 of the project was aimed at developing and disseminating at least 19 communication tools, consisting of four factsheets, six policy briefs, four press releases, seven newsletters, two simple shows,⁶⁰ one story map⁶¹, and one short video. The project exceeded this target and produced 22 communication tools and shared them through the GW². The tools were mainly produced through a UNEP-GRID Arendal-AfDB partnership on wastewater management and sanitation provision in Africa.

152. The project also exceeded Target (ii) of Output 5 which was aimed at organizing at least four annual/biannual events on sustainable wastewater management. Thus, the project organized annual events through the GW² and during various international meetings such as the World Water Forum (2015), the World Water Week (2014), and the Asia Water Week (2017), to name a few.

153. With regards to Target (iii) of Output 5, which was aimed at collecting and sharing at least two best practices in wastewater management, the project exceeded this achieving it five-fold. Specifically, the project compiled summaries of case studies on wastewater management and published the compilation as *Harnessing Opportunity: Wastewater as a Managed Resource*. In addition, the project produced nine other case studies on sustainable wastewater and nutrient management and shared them on a MOOC launched

⁵⁷ Mission Report - World Water Forum 2015 <https://bit.ly/2PVikLb>

⁵⁸ Laminzana, B. and E. Ngore 2015 Mission Report IWA World Water and Development Congress <https://bit.ly/3kLg7jK>

⁵⁹ Laminzana, B. and A. Bendson 2016 Mission Report IWA World Water and Development Congress <https://bit.ly/3gWarko>

⁶⁰ GRID-Arendal Wastewater Management and Sanitation Provision in Africa <https://www.grida.no/resources/9685>

⁶¹ GRID-Arendal Sanitation and Wastewater in Africa <https://bit.ly/2waVbld>

in 2018. In addition, the project shared best practices on wastewater management at various events such as the Dresden Nexus Conference and the 4th Istanbul Water Forum.

154. As noted earlier, the ProDoc did not include any output or activity addressing gender issues, and/or those that affect vulnerable or marginalized groups. Despite the projects outputs directly or indirectly benefited women, marginalized, or vulnerable groups. For example, the project worked with UN-Habitat and WECF and developed guidelines and checklist for achieving gender equality in the sanitation and wastewater sector. In addition, women participants at training programs, workshops, meetings, and Webinars directly benefited from these project activities, while the wastewater management tools and guidelines, as well as the inclusion of wastewater issues in the SDGs all will indirectly benefit women and marginalized groups.
155. The project Outputs benefitted policy makers, and development practitioners in wastewater management. For example, the Wastewater Technology Matrix, the GW²I Partnership, and the technical support provided to global processes aimed at strengthening wastewater management all benefitted policy makers. On the other hand, the document on the safe use of wastewater in agriculture benefitted development practitioners and the general public, while the workshops benefited both policy makers and practitioners alike.
156. Against this background the rating of the project in terms of the achievement of its Outputs is "Satisfactory" because the project did not meet all its targets, notably the target for training sessions on Safe Use of Wastewater in Agriculture (Indicator (iv) of Output 4).

Rating for Availability of Outputs: Satisfactory

Achievement of Project Outcomes

157. The ProDoc specified one Outcome for the project, which is that: "Wastewater is recognized as a resource in the global agenda translating into declarations, policy decisions and national actions to reduce the negative impact of wastewater into the environment."
158. The project Outcome had five indicators, as shown in Table 11.

Table 11: Indicators, baselines, targets, and achievements for the Project Outcome

INDICATOR	BASELINE/ TARGET	ACHIEVED
i). Wastewater integrated into the post-2015 Sustainable Development goals	0/1	2
ii). Number of joint initiatives by GW ² I members underway to increase awareness about, and sustainable management of wastewater	0/5 ⁶²	10
iii). Number of countries developing and reviewing NPAs	0/10	107
iv). Number of countries implementing NPAs	0/3	Not determined

⁶² The baseline in the Project Completion Report is 10

INDICATOR	BASELINE/ TARGET	ACHIEVED
v). Number of governments and private sector organizations making use of the best practices, tools and guidelines developed through the demonstration projects	0/10	20

159. With regards to target (i) of the project Outcome, the aim was to integrate wastewater into the SDGs. The project was highly successful in this regard, because it was able to mobilize UN Member States to integrate wastewater into SDG 6.3 and, under the umbrella of UN-Water and with support from Environment/GPA, WHO and UN-Habitat. In addition, the project, **with the support of UNEP/GPA, WHO, and UN-Habitat, under the auspices of UN-Water** developed the Global Expanded Monitoring Initiative (GEMI) for wastewater, water quality, and water resource management.
160. The second target of the Outcome of the project was to have 5 joint initiatives of the GW²I members to increase awareness and sustainable wastewater management. The project was also successful in this regard because of wastewater GW²I partners developed 10 joint initiatives, including the GEMI, demonstrations projects in Georgia (between UNEP and WECF), and Tanzania (between UN-Habitat, Bremen Overseas Research & Development Association [BORDA], and UNEP). The project also produced two joint publications, and the wastewater program collaborated with various institutions to further its agenda, leading in some cases to mobilization of funds from sources such as the AfDB, UNEP, and GRID Arendal. The project through UNEP-WECF-RCDA also published infographic, fact sheets, and publications on waste and SDGs cycle related to wastewater management.
161. The project exceeded its target in the third indicator for its Outcome, that at least 10 countries develop and review their NPAs for the protection of marine environments from land-based activities. Specifically, 107 countries participating in the project developed and review their NPAs, and 99 countries were found to use their NPAs to manage their environment and pollution, including wastewater.¹⁶ Similarly, the number of governments and private sector entities which make use of best practices, tools and guidelines developed through the demonstration projects was 20; double the target of 10. However, the evaluation was not able to determine how many countries were implementing their NPAs (Target (iv)) when the evaluation was conducted.
162. The evaluation also found that the implementation of NPAs was constrained by various factors such as funding, inadequate institutional capacity, as well as weak policy and political support. For this reason, the survey of the status of NPAs in the 107 countries showed that lack of financial resources was the main barrier to implementation of NPAs in 82 countries, while 53 countries said lack of institutional capacity was their constraint and 61 countries said weak policy and political support was the main constraint to their implementation of their NPAs.
163. With regards to the fifth target of the Project Outcome, i.e., at least 10 governments and private sector organizations use the best practices, tools and guidelines developed through demonstration projects, the evaluation found that 20 countries had done so by

the end of the project.⁶³ Again, this indicates that the project was highly successful in getting governments and private sector organizations to make use of the best practices, tools and guidelines developed through the implementation of the demonstration projects.

164. As mentioned earlier in discussion on the ToC at evaluation, the project [Outputs lead to the Project Outcome](#) by contributing to the achievement of the Outcome indicators. For example, Output 1 (the development of tools and guidelines for wastewater management) contributed to the achievement of the Outcome Targets (v) by helping stakeholders use best practices, tools, and guidelines for wastewater management. Output 2 (the establishment of an operational GW²I Partnership), on the other hand contributed to the attainment of almost all Outcome Indicators because the GW²I Platform increased awareness about wastewater issues, helped ensure that wastewater issues were integrated in the SDGs, and supported the development and implementation of NPAs in member countries.
165. Output 3 (wastewater treatment technologies and strategies are demonstrated and promoted) contributed to 20 countries (double the target) adopting the best practices, tools and guidelines developed in the demonstrations (Outcome Target (v)). Similarly, Output 4 (technical support provided to global processes aimed at strengthening sustainable wastewater management) contributed to the achievement of Outcome Target (i), i.e., the integration of wastewater issues in the SDG agenda, while Output 5 (increasing awareness on sustainable wastewater management) raised the profile of wastewater management in the development agenda, thereby helping achieve Outcome Target (ii), i.e., GW²I Partnership members working on joint programs to increase awareness and sustainable management of wastewater.
166. The [ToC](#) at evaluation further postulated that the realization of the Project Outputs would also validate its underlying assumptions. Given that almost all the project Outputs which drove the Outcomes were achieved, the assumptions of the ToC at evaluation are valid. Furthermore, the ToC at evaluation postulates that the Project Outcome will lead to two Intermediate States (IS), starting with IS1 (increase in awareness of wastewater issues and establishment of a strong wastewater partnership), and IS2 (the existence of tools, guidance, policies, and approaches which recognize wastewater as a resource, and highlights the strong links between human well-being and ecosystem services).

Rating for Achievement of Project Outcomes:	Satisfactory
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Likelihood of Impact

167. The Likelihood of Impact of the project is driven by various factors, as elaborated in the reconstructed Theory of Change (ToC) for the project (Figure 3). Specifically, the reconstructed ToC at evaluation stipulates that Activities under the five Outputs of the project will produce five Outputs which will lead to a project Outcome, and ultimately to Impact via two Intermediate States. Based on the ToC at Evaluation, using the UNEP EOU tool A Guide for Rating the Likelihood of Impact, the evaluation assessed and rated the Likelihood of Impact of the Project.

⁶³ UNEP. 2016 NPA Status Update – July 2016 <https://bit.ly/2C8k1Bu>

168. As pointed out earlier, all the targets under the project Outcome were achieved, and in some cases exceeded. As such, the evaluation determined that the Assumptions of the ToC were valid, and the Drivers which were to support the transition from Outputs to Project Outcomes via the two Intermediate States, and on to Impact, were in place. In particular, the ToC Assumptions that governments are committed to the proposed project interventions, that UNEP has the capacity and resources to support the delivery of the project results, that National Executing Agencies can lead project implementation in their countries, and that there would be political continuity in project countries for the duration of the project all were proven by the project results to be valid. Similarly, the three Drivers articulated in the ToC at Evaluation, namely, that governments are convinced of the utility and value of developing sustainable wastewater management strategies, that there will be pressure on UNEP and governments to work toward achieving the wastewater-related SDGs, and that civil society, communities and other groups will pressure to ensure that wastewater management issues are addressed all were operational for the duration of the project.
169. The project Impact has been demonstrated in practical terms in various ways. In the first place, the creation of the GW²I Partnership to better manage wastewater pollution contributed to the long-term impact of the project, and the achievement of UNEP's PoW. Furthermore, webinars and workshops organized by the Project helped increase awareness, and helped change attitudes about wastewater management with many now seeing not as a waste, but a resource that should be sustainably managed. The relatively large size, multi-stakeholder nature of the GW²I partnership, and the fact that its members, throughout the duration of the project, actively participated in the implementation of its activities, all suggest that they will continue working improving on wastewater management and sustain the achievements of the project.
170. Secondly, the demonstration projects on wastewater reuse have helped shift the paradigm from seeing wastewater as a waste to seeing it as a resource. The demonstration projects have also enabled partners and stakeholders to share lessons learned and best practices. In addition, the project was able to integrate wastewater into the SDGs, thereby raising the profile of the issue of wastewater management at the global level, while at the national level, the NPAs helped countries address wastewater management, and include the issue in national priorities.
171. Against this background the rating of the Likelihood of Impact of the project is **Likely**.

Rating for Effectiveness: **Satisfactory**

E. Financial Management

Adherence to UNEP's Financial Policies and Procedures

172. The evaluation reviewed the use of proper financial management standards and the extent to which the project adhered to UNEP's financial management policies. In this regard, the evaluation found from interviews with project staff that there were no delays in the disbursement of funds to partners, and that all cash disbursements had to be approved by the PM before they were made.
173. With regards to the regular analysis of actual expenditure against the budget and workplan, the evaluation found that the requirement was that budget reviews and

revisions were to be done annually. However, the project was also at liberty to do those reviews and revisions more frequently and had about three revisions in the life of the project. However, it was pointed out that the transition from IMIS to UMOJA was a bottleneck for the project's financial management because it took time for the project staff to learn the UMOJA system. Nevertheless, the implementation of the UMOJA system did not affect the implementation of the project by partners because they already had their funds provided to them, or they were able to mobilize their own funds to keep their project-related activities going.

174. The evaluation found that expenditure reports were submitted at least once a year by Implementing Partners, who would send their reports to the PM for review and approval. However, it was also noted that the reporting requirements were dependent on the length of the contracts signed with implementing partners, with short-term contracts having less frequent or no reporting requirements, while longer-term contracts would require periodic reporting on the implementation of project activities. The evaluation found that project expenditures were within the budget.
175. However, where an Implementing Partner spent more than was budgeted, the partner would pay the additional expenses, as per project policy which was clearly articulated to project implementing partners before they sign their contracts. The evaluation found that this risk helped prevent budget overruns, because it ensured that project implementing partners kept to the budgets they agreed to with the project in the activities they implement. In addition, the evaluation found that the project revised its budget when necessary and used proper procedures in this regard.
176. The evaluation rated the project's adherence to UNEP's financial policies and procedures as **Satisfactory**.

Completeness of Financial Information

177. The evaluation also assessed the availability, accuracy, and completeness of financial documentation of the project. The completeness of financial information overall was hindered by gaps in Projects institutional memory within UNEP, reportedly stemming from incomplete or missing records and the turnover of project staff, including the Project Manager, who stopped working for UNEP by the time the TE was conducted.
178. Although some financial documents were provided to the evaluation, there also were other important documents that were not available. For instance, the evaluation was provided high level budget and funding sources (for both secured and unsecured funds), detailed project budget by project output. However, the evaluation did not get documents on the disbursement of funds from funding sources to UNEP, the project expenditure sheet, or the proof or report on the delivery of in-kind contributions. It must be noted, however, that the evaluation was undertaken about four years after the project was concluded, which likely contributes to the problems found with the Projects institutional memory. In addition, two key project staff that had left UNEP or retired, making it more difficult to get the required documents.
179. The evaluation rated the Completeness of Financial Information of the project as **Moderately Unsatisfactory**.

Communication Between Finance and Project Management Staff

180. The evaluation also assessed the level of communication between the PM and the FMO with regards to the effective delivery of the project activities, as well as the need for a responsive and adaptive management approach for the project. In this regard, the evaluation found that the PM had a strong awareness of the financial status of the project at any time because she prepared the project proposal, work plan and budget. She also knew what was to be done when and how much it would cost.
181. Similarly, the FMO had a strong awareness of the progress of the project when financial disbursements were made because they were made after the PM clears the reports provided by Ips about the implementation of their project activities. The evaluation also found that the PM and FMO had frequent and regular contact, and communicated using memos, emails, and phone calls. Although these contacts were also on a needs basis, the FMO regularly provided the PM with financial reports.
182. The evaluation also found that the PM and FMO were proactive in raising and resolving financial issues, such as typos in reports and budgets. Furthermore, the PM reviewed all reports, and the FMO will initial the reports after the PM signs off on them because it is the PM who is ultimately responsible for the project.
183. With regards to the impact of communication between financial and project staff members, the evaluation found that the good communication between them helped ensure that funds were disbursed on time. It was noted that the finance department of the project only made a request for transfers which were then made by the UN Office in Nairobi (UNON).
184. Against this background, the evaluation rated the communication between the finance and project management staff as **Satisfactory**.
185. The overall ratings for the financial management of the project are presented in Table 12. In the first place, the project was rated Satisfactory with regards to its adherence to UNEP/GEF's policies and procedures because there was no evidence that the project did not adhere to UNEP or donor policies, procedures and rules. However, the project was rated Moderately Satisfactory overall because the PE was not provided key documents shown in Table 12. The main reasons for the unavailability of these key documents to the PE include the challenges posed by the COVID-19 pandemic, and the fact that the project ended four years before the start of the TE, and some key project staff had moved on. For example, the Project Manager had moved from UNEP to another organization, and the FMO had retire from UNEP at the time of the evaluation. In the same vein, the PE could not rate communication between finance and project management staff because of the difficulty in accessing key project personnel.

Table 12: Financial Management Table

Financial management components:	Rating	Evidence/ Comments
Adherence to UNEP's/GEF's policies and procedures:	S	
Any evidence that indicates shortcomings in the project's adherence ⁶⁴ to UNEP or donor policies, procedures or rules	No	

⁶⁴ If the evaluation raises concerns over adherence with policies or standard procedures, a recommendation maybe given to cover the topic in an upcoming audit, or similar financial oversight exercise.

Financial management components:		Rating	Evidence/ Comments
Completeness of project financial information⁶⁵:		MS	
Provision of key documents to the evaluator (based on the responses to A-H below)			
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes	Background documents provided to the PE included such information
B.	Revisions to the budget	No	The fact that the TE was done about 4 years after the end of the project made it difficult to get many of the background documents on the project
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	No	
D.	Proof of fund transfers	No	
E.	Proof of co-financing (cash and in-kind)	No	
F.	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	Yes	This was provided in the Project Completion Report
G.	Copies of any completed audits and management responses (where applicable)	No	The is no indication that the project was audited
H.	Any other financial information that was required for this project (list):	N/A	
Communication between finance and project management staff		MS	This rating is based on interviews only because no relevant background documents on the issue were provided to the evaluation.
Project Manager and/or Task Manager's level of awareness of the project's financial status.		MS	
Fund Management Officer's knowledge of project progress/status when disbursements are done.		MS	
Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.		MS	
Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.		MS	
Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the evaluation process		MS	
Overall rating		MS	

Rating for Financial Management: Moderately Satisfactory

F. Efficiency

186. With regards to the efficiency of the project, the evaluation assessed the extent to which the project delivered maximum results using the resources it had. This assessment also considered the cost-effectiveness of the project, i.e. the extent to which project interventions achieved results at the least cost. In addition, the evaluation assessed the timeliness of project interventions in terms of the whether the activities were delivered as

⁶⁵ See also document 'Criterion Rating Description' for reference.

planned and were efficiently sequenced. The evaluation found from interviews and review of background documents that the project was both cost-effective and that its interventions were generally delivered on time. Specifically, the project was able to deliver (and in some cases exceed) on all its targets. For this reason, the project more than compensated for the few instances where it failed to reach targets for its outputs.

187. The evaluation also determined whether the project had any cost- or time-saving measures in place to maximize results within the limits of its secured budget, and project timeframe. In addition, the evaluation assessed whether the project was, in comparison with alternative approaches or interventions, implemented in the most efficient way. The evaluation found that the no-cost extensions of the project helped save project costs.
188. The evaluation also assessed the extent to which project extensions were justified or could have been avoided through more effective project management. The project had two no-cost extensions that was justified for various reasons. Thus, the project end date was first extended by one year from December 2017 to December 2018 to allow the completion of some activities the implementation of which was delayed by the introduction of the UMOJA system. In addition, UNEP signed with the African Development Bank a donor agreement which was to be implemented between August 2016 and June 2019, resulting in another extension of the project.,
189. Despite this, the evaluation did not find any negative impacts caused by the delay in the implementation of project activities, or its extension. Furthermore, the evaluation found evidence that the project team, during the implementation of the project, attempted to increase project efficiency leveraging partnerships built through the GW2I. Thus, the development of the SDG 6.3. indicator on wastewater in partnership with UN Water led to the Sweden funding the GEMI, mobilized G2I partners to **support for the second phase of the Safe Use of Wastewater in Agriculture (SUWA) initiative**, and developed a document on SUWA in collaboration with the SUWA initiative.

Rating for Efficiency: Satisfactory

G. Monitoring and Reporting

190. The evaluation assessed the monitoring and reporting aspects of the project along three themes, namely: monitoring design and budgeting, monitoring implementation and project reporting.

Monitoring Design and Budgeting

191. With regards to monitoring design and budgeting, the evaluation assessed the quality of the design of the monitoring plan, and the funds allocated for the implementation of the plan. Specifically, the evaluation assessed the relevance and appropriateness of the project indicators, and the methods used for tracking progress towards their targets as part of a results-based approach to project management. The evaluation also assessed the adequacy of resources for mid-term and terminal evaluation/review.
192. The evaluation found that at launch, the project had logical framework which included some aspects of a monitoring plan. Furthermore, the logical framework had appropriate indicators for all planned project activities. However, the monitoring plan was not disaggregated by relevant stakeholder groups (including gender and minority or disadvantaged groups) because it was not required by the template used to design the

project. The project wasn't reported to have a dedicated budget by monitoring activity. Nor was there a specific person identified as responsible for monitoring progress against each indicator.

193. In addition, the evaluation did not find any evidence that the project had a separate budget for monitoring project implementation.

194. Against this background, the evaluation rated the monitoring design and budgeting of the project as **Moderately Unsatisfactory**.

Monitoring of Project Implementation

195. The evaluation assessed whether the monitoring system was operational and facilitated the timely tracking of results and progress towards projects objectives during project implementation. In this regard, the evaluation assessed the project's collection of baseline data, and its monitoring of the representation and participation of disaggregated groups in project activities. The evaluation found that the project had a monitoring plan, and a completed workplan. In addition, the evaluation found that some project implementation data was collected based on the monitoring plan.

196. The evaluation also assessed the quality of the information generated by the monitoring system during project implementation and how it was used to adapt and improve project execution, achievement of outcomes and ensure sustainability. The evaluation did not find any evidence that information gathered using the monitoring system of the project was used to adapt or improve its implementation. Given that the evaluation could not find any evidence that the project had a budget for monitoring project implementation, it did not find any evidence of funds being used for that purpose.

197. The evaluation rated the monitoring of project implementation as **Moderately Unsatisfactory**.

Project Reporting

198. The evaluation assessed the extent to which the project conformed with UNEP and funding partner guidelines and best practices with regards to reporting on project implementation. In addition, the evaluation determined whether reporting took into consideration the effects of project activities on disaggregated groups.

199. Although the evaluation was provided various reports on project activities, very few of them (e.g. the project completion report) could be termed regular reports prepared in conformance with the requirements of the ProDoc, which suggested more regular reporting than was mandatory for UNEP at the time. It is important to note that the consultant didn't have direct access to PIMS but was given access to a folder with the PIMS documentation in to provide evidence of project reporting and that this is what these findings are based on. In addition, the evaluation did not find any reports which were disaggregated by vulnerable and/or marginalized groups, including gender.

200. The evaluation rated the monitoring of project implementation as **Moderately Unsatisfactory**.

Rating for Monitoring and Reporting: Moderately Unsatisfactory

H. Sustainability

201. The evaluation assessed the sustainability of the project outcomes by identifying the key conditions or factors (i.e., the assumptions and drivers) which can undermine or contribute to the longevity of achieved project outcomes after the end of the project. In addition, the evaluation, uses the UNEP definition of “sustainability” in the context of project evaluations as the long-term persistence of outcomes and their consequent impact, whether such impact is environmental or not. The evaluation also assessed the sustainability of the project outcomes from three perspectives: i) socio-political sustainability, ii) financial sustainability, and iii) institutional sustainability.

Socio-political Sustainability

202. With regards to socio-political sustainability, the evaluation assessed the level of support of social and political factors for the continuation and further development of project outcomes. In addition, the evaluation assessed the level of ownership, commitment and interest among government and other stakeholders.

203. Based on a review of the project outputs, the evaluation concluded that the sustainability of project outcome is moderately dependent on socio-political factors. The reason for this is that some of aspects of the project outcome such as increased awareness about the need for sustainable wastewater management, and the inclusion of sustainable wastewater in SDG 6.3 are accomplishments that will persist long after the end of the project.

204. Similarly, the evaluation found that governments and other stakeholders had a very high level of interest in, commitment to, and ownership of the project outcomes, and took action to sustain the outcomes. Thus, the creation of the global partnership to promote sustainable wastewater management continues to make a significant contribution to the long-term outcomes of the project. In addition, the demonstration projects on wastewater reuse helped shift the paradigm from wastewater being seen as a waste to being seen as a resources and allowed stakeholders and partners to share best practices and lessons learned in wastewater management.

205. Alternative and low-cost energy interventions (e.g., using solar power to pump treated wastewater for irrigation in Morocco) are also still being supported by partners, further demonstrating the socio-political sustainability of project outcomes. In addition, the ecological sanitation (ECOSAN) approach to installing toilets (which need almost no water to operate) in Georgia is still an important achievement, some four years or so after the end of the project.

206. The socio-political sustainability of the project outcomes is also evidenced by the fact that Egypt, Georgia and PERSGA made requests and even developed wastewater management development projects to help scale up the demonstration projects. In the same vein, many African countries now recognize wastewater management as an important issue. The demonstration project in Tanzania is a good example of the sustainability of the project outcomes because they still have interest in project activities and are maintaining the momentum developed by the project with regards to wastewater management.

207. The socio-political sustainability of the project outcomes is also assured by the existence of the GW²I Platform which has various stakeholders, including governments, who will

continue the project's work on wastewater management issues. In view of this, and the fact the moderate dependency of the project outcomes on socio-political factors, the evaluation rated the socio-political sustainability of the project outcomes as **Highly Likely**.

Financial Sustainability

208. The evaluation assessed the financial sustainability of project outcome from the perspective of whether they are dependent on continued funding, and if so, if such funding can be secured and sustained. The evaluation concluded that the project outcome was moderately dependent on future funding. Thus, the increased awareness about wastewater issues, and the inclusion of these issues in the SDGs agenda are outcomes that will continue to have an impact even if funding for project activities ceases.
209. It is also worth noting that UNEP and stakeholders have given the sustainability of the project highest priority. For this reason, UNEP used a participatory approach, its wide network and expertise, as well as its existing relationships with various stakeholders to build partnerships that have outlived the project. Despite this, the evaluation acknowledges that the issue of wastewater management is an especially challenging cause to advocate for because wastewater management has relatively low returns, is often not profitable, and thus, an issue that is difficult to get the private sector interested in.
210. The evaluation found that some project outcomes such as increased awareness about wastewater issues, the inclusion of wastewater management in the SDGs, and existing partnerships and platforms on wastewater management were persistent. Furthermore UNEP launched a new project "Protecting the Marine Environment from Land Based Pollution through Strengthened Coordination of Global Action"⁶⁶, which has over USD 11M of secured budget, in January 2019 to build on the achievements of the GW²I project. As a result, despite the lack of a documented exit strategy for the continued financing of project activities, this demonstrates that financial sustainability beyond the life of the project was considered and indicates that an informal exit strategy with a financial component was developed. As such the evaluation considers the financial sustainability of the project outcomes as **Moderately Likely**.

Institutional Sustainability

211. The evaluation assessed the dependence of the sustainability of project outcomes (especially those related to policies and laws) on institutional frameworks and governance issues. In addition, the evaluation considered whether governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks, and other institutional achievements are strong enough to enable the continued delivery of the benefits of project outcomes after the project ends. The evaluation also assessed whether institutional capacity development efforts conducted by the project will be sustained after its closure.
212. The evaluation determined that the sustainability of project outcomes has a moderate dependency on institutional support, and that a strong mechanism is in place to sustain the institutionalization of project outcomes. In addition, the project helped build the capacities of relevant individuals, and their increased influence is evidenced by the

⁶⁶ Background Document for Agenda Item 5 The Global Programme of Action for the protection of the marine environment from land-based activities: proposed way forward <https://tinyurl.com/ttskx8wz>

increase in awareness about wastewater issues, the continued interest in wastewater issues, and the incorporation of wastewater issues in the SDGs, specifically, SDG 6.3.

213. At the national level, the evaluation found that the National Plans of Action (NPAs) helped countries address pollution priorities, and used a more broadly-based approach to managing pollution, including wastewater. In addition, the GW²I Platform established by the project had 70 members from a wide variety of entities, including government agencies, UN agencies, academia, NGOs, and the private sector.
214. The evaluation also found that the project had, in the GW²I Platform, an exit strategy which provides for the sustainability of the institutional frameworks and linkages developed by the project an institutional component. For this reason, and on the basis of guidance from the UNEP EO Evaluation Criteria Ratings Matrix,⁹ the evaluation rated the institutional sustainability of the project outcomes as **Moderately Likely**.

Rating for Sustainability: Moderately Likely

I. Factors Affecting Performance and Cross-Cutting Issues

Preparation and Readiness

215. With regards to the preparation and readiness of the project, the evaluation determined that appropriate measures were taken during the mobilization stage of the project to implement activities that helped launch the project. Specifically, potential partners were identified, and their capacities confirmed, partnership agreements were developed, and initial financing and staffing arrangements were made.
216. Furthermore, the evaluation found that an Inception Meeting for the project was held, and a report on its meeting was prepared. The project also established an international, multistakeholder Steering Committee which reviewed the ProDoc (including its stakeholder analysis). In addition, the project established appropriate governance arrangements, and signed legal agreements with partners.
217. The evaluation could not, however, determine whether these measures taken during the mobilization phase of the project noticeably strengthened the project design because of lack of information and data on what would have happened in the absence of these activities. The evaluation rated the preparation and readiness of the project as **Satisfactory**.

Quality of Project Management and Supervision

218. The evaluation assessed the project management and supervision in terms of the supervision and guidance provided by UNEP to national governments and implementing partners, as well as the effectiveness of project management in providing leadership to achieve the planned project outcomes, maintaining productive relationships with partners, and managing team structures.
219. The evaluation determined, based on interviews and review of background documents, that the project Steering Committee was established and functioned very well, and demonstrated leadership. In addition, Project Management managed the teams and partners in the implementation structures of the project very well and built constructive and effective working relationships with project partners. In the same vein UNEP, as the implementing agency, demonstrated leadership in the implementation of the project and

the attainment of its outcomes by mobilizing resources, building partnerships, and leading efforts to achieve the timely implementation of project activities.

220. The project partners were also actively involved in the implementation of the project by participating in meetings, workshops, implementing demonstration projects mobilizing resources, and sharing knowledge and experiences. Overall, UNEP through the PM, provided good leadership in achieving project outputs and outcome. However, the evaluation could not find evidence of strong, “regular and constructive information exchange between project team, PM/TM and UNEP colleagues” required by the Evaluation Criteria Ratings Matrix to justify a rating of Satisfactory or Highly Satisfactory.
221. Against this background, the quality of project management and supervision of the project was rated by the evaluation as **Moderately Satisfactory**.

Stakeholders Participation and Cooperation

222. The project was implemented in partnership with various stakeholders, including UN agencies, Governments, academia, the private sector and NGOs. As of December 2018, the GW²I had 70 partners from around the world.
223. For the purposes of the evaluation, “stakeholder” is taken to mean all project partners, duty bearers who played a role in delivering project outputs, target users of project outputs and other non-UNEP agencies which collaborated with the project. The evaluation reviewed the quality and effectiveness of communications and consultations with stakeholders, the support provided to them by the project to facilitate pooling of resources and sharing of expertise, as well as the participation of differentiated groups, including gender groups, in the implementation of the project.
224. The evaluation determined that the project conducted a thorough analysis of stakeholder groups and that the Project Team made efforts to promote stakeholder ownership of the project outcomes. Toward this end, the project held regular consultations with stakeholders, and organized workshops and seminars during which the capacities of stakeholders were built, and experiences were shared.
225. The project was also able to encourage partners to mobilize resources, even though the funds available at their disposal were not much. Thus, the project was able to mobilize resources for a joint UNEP, AfDB and GRID-Arendal project, the objective of which was able to. In addition, the project developed 14 projects in collaboration with various partners.
226. The evaluation also found that the ProDoc emphasized the important role the project played in helping the fight against poverty. However, poverty reduction did not prominently feature in project activities and their outputs, or in the various project reports reviewed by the evaluation.
227. The evaluation rated the stakeholder participation and cooperation aspect of the project as **Satisfactory**.

Responsiveness to Human Rights and Gender Equality

228. With regards to responsiveness to human rights and gender equality, the evaluation determined the extent to which the project applied a Human Rights-Based Approach (HRBA) and the UN Declaration on the Rights of Indigenous People during its

implementation and adhered to UNEP's Policy and Strategy for Gender Equality and the Environment.

229. The evaluation determined that although ProDoc discussed the issues of gender and indigenous peoples' issues in rather theoretical terms, it planned to adequately cater to the needs and interests of women and indigenous peoples, and for this reason, aimed at ensuring that their needs and views would be taken into account during the implementation of the project. Accordingly, the project made sure that environmental decision-making during its implementation considered human rights, and the needs of women and men. For example, the project partnered with UN Habitat and WECF to publish a document to address specific questions on the needs of women and men with regards the project, and the roles they can play in various project and policy issues.
230. The project also paid special attention to gender concerns during the design and implementation of demonstration projects. For example, three of the four performance indicators of the Wastewater Reuse Project in the Caribbean⁶⁷ namely, investments in wastewater and agriculture nutrient management, knowledge management and capacity building, and awareness-raising all had gender-disaggregated indicators. Similarly, the WECF Project on reducing pollution of the Black Sea by using sustainable wastewater and nutrient management strategies established gender-balanced working groups to implement its awareness-raising activities, and selected participants in their training programs using a gender-based approach.⁶⁸
231. Against this background, the evaluation gave the project a Gender Score of 1, meaning that gender issues were partially mainstreamed in the project. As such, the responsiveness of the project to human rights and gender issues as **Satisfactory**.

Environmental and Social Safeguards

232. The project was aimed at making wastewater recognized in the global agenda, and that this recognition would be reflected in policies, declarations and national actions to reduce its negative impact on the environment. Thus, the entire thrust of the project was environmental protection, and as such, it did not need to have any environmental and social safeguards against its intended or unintended negative impacts. Furthermore, the evaluation did not find any intended or unintended negative impacts of the project on the environment.
233. However, the Evaluation Criteria Ratings Matrix document stipulates specific actions such as having a management plan to address safeguarding, reviewing risk ratings, monitoring project implementation for safeguarding issues, responding to safeguarding issues, and reporting on safeguarding issues. Given that the project did not have any negative environmental effects, these actions were not given much attention during the implementation of the project. For this reason, the rating criteria are in this case not appropriate for this project, as such this criterion was be rated. **Not Rated**

Country Ownership and Driven-ness

⁶⁷ UNEP and GPA 2016 Proposal: Applying innovation to reduce nutrient pollution from wastewater and agricultural discharges in waterways, coastal and marine environments of the Caribbean Sea <https://bit.ly/38YEiWd>

⁶⁸ WECF Reducing the pollution of the Black Sea by introducing sustainable wastewater and nutrient management in rural Georgian communities <https://bit.ly/3hdqZEv>

234. The evaluation assessed the quality and degree of engagement of government and public sector agencies with the project, including their level of ownership of project outputs and outcomes. In addition, the evaluation assessed not only those directly involved in the implementation of the project, but also those whose cooperation with the project was important to sustain its outcomes.
235. There was a high level of country ownership and driven-ness of the project. This was demonstrated by the success of the demonstration projects implemented in five African countries, and the request from the countries to be provide demonstration sites. These projects would certainly not have been successful without the ownership and drive-ness of the countries in which they were implemented.
236. In addition, 99 countries prepared NPAs which they are using to manage their environments. These NPAs were developed to provide, at the national level, a broader-based approach to pollution management, including wastewater management.
237. The evaluation also found that many countries value the outputs of the project and many of them requested for and used tools and guidelines developed by the project. In Egypt, for example, biomass from the treated sewage from the demonstration project was used to generate energy, and was promising in terms of environmental benefits, and returns on investments.
238. The project partners are from around the world and include: (i) International Water Management Institute (South Africa), (ii) Nairobi Water and Sewerage Company (Kenya), (iii) International Centre of Qanats (Iran) and the Caribbean Water and Wastewater Association (Trinidad and Tobago).
239. The project also developed a Global Partnership on Wastewater Management (GW²I) to improve wastewater management. By December 2018, the GW²I Partnership had 70 members including 10 government agencies from the USA, China, Turkey, and Denmark to name a few. The membership and active participation of these government agencies in the implementation of the project indicates a strong sense of ownership, of the work of the project, by these countries.
240. In view of these findings, the evaluation rated the country ownership and drive-ness of the project as **Satisfactory**.

Communication and Public Awareness

241. The evaluation assessed the effectiveness of communication of learning and experience-sharing between project partners and stakeholders, as well as the public awareness-raising activities carried out by the project. In addition, the evaluation assessed the effectiveness of the communication channels and networks, including consideration of the needs of disaggregated groups, and whether feedback channels were used. The evaluation also assessed the sustainability of the communication channels provided by the GW²I platform, the project's knowledge sharing platform.
242. The evaluation found that the many in the target audience of the project's communication and public awareness campaign are aware of the issue of wastewater management and took action to improve its sustainable management. Specifically, the project's policy brief on managing wastewater, the online course on wastewater and nutrient management, as well as the webinars, workshops and conferences at which the project made

presentations on wastewater management all increased awareness about wastewater issues. In addition, the evaluation found that the communication activities and channels were well targeted, and responsive to audience feedback.

243. As pointed out earlier, the project established the GW²I partnership which had 70 partners from government and UN agencies, NGOs, academia, international organizations, and the private sector. Members of the partnership shared experiences and lessons learned, and implemented joint initiatives on wastewater management. This would indicate that key audiences driving the desired change have strong awareness of the project's main messages.
244. The communication and public awareness-raising efforts of the project was also able to help remove some cultural bottlenecks in environment and sanitation. For example, an evaluation interviewee said that the project was able to help people in Kenya overcome a cultural taboo of a father-in-law sharing the same toilet with his daughter-in-law. In addition, Rwanda and South Africa now see wastewater as a resource, thanks to the awareness-raising efforts of the project. The evaluation also found that the project's partnership with GRID-Arendal produced country profiles, an atlas, and an award-winning Story Map⁶⁹ which they disseminated online, events such as (e.g., World Water Week, Toilet Day), and through their partners.
245. In view of these findings, the evaluation concludes that the communication and public awareness-raising efforts of the project were largely effective in changing attitudes toward wastewater, amongst perceived key audiences, thereby helping achieve project outcomes. Communication activities and channels, in this case the GW²I Platform/Partnership was: well-targeted towards some key audiences; frequent over the life of the project; frequently interactive/responsive to audience feedback; well monitored and adequately budgeted/financed. As such communication and public awareness efforts aimed at have been largely effective in driving change towards results beyond outputs.
246. Communication/public awareness efforts have been largely effective in driving change towards results beyond outputs.
247. In view of these findings, the evaluation rated the communication and public awareness aspect of the project as **Satisfactory**.

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

⁶⁹ GRID-Arendal 2018 Sanitation and Wastewater in Africa <https://bit.ly/2waVbld>

VI. CONCLUSIONS AND RECOMMENDATIONS

A. Conclusions

248. The evaluation found that, overall, “Managing Wastewater through Global Partnership” (PIMS ID – 1663) can be rated as Satisfactory. The reason for this rating stem from the fact that the project had “Satisfactory” ratings in terms of its strategic relevance, effectiveness, and efficiency, and the nature of external context of the project was rated “Highly Favorable.” However, the sustainability of its outcomes was rated “Unlikely” by the evaluation. On the other hand, the quality of project design, financial management of the project, and factors affecting its performance were rated “Satisfactory,” the factors affecting performance and cross-cutting issues were rated “Moderately Satisfactory”, while the monitoring and reporting aspect of the project was rated “Moderately Unsatisfactory.”
249. The project had significant achievements and made tremendous contributions to changing attitudes toward wastewater, and to manage it as a resource, rather than a waste. In the first place, [Output 4](#) of the project contributed to the development of the SDGs, and in embedding wastewater management in SDG 6.3, by helping develop the SDG 6.3 indicators. Thus, the project helped ensure that wastewater management is part of the global development agenda. (see Availability of Outputs section D. Effectiveness)
250. [Output 1](#) of the project developed valuable tools and guidelines on managing and monitoring the impacts of wastewater on the marine environment and other water bodies. For example, the project published a paper on the economic valuation of wastewater,³³ developed a Wastewater Technology Matrix,³⁴ and organized various workshops to disseminate these documents and tools. (see Availability of Outputs section D. Effectiveness) These publications and tools, and their dissemination by the project at various workshops, seminars, conferences, Webinars and online helped build capacities, and strengthen national and international efforts to achieve sustainable wastewater management.
251. In addition, [Output 2](#) of the project established the GW²I partnership which, as at December 2018, had 70 partners from government and UN agencies, academia, NGOs, and the private sector from around the world. The project ([Output 3](#)) also demonstrated innovative, low-cost and nature-based wastewater treatment technologies and strategies in Africa, the Middle East, the Caribbean, and Eastern Europe, to name a few. For example, the Project implemented a wastewater reuse demonstration in the Caribbean, while in Georgia (East Europe) the demonstration was on the reduction of the wastewater pollution load into the Black Sea. Similarly, the Project demonstrated a decentralized wastewater management system in Tanzania. (see Availability of Outputs section D. Effectiveness)
252. [Output 5](#) of the project through a UNEP-GRID Arendal-AfDB partnership also published factsheets, policy briefs, newsletters, and a story map on wastewater management and sanitation provision in Africa and organized and/or participated in various events on wastewater management. All of these helped raise the profile of wastewater and build capacities in wastewater management. (see Availability of Outputs section D. Effectiveness)

253. Nevertheless, the project also faced various challenges during its implementation. Among these are the introduction of the UMOJA system, and difficulties raising funds because wastewater interventions take time to bear fruit, and the fact that issues such as plastics which are more popular with many development actors and donor agencies.
254. The evaluation of the project also had some significant challenges, mainly because it was conducted some four years after the project ended, and no mid-term evaluation of the project was conducted. For this reason, key project staff had moved on after the project ended, and it was difficult to access all the documents and information required to conduct the evaluation. Indeed, it is because of lack of information that the project was rated lower than it should have been with regards to financial management, as well as monitoring and reporting.
255. In addition, the Evaluation Criteria Ratings Matrix,⁹ which was used to determine the ratings of the various aspects of the performance of the project was published in 2021, about three years after the end of the project. This means that some criteria used to evaluate the project's performance were not considered in the ProDoc which was prepared at least 7 years before the Evaluation Criteria Ratings Matrix was published. What this effectively means is that the yardstick used to rate project performance was not available when the project was designed.

B. Summary of project findings and ratings

256. The table below provides a summary of the ratings and finding discussed in Chapter V. Overall, the project demonstrates a rating of **'Satisfactory'**.

Table 13: Summary of project findings and ratings

Criterion	Summary assessment	Rating
Strategic Relevance	The strategic relevance was rated Satisfactory because it was aligned with the UNEP MTS, POW and strategic priorities and to some extent, donor strategic priorities. The project was also relevant to global, regional and national priorities, and its outputs and activities were complementary to existing interventions.	S
1. Alignment to UNEP MTS, POW and strategic priorities	The project's implementation strategies and outputs were fully aligned with UNEP's MTS, POW and strategic priorities.	HS
2. Alignment to UNEP/Donor strategic priorities	The project was fully aligned with UNEP/donor strategic priorities.	MS
3. Relevance to global, regional, sub-regional and national environmental priorities	The project was relevant to global, regional, sub-regional and national environmental priorities such as the SDGs, UNEP's Capacity building (BSP), and South-South Cooperation.	S
4. Complementarity with existing interventions/Coherence	The project's activities and outputs were consistent and coherent with existing interventions.	S

Criterion	Summary assessment	Rating
Quality of Project Design	The quality of project design was rated Highly Satisfactory because all its 12 rated components were rated Highly Satisfactory.	HS
Nature of External Context	The nature of the external context of the project was rated Highly Favorable because the ProDoc identified financial/organizational, socio-political and operational risks, determined that the likelihood of their occurrence and provided strategies for mitigating them.	HF
Effectiveness	The project was rated Highly Satisfactory because all it delivered fully on its approved outputs, its outcome was fully achieved, and its drivers to ensure that outcome translates to impact were in place.	S
1. Availability of outputs	All planned/approved project outputs were delivered fully.	S
2. Achievement of project outcomes	The project achieved four out of the five targets.	S
3. Likelihood of impact	The project outcome drivers to ensure impact were in place.	L
Financial Management	The financial management of the project was rated Satisfactory because cash disbursements were timely, the financial information provided to the evaluation was relatively complete, and communication between finance and project management staff was regular.	MS
1. Adherence to UNEP's financial policies and procedures	Information from interviewees indicate that cash disbursements and transfers to partners were timely, although the evaluation was not provided with evidence of this.	S
2. Completeness of project financial information	High level project budget and funding sources were made available to the evaluation but not the project expenditure sheets.	MS
3. Communication between finance and project management staff	Information from interviewees indicate that the PM had strong awareness of the financial status of the project and the FMO was aware of the project's progress, and there was regular contact between the two.	S
Efficiency	The project was both cost-effective, and generally delivered its interventions on time.	S
Monitoring and Reporting	The monitoring and reporting aspect of the project was rated Moderately Unsatisfactory because the monitoring design and budgeting, monitoring of project implementation, and project reporting were all found to be Moderately Unsatisfactory.	MU

Criterion	Summary assessment	Rating
1. Monitoring design and budgeting	The project had a monitoring plan with a logical framework. However, the monitoring plan was not disaggregated by relevant stakeholder groups. The project wasn't reported to have a dedicated budget for monitoring activities and was there a specific person identified as responsible for monitoring progress against each indicator.	MU
2. Monitoring of project implementation	Although data on project implementation was collected, it was not disaggregated by vulnerable/marginalized groups, including gender.	MU
3. Project reporting	The documentation of progress in project implementation is fragmented.	MU
Sustainability	The sustainability of the project outcome was rated Unlikely because its financial and institutional sustainability were rated Unlikely although its socio-political sustainability was rated Highly Likely.	U
1. Socio-political sustainability	The sustainability of project outcome is only moderately dependent on social and political factors, and there was a high level of ownership and commitment to the project among all stakeholders, including governments.	HL
2. Financial sustainability	The financial sustainability of the project outcome is Moderately Likely because of the implementation of exit strategy for the continued financing of project activities.	ML
3. Institutional sustainability	The institutional sustainability of project outcome is Moderately Likely because the evaluation also found that the project had, in the GW2I Platform, an exit strategy which provides for the sustainability of the institutional frameworks and linkages developed by the project an institutional component	ML
Factors Affecting Performance	The factors affecting project performance were rated Satisfactory overall because the quality of project management and supervision was rated Moderately Satisfactory, the environmental and socioeconomic safeguards were rated Moderately Unsatisfactory, even though the remaining the five of the seven parameters for this ratings criterion were rated Satisfactory	S

Criterion	Summary assessment	Rating
1. Preparation and readiness	The project had an inception meeting, a Steering Committee was established, and other preparatory steps such as organizing Steering Committee meetings were taken to prepare for its launch.	S
2. Quality of project management and supervision	The project Steering Committee was established and functional, and the PM had an excellent working relationship with project partners.	MS
3. Stakeholders' participation and cooperation	The ProDoc had an excellent analysis of stakeholder groups, and the Project Team maintained strong and effective communications with stakeholders.	S
4. Responsiveness to human rights and gender equality	The project did not have any significant human rights/gender considerations in its implementation.	S
5. Environmental and socioeconomic safeguards	This criterion was not rated because the rating criteria were not appropriate for the project.	NR
6. Country ownership and driven-ness	Government ministries and public sector agencies were involved in project implementation and took ownership of project interventions.	S
7. Communication and public awareness	The project had a Communications Strategy, and communication/public awareness efforts of the project were effective in driving change.	S
Overall Project Performance Rating	The overall performance of the project was rated Satisfactory	S

C. Lessons learned

Lesson Learned #1:	The demonstration projects and tools developed by the project were a good learning experience
Context/comment:	The project organized Green Cities, Wastewater management in the PERSGA's region, and Wastewater Reuse in the Caribbean demonstration projects, and had four demonstration projects in four African countries, including Ghana, Morocco and Benin. In addition, the project developed Global Expanded Monitoring Initiative (GEMI) for wastewater management and implemented it in seven countries. All these efforts not only built capacities in wastewater management, but they also helped increase awareness and changed attitudes toward wastewater. As discussed in the Achievement of Project Outcomes section, the demonstration projects contributed to the adoption of best practices, tools and guidelines for wastewater treatment by 20 countries.

Lesson Learned #2:	Lack of funding, institutional capacity, weak policy and political support are major constraints to controlling land-based sources of marine pollution⁷⁰
Context/comment:	A survey of the status of NPAs of 107 countries found that: <ul style="list-style-type: none"> • 82 countries cited lack of financial resources was the main barrier to the implementation of control measures for land-based sources of marine pollution • 53 countries cited lack of institutional capacity, • and 61 said it was weak policy and political support
Lesson Learned #3:	The GW²¹ Platform helped shift the paradigm about wastewater⁷¹
Context/comment:	The Project established the GW ²¹ Platform with 70 partners from government and UN agencies, academia, NGOs, and the private sector from around the world. The Project also organized webinars and workshops and participated in many conferences to increase awareness, as well as share knowledge and experiences about wastewater management. These efforts helped change attitudes toward wastewater, with many now seeing wastewater as a resource, not waste, that should be sustainably managed.
Lesson Learned #4:	Mid-term and Terminal Evaluations should be conducted, and done in a timely manner
Context/comment:	No mid-term evaluation of the project was done, and the terminal evaluation (TE) was done four years after the completion of the project. The challenges faced by the TE in collection data and information about the project were mainly caused by the delay in conducting it, which meant that some key project staff had moved on thus leading to a loss of institutional memory, and making it difficult to access important project documents ⁷² .
Lesson Learned #5:	National Plans of Action (NPAs) are an important tool for managing the environment
Context/comment:	A 2016 survey of found that 99 countries which developed NPAs use them to manage their environment, specifically pollution, including wastewater ⁷³ . It is likely that this would not have been possible without the NPAs.
Lesson Learned #6:	Including wastewater in the SDGs was an important step toward sustaining the impact of the project's outcomes
Context/comment:	The project worked with many stakeholders around the world to develop SDG indicators related to wastewater and succeeded in

⁷⁰ See page 40 under Achievement of Project Outcomes

⁷¹ See page 40 under Likelihood of Impact

⁷² See page 5 under Limitations.

⁷³ See page 37 under Achievement of Project Outcomes

	<p>mobilizing UN Member States to include sustainable wastewater management in SDG 6.3⁷⁴. This achievement will help ensure that wastewater will continue to be part of the global development agenda for the duration of efforts to attain the SDGs and possibly beyond.</p>
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D. Recommendations

Recommendation #1:	UNEP should consider providing the GW²I Platform with a full-time coordinator to further support and strengthen the Secretariat services it provides
Challenge/problem to be addressed by the recommendation:	The GW ² I platform was a huge achievement of the project and is critical to sustaining the project outcomes. For this reason, the GW ² I Platform should be strengthened, this could be achieved by appointing a full-time Coordinator.
Priority Level:	Critical
Type of Recommendation	UNEP-wide
Responsibility:	UNEP/GPA
Proposed implementation timeframe:	6-12 months

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

- **Section D.:** [Output 2: A Global Wastewater Initiative \(GW2I\) with a Range of Partners is Established and Operational to Improve Wastewater Management](#)

Recommendation #2:	UNEP should develop an Advocacy and Communication Plan for the GW2I to continue the advocacy and awareness-raising activities to maintain wastewater issues in the global agenda through the GPA and the Global Partnership on Marine Litter (GPML)
Challenge/problem to be addressed by the recommendation:	As discussed in various sections of this report, the project increased in raising awareness about wastewater issues and raising the profile of wastewater in the global agenda. However, these gains can only be maintained, if not increased, if there is a sustained effort to continue advocating for and raising awareness about wastewater. The reason for this is simple: although the resources available to tackle global problems are finite, and development assistance being reduced in many cases, the world is facing more and more problems that need urgent attention. Therefore, the resources allocated for wastewater issues have to compete with assignment of resources for other conflicting priorities. An Advocacy and Communication Plan will help continue

⁷⁴ See page 37 and 38 under Achievement of Project Outcomes

	the advocacy and awareness-raising programs started by the project, and significantly help sustain the project outcomes.
Priority Level:	Critical
Type of Recommendation	UNEP-wide and Partners
Responsibility:	UNEP/GPA and GPML
Proposed implementation timeframe:	Open-ended

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

- **Section D.:** [Output 3: Wastewater Treatment Technologies and Strategies are Demonstrated and Promoted Globally](#) and
- **Section D.:** [Output 5: Materials Produced, and Events Organized to Increase Awareness on Sustainable Wastewater Management](#)

Recommendation #3:	UNEP and Partners should mobilize funds to upscale wastewater management demonstration projects to increase the visibility of wastewater issues, and improve wastewater management around the world
Challenge/problem to be addressed by the recommendation:	As discussed in Section D, the demonstration projects implemented by the project were hugely successful, prompting Egypt, Georgia and PERSGA to request similar demonstrations. However, the project could not implement demonstrations in these countries because of lack of funds. Furthermore, the main goal of a successful pilot project is to bring it to scale to solve a large problem. For these reasons, and the need to upscale project successes, it is imperative that UNEP and its partners mobilize funds to upscale and replicate successful demonstration projects around the world. In this regard, UNEP can, through the GPA, work with donor agencies and countries to mobilize funds to implement demonstration projects and upscale existing interventions.
Priority Level:	Important
Type of Recommendation	UNEP and Partners
Responsibility:	UNEP/GPA
Proposed implementation timeframe:	Start immediately, and open-ended

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

- **Section D.:** [Output 3: Wastewater Treatment Technologies and Strategies are Demonstrated and Promoted Globally](#)

Recommendation #4:	The guidelines on wastewater management developed by the GW²¹ Project should be used by UNEP and its partners in future training programs policy briefs and other communication and outreach tools
Challenge/problem to be addressed by the recommendation:	The project produced many valuable guidelines, policy briefs, and other communication and outreach tools that can help sustain the project outcomes. These tools will be especially important moving forward in view of the need to continue raising awareness about wastewater issues. In this regard, the materials should also be revised periodically to consider new developments and challenges in wastewater management.
Priority Level:	Important
Type of Recommendation	UNEP
Responsibility:	UNEP/GPA
Proposed implementation time-frame:	12 – 18 months

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

- **Section D:** [Output 5: Materials Produced, and Events Organized to Increase Awareness on Sustainable Wastewater Management](#)

Recommendation #5:	UNEP and its partners should ensure that Mid-term and Terminal Evaluations of future projects are done, when possible, in a timely manner to avoid the loss of institutional memory and to ensure project documents and information are kept in a systematic and assessable knowledge management system.
Challenge/problem to be addressed by the recommendation:	This Terminal Evaluation was conducted four years after the end of the project. This resulted in the loss of significant institutional memory. In addition, no Mid-term Evaluation of the project was conducted, and key project staff were no longer with UNEP. For this reason, it was difficult to get information on the project's implementation.
Priority Level:	Opportunity for Improvement
Type of Recommendation	Project level
Responsibility:	UNEP
Proposed implementation timeframe:	Open-ended

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

- **Section II:** Limitations of the Evaluation

Recommendation #7:	UNEP and its partners should ensure that the design, budgeting, implementation, as well as monitoring and evaluation of future
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	projects take in account human rights, gender, as well as vulnerable and marginalized groups issues.
Challenge/problem to be addressed by the recommendation:	Although the ProDoc includes a very good stakeholder analysis and referred to gender, human rights, and indigenous peoples' and their needs and views were considered during project implementation, the project budget and logical framework were not disaggregated along those lines, thus lowering the rating of the project with regards these evaluation criteria.
Priority Level:	Important
Type of Recommendation	Project level
Responsibility:	UNEP
Proposed implementation timeframe:	6 – 12 months

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

Section III.C.: [Stakeholders](#)

ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS

Table 5: Response to stakeholder comments received but not (fully) accepted by the reviewers, where appropriate

Page Ref	Stakeholder comment	Evaluator(s) Response	UNEP Evaluation Office Response	Stakeholder comment 2nd	
45	I totally disagree with these comments and rating [of the Monitoring and Reporting]. I hope you had access to PIMS to verify that monitoring and reporting was done regularly and it is only the final report which was mandatory as a stand alone report.	I'm sorry, but I did not have access to the PIMS, I was provided a copy of PIMS documentation from the TM via drop box.	Access to PIMS documentation was provided through the TM, all documents from PIMS were put in a drop box by the due to the consultant having access issuing the PIMS platform. So all documents were made available to consultant that were uploaded to PIMS ⁷⁵ Can you pinpoint the documents that provide evidence of regular monitoring and reporting incase these were missed if so?	Rationality: Among the files provided to the consultant there are the PIMS periodical report. As far as I understand, the project fulfilled all reporting requirements in place for this kind of project between 2014-2018, including all periodical reports (as far as I understand, quarterly and monthly reports are not mandatory for this project – they are yearly and half-yearly). Suggested action: to revise the documents provided and indicate clearly what is missing. Them to adjust the TE report accordingly.	The consultant has access to all the data that was in PIMS. Data reported is not disaggregated by vulnerable/marginalized groups, including gender. – This is a requirement for a higher rating.
53 para 248	Action: to include at least one example of each. The project had significant achievements (i.e., xxx) and made tremendous contributions (i.e., xxx) ...	The examples are provided in Availability of Outputs section. Only a summary of the achievements have been provided in the Conclusions and Recommendations section. Reference added to supporting section within the text.		See column #2 "Stakeholder comment"	Reference added to supporting section within the text
53 para 251	Action: to include at least one example of each. The project ... published factsheets, policy briefs, newsletters, and a story map on wastewater management and sanitation provision in Africa (such as xxx), and organized and/or participated in various events on			See column #2 "Stakeholder comment"	Reference added to supporting section within the text

⁷⁵ https://www.dropbox.com/scl/fo/yp6vqmwaq65l2m6sla7b4/h/01663_Managing%20Wastewater%20through%20Global%20Partnership?dl=0&subfolder_nav_tracking=1

Page Ref	Stakeholder comment	Evaluator(s) Response	UNEP Evaluation Office Response	Stakeholder comment 2nd	
	wastewater management (such as xxx). ...				
53 para 251	Action: to inform who had its capacities built by the project and, if possible, to present numbers or concrete facts/examples.			See column #2 "Stakeholder comment"	Reference added to supporting section within the text
55	Monitoring design and budgeting Action: To adjust the rating (MS?) or present a more complete summary of the assessment. "The project had a monitoring plan with a logical framework." Does not lead to a MU rating.	The MU rating is based on the guidelines provided in the Evaluations Ratings Criteria. The monitoring plan was not disaggregated by relevant stakeholder groups. The project wasn't reported to have a dedicated budget for monitoring activities and was there a specific person identified as responsible for monitoring progress against each indicator.		See column #2 "Stakeholder comment"	The monitoring plan was not disaggregated by relevant stakeholder groups. The project wasn't reported to have a dedicated budget for monitoring activities and was there a specific person identified as responsible for monitoring progress against each indicator.

ANNEX II. KEY DOCUMENTS CONSULTED

Project planning and reporting documents

- UNEP Project Document: XXX [sic] Managing Waste water through Global Partnership

Project outputs – Overall

- Ocean Fact Sheet - <https://www.un.org/sustainabledevelopment/wp-content/uploads/2017/05/Ocean-fact-sheet-package.pdf>
- Corcoran, E., C. Nellemann, E. Baker, R. Bos, D. Osborn, H. Savelli (eds). 2010. Sick Water? The central role of wastewater management in sustainable development. A Rapid Response Assessment. United Nations Environment Programme, UN-HABITAT, GRID-Arendal. <https://tinyurl.com/bd6e65p5>
- GW²I Project Key outcomes of the Global Wastewater Initiative (GW²I) forum, held October 4th, 2013
- GW²I Project. 2014 2nd Global Wastewater Initiative (GW²I) Steering Committee Meeting - UNEP Headquarters, Nairobi, 14 - 15 May 2014
- GW²I Project. 2013 Global Waste Water Initiative: Vision, Mission and Focal Areas
- Managing Wastewater through Global Partnership Project Number: 323.2 (PIMS number 01663)
- Economic Valuation of Wastewater: the Cost of Action and the Cost of No Action <https://bit.ly/3eztXBU>
- UNEP/IWA Wastewater Technology Matrix (macro-enabled Excel workbook) <https://bit.ly/2Cy8zza>
- Hettiarachchi, H. and R. Ardakanian (eds.) 2016 Safe Use of Wastewater in Agriculture: Good Practice Examples UNU-FLORES <https://bit.ly/307QHTP>
- Integrated Monitoring Guide for SDG 6 Step-by-step monitoring methodology for 6.3.1 -work in progress to be revised based on country feedback V1 21 Oct 2016 <https://bit.ly/20jKmzc>
- Water Development Report 2017. Wastewater: The Untapped Resource. Paris, UNESCO <https://bit.ly/2B5btuU>
- WWAP (United Nations World Water Assessment Programme)/UN-Water. 2018. The United Nations World Water Development Report 2018: Nature-Based Solutions for Water. Paris, UNESCO <https://tinyurl.com/4nyeezc2>
- UNEP and UN-Habitat Greener Cities Partnership <https://bit.ly/2WkLYwW>
- UNEP and PERSGA Manual for Monitory Indicators of the Impact of Wastewater Discharge on Coral Reefs <https://bit.ly/2Or2qaC>
- PERSGA 2014 Regional Guidelines on Wastewater Management in Coastal Cities on the Red Sea And Gulf Of Aden <https://bit.ly/3j3NOMr>
- 6th Africa Water Week – Session Report: <https://bit.ly/3iyWF7Q> and Flyer: <https://bit.ly/2PUW0kW>
- GEMI – Integrated Monitoring of Water and Sanitation Related SDG Targets. Proof-of-concept countries. Version 2015-07-03 <https://bit.ly/31N7mNg>

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- Kanangire, C. A.-S Matano, G. Dida, and D. Anyona. 2016 A Systematic Review of Effects of Emerging Pollutants on Human Health and Livelihoods of Populations Living Along Lake Victoria Basin of Kenya UNEP <https://bit.ly/2PUtb7W>
- McAfee, E. 2017 Pharmaceuticals and Personal Care Products in the Aquatic Environment: An Emerging Issue UNEP <https://bit.ly/2E86kDa>
- UNEP 2017 Wastewater Pollution and Coral Reefs: Science-to-Policy Brief. Johnson, J.E., Brodie, J. and Waterhouse, J. (Authors). United Nations Environment Programme, Nairobi, Kenya (16pp.) <https://bit.ly/2E8lyrR>
- From Source to Sea to Sustainability: Integrated Cycles in Wastewater and Nutrient Management (MOOC) <https://bit.ly/3iJBQ9A>
- The Need for Innovative Financial Solutions for Sustainable Wastewater Management (Webinar) <https://bit.ly/3iHdHAJ>
- Lamizana, B. 2017 Mission Report Dresden Nexus Conference <https://bit.ly/2Y1vryl>
- Lamizana, B. 2017 Mission Report 4th Istanbul Water Forum <https://bit.ly/2Y0EmR4>
- Lamizana, B. 2016 IUCN World Conservation Congress <https://bit.ly/30TVtps>
- Mission Report - World Water Forum 2015 <https://bit.ly/2PVikLb>
- Laminzana, B. and E. Ngore 2015 Mission Report IWA World Water and Development Congress <https://bit.ly/3kLg7jK>
- Laminzana, B. and A. Bendsen 2016 Mission Report IWA World Water and Development Congress <https://bit.ly/3gWarko>
- UNEP. 2016 NPA Status Update – July 2016 <https://bit.ly/2C8k1Bu>
- UNEP and GPA 2016 Proposal: Applying innovation to reduce nutrient pollution from wastewater and agricultural discharges in waterways, coastal and marine environments of the Caribbean Sea <https://bit.ly/38YEiWd>
- WECF Reducing the pollution of the Black Sea by introducing sustainable wastewater and nutrient management in rural Georgian communities <https://bit.ly/3hdqZEv>
- GRID-Arendal 2018 Sanitation and Wastewater in Africa <https://bit.ly/2waVbld>

Previous evaluations

- Managing Wastewater through Global Partnership Project Number: 323.2 (PIMS number 01663) Project Operational Completion Report. Reporting Period: 01/2014 – Project Operational Completion 12/2018 Prepared for UNEP

Reference documents

General reference

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- <https://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.411.2550&rep=rep1&type=pdf>

- WWAP (United Nations World Water Assessment Programme). 2017. The United Nations World Project Proposal <https://bit.ly/38YEiWd>
- Final Technical Report <https://bit.ly/2E2lity>
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ANNEX III. PEOPLE CONSULTED DURING THE EVALUATION

Table 6: People consulted during the Evaluation

Organisation	Name	Position	Gender
BORDA	Tim Fettback	Technical Advisor	Male
CMMartinho Consulting	Cristina Martinho	CEO	Female
GRID-Arendal	Clever Mafuta	Head of Programme, Waste and Marine Litter	Male
UNCCD Secretariat	Dr. Birguy Lamizana-Diallo ⁷⁶	Senior Programme Officer	Female
UNEP	Grace Mugaka	Assistant FMO	Female
UNEP	Avantika Singh	Programme Assistant	Female
UNEP	Ricardo Zennaro	Programme Management Officer	Male
UNU-INWEH	Dr. Manzoor Qadir	Deputy Director	Male

⁷⁶ Former PM, UNEP GW²I Project

ANNEX IV. ONLINE SURVEY QUESTIONS

Wastewater Global Partnership Project Terminal Evaluation
Online survey for the Terminal Evaluation (TE) of UNEP's "Managing Wastewater through Global Partnership" (PIMS ID – 1663) Project

Welcome to the online survey for the Terminal Evaluation (TE) of UNEP's "Managing Wastewater through Global Partnership" (PIMS ID – 1663) Project!

The main objective of the TE is to assess the performance of the project in terms of its relevance, effectiveness, and efficiency, as well as to determine its potential and actual outcomes and impacts, and their sustainability. Toward this end, this online survey was developed to enable project stakeholders provide their feedback on the implementation and performance of the project along the lines of the above-mentioned parameters.

Please note that information you provide on this survey is **confidential**, will not be shared in a manner that identifies you. Furthermore, you should only answer those questions which you think you are in a position to answer by virtue of your role or stake in the implementation of the project.

This online survey was prepared by the Principal Evaluator for the TE, Katim Seringe Touray, Ph.D.

Thank you for your participation in the survey!

There are 91 questions in this survey.

Respondent Information

Information about the respondent

First Name (Given Name) *

Middle Name *

Surname (Last Name) *

Title (Mrs./Ms./Mr./Dr./Prof.) *

Choose one of the following answers

Please choose **only one** of the following:

Mrs./Ms./Mr./Dr./Prof.

Organization/Agency *

City *

Country

Job Title *

E-mail Address *

Mobile Phone/WhatsApp *

Skype

Please select which Stakeholder Group(s) of the Project you belong to *

Check all that apply

Please choose **all** that apply:

- UNEP/GPA
- Project Steering Committee (PSC)
- Project Management
- UNEP Division
- UNEP Regional Offices
- Donor Agencies
- International NGOs
- GW²I National Focal Points
- National Programme of Action (NPA) Focal Points
- National NGOs
- Vulnerable Communities
- Private Sector
- Women
- Indigenous Groups
- Other:

Strategic Relevance (SR)

SR (i) Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities

To what extent was the project aligned with the UNEP's MTS, POW, and Strategic priorities at the time of project's approval?

SR (ii) Alignment to Donor/Partner Strategic Priorities

To what extent are the projects aligned with the Bali Strategic Plan (BSP) for Technology Support and Capacity Building, and South-South Cooperation?

SR (iii) Relevance to Regional, Sub-regional and National Environmental Priorities

To what extent was the project aligned with global priorities such as the SDGs and Agenda 2030, as well as the needs of countries, sub-regions or regions (as articulated in UNDAFs,

development plans, poverty reduction strategies, or Nationally Appropriate Mitigation Action (NAMA), etc.)?

To what extent did the project meet the needs of all beneficiary groups, and reflect the UNEP policy priority to leave no one behind?

SR (iv) Complementarity with Relevant Existing Interventions/Coherence

How well did the project take into account on-going and planned activities that address similar needs of target groups, and were the project interventions complementary to other interventions, optimized synergies, and not a duplication of effort?

8. Effectiveness (EFF)

(i) Availability of Outputs

Did the project produce its outputs, and make them available to intended beneficiaries?

What was the level of ownership of outputs by, and usefulness to intended beneficiaries?

Were the inputs timely?

What were the reasons for the success or failure of the project?

Did the project achieve its intended milestones?

EFF (ii) Achievement of Project Outcomes

Were the project outcomes achieved, and why?

Did UNEP's intervention contribute to the achievement of the outcomes?

Were the outcomes responsive to human rights and gender equality?

Did communication and public awareness affect the achievement of the outcomes?

EFF (iii) Likelihood of Impact

Are the intended impacts of the project likely to be achieved?

Were there any unintended positive or negative effects of the project, and how were they related to the project's intended impact?

Did the project play a catalytic role or promote scaling up and/or replication?

Will the project make a substantive contribution to the SDGs and/or UNEP's Expected Accomplishments and the strategic priorities of funding partners?

9. Financial Management (FM)

FM (i) Adherence to UNEP's financial policies and procedures

How much of all funds received by the project was spent on each output and component?

How did the spending compare with the approved budget?

FM (ii) Completeness of financial information

Did the project use proper financial management standards?

Did the project adhere to UNEP's financial management policies?

Did financial management issues affect the timely delivery of the project or quality of its performance?

Was financial documentation missing, inaccurate, incomplete, or unavailable in a timely manner?

FM (iii) Communication between financial and project management staff

What was the level of communication between the PM and the Fund Management Officer with regards to the effective delivery of project, and the need for a responsive, adaptive management approach?

Efficiency

Did the project deliver maximum results from available resources?

Were the project's results achieved at the least possible cost?

Were the planned activities delivered on time?

Were the planned events and activities sequenced efficiently?

Could a project extension have been avoided through stronger project management?

Were there any negative impacts caused by project delays and extensions?

Were any efforts made to use/build on synergies with pre-existing institutions, partnerships, etc. to increase project efficiency?

Monitoring & Reporting (M&R)

M&R (i) Monitoring Design and Budgeting

Were the project indicators relevant and appropriate?

What results-based management methods were used to track progress against the indicators?

What was the quality of designing the monitoring plan?

Were enough funds allocated for the implementation of the monitoring plan?

Were enough resources allocated for Mid-Term and TE/Review of the project?

M&R (ii) Monitoring of Project Implementation

Was the monitoring system operational?

Did the monitoring system facilitate timely tracking of results and progress toward project objectives throughout the project's implementation?

Did the project gather relevant and quality baseline data that was accurately and appropriately documented?

Did the project monitor the representation and participation of disaggregated groups (e.g. vulnerable, marginalized, and other groups) in project activities?

What was the quality of the information collected by the monitoring system during the project's implementation?

How was the collected information used to adapt and improve project execution, achievement of outcomes, and ensure sustainability?

Were the funds allocated for monitoring used to support the activity?

M&R (iii) Project Reporting

Did the project reporting meet the requirements of UNEP and donor reporting policies?

Did the reporting take disaggregated groups (e.g. vulnerable, marginalized, and other groups) in consideration?

Sustainability

(SUS) (I) Socio-political sustainability

To what extent do social and political factors support the continuation and further development of the benefits derived from the project?

What is the level of ownership, interest and commitment among UNEP, governments, and other stakeholders to ensure that the project's achievements are sustained?

SUS (ii) Financial Sustainability

To what extent are project outcomes dependent on future funding for the benefits they bring to be sustained?

Has future funding been secured for activities that would sustain the project's outcomes?

SUS (iii) Institutional Sustainability

To what extent does the sustainability of project outcomes depend on institutional frameworks and governance?

Are institutional achievements such as governance structures, policies, etc. strong enough to continue to deliver the benefits of the project outcomes after the end of the project?

How likely is it that institutional capacity development will be sustained after the closure of the project?

Factors and Processes Affecting Project Performance (PP)

PP (i) Preparedness and Readiness

Were appropriate measures taken to address weaknesses in project design or respond to changes which occurred between project approval and project mobilization?

What was the nature and quality of engagement with stakeholders by the project team?

Was the capacity of partners confirmed before the project started?

Were partnership agreements developed before the start of the project?

What was the level of initial staffing and financial arrangements of the project?

PP (ii) Quality of Project Management and Supervision

How effective was project management with regards to providing leadership to achieving the outcomes, managing team structures, maintaining productive partner relationships, etc.?

Are there any examples of adaptive management adopted by the project?

PP (iii) Stakeholder Participation and Cooperation

What was the quality and effectiveness of communications and consultations with stakeholders during the project?

What support was given to maximize collaboration and coherence between stakeholders (e.g. sharing plans, pooling resources, and exchanging learning and expertise)?

What was the level of inclusion and participation of all differentiated groups in the project?

PP (iv) Responsiveness to Human Rights and Gender Equity

To what extent did the project apply UN Common Understanding on HRBA and the UND Declaration on the Rights of Indigenous Peoples?

To what extent did the project adhere to UNEP's Policy and Strategy for Gender Equality and the Environment?

To what extent did the project take into account inequalities in access to natural resources, vulnerabilities of disadvantaged groups, and their role in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation

PP (v) Environmental and Social Safeguards

Were UNEP requirements for addressing environmental issues and social safeguards?

Were risk ratings reviewed on a regular basis?

Was project implementation monitored for safeguard issues?

Did the project respond, where and when necessary, to safeguard issues through risk avoidance, minimization, mitigation or offsetting?

Did the project report on the implementation of safeguard management measures it took?

To what extent did the project help minimize UNEP's environmental footprint?

PP (vi) Country Ownership and Drive-ness

What was the quality and degree of engagement of the project with government/public sector agencies?

To what extent did government/public sector partners move forward from project outputs to outcomes, or from project outcomes to intermediate states?

PP (vii) Communication and Public Awareness

How effective was the communication of learning and experience sharing between project partners and stakeholders?

How effective were the project's public awareness-raising activities?

Were existing communication channels and networks used effectively (including meeting the needs of differentiated groups and the presence of feedback channels)?

What is the sustainability of the knowledge sharing platform from socio-political, institutional, or financial perspectives?

Additional Comments

Please provide any additional comments you have

Please write your answer here:

Submit your survey.

Thank you for completing this survey.

ANNEX V. EVALUATION FRAMEWORK

Evaluation Criteria and Questions	Sub-questions/Sub-dimensions	Source of Information and Data Collection Methods
A. Strategic Relevance	i). Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities At the time of project's approval: <ul style="list-style-type: none"> • To what extent was the project aligned with the UNEP's MTS? • To what extent was the project aligned with the UNEP's POW? • To what extent was the project aligned with UNEP's Strategic Priorities? 	UNEP documents (MTS, POW) Interviews with Project Manager
	ii). Alignment to Donor/Partner Strategic Priorities <ul style="list-style-type: none"> • To what extent are the projects aligned with the Bali Strategic Plan (BSP) for Technology Support and Capacity Building? • To what extent are the projects aligned with South-South Cooperation? 	UNEP documents (BSP) Interviews with Government representatives during evaluation mission
	iii). Relevance to Regional, Sub-regional and National Environmental Priorities <ul style="list-style-type: none"> • To what extent was the project aligned with global priorities such as the SDGs and Agenda 2030, as well as the needs of countries, sub-regions or regions as articulated in UNDAFs, national or sub-national development plans, poverty reduction strategies or Nationally Appropriate Mitigation Action (NAMA), etc.? 	<ul style="list-style-type: none"> • Interviews with UNEP and its international partners as well as government representatives, and other stakeholders • Review of National and/or sub-national development plans/strategies/roadmap/agreements, environmental agreements.
	<ul style="list-style-type: none"> • To what extent did the project meet the needs of all beneficiary groups, and reflect the UNEP policy priority to leave no one behind? 	
	iv). Complementarity with Relevant Existing Interventions/Coherence <ul style="list-style-type: none"> • How well did the project consider account on-going and planned activities that address similar needs of target groups? • Did the Project Team in collaboration with ROs and Sub-Program Coordinators make efforts to ensure their interventions were complementary to other interventions, optimized synergies, or avoided duplication of effort? 	<ul style="list-style-type: none"> • Interviews with UNEP and its international partners as well as government representatives, and other stakeholders • Review of documents and Websites on various complementary programs and projects

Evaluation Criteria and Questions	Sub-questions/Sub-dimensions	Source of Information and Data Collection Methods
B. Quality of Project Design	These were assessed during the Inception Phase, and using a UNEP template the evaluation inception phase, ratings are attributed to identified criteria and an overall Project	
C. Nature of External Context		
D. Effectiveness	i). Availability of Outputs <ul style="list-style-type: none"> • Was the project able to produce its outputs, and make them available to intended beneficiaries? • What was the level of ownership of outputs by, and usefulness to intended beneficiaries? • What was the level of timeliness of the outputs? • What were the reasons for the success or failure of the project in delivering its outputs and meeting its expected quality standards? • Did the project achieve its intended milestones? 	<ul style="list-style-type: none"> • Interviews with UNEP and its international partners as well as government representatives, and other stakeholders • Review of project progress reports • Review of PCR • Review of project-related documents and Websites
	ii). Achievement of Project Outcomes <ul style="list-style-type: none"> • Were the project outcomes in achieved? • What were the reasons for the achievement of the outcomes? • What contribution, if any, did UNEP's intervention make toward the achievement of the outcomes? • Were the outcomes responsive to human rights and gender equality? • How, if indeed, did communication and public awareness affect the achievement of the outcomes? 	<ul style="list-style-type: none"> • Interviews with Project staff, partners, and beneficiaries • Interviews with government representatives, and other stakeholders • Review of project progress reports • Review of PCR
	iii). Likelihood of Impact <ul style="list-style-type: none"> • What is the likelihood of achieving the intended impacts of the project? • Were there any unintended positive effects of the project, and how were they related to the project's intended impact? • What is the likelihood of the project leading, or contributing to unintended negative effects? • To what extent did the project play a catalytic role or promote scaling up and/or replication? • What is the likelihood that the project will make a substantive contribution to long-lasting change represented by the SDGs and/or UNEP's Expected Accomplishments and the strategic priorities of funding partners? 	<ul style="list-style-type: none"> • Interviews with Project staff, partners and beneficiaries • Interviews with UNEP and its international partners as well as government representatives, and other stakeholders • Review of project progress reports • Review of PCR • Review of project-related documents and Websites
E. Financial Management	i). Adherence to UNEP's financial policies and procedures <ul style="list-style-type: none"> • How much of all funds received by the project was spent on each output and component? • How did the spending compare with the approved budget? 	<ul style="list-style-type: none"> • Expenditure and project financial reports • ProDoc • Other Project documents
	ii). Completeness of financial information	

Evaluation Criteria and Questions	Sub-questions/Sub-dimensions	Source of Information and Data Collection Methods
	<ul style="list-style-type: none"> • Did the project use proper financial management standards? • Did the project adhere to UNEP's financial management policies? • Did financial management issues affect the timely delivery of the project or quality of its performance? • Was financial documentation missing, inaccurate, incomplete, or unavailable in a timely manner? <p>iii). Communication between financial and project management staff</p> <ul style="list-style-type: none"> • What was the level of communication between the PM and the Fund Management Officer with regards to the effective delivery of project, and the needs of a responsive, adaptive management approach? 	<p>Interviews with:</p> <ul style="list-style-type: none"> • UNEP project manager • Government representatives
F. Efficiency	<ul style="list-style-type: none"> • Did the project deliver maximum results from available resources? • Where the project's expected results achieved at the least possible cost? • Were the planned activities delivered on time? • Were the planned events and activities sequenced efficiently? • Could a project extension have been avoided through stronger project management? • Were there any negative impacts caused by project delays and extensions? • Were any efforts made to use/build on synergies with pre-existing institutions, partnerships, etc. to increase efficiency? 	
G. Monitoring and Reporting	<p>i). Monitoring Design and Budgeting</p> <ul style="list-style-type: none"> • Were the project indicators relevant and appropriate? • What results-based management methods were used to track progress against the indicators? • What was the quality of designing the monitoring plan? • Were enough funds allocated for the implementation of the monitoring plan? • Were enough resources allocated for Mid-Term and TE/Review of the project? <p>ii). Monitoring of Project Implementation</p> <ul style="list-style-type: none"> • Was the monitoring system operational? • Did the monitoring system facilitate timely tracking of results and progress toward project objectives throughout the project's implementation? • Did the project gather relevant and quality baseline data that was accurately and appropriately documented? • Did the project monitor the representation and participation of disaggregated groups (e.g. vulnerable, marginalized, and other groups) in project activities? • What was the quality of the information collected by the monitoring system during the project's 	<p>Interviews with:</p> <ul style="list-style-type: none"> • Project Task Manager • Project management team <p>Review of:</p> <ul style="list-style-type: none"> • Project documents • 6-monthly status reports in PIMS • Other progress reports • 6-monthly status reports in PIMS • PIRs • Other progress reports

Evaluation Criteria and Questions	Sub-questions/Sub-dimensions	Source of Information and Data Collection Methods
	<p>implementation?</p> <ul style="list-style-type: none"> • How was the collected information used to adapt and improve project execution, achievement of outcomes, and ensure sustainability? • Were the funds allocated for monitoring used to support the activity? <p>iii). Project Reporting</p> <ul style="list-style-type: none"> • Did the project reporting meet the requirements of UNEP and donor reporting policies? • Did the reporting take disaggregated groups (e.g. vulnerable, marginalized, and other groups) in consideration? 	
H. Sustainability	<p>i). Socio-political Sustainability</p> <ul style="list-style-type: none"> • To what extent do social and political factors support the continuation and further development of the benefits derived from the project? • What is the level of ownership, interest and commitment among UNEP, governments, and other stakeholders to ensure that the project's achievements are sustained? <p>ii). Financial Sustainability</p> <ul style="list-style-type: none"> • To what extent are project outcomes dependent on future funding for the benefits they bring to be sustained? • Has future funding been secured for activities that would sustain the project's outcomes? <p>iii). Institutional Sustainability</p> <ul style="list-style-type: none"> • To what extent does the sustainability of project outcomes depend on institutional frameworks and governance? • Are institutional achievements such as governance structures, policies, etc. strong enough to continue to deliver the benefits of the project outcomes after the end of the project? • How likely is it that institutional capacity development will be sustained after the closure of the project? 	<ul style="list-style-type: none"> • ProDoc and project financial reports • PCR • Other project documents and Websites <p>Interviews with:</p> <ul style="list-style-type: none"> • Project Task Manager • Project management team <p>Project implementation partners and beneficiary institutions</p>
I. Factors and Processes Affecting Project Performance	<p>i). Preparedness and Readiness</p> <ul style="list-style-type: none"> • Were appropriate measures take to either address weaknesses in project design or respond to changes which occurred between project approval and project mobilization? • What was the nature and quality of engagement with stakeholders by the project team? • Was the capacity of partners confirmed before the project started? • Were partnership agreements developed before the start of the project? • What was the level of initial staffing and financial arrangements of the project? 	<p>Review of:</p> <ul style="list-style-type: none"> • ProDoc and project financial reports • PCR • Other project documents and Websites <p>Interviews with:</p> <ul style="list-style-type: none"> • Project Task Manager • Project management team

Evaluation Criteria and Questions	Sub-questions/Sub-dimensions	Source of Information and Data Collection Methods
		<ul style="list-style-type: none"> Project implementation partners and beneficiary institutions
	ii). Quality of Project Management and Supervision <ul style="list-style-type: none"> How effective was project management with regards to providing leadership to achieving the outcomes, managing team structures, maintaining productive partner relationships, et.? Are there any examples of adaptive management adopted by the project? 	Interviews with: <ul style="list-style-type: none"> Project Task Manager Project management team Project implementation partners and beneficiary institutions Review of: <ul style="list-style-type: none"> ProDoc and project financial reports PCR Other project documents and Websites
	iii). Stakeholder Participation and Cooperation <ul style="list-style-type: none"> What was the quality and effectiveness of communications and consultations with stakeholders during the project? What support was given to maximize collaboration and coherence between stakeholders (e.g. sharing plans, pooling resources, and exchanging learning and expertise)? What was the level of inclusion and participation of all differentiated groups in the project? 	Interviews with: <ul style="list-style-type: none"> Project Task Manager Project management team Project implementation partners and beneficiary institutions Project partners and stakeholders <ul style="list-style-type: none"> ProDoc and project financial reports PCR Other project documents and Websites
	iv). Responsiveness to Human Rights and Gender Equity <ul style="list-style-type: none"> To what extent did the project apply UN Common Understanding on HRBA and the UND Declaration on the Rights of Indigenous Peoples? To what extent did the project adhere to UNEP's Policy and Strategy for Gender Equality and the Environment? To what extent did the project take into account inequalities in access to natural resources, vulnerabilities of disadvantaged groups, and their role in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation. 	<ul style="list-style-type: none"> Project documents UN HRBA UN Declaration on the Rights of Indigenous People UNEP's Policy and Strategy for Gender Equality and Environment
	v). Environmental and Social Safeguards	

Evaluation Criteria and Questions	Sub-questions/Sub-dimensions	Source of Information and Data Collection Methods
	<ul style="list-style-type: none"> • Were UNEP requirements for addressing environmental issues and social safeguards? • Were risk ratings reviewed on a regular basis? • Was project implementation monitored for safeguard issues? • Did the project respond, where and when necessary, to safeguard issues through risk avoidance, minimization, mitigation or offsetting? • Did the project report on the implementation of safeguard management measures it took? • To what extent did the project help minimize UNEP's environmental footprint? 	
	vi). Country Ownership and Driven-ness <ul style="list-style-type: none"> • What was the quality and degree of engagement of the project with government/public sector agencies? • To what extent did government/public sector partners move forward from project outputs to outcomes, or from project outcomes to intermediate states? 	Review of: <ul style="list-style-type: none"> • ProDoc and project financial reports • PCR • Other project documents and Websites Interviews with: <ul style="list-style-type: none"> • Project partner countries and beneficiary institutions
	vii). Communication and Public Awareness <ul style="list-style-type: none"> • How effective was the communication of learning and experience sharing between project partners and stakeholders? • How effective were the project's public awareness-raising activities? • Were existing communication channels and networks used effectively (including meeting the needs of differentiated groups and the presence of feedback channels)? • What is the sustainability of the knowledge sharing platform from socio-political, institutional, or financial perspectives? 	Review of: <ul style="list-style-type: none"> • ProDoc and project financial reports • PCR • Audio-visual communications and publications by the project and its partners • Other project documents and Websites
Evaluation Criteria and Questions	Sub-questions/Sub-dimensions	Source of Information and Data Collection Methods
J. Strategic Relevance	v). Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities At the time of project's approval: <ul style="list-style-type: none"> • To what extent was the project aligned with the UNEP's MTS? • To what extent was the project aligned with the UNEP's POW? • To what extent was the project aligned with UNEP's Strategic Priorities? 	UNEP documents (MTS, POW) Interviews with Project Manager

Evaluation Criteria and Questions	Sub-questions/Sub-dimensions	Source of Information and Data Collection Methods
	vi). Alignment to Donor/Partner Strategic Priorities <ul style="list-style-type: none"> To what extent are the projects aligned with the Bali Strategic Plan (BSP) for Technology Support and Capacity Building? To what extent are the projects aligned with South-South Cooperation? 	UNEP documents (BSP) Interviews with Government representatives during evaluation mission
	vii). Relevance to Regional, Sub-regional and National Environmental Priorities <ul style="list-style-type: none"> To what extent was the project aligned with global priorities such as the SDGs and Agenda 2030, as well as the needs of countries, sub-regions or regions as articulated in UNDAFs, national or sub-national development plans, poverty reduction strategies or Nationally Appropriate Mitigation Action (NAMA), etc.? 	<ul style="list-style-type: none"> Interviews with UNEP and its international partners as well as government representatives, and other stakeholders Review of National and/or sub-national development plans/strategies/roadmap/agreements, environmental agreements.
	<ul style="list-style-type: none"> To what extent did the project meet the needs of all beneficiary groups, and reflect the UNEP policy priority to leave no one behind? 	
	viii). Complementarity with Relevant Existing Interventions/Coherence <ul style="list-style-type: none"> How well did the project consider account on-going and planned activities that address similar needs of target groups? Did the Project Team in collaboration with ROs and Sub-Program Coordinators make efforts to ensure their interventions were complementary to other interventions, optimized synergies, or avoided duplication of effort? 	<ul style="list-style-type: none"> Interviews with UNEP and its international partners as well as government representatives, and other stakeholders Review of documents and Websites on various complementary programs and projects
K. Quality of Project Design	These were assessed during the Inception Phase, and using a UNEP template the evaluation inception phase, ratings are attributed to identified criteria and an overall Project	
L. Nature of External Context		
M. Effectiveness	iv). Availability of Outputs <ul style="list-style-type: none"> Was the project able to produce its outputs, and make them available to intended beneficiaries? What was the level of ownership of outputs by, and usefulness to intended beneficiaries? What was the level of timeliness of the outputs? What were the reasons for the success or failure of the project in delivering its outputs and meeting its expected quality standards? Did the project achieve its intended milestones? 	<ul style="list-style-type: none"> Interviews with UNEP and its international partners as well as government representatives, and other stakeholders Review of project progress reports Review of PCR Review of project-related documents

Evaluation Criteria and Questions	Sub-questions/Sub-dimensions	Source of Information and Data Collection Methods
	<p>v). Achievement of Project Outcomes</p> <ul style="list-style-type: none"> • Were the project outcomes in achieved? • What were the reasons for the achievement of the outcomes? • What contribution, if any, did UNEP's intervention make toward the achievement of the outcomes? • Were the outcomes responsive to human rights and gender equality? • How, if indeed, did communication and public awareness affect the achievement of the outcomes? <p>vi). Likelihood of Impact</p> <ul style="list-style-type: none"> • What is the likelihood of achieving the intended impacts of the project? • Were there any unintended positive effects of the project, and how were they related to the project's intended impact? • What is the likelihood of the project leading, or contributing to unintended negative effects? • To what extent did the project play a catalytic role or promote scaling up and/or replication? • What is the likelihood that the project will make a substantive contribution to long-lasting change represented by the SDGs and/or UNEP's Expected Accomplishments and the strategic priorities of funding partners? 	<p>and Websites</p> <ul style="list-style-type: none"> • Interviews with Project staff, partners, and beneficiaries • Interviews with government representatives, and other stakeholders • Review of project progress reports • Review of PCR <ul style="list-style-type: none"> • Interviews with Project staff, partners and beneficiaries • Interviews with UNEP and its international partners as well as government representatives, and other stakeholders • Review of project progress reports • Review of PCR • Review of project-related documents and Websites
N. Financial Management	<p>iv). Adherence to UNEP's financial policies and procedures</p> <ul style="list-style-type: none"> • How much of all funds received by the project was spent on each output and component? • How did the spending compare with the approved budget? <p>v). Completeness of financial information</p> <ul style="list-style-type: none"> • Did the project use proper financial management standards? • Did the project adhere to UNEP's financial management policies? • Did financial management issues affect the timely delivery of the project or quality of its performance? • Was financial documentation missing, inaccurate, incomplete, or unavailable in a timely manner? <p>vi). Communication between financial and project management staff</p> <ul style="list-style-type: none"> • What was the level of communication between the PM and the Fund Management Officer with regards to the effective delivery of project, and the needs of a responsive, adaptive management approach? 	<ul style="list-style-type: none"> • Expenditure and project financial reports • ProDoc • Other Project documents <p>Interviews with:</p> <ul style="list-style-type: none"> • UNEP project manager • Government representatives

Evaluation Criteria and Questions	Sub-questions/Sub-dimensions	Source of Information and Data Collection Methods
O. Efficiency	<ul style="list-style-type: none"> • Did the project deliver maximum results from available resources? • Where the project's expected results achieved at the least possible cost? • Were the planned activities delivered on time? • Were the planned events and activities sequenced efficiently? • Could a project extension have been avoided through stronger project management? • Were there any negative impacts caused by project delays and extensions? • Were any efforts made to use/build on synergies with pre-existing institutions, partnerships, etc. to increase efficiency? 	
P. Monitoring and Reporting	<p>iv). Monitoring Design and Budgeting</p> <ul style="list-style-type: none"> • Were the project indicators relevant and appropriate? • What results-based management methods were used to track progress against the indicators? • What was the quality of designing the monitoring plan? • Were enough funds allocated for the implementation of the monitoring plan? • Were enough resources allocated for Mid-Term and TE/Review of the project? <p>v). Monitoring of Project Implementation</p> <ul style="list-style-type: none"> • Was the monitoring system operational? • Did the monitoring system facilitate timely tracking of results and progress toward project objectives throughout the project's implementation? • Did the project gather relevant and quality baseline data that was accurately and appropriately documented? • Did the project monitor the representation and participation of disaggregated groups (e.g. vulnerable, marginalized, and other groups) in project activities? • What was the quality of the information collected by the monitoring system during the project's implementation? • How was the collected information used to adapt and improve project execution, achievement of outcomes, and ensure sustainability? • Were the funds allocated for monitoring used to support the activity? <p>vi). Project Reporting</p> <ul style="list-style-type: none"> • Did the project reporting meet the requirements of UNEP and donor reporting policies? • Did the reporting take disaggregated groups (e.g. vulnerable, marginalized, and other groups) in consideration? 	<p>Interviews with:</p> <ul style="list-style-type: none"> • Project Task Manager • Project management team <p>Review of:</p> <ul style="list-style-type: none"> • Project documents • 6-monthly status reports in PIMS • Other progress reports • 6-monthly status reports in PIMS • PIRs • Other progress reports
Q. Sustainability	iv). Socio-political Sustainability	

Evaluation Criteria and Questions	Sub-questions/Sub-dimensions	Source of Information and Data Collection Methods
	<ul style="list-style-type: none"> • To what extent do social and political factors support the continuation and further development of the benefits derived from the project? • What is the level of ownership, interest and commitment among UNEP, governments, and other stakeholders to ensure that the project's achievements are sustained? <p>v). Financial Sustainability</p> <ul style="list-style-type: none"> • To what extent are project outcomes dependent on future funding for the benefits they bring to be sustained? • Has future funding been secured for activities that would sustain the project's outcomes? <p>vi). Institutional Sustainability</p> <ul style="list-style-type: none"> • To what extent does the sustainability of project outcomes depend on institutional frameworks and governance? • Are institutional achievements such as governance structures, policies, etc. strong enough to continue to deliver the benefits of the project outcomes after the end of the project? • How likely is it that institutional capacity development will be sustained after the closure of the project? 	<ul style="list-style-type: none"> • ProDoc and project financial reports • PCR • Other project documents and Websites <p>Interviews with:</p> <ul style="list-style-type: none"> • Project Task Manager • Project management team <p>Project implementation partners and beneficiary institutions</p>
R. Factors and Processes Affecting Project Performance	<p>viii). Preparedness and Readiness</p> <ul style="list-style-type: none"> • Were appropriate measures take to either address weaknesses in project design or respond to changes which occurred between project approval and project mobilization? • What was the nature and quality of engagement with stakeholders by the project team? • Was the capacity of partners confirmed before the project started? • Were partnership agreements developed before the start of the project? • What was the level of initial staffing and financial arrangements of the project? <p>ix). Quality of Project Management and Supervision</p> <ul style="list-style-type: none"> • How effective was project management with regards to providing leadership to achieving the outcomes, managing team structures, maintaining productive partner relationships, et.? • Are there any examples of adaptive management adopted by the project? 	<p>Review of:</p> <ul style="list-style-type: none"> • ProDoc and project financial reports • PCR • Other project documents and Websites <p>Interviews with:</p> <ul style="list-style-type: none"> • Project Task Manager • Project management team • Project implementation partners and beneficiary institutions <p>Interviews with:</p> <ul style="list-style-type: none"> • Project Task Manager • Project management team • Project implementation partners and beneficiary institutions

Evaluation Criteria and Questions	Sub-questions/Sub-dimensions	Source of Information and Data Collection Methods
		Review of: <ul style="list-style-type: none"> • ProDoc and project financial reports • PCR • Other project documents and Websites
	x). Stakeholder Participation and Cooperation <ul style="list-style-type: none"> • What was the quality and effectiveness of communications and consultations with stakeholders during the project? • What support was given to maximize collaboration and coherence between stakeholders (e.g. sharing plans, pooling resources, and exchanging learning and expertise)? • What was the level of inclusion and participation of all differentiated groups in the project? 	Interviews with: <ul style="list-style-type: none"> • Project Task Manager • Project management team • Project implementation partners and beneficiary institutions • Project partners and stakeholders <ul style="list-style-type: none"> • ProDoc and project financial reports • PCR • Other project documents and Websites
	xi). Responsiveness to Human Rights and Gender Equity <ul style="list-style-type: none"> • To what extent did the project apply UN Common Understanding on HRBA and the UND Declaration on the Rights of Indigenous Peoples? • To what extent did the project adhere to UNEP's Policy and Strategy for Gender Equality and the Environment? • To what extent did the project take into account inequalities in access to natural resources, vulnerabilities of disadvantaged groups, and their role in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation. 	<ul style="list-style-type: none"> • Project documents • UN HRBA • UN Declaration on the Rights of Indigenous People • UNEP's Policy and Strategy for Gender Equality and Environment
	xii). Environmental and Social Safeguards <ul style="list-style-type: none"> • Were UNEP requirements for addressing environmental issues and social safeguards? • Were risk ratings reviewed on a regular basis? • Was project implementation monitored for safeguard issues? • Did the project respond, where and when necessary, to safeguard issues through risk avoidance, minimization, mitigation or offsetting? 	

Evaluation Criteria and Questions	Sub-questions/Sub-dimensions	Source of Information and Data Collection Methods
	<ul style="list-style-type: none"> • Did the project report on the implementation of safeguard management measures it took? • To what extent did the project help minimize UNEP's environmental footprint? 	
	<p>xiii). Country Ownership and Driven-ness</p> <ul style="list-style-type: none"> • What was the quality and degree of engagement of the project with government/public sector agencies? • To what extent did government/public sector partners move forward from project outputs to outcomes, or from project outcomes to intermediate states? 	<p>Review of:</p> <ul style="list-style-type: none"> • ProDoc and project financial reports • PCR • Other project documents and Websites <p>Interviews with:</p> <ul style="list-style-type: none"> • Project partner countries and beneficiary institutions
	<p>xiv). Communication and Public Awareness</p> <ul style="list-style-type: none"> • How effective was the communication of learning and experience sharing between project partners and stakeholders? • How effective were the project's public awareness-raising activities? • Were existing communication channels and networks used effectively (including meeting the needs of differentiated groups and the presence of feedback channels)? • What is the sustainability of the knowledge sharing platform from socio-political, institutional, or financial perspectives? 	<p>Review of:</p> <ul style="list-style-type: none"> • ProDoc and project financial reports • PCR • Audio-visual communications and publications by the project and its partners • Other project documents and Websites

ANNEX VI. RESULTS FRAMEWORK FOR THE PROJECT

Relevant Expected Accomplishment in the Programme of Work:			
Pow 2014/2015: EA (b): Use of ecosystem management approaches in countries to sustain ecosystem services from coastal and marine systems is increased & PoW 2016/2017: to be updated once developed			
1. Project Outcome	Indicators	Means of Verification	
Wastewater is recognized as a resource in global agenda translating into declarations, policy decisions and national actions to reduce the negative impact of wastewater into the environment.	Number of governments and private sector organizations making use of the best practices, tools and guidelines developed through the demonstration projects . Baseline: 0, Target: 5)	Reports and journals on coastal and marine systems management.	
	Wastewater integrated in the post 2015 Sustainable Development goals. (Baseline: 0, Target: 1)	Media reports on ecosystems and livelihoods in pilot areas	
	Number of joint initiatives by GW ² I members underway to increase awareness end sustainable management of wastewater (Baseline: 0, Target: 5)	Reports on Assessments of coastal and marine ecosystems their services and livelihoods	
	Number of countries developing and/or reviewing NPAs. Baseline: 0 target: 10	Studies and reports documenting improved water quality and ecosystem services	
	Number of countries implementing NPAs Baseline: 0 Target: 3	NPAs or ICM implementation plans and progress reports from countries documenting the application and impacts of tools and guidance documents	
2. Project Outputs:	Indicators	Means of Verification	PoW-EA Output
A) Output 1: Tools and guidelines developed, and made available for managing and monitoring the impacts of wastewater	Number of publications of an economic valuation on wastewater document (baseline 0, target 1)	• A document on economic valuation of wastewater	14/15: #323 & 16/17
	Number of tools on technology matrix developed and tested for wastewater-related technologies (baseline 0, target 1)	• A technology matrix and guidance document	

on the marine environment and other water bodies (C1)	A guidance document on the re-use of wastewater among concerned United Nations agencies produced and tested (baseline 0, target 1)	<ul style="list-style-type: none"> • Checklist on wastewater gender-sensitive risk assessment 	
	Number of document on wastewater monitoring mechanism developed and made available (baseline 0, target 1)	<ul style="list-style-type: none"> • Reports on organized workshops 	
	Number of workshops organized to share the produced tools (Baseline 0, target 4)	<ul style="list-style-type: none"> • Global wastewater monitoring mechanism 	
	Number of desk studies undertaken of existing NPA (Baseline 0, target 1)	<ul style="list-style-type: none"> • Desk study of NPAs 	
B) Output 2: An operational Global Partnership on Wastewater Management (GW ² I) with a wide range of partners is established and operational to improve wastewater management (C2)	<ul style="list-style-type: none"> • Number of Governments, organizations, private sectors, agencies and institutions having joined GW²I (Baseline 0, Target 50) • An updated and operationalized ,GW²I online information management system for wastewater management, (Baseline 0, Target 1) • Number of documents downloads from the GW²I website (baseline 0, target 20) • Number of links to the GW²I website from other websites (Baseline 0, Target 5) • Number of publications of the report on the state of the world's wastewater management systems and their services (Baseline 0, Target 2) 	<ul style="list-style-type: none"> • Letters of intent to join the Partnership • Committee meeting reports The GW²I workplan • Website access record • Project documents and reports 	14/15: #323 & 16/17
C) Output 3: Wastewater Treatment Technologies and strategies are demonstrated and promoted globally (C3)	<ul style="list-style-type: none"> • Number of demonstration projects designed and implemented in cooperation -- with various stakeholders (baseline 0, target 10) • Number of assessments produced of the 	<ul style="list-style-type: none"> • Project documents, guidelines, monitoring reports • Report, studies • Baseline assessment on coral reef document • Document on lessons learnt from the demo 	14/15: #323 & 16/17

	<p>impact of wastewater on the coral reefs in the Pacific region and others sensitive Small Islands Development SUDS regions (baseline 0, target 3)</p> <ul style="list-style-type: none"> • Number of compiled document on lessons learnt from the demo-projects (baseline 0, target 1) • Number of forum held to share lessons learnt from the demo-project with the aim to upscale and replicate them (baseline 0, 1) 	<p>project</p> <ul style="list-style-type: none"> • Report of the forum 	
<p>D) Output 4: Technical support provided to global processes aimed at strengthening sustainable wastewater management (C4)</p>	<ul style="list-style-type: none"> • Number of revised work plans for UN Water Wastewater Task Force (baseline 0, target 3) • Number of documents prepared on the formulation of the Sustainable Development goal for wastewater and options for processes to develop targets and indicators (baseline 0, target 3) • Number of reports and case studies prepared and disseminated on emerging issues on wastewater (baseline 0, target 5) • Number of trainings on Safe Use of Wastewater in Agriculture conducted and lessons learnt drawn and shared (baseline 3, Target 5) • Number of workshop held to promote the post 2015 SDG related to wastewater (Baseline 0, Target 2) 	<ul style="list-style-type: none"> • Minutes of Task Force meetings • UN Water wastewater Task Force annual work plan • Draft document on SDG Targets, Indicators and Goal for wastewater • Reports, case studies Training workshop reports • Report of workshops 	<p>14/15: #323&16/17</p>
<p>E) Output 5: Materials produced and events</p>	<ul style="list-style-type: none"> • Number of communication and outreach strategies developed and being 	<ul style="list-style-type: none"> • Communication and outreach • document 	<p>14/15: #323&16/17</p>

<p>organised to increase awareness on sustainable wastewater management (cross cutting approach- CS)</p>	<p>implemented (baseline 0, target 1)</p> <ul style="list-style-type: none"> • Number of communication tools (6 facts sheet , 5 policy briefs, 4 press releases, 3 major publication) developed and disseminated (baseline 0, target 18) • Number of annual/biannual events held on sustainable wastewater management (baseline 0, target 4) • Number of best practices on wastewater management collected and shared (baseline 0, target 2) • Number of short videos produced (baseline 0, target 1) 	<ul style="list-style-type: none"> • Fact sheets, briefs, press releases • Report from events • Publication of the best practices • Short video on wastewater 	
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ANNEX VII. COMPLETED ASSESSMENT OF THE PROJECT DESIGN QUALITY

No.	DESIGN QUALITY CRITERION/QUESTIONS	ANSWERS TO QUESTIONS	COMMENTS/IMPLICATIONS FOR THE EVALUATION DESIGN (e.g. questions, TOC assumptions and drivers, methods and approaches, key respondents etc)	SECTION RATING
A.	Operating Context			
1	Does the project document identify any unusually challenging operational factors that are likely to negatively affect project performance?	Ongoing/high likelihood of conflict? NO	The ProDoc does not mention conflict (on-going or possible) as a risk for the project	6
		ii)Ongoing/high likelihood of natural disaster? NO	The ProDoc does not mention natural disasters as a risk for the project	
		Ongoing/high likelihood of change in national government? NO	The ProDoc does not mention the change or likelihood of change in national governments as a risk for the project	
B.	Project Preparation			
2	Does the project document entail clear and adequate situation analyses?	YES	The ProDoc provides a comprehensive and clear situation analysis	5
3	Does the project document include a clear and adequate stakeholder analysis, including by gender/minority groupings or indigenous peoples?	YES	The ProDoc includes a stakeholder analysis, and discusses gender/indigenous peoples issues with regards to the project	
4	If yes to Q3: Does the project document provide a description of stakeholder consultation during project design process? (If yes, were any key groups overlooked: government, private sector, civil society and those who will potentially be negatively affected)	YES	"This project [was] designed based on the explicit recommendation from governments at the GPA/IGR3 in Manila in January 2012 and UNSGAB and the UN Water Task Force and other key stakeholders, and builds upon priorities identified in the specific regions. Therefore, the risks to stakeholder buy-in are considered low and give the project the necessary institutional support" The project stakeholder consultations were only at the level of States, and not communities and people	

No.	DESIGN QUALITY CRITERION/QUESTIONS	ANSWERS TO QUESTIONS	COMMENTS/IMPLICATIONS FOR THE EVALUATION DESIGN (e.g. questions, TOC assumptions and drivers, methods and approaches, key respondents etc)	SECTION RATING	
			on the ground. As such the strength of stakeholder buy-in depended on the extent to which States were able to get people and communities to buy into the project.		
5	Does the project document identify concerns with respect to human rights, including in relation to differentiated gender needs and sustainable development? (e.g. integrated approach to human/natural systems; gender perspectives, rights of indigenous people)	Sustainable development in terms of integrated approach to human/natural systems	YES		
		Gender	YES	The ProDoc discusses gender and indigenous people's issues in rather theoretical terms, although it planned to adequately cater to the needs and interests of women and indigenous peoples during project implementation	
		Indigenous peoples	YES		
C.	Strategic Relevance				
6	Is the project document clear in terms of its alignment and relevance to:	UNEP MTS and PoW	YES		
		UNEP/GEF/Donor strategic priorities (incl Bali Strategic Plan and South-South Cooperation)	YES		
		Regional, sub-regional and national environmental priorities?	YES		
		Complementarity with other interventions	YES		
D.	Intended Results and Causality				
7	Are the causal pathways from project outputs (availability of goods and		NO	The ProDoc only lists the Outputs and Outcomes, but does not provide or describe the causal	4

No.	DESIGN QUALITY CRITERION/QUESTIONS		ANSWERS TO QUESTIONS	COMMENTS/IMPLICATIONS FOR THE EVALUATION DESIGN (e.g. questions, TOC assumptions and drivers, methods and approaches, key respondents etc)	SECTION RATING
	services to intended beneficiaries) through outcomes (changes in stakeholder behavior) towards impacts (long-lasting, collective change of state) clearly and convincingly described in either the logical framework or the TOC? (NOTE if there is no TOC in the project design documents a reconstructed TOC at Evaluation Inception will be needed)			pathways. It must be noted, however, that Output 1 of the project focused on the development "guidance and tools to policy and decision-makers and stakeholders to deal with wastewater issues and, on the other hand provides support to countries in the preparation and/or the implementation of their NPAs. Similarly, Output 2 established the "Global Wastewater Initiative, a multi-stakeholder platform ... to raise awareness, share information and develop joint projects and initiatives. The GW ² I will be the main channel to implement the project activities as a whole." Thus, the activities of Outputs 1 and 2 were indeed impact drivers for the attainment of other project Outputs.	
8	Are impact drivers and assumptions clearly described for each key causal pathway?		NO		
9	Are the roles of key actors and stakeholders clearly described for each key causal pathway?		NO		
10	Are the outcomes realistic with respect to the timeframe and scale of the intervention?		YES		
E.	Logical Framework and Monitoring				
11	Does the logical framework:	Capture the key elements of the Theory of Change/	YES	The logical framework for the project provided specific, measurable, achievable, relevant, and time-bound (SMART) indicators for both the	5

No.	DESIGN QUALITY CRITERION/QUESTIONS		ANSWERS TO QUESTIONS	COMMENTS/IMPLICATIONS FOR THE EVALUATION DESIGN (e.g. questions, TOC assumptions and drivers, methods and approaches, key respondents etc)	SECTION RATING
		intervention logic for the project?		project outcome, and indicators of the five outputs. Furthermore, the mid-term and terminal evaluations of the project were budgeted for in the ProDoc, and the workplan for the project was clear, adequate and realistic.	
		Have appropriate and 'SMART' results at output level?	YES		
		Have appropriate and 'SMART' results at outcome level?	YES		
12	Is there baseline information in relation to key performance indicators?		YES		
13	Has the desired level of achievement (targets) been specified for indicators of outputs and outcomes?		YES		
14	Are the milestones in the monitoring plan appropriate and sufficient to track progress and foster management towards outputs and outcomes?		YES		
15	Have responsibilities for monitoring activities been made clear?		YES		
16	Has a budget been allocated for monitoring project progress?		NO		
17	Is the workplan clear, adequate and realistic? (eg. Adequate time between capacity building and take up etc)		YES		
F.	Governance and Supervision Arrangements				

No.	DESIGN QUALITY CRITERION/QUESTIONS		ANSWERS TO QUESTIONS	COMMENTS/IMPLICATIONS FOR THE EVALUATION DESIGN (e.g. questions, TOC assumptions and drivers, methods and approaches, key respondents etc)	SECTION RATING
18	Is the project governance and supervision model comprehensive, clear and appropriate? (Steering Committee, partner consultations, etc.)		YES	The ProDoc has a very detailed description of the project governance and supervision model, and provided an organigram of the governance structure for the project.	6
19	Are roles and responsibilities within UNEP clearly defined? (If there are no stated responsibilities for UNEP Regional Offices, note where Regional Offices should be consulted prior to, and during, the evaluation)		YES	<p>UNEP/GPA is the Implementing Agency for this project, while project activities will be implemented through the FMEB/Regional Seas Programmes, and with identified key partners, where possible</p> <p>UNEP will engage a diverse cross-section of consultants, partner institutions and stakeholders, UN agencies, the private sectors, academia/science and research institutes</p> <p>The Global Wastewater Initiative (GW²I), which is a multi-stakeholder platform, will be the main tool to implement the project</p> <p>The ISC of the GW²I will provide overall guidance of the partnership</p>	
G.	Partnerships				
20	Have the capacities of partners been adequately assessed? (CHECK if partner capacity was assessed during inception/mobilisation where partners were either not known or changed after project design approval)		YES	The project was designed to work with partners within and outside the UNEP system. Some of the partners within UNEP are the Regional Seas Programmes, the Coral Reef Unit of FMEB, and UNEP Regional Offices, while external partners that were to be sought by the project include the Stockholm Environment Institute, the International Water Association, UN-Water Task Force on Wastewater, UNSGAB, Global Partnership on	6

No.	DESIGN QUALITY CRITERION/QUESTIONS	ANSWERS TO QUESTIONS	COMMENTS/IMPLICATIONS FOR THE EVALUATION DESIGN (e.g. questions, TOC assumptions and drivers, methods and approaches, key respondents etc)	SECTION RATING
			Marine Litter, Global Partnership on Nutrient Management, USEPA, and Gates Foundation. The project also sought synergies and collaboration with GEF projects such as the WIO-LaB -addressing Land-based Activities in the Western Indian Ocean.	
21	Are the roles and responsibilities of external partners properly specified and appropriate to their capacities?	YES	The roles and responsibilities of the external partners were also properly specified and appropriate to their capacities.	
H.	Learning, Communication and Outreach			
22	Does the project have a clear and adequate knowledge management approach?	YES	One project output focused on communication and outreach, including the production of facts sheets, policy briefs, etc. The project also aimed to address the challenge of lack of access to information about wastewater management techniques.	6
23	Has the project identified appropriate methods for communication with key stakeholders during the project life? (If yes, do the plans build on an analysis of existing communication channels and networks used by key stakeholders?)	YES		
24	Are plans in place for dissemination of results and lesson sharing at the end of the project? If yes, do they build on an analysis of existing communication channels and networks?	YES		
I.	Financial Planning / Budgeting			
25	Are the budgets / financial planning adequate at design stage? (coherence of the budget, do figures add up etc.)	YES	The budget/financial planning of the project was coherent at the design stage, and the resource	6

No.	DESIGN QUALITY CRITERION/QUESTIONS	ANSWERS TO QUESTIONS	COMMENTS/IMPLICATIONS FOR THE EVALUATION DESIGN (e.g. questions, TOC assumptions and drivers, methods and approaches, key respondents etc)	SECTION RATING
			mobilization strategy was effective because it raised more funding for the project.	
26	Is the resource mobilization strategy reasonable/realistic? (If it is over-ambitious it may undermine the delivery of the project outcomes or if under-ambitious may lead to repeated no cost extensions)	YES		
J	Efficiency			6
27	Has the project been appropriately designed in relation to the duration and/or levels of secured funding?	YES		
28	Does the project design make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. to increase project efficiency?	YES	The project design leveraged pre-existing institutions, agreements and partnerships such as the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities (GPA)	
29	Does the project document refer to any value for money strategies (i.e. increasing economy, efficiency and/or cost-effectiveness)?	YES	The project is considered very cost-effective because investments in wastewater management have been found to generate significant returns, and addressing wastewater can significantly help reduce poverty and sustain ecosystem services.	
30	Has the project been extended beyond its original end date? (If yes, explore the reasons for delays and no-cost extensions during the evaluation)	YES	Although project was extended for one year because of mobilization of additional resources and other reasons.	

No.	DESIGN QUALITY CRITERION/QUESTIONS	ANSWERS TO QUESTIONS	COMMENTS/IMPLICATIONS FOR THE EVALUATION DESIGN (e.g. questions, TOC assumptions and drivers, methods and approaches, key respondents etc)	SECTION RATING
K.	Risk identification and Social Safeguards			
31	Are risks appropriately identified in both the TOC/logic framework and the risk table? (If no, include key assumptions in reconstructed TOC at Evaluation Inception)	YES	The ProDoc identified three risks (including availability of resources) faced by the project but concluded that one of them had a medium likelihood of happening, while the other two had a low likelihood of happening.	NOT RATE
32	Are potentially negative environmental, economic and social impacts of the project identified and is the mitigation strategy adequate? (consider unintended impacts)	NO	The project was aimed at addressing an environmental, economic, and social problem, and the ProDoc does not include any potentially negative impacts of the project with regards to these issues.	
33	Does the project have adequate mechanisms to reduce its negative environmental foot-print? (including in relation to project management and work implemented by UNEP partners)	NO		
L.	Sustainability / Replication and Catalytic Effects			
34	Did the design address any/all of the following: socio-political, financial, institutional and environmental sustainability issues?	YES	The ProDoc emphasizes the importance of sustainability, so the project design was based on the recommendation of governments, the UNSGAB, the UN Water Task Force, and other stakeholders, and builds on regional priorities. Furthermore, the ProDoc recognized the importance of engaging all stakeholders to increase their sense of ownership of the project and hence its sustainability.	6
35	Was there a credible sustainability strategy and/or appropriate exit strategy at design stage?	YES		
36	Does the project design present strategies to promote/support scaling up, replication and/or catalytic action? (If yes, capture this feature in the	YES		

No.	DESIGN QUALITY CRITERION/QUESTIONS	ANSWERS TO QUESTIONS	COMMENTS/IMPLICATIONS FOR THE EVALUATION DESIGN (e.g. questions, TOC assumptions and drivers, methods and approaches, key respondents etc)	SECTION RATING
	reconstructed TOC at Evaluation Inception)			
M.	Identified Project Design Weaknesses/Gaps			
37	Were recommendations made by the PRC adopted in the final project design? If no, what were the critical issues raised by PRC that were not addressed		No rating applicable.	No Rating
38	Were there any critical issues not flagged by PRC? (If yes, what were they?)			
39	UNEP Gender Marker Score⁷⁷	SCORE	Comments	No Rating

⁷⁷ This does not apply to the project because according to UNEP Guidelines, it only applies for projects approved from 2017 onwards